ORGANISATIONAL DEVELOPMENT

At the end of this section you will have:

- A better understanding of IkamvaYouth's organisational structures and procedures that assist the delivery of a high quality tutoring programme
- Been introduced to a variety of templates and examples to help build your own organisational structure and processes
- Gained understanding to grow and strengthen your tutoring programme

Note

It is advised that you get your tutoring sessions operating effectively before you start seeking fundraising, developing chartered accounts or implementing an M&E process.

FUNDRAISING AND SUSTAINABILITY

It is essential that you begin looking at the sustainability of your organisation from as early as possible. When working with young people you want to be assured that the programme can continue to provide the service to the learners who need it.

One aspect of sustainability is fundraising but there are also other activities that can increase the stability and long-term security of your programme. This section is split into:

- Fundraising (sources/types/activities)
- Reporting
- Monitoring & Evaluation (M&E)
- Marketing and Awareness

Tip

Start collecting data early. As soon as you start your programme think about what information will show whether or not your programme is working and then make sure you have access to this information. It is also a good idea to put a structure in place i.e. the last week of every term is used to consolidate the branch report and look for any patterns of progression

All the activities spoken about here are all connected and tend to feed into each other. For example getting good reporting in place and therefore having a good idea whether your programme is having a positive impact on your learners, allows you to communicate and raise awareness about the programme and engage more learners, volunteers and funders.

Fundraising

Fundraising is one of the hardest parts of working in the non-profit sector, particularly when you first start out. It does get easier to attract funding as you demonstrate impact and grow your learner numbers, however you then have to raise more funds to support the work! Therefore fundraising is always on the agenda! There are different methods and means of acquiring funding and it will depend on what you need funds for.

Some key facts to remember as you embark upon your fundraising journey are:

- Fundraising is about people not money
- Fundraising is about relationships
- Globally 80% of donations are from individuals and 20% are from other sources.
- A donor is **FOUR** times more likely to donate again if they receive a THANK YOU within 48 hours.
- A donor is much more likely to donate to a NGO who shares the same values and vision as he or she does.

Types of funding

The two main types of funding are donations and grants. You will likely receive your first funding in the form of a donation. The donation of funds or resources and materials is useful for once-off projects. If there is a specific and quantifiable need it is much easier to approach people and ask directly.

It is worth sitting with your team to answer a few questions:

- What are our core needs? Money and resources? (Be specific!)
- What are the businesses in my immediate surroundings?
- Do any of the volunteers work for companies that could give?
- Does anyone know anyone at larger companies?

Approaching companies can be difficult. It can be embarrassing to ask for money and you could feel that you are inconveniencing someone. However, research has shown that the vast majority of the world actually do want to give but are not sure where and how. You are doing them a favour. Rather than persuade them to give, you just have to *let* them to give to you!

Other than local businesses there are organisations such as the Rotary group, an international network of people who are often keen to contribute. They have a preference for the donation of actual assets or food rather than money.

You could also consider making an email appeal. This can only be done every so often and usually works best in response to a crisis or emergency.

Grant funding is usually from a trust or foundation, or increasingly from corporate social investment departments. A grant comes with an agreement between you and the grantor that the money will be spent on something specific and there may be certain deliverables that must be met.

Note

Be careful when accepting grants that the deliverables that you agree upon are attainable. Do not promise a trust that their funding will lead to all 20 of you matrics receiving a Bachelors pass. Obviously you want that and will aim for that but set more realistic targets in funding conditions.

Tip

Not all money is good money! Just because someone offers you money it does not mean you have to take it. Consider the reason for giving, value alignment, and the expectations of the funder before diving into a grant.

Most funding organisations do not accept random proposals. It is therefore important to be on the constant look out for possible funding opportunities. You can check sites such as NGO Pulse and Funds for NGOs.

It is also important to build relationships with anyone that could be a potential funder or link to a funder. A trusted recommendation goes a long way in the non-profit sector.

Proposal Writing

The next step is to nail the proposal.

Before starting any proposal familiarise yourself with the donor and their interests. Are you a good fit? Are you working in their area of interest? Do you meet their eligibility requirements?

Tip

When you first begin working on the application, check the requirements for additional documentation, reference letters, etc. When letters are required, provide referees with at least a week to provide them.

Tip

Put aside **a LOT of time**. Proposals always take a whole lot longer than you'd expect, even when you're an experienced proposal writer. If you're new to proposal writing, or are writing for a project that hasn't yet been funded, then you need to start working on it at least **two months in advance of the deadline.**

Research possible funding opportunities; NGO Pulse and FundsforNGOs are a good place to start

↓

Read the entire website and familiarise yourself with projects they've funded before (speak to any organisations that you know or who are in the same field as you), the average grant they generally give to first-time grantees, the process, the application form, the requisite supplementary documentation etc

↓

Hold a brainstorming session with your team to decide what amount you are asking for, what it will be used for and why you have chosen this i.e. intended impact.

↓

If possible try to speak directly to the funder to determine whether you should apply. Go to the funder with a clear idea of what you wish to use the grant for.

↓

Draft a proposal, make sure that you are within the word limit and that each piece of the proposal speaks to each other (e.g. the concept or overview, the budget and the full proposal). Read through the proposal and imagine the questions which a reader who knows nothing about your organisation would ask, and then ensure that each of these are explained.

↓

Get input from an experienced proposal writer. .

↓

Re-draft (you may end up doing several drafts before feeling totally satisfied with the proposal). If possible get a couple of people to do a last eyes edit to pick up grammar mistakes etc.

Many proposals will have word limits. The following tips help with meeting word limits:

- Take out all repetition (both within sections and across the entire application overall).
- Set up acronyms early on and then use throughout the rest of the application.
- Add a field in your proposal or relevant section where you point to the word or character count. This helps you to constantly work towards the word limit goal, and is very helpful when working on proposals collaboratively.

A good proposal will consist of the following:

1. **Introduction:** The introduction needs to be compelling. The first sentence needs to really grab attention. Remember your proposal is one of 1000s hitting the desks of grant-makers and you need to make them remember it (and want to read it all the way to the end). The introduction needs to introduce your organisation and illustrate as concisely as possible what you do, the way you do it and your impact. Outline what you're asking for and why; how much you need, and what you're going to do with it.
2. **Problem statement:** By reading the grant-makers' website, you'll get a sense of the extent to which they are likely to understand your context. For those who do little work in South African education, you need to educate them on the issues with facts and stats. Reference literature briefly for the most compelling stats.
3. **Outputs and Outcomes:** Once you've explained why you do what you do and how, you need to show the actual activities and results of these.

   Outputs are essentially your activities: numbers of tutoring sessions, number of workshops, numbers of learners participating, attendance results etc. This will speak directly to the budget, showing how you will spend the money.

   Outcomes are the results of these activities: academic improvement, increased eligibility for quality post-school opportunities, access to tertiary and employment. This will speak to the problem statement showing how what we do will address the challenges.

There are some good resources online that offer you tips and ideas about how to write a good proposal. There are also NGO fundraising courses that you can register for.

To recap on some key points:

- Don’t waste time on applications for which we are not eligible.
- Don’t send generic proposals to donors; it's the equivalent of sending generic cover letters when applying for a job.
- Don’t send an unfinished / unpolished version for last-eyes edit.
- Never leave it until the last minute!

Reporting

Unfortunately your job is not over yet. In fact, once the money is in your account and the agreement is signed, the hard work really begins! You now have to spend the money and report against it. This is easier said than done.

Narrative Report

Reporting is a skill in itself. Some funders will provide a template however some will only give you vague guidelines.

- Begin with a summary of activities against the proposal you submitted. Testimonials are a good way to demonstrate activities and the impact that they have.
- Elaborate upon your programme delivery/outputs and detail the lessons learnt - both those resulting from successes *and* failures.
- Look at what you have learnt and suggest clear ways forward (particularly if you are providing a mid-grant report). Outline how you are going to rectify a situation if something has not gone to plan, and how you will ensure the continuation of more successful activities.

Tip

Write with a genuine voice. Pretend that you are speaking to the funder and you are trying to explain and describe what you have done, what you have learnt and what you will do. Sincerity will come across in the tone of your report.

The key is to find a way to be open and honest without alarming funders. The last thing a funder wants to read is a negative defeatist report but nor do they want to read a shining report of success that when researched is a fabrication of the truth!

Note

If you are worried that you will not meet the funding deliverables or something has gone severely wrong with your programme during the funding period SPEAK TO THE FUNDER ASAP. A good funder understands the reality and will not hold you to something that you cannot achieve, particularly when it is outside of your control. BE HONEST.

Tip

Log the reporting deadlines in your Google Calendar, set a reminder 2 weeks beforehand to start looking at the reporting template.

Financial Reporting

While donors need to know the social returns on their investments (the outputs and outcomes of the project, programme or branch that they're funding), they also need to know exactly how you spent their money.

While we aim to budget as effectively as possible using line item amounts, the reality is that there are (both positive and negative) unexpected events. This will often cause you to spend more or less than originally intended. In either of these scenarios, you need to inform the donor upfront. If you have unspent funding you should present a plan for how you would like to re-route the funding; either to cover expenses that have ended up being higher than that you indicated in your proposal, or to cover new line items. It's important to get the donor's permission to spend funding that was allocated to specific line items in your budget.

Many donors have their own templates for the financial sections of their reports. Where donors do not have templates, follow these steps when reporting:

- Report against each line item as featured in the original proposal
- When you have over or under-spent by more than 10%, you need to include a note or comment explaining the reasons for this. (Note that some donors have different % requirements; refer to the grant agreements for these).
- Where you have reallocated unspent funds, you need to explain what these were for.

Monitoring and Evaluation (M&E)

Reporting on programme implementation is an important aspect of any organisation. It helps you to identify areas of weakness and strength, put in place solutions, and monitor the impact of these solutions. It will ultimately lead to a better quality programme that will achieve more impact. Having data readily available will also dramatically increase the ease of your fundraising efforts.

When your organisation is young, you will probably not have anyone demanding a report from you. Once established, the Board can play this role and will help to enforce deadlines on your reporting process. In the absence of a demand, it is tempting to neglect reporting in preference for actual programme implementation. However, remember that without good reporting you won't be able to demonstrate impact or improve your programme and you won't be able to access funding. Ultimately you won't have a programme to implement!

For an introduction to M&E, have a look at this Beginner's Guide produced by one of our funders, the Learning Trust.

IkamvaYouth's reporting system is very simple. Each branch submits a quarterly report to the national team at the end of each term.

Template; Termly Branch Report Template

This report is analysed to ensure that all branches are on track to achieve their strategic goals and objectives. It also provides an opportunity for branches to set goals and monitor their progress. Be sure to carry over goals that are on-going or have not yet been realised. This is a great tool to evaluate staff and programme operation.

Each branch report tracks:

1. **Learner numbers:** If you do not know how many learners are attending tutoring sessions you cannot draw conclusions about pass %, cost per learner, grade progression and drop-out, etc.
2. **Learner attendance:** This must be recorded accurately at every session. The quarterly report will help branches to see what % of their learners are in the various

attendance categories to inform kick-outs. % will have been taken throughout the term and staff will have followed up on low attending learners before reaching this point.

3. **Volunteer numbers and attendance:** IkamvaYouth's most valuable asset is the volunteers who are often ex-learners and community members. To reward volunteer commitment it is important to monitor the attendance of volunteers so that opportunities, bursaries etc. can be suggested to the most deserving candidates.
4. **Report Collection;** the number of reports collected and average scores.
5. **Additional programmes** i.e. computer classes, workshops and Excursions

It is from the collection of this data that you will be able to demonstrate impact. As you progress, it becomes important to be able to demonstrate whether the learners who participated in your programme have been able to improve (i.e. would they have achieved these results without participating in the programme?) This requires longitudinal data, as well as data from feeder schools for comparative purposes. IkamvaYouth is collaborating with a team of education economists on a large-scale evaluation, and in order to participate in this effort, please contact zoe@ikamvayouth.org.

Database

IkamvaYouth has reached a point of organisational growth that requires a more streamlined approach to reporting. It has therefore adopted the use of a centralised database and information management system called Ed-Admin. This system is used by many schools in the country and has been customised for IkamvaYouth's specific needs as an after-school tutoring programme.

If you are interested in using the database for your organisation or would like to find out more about the capabilities and costs please contact marion@ikamvayouth.org.

Marketing and Awareness

As well as internal communication, external communication is also extremely important to raise the profile of your organisation. It is important that the community in which you work is aware of what you do so that you can recruit more learners and volunteers and involve more schools and parents.

However, it is also necessary to raise the awareness of your organisation and specific programmes further afield. The main aim of this is to attract funding and support.

A few ideas that may help you to market your organisation are listed below:

- Design an eye catching logo that is not too text heavy – you could approach design students at universities and colleges or ask your learners to have a go at designing something.
- Make sure that you use this logo in all your external communication so that people start to associate the logo with what you do
- Setup a Facebook group that is clearly named and invite your friends to join. Try to keep this updated with interesting stories, links to articles, photos, and videos, opinions, so that people remain engaged.
- In all external communication try to be as professional as possible; style, language, tone.
- To communicate a surprising or exciting event, a hard hitting story of a learner, a new funder/donor, a new office, an award that is received, etc. it can be useful to send out a press release. Press releases are used to get factual information to media personnel and companies so that they can develop a story from these facts. The aim is to be clear and concise and convey the message as simply as possible. Lead with an attention-grabbing headline, followed by the main facts 'who, what, when, where, how, and why', and try to keep it between 200-500 words. Make sure when you send it out it has your contact name, phone number and email address at the bottom.
    - The best way of marketing your organisation is in person so attempt to organise as many presentations, workshops, visits and Open Days as you can so that

people become aware of what you do. You can write and practice a ‘pitch’ which includes all the needed information so that you don’t waffle.