

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.

GOVERNANCE

The first step is organisational establishment. Once you have a venue for your tutoring programme with learners and tutors attending and the programme has been successfully running for a few months or years you must officially establish it as an NPO or partner with an existing NPO where you operate as a programme of the organisation, and are held to its governance, accounting and human resource processes and policies.

Inyathelo is an organisation that exists to help NGOs. There is some information on their [website](#) regarding registration and they hold open and free NGO clinics.

Once registered, you are in a position to begin building your organisation into a highly efficient and effective system that provides the best service for the young people that you work with.

Democratic Decision-making

IkamvaYouth is a democratically-run organisation. When it was established, in 2003, the organisation adopted a clear democratic approach to management through committees, which has developed over time. Widening the participation in key decisions has a profound effect on the individual's commitment to the programme, whether one is a staff member or a learner. Inclusion maximises the ownership of the choices made, and therefore the stability and sustainability of the decisions that have been taken.

Establish a Board

To register as a non-profit or non-governmental organisation (NGO) it is required by law to have a board. However, you mustn't look at establishing a Board of Directors as merely a legislative task. A well-appointed and informed board can add huge value to your organisation.

The primary duty of a board is to govern the organisation's well-being. They do this by ensuring that all stakeholders of the organisation; including staff and beneficiaries, are looked after. They can offer legal, ethical, and practical guidance that enables the organisation to do things in the 'best way' and ensure that unnecessary risks are not taken. Your board can help with practical guidance and resources as well. For instance they may help with policy development, fundraising or connect you to training and development opportunities.

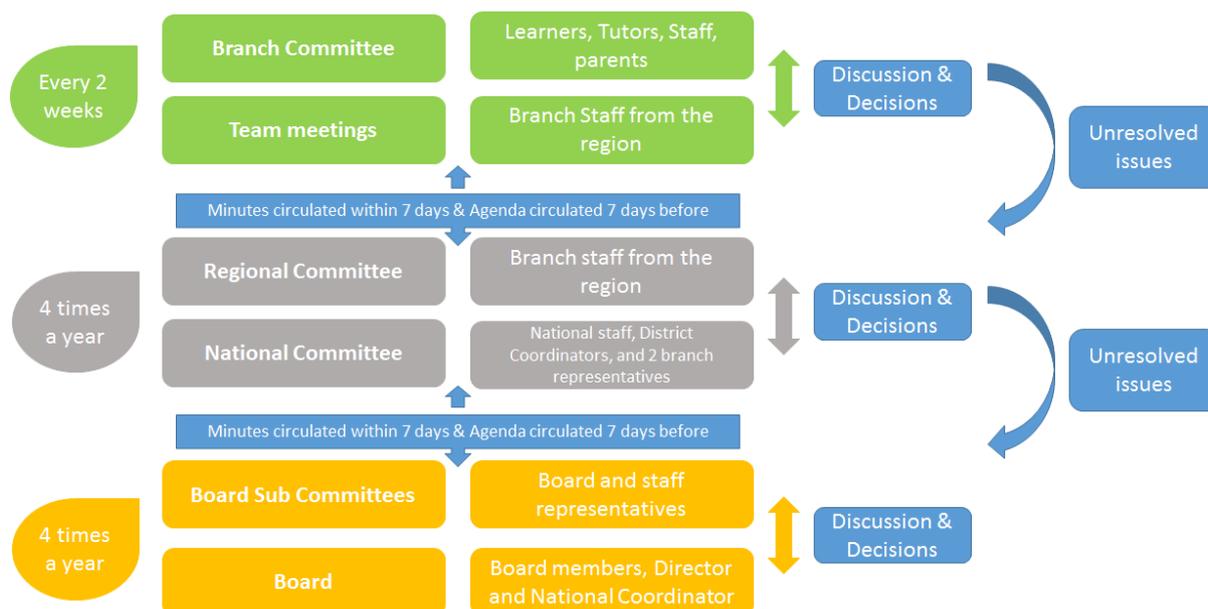
Manage by Committee

Initially the organisation was managed by a branch committee alone. As the organisation has grown it has not been possible to involve everyone in just one committee. Therefore structured committees have been put in place at the branch, regional, and national level. These committees talk to each other through a scheduled system of meetings, minutes, agendas, and feedback loops effected through online surveys.



Tip

Establish systems early. Put in place organisational structures as soon as you can. As you grow and develop it is important to have some backbone systems in place that will make your growth much easier.



Each branch has a branch committee (Branchcom), which comprises the two paid employees (branch coordinator and assistant) and the most committed volunteers, learners, teachers and parents (if you're lucky!). These committees meet every two weeks. The agenda for this meeting will be informed by the learner representatives at a branch level and from team meetings and regional committees. The idea is to reach a consensus so that a decision can be taken that is agreed upon and has the buy-in of all members. However a voting system can also adopted, with each member having an equal vote.

If after voting, Branchcom are unable to reach a decision, the issue will be taken to a discussion at the team meeting which is scheduled for alternate weeks to the Branchcom. The team meeting comprises branch staff from that region. The discussion will continue until a consensus is reached. If the decision will have organisational repercussions or if there is serious contention that is preventing a decision it can be taken to the Regional Committee (Regcom)

This Regcom meets every quarter throughout the year and consists of the same members as the team meeting. The difference being that the agenda is formally informed by National Committee (Natcom), as well as any unresolved issues from Branchcom/team meetings. The Natcom consists of all national staff, District Coordinators and branch representatives. They

meet 4 times a year, including twice in person. Between the Regcom and Natcom a consensus can usually be reached that is representative of the entire organisation.

When a decision or issue is raised and particularly when it presents a potential risk to the organisation, the discussion will be taken to the Board Sub Committees (Subcom). There are three Subcoms: Sustainability, Audit & Risk, and HR & Governance. They consist of representatives from the board and staff and aim to catch and address issues of potential threats before issues are taken to the Board. They also offer a level of expertise that can assist staff to make better decisions for the organisation.

All minutes are shared from all committee meetings, except for Subcoms as these matters can contain sensitive information. Due to these transparent and democratic governance structures and a highly informed team, responsibility and information is disseminated and distributed amongst staff fairly. No one person holds all essential information so changes in the management team will not threaten programme delivery. Decision-making is also decentralised as a result of these structures which not only equips staff to make choices in the branches best interests but also shares the duty of making the more difficult and contentious decisions.



Note

There are other systems to establish a democratic management system. Whichever way you choose to do so, IT IS EXCEPTIONALLY IMPORTANT. The involvement of ALL in the operations is one of the keys to the success of the programme and ultimately its impact.

Communicate

Communication is such an important aspect of organisational functioning and even more so when adopting a democratic approach that relies upon people being well-informed to make choices.

In addition to the committee meetings it is vital to ensure that everyone hears and is heard at all times. It is important to put in place the following systems for communication:

Google group email. It is also good practice to CC your colleagues or support team on matters that concern them. This allows everyone to be involved in what is going on as it happens. Check out this [*very simple explainer*](#) that will help you to establish your email list.

Have a look at these [*really useful tips for email copy*](#).

Google Calendar. Everyone needs to know what is happening and when people can plan and get involved. Depending on the size of your organisation you may want to include just staff or staff and volunteers as well. You can set up different calendars for different people or different projects. You can find some online support regarding setting up and using your Google calendar [*here*](#).

Google Drive. This online collaboration platform lets you upload and create documents that can be worked on by numerous people in various places at the same time. It is great if you are developing a fundraising proposal or formal document and want other input. It also means that there is one version being worked on rather than multiple versions of the same document circulating. [*Check out this overview video*](#).

Module 3 - Growing a Tutoring Programme

Strategic Planning Weekend (SPW)

SPW is a planning weekend that is held at the branch once a year. Learners, tutors, parents, and staff are invited to attend. It offers the people involved in the programme the opportunity to discover more about the organisation and start to think about what they want the programme to be and how they can make that happen. It essentially involves the beneficiaries in the decision-making and can dramatically increase their understanding, buy-in and commitment to the programme.

There are many ways you can facilitate an SPW session and it can cover what you feel needs to be addressed. However, there are a few activities that IkamvaYouth have found helpful:

Time-line of events – This is an interesting activity to do right at the beginning. Particularly if you have longstanding members of the organisation. It allows participants to see how people have been involved and start to get a sense of the idea that an organisation/programme develops. It lays the foundation for their ability to then discuss future development and change.

Portfolio Teams – Grouping people in ‘portfolios’ can help to get more targeted solutions. IkamvaYouth separates them into; Tutoring, Career Guidance and Mentoring, Media, Image and Expression, Health and Life Skills, Computer Literacy. You can choose the different groups that are needed for your programme. If you allow people to self-select into groups you will likely get people working on topics/in areas that truly interests them and the quality of the solutions will be improved. You may need to do some juggling of group numbers if uneven.

Action Plans – This is best done on the second day, by which point there has been a lot of discussion about the challenges and hopefully you will have some proposed solutions. These solutions will only happen if; there is someone championing that solution, several others supporting its achievement, and a wider group who can hold those people to account. An action plan is incredibly important to translate good ideas and suggestions into action.

Objective	Action	Who	By When
The noise at tutoring sessions is reduced so that everyone can focus	Put posters up on the wall reminding people to be quiet	Sihle to design posters Coordinator prints	By September's Natcom meeting

This is a very simple example of an action plan and again you can create a version that best works for you. The purpose is to provide a structure that takes an idea to action. This process must also involve the follow-up on the actions people have committed to.

To achieve this, in the 'By when' column it helps to be specific. Don't just write September, but make sure that there is a date, or a 'next meeting'. At that next meeting, the action plan can be used to guide the conversation by asking 'what progress has been made towards the achievement of this 'action'?' This structure that will allow the 'checking' of whether this activity is complete or making progress. This is a good practice for people to get into and fosters responsibility, commitment, and accountability.

You can read more about planning in the following chapter 'Project Planning and Management'

Resource/Template – SPW example plan

National Strategic Planning Week (NSPW)

Once a year the whole IkamvaYouth team gets together in person to reflect on the year, address issues and challenges, agree on a strategic direction and set objectives for the year ahead. More importantly it offers the team a chance to get to know each other and have fun!

Initially you can use the strategic planning weekend to serve this purpose but as you grow you may need to carve out time for your staff to meet and connect and share their ideas and opinions on the strategic direction of the organisation.