



Solving South Africa's Education Crisis

Building a sector of effective afterschool programmes in South Africa

CASE STUDY: IkamvaYouth & the Social Franchising Accelerator

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BERTHA CENTRE FOR
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1. INTRODUCTION TO IKAMVAYOUTH

IkamvaYouth (Ikamva) is a non-governmental organisation that assists disadvantaged youth to obtain tertiary education and/or employment. Ikamva was founded in 2003 when Joy Olivier and Makhosi Gogwana began tutoring learners on Saturday mornings at Makhosi's old high school. What started as a Saturday morning 'hobby' eventually grew into a registered organisation, supporting learners in the township of Khayelitsha in Cape Town, South Africa. Today, IkamvaYouth has spread to 5 provinces in South Africa, with branches in 10 communities. Over 3100 learners have gone through its programme.

Solution: Peer-to-peer tutoring and mentoring in response to South Africa's educational challenges.

Ikamva has adopted a solution where learners steer their own learning as well as that of their peers. Three times a week, groups of grade 8-12 learners come together at various Ikamva branches to participate in the after-school supplementary tutoring and mentoring sessions. Since 2005, the organisation has consistently achieved between 85-100% grade 12 pass rates for its learners. Results from a 2013 evaluation of Ikamva alumni showed that they were less likely to drop out of their tertiary studies, and those in formal employment earned a median monthly income of R9000 – three times more than the average income of black South Africans.

For more information about Ikamva, please go to www.ikamvayouth.org



THE SOCIAL FRANCHISING ACCELERATOR

In January 2014, the Bertha Centre, in partnership with the International Centre for Social Franchising and Franchising Plus, launched the world's first Social Franchising Accelerator. Based at the Bertha Centre, and with funding from the Rockefeller Foundation, the Social Franchising Accelerator helped four social enterprises replicate their interventions through social franchising. The early insights from the accelerator are captured in a knowledge brief as well as four individual case studies of the social enterprises.

THE FOUR SOCIAL ENTERPRISES WERE:

IkamvaYouth provides tutoring and career guidance services to high school learners from disadvantaged communities. Key focus area: Sector and partnership development

Philani Child Health and Nutrition Project is a community health programme focused on maternal and child health. Key focus area: *Changing organisational culture*

Silulo Ulutho Technologies fills the digital gap in underserved communities. Key focus area: *Market-based franchising*

U-turn Homeless Ministries rehabilitate homeless people by providing vocational and life skills. Key focus area: *Replicating in pieces and stages*

2. IKAMVA'S PATHWAYS TO SCALE

Ikamva's vision of impact at scale is one where "every learner in South Africa graduates from high school and has access to a post-school opportunity that ensures they can earn a dignified living" according to Joy Olivier, co-founder.

2.1 Ikamva's scaling strategy prior to the Social Franchising Accelerator

To date, Ikamva has explored a number of replication strategies towards realising this vision, including open-source dissemination, partnerships with government and other community organisations, wholly-owned replication, and more recently, social franchising¹.

FIGURE 1: Ikamva's scaling strategy prior to the Social Franchising Accelerator

2.1.1 Dissemination through the IkamvaYouth Zone

Ikamva has been leveraging technology to reach more learners through their online platform – ikamvayouthzone.org. Through this portal, Ikamva disseminates information and resources, such as bursary and scholarship opportunities for learners, online resources that foster knowledge-sharing and participation across branches, and guidance to other organisations running similar programmes.

2.1.2 Community Collaboration Project

The Community Collaboration Project is Ikamva's way of sharing their knowledge with other organisations that offer tutoring programmes to learners. Ikamva provides ongoing support to nine community collaborators in order for them to achieve the same impact as Ikamva. In 2015, this collaboration collectively impacted 450 learners.

2.1.3 Scaling through government partnerships

Ikamva recognises that they cannot reach scale without a strong partnership with the government. In 2014, Ikamva entered into a partnership with the Western Cape Government to pilot the replication of the Ikamva model in two high schools, as part of the government's Year Beyond Programme. During the pilot, Ikamva replicated the model in ten other schools in 2015, with 35 volunteer tutors reaching close to 800 learners. The goal is to see the programme implemented in 24 schools by 2016 and rolled out in another province by 2017. This partnership opportunity represents a critical step for Ikamva towards reaching nation-wide scale.

From 2015 onwards, the Ikamva team is exploring a partnership with Upsocial, a Spanish educational initiative looking to improve educational

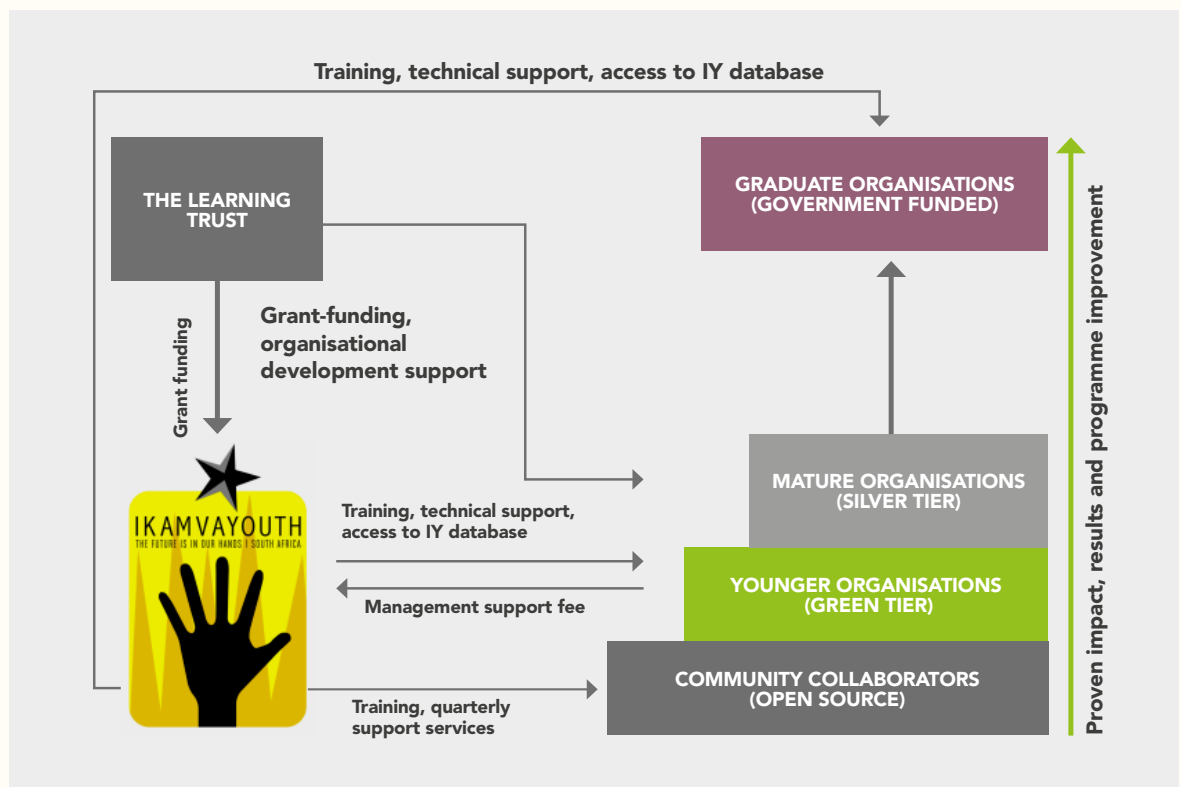
3. SOCIAL FRANCHISING: REPLICATING IKAMVA THROUGH SOCIAL FRANCHISING

Ikamva has enjoyed organic growth with sustained impact across its operations. While the organisation was mostly satisfied with the pathways to scale it had explored to date, they had experienced a number of challenges along the way. As Joy says, *“we had experienced a number of challenges at the time, especially around quality control, finding the right people to manage branches, remote management of programme delivery, and distilling the essence of what we do in a way that others can understand and implement well.”* Having learned about social franchising, and how its principles could address some of the replication challenges they faced, Ikamva saw this a promising strategy to explore.

During their participation in the Social Franchising Accelerator, Ikamva focused on:

- Updating and publishing their Operations and Training Manual
 - Sophisticating their marketing material
 - Developing effective monitoring, training and reporting processes
 - Developing potential revenue models for sustainable community collaboration
- In designing the social franchise model, Ikamva has structured a tiered-model according to the following schematic:

FIGURE 2: IkamvaYouth's (planned) social franchise model



3.1 Replication model and minimum standards

When defining the replication model, it was important to focus on the impact targets and the type of replication needed to drive those. The starting point was to identify minimum standards for implementation partners in order to achieve impact goals. These standards are based on Ikamva's experience of running their own programmes and include aspects such as:

- **The 1:5 tutor to learner ratio**
- **Tracking of attendance to keep learners invested in the programme**
- **Delivering the programme at least three times a week**
- **A minimum of three parent meetings a year per student**

The replication model consists of both initial and ongoing support. Initial support includes induction training and guidance on Ikamva's operational model. The latter includes specifications on equipment needed to run the programme as well as implementation of the Ikamva monitoring and evaluation system.

Ikamva developed a tiered model that entails different levels of support. The green tier is aimed at younger organisations with fewer resources. It includes the application of minimum operational standards, a tutoring-only model and attendance of bi-monthly group sessions. The silver tier is aimed at mature organisations. They will receive ongoing support and implement minimum operational standards.

Ongoing support will consist of bi-monthly visits to the replication partner. The visits include operational and technical support, financial monitoring, advice on awareness campaigns and M&E. In addition to these visits, Ikamva also believes in the value of peer-to-peer group sessions. These will be facilitated every one to two months and will include training sessions and separate peer learning sessions. It will also offer communication and networking opportunities. Ikamva can also offer training sessions for tutors.

To enable Ikamva to provide the ongoing support to social franchises, they charge a management support fee, which is donor funded. The fee is based on the cost of support provided.

3.2 Selection criteria of implementation partners

It's important to have well defined selection criteria and to consistently adhere to this to ensure successful replication. Ikamva defined the minimum criteria that organisations need to comply with to participate. These criteria will be applied during a recruitment and selection process.

4. LESSONS LEARNED: REFLECTIONS FROM THE SOCIAL FRANCHISE JOURNEY

Ikamva's social franchising journey has only just begun, the organisation is in the final phases of systematising its processes. While a lot of the learning will occur when the organisation pilots its first few social franchises over the next few months, the journey has been marked with a number of lessons and reflections so far. These fed into eight critical success factors for social franchising, which are captured in the Social Franchising Accelerator insights brief. Ikamva's key learning outcomes are framed below within this context.

8 CRITICAL SUCCESS FACTORS TO SOCIAL FRANCHISING

BEFORE you decide to pursue social franchising

1. Validate upfront that replication as well as social franchising is right for your solution and organisation.
2. Confirm all members of the organisation are ready to systemise and adopt a "scaling mindset"
3. Ensure that sufficient processes, systems, and resources are in place before deciding on an SF strategy
4. Articulate your SF strategy - i.e., your vision, outcomes, model, values & approach - collectively, upfront

AFTER you decide to pursue social franchising

5. Franchise only those elements of your model that are critical to your target outcomes and replicable
6. Be clear on which individuals and organisations you will work with: Set clear selection criteria
7. Systemise vigorously to ensure reliability, yet dare to customise your model to local needs and demands
8. Don't cease to learn and adapt & pace your scaling efforts: Getting your 1st franchise right is key

CRITICAL SUCCESS FACTOR 1:

Validate upfront that replication as well as social franchising is right for your solution and organisation.

IKAMVA: Achieving scale is about community-led action and strong collaboration.

Ensure that your social franchise model is rooted in the communities within which it will operate. A recurring realisation for the Ikamva team on their replication journey has been that, to achieve long-term impact, there should be alignment and trust between all stakeholders. As one of IkamvaYouth's key funding partners said; "you cannot get closer and deeper to achieving long-term impact than to have community-driven development - communities and stakeholders taking a personal interest in and forming a level of attachment to the cause, and working in a co-ordinated way, with aligned interest and trust." In Ikamva's view, a social franchise model's sustainability builds on its local buy-in and ownership.

CRITICAL SUCCESS FACTOR 3:

Ensure that sufficient processes, systems, and resources are in place before deciding on an SF strategy

IKAMVA: Understand the value of your brand

Being a democratic organisation is key to Ikamva. This has meant that branches in different provinces have the freedom to brand themselves with a different colour. However, social franchising insists that organisations operate under one brand identity, which is applied in a consistent way across the social franchise network. This principle did not resonate with Ikamva initially as it clashed with the organisation's ethos of community-owned identities. Following a brand evaluation, Ikamva realised that the brand holds significant value with its learners, volunteers and funding partners. Furthermore, Ikamva acknowledges that applying a consistent corporate identity across its branches will enhance their strong brand going forward, especially relating to partnership with donors and replication partners.

CRITICAL SUCCESS FACTOR 4:

Articulate your SF strategy - i.e., your vision, outcomes, model, values & approach - collectively, upfront

IKAMVA: Scaling through sector development holds promise for a transformative change agenda

Ikamva's vision is that all (their) learners should be able to realise their full potential. This feeds the replication strategy. However, Ikamva's intervention is only one piece of the puzzle; the vision requires a sector of other players intervening at other points of a young person's development journey. Ikamva is therefore mindful that they need to align with organisations offering programmes that compliment and reinforce the impact of their tutoring programme. "Sector development is a faster way for us to scale, as it builds on existing resources. It is very important that we design our social franchise in a way that it can double as a stepping stone for others", says Joy.

CRITICAL SUCCESS FACTOR 6:

Be clear on which individuals and organisations you will work with: Set clear selection criteria

IKAMVA: Replicating through partners is a valuable but tricky balance

The reality of achieving scale in the social sector is, commonly, that it takes more than one organisation. Often, partnerships with like-minded people is needed, be these funders, replication partners, government partners or community stakeholders. In Ikamva's case, the success of their programmes relies on the strength of these partnerships. On the up-side, these partnerships bring fresh energy, additional resources and a passion for affecting change on a large scale. On the down-side, collaborating with many players in a system can be a stressful and complicated undertaking, as there are competing priorities, politics and conflicting timeframes, which can affect programme delivery negatively.

5. NEXT STEPS ON IKAMVA'S SOCIAL FRANCHISING JOURNEY

While in the Social Franchising Accelerator, Ikamva developed their tiered partnership model. As a result of that process, they have selected partners for social franchising, which will now be piloted. Simultaneously, Ikamva will work with the more loosely organized partnership. The next challenge for the organisation will be to implement an efficient monitoring and evaluation framework for their replication efforts.

REFERENCES

Information on this case was collected throughout Ikamva's participation on the Social Franchising Accelerator. The content informing this case study was collected through regular field visits with Ikamva, field notes, existing material on IkamvaYouth, and interviews with the organisations senior management and select replication-funding partners of IkamvaYouth.

Interviews were conducted with the following people:

Joy Olivier – IkamvaYouth

Zoe Mann – IkamvaYouth

Charles Ainslee – The Learning Trust

The Social Franchising Accelerator was part of the Bertha Centre's work to test innovative ways of scaling social entrepreneurship. The work continues under the caption Pathways to Funding and Pathways to Sustainability.