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"My sense is that people see organisations as vehicles through which to do things in the world not realising that in building organisation they are in fact shaping the world". James Taylor CDRA Homeweek, July 2008

"Be the change you wish to see in the world.". Mahatma Gandhi.

Executive Summary

IkamvaYouth is a young yet highly effective non-profit organisation offering academic support to South Africa's township school youth in the final years of their secondary school careers. IkamvaYouth is remarkable not just in *what* it does but also in *how* it does it and central to the success of the IkamvaYouth model is the grassroots democratic emphasis that provides all IkamvaYouth stakeholders with the tools to actively influence and shape their organisation. This report focuses on the challenge of how we scale IkamvaYouth to achieve maximum reach while honouring the values that IkamvaYouth believes in.

On examining the theoretical literature on some of the alternatives to a traditional top-down approach and in paying particular attention to the remarkable for-profit organisation Semco, I examine practical ways of locating power and control in the IkamvaYouth structures that will remain true to its grassroots origins.

I conclude that servant leadership is inevitable on the favoured non-hierarchical approach and a value-based democratic organisational structure offers a highly attractive option. I suggest that the way forward is to franchise the IkamvaYouth model in such a way that power and control resides at the local branches. In the final analysis I also briefly pinpoint some of the implications such a fundamental shift will have on the integrated aspects of the organisation.

IkamvaYouth - Organisational Background

IkamvaYouth is a township-based non-profit organisation providing academic support to township school learners in the final years of their secondary school careers enabling these learners to access quality post-school opportunities. IkamvaYouth has a two-fold objective of assisting learners to lift themselves out of poverty through education and then equipping them to enable others to do the same. Although still young, IkamvaYouth has grown organically and replicated in areas where there is a need *and* a person to champion the establishment of a new branch. Currently there are 5 branches across South Africa providing a standardised programme methodology to IkamvaYouth beneficiaries. The model is almost entirely volunteer-driven (mostly by students from nearby universities) and each year between 60-70% of the IkamvaYouth matric group access tertiary education (compared to a township average of, at best, around 12%).

The key stakeholders of IkamvaYouth maintain that the success of the organisation has as much to do with how IkamvaYouth operates as it has to do with what IkamvaYouth does. By locating power and control within an inclusive and equitable grassroots democratic framework all local stakeholders have an active say in decisions that affect the functioning of the organisation and the local branch.

Problem Statement

> **"How do we scale IkamvaYouth to achieve maximum reach while honouring the values that IkamvaYouth believes in?"**

In order for IkamvaYouth to continue to grow sustainably and replicate more effectively IkamvaYouth needs to go through a process of consolidation and clarification of its structures. The key challenge is to ensure that IkamvaYouth remains true to its roots as a value-driven grassroots democracy and that power and control remains properly located in a just and equitable manner. To paraphrase the much-repeated quote of Mahatma Gandhi, the challenge for IkamvaYouth is to both programmatically and *structurally* %be the change it wishes to see in the world+. This injunction applies not just to the ends to which

IkamvaYouth directs its activities but also to the means as well and forms the core problem statement of this report.

Theoretical Review and Case Studies

There are essentially two issues at stake in the task we have set. On the one hand is the issue of how we ensure the structures of IkamvaYouth positively locate power and control in a way that honours the grassroots value-driven democratic origins of the organisation and on the other hand is the issue of how we most effectively scale IkamvaYouth to further grow and expand its reach. The issues are clearly interconnected and although I touch on both in this report, the theoretical review is focused almost exclusively on the former.

By setting itself up as a value-driven grassroots democracy, IkamvaYouth is offering a distinct counterpoint to prevailing hierarchical structures common in both the for-profit and non-profit sector. Doug Reeler (2010) argues that since much of development work is about a shift in power relations, the developmental sector should rightfully be more deliberate in determining where this power is best located organisationally. Reeler (2010) suggests that this is best and most sustainably held in what he calls "sovereign local organisations". For Reeler (2010), sovereignty refers to the level of ownership the members of an organisation enjoy and that the truly sovereign organisation is effectively "the expression of the free will of its own constituents." (Reeler, 2010, p.2) This is important if the organisation wishes to position itself as an authentic community entity.

Reeler (2010) identifies the following key characteristics of sovereign organisations:

- A rootedness in the values and purpose of the organisation
- These values and the organisational purpose reflect the desires and will of its members themselves as opposed to being objectives dictated to from an external organisation or grant body

- The organisation is contextually unique with a strong organic component and not a carbon copy of similar organisations
- Is aware of the context the organisation and its people operate within and the multiple dynamics that this entails
- The organisation is open to collaborative opportunities without compromising on its own identity and values
- The local sovereign organisation is a continual journey with constant learning opportunities and flexibility to adapt accordingly

In promoting the value-driven democratic decision-making process that is central to the IkamvaYouth model, ikamvaYouth surely fits Reeler's criteria as a "sovereign local organisation" and in so doing offers an example of a positive shift in power relations from what is commonly encountered in more traditional organisational structures. It is certainly true from anecdotal evidence that both learners and volunteers express great pride in being part of an organisation that in many senses they believe "belongs" to them. This collective ownership is often missing in grassroots developmental organisations and is a direct result of IkamvaYouth's ability to flatten the hierarchical pyramid and create community with local buy-in from beneficiaries and supporters in the way it is structured.

In the corporate (and in some non-profit) environments the hierarchical top-down approach is often favoured on the basis of being the most effective mechanism for ensuring programme delivery and for maintaining structural efficiencies. While this approach may well achieve these intended objectives it often falls short in recognising some basic truths about human nature and the conditions best suited for personal growth and flourishing. Too often the hierarchical approach treats individuals as mere means to particular ends rather than as ends in themselves and fails to treat individuals as capacitated human beings with the desire and means to influence their circumstances and exercise their proper levels of self-autonomy whatever their position or circumstances. The contention is that by holding power in the way evidenced by IkamvaYouth that this more authentically reflects the core human values of dignity, autonomy and fairness.

In addition, conditions like those created by IkamvaYouth are well suited for attaining what Howard Gardner (2009a) believes to be essential within organisations if the outputs of the organisation are going to be: excellent in quality; socially responsible; and meaningful to its participants. As one of the architects of the Good Work Project, Gardener (2009a & 2009b) conducted an academic study into the idea of a more humane solution to the everyday demands and dictates of businesses and organisations that operate within market driven economies. Gardener (2009a) and his colleagues searched for the conditions most conducive for a combination of effective and efficient outcomes that are at the same time more humane . especially to those at the bottom of the pyramid where IkamvaYouth is located. Gardner (2009a) identified four factors that create the conditions for engaging in excellent, ethical and meaningful activities. His findings are as follows:

1. It is essential that the individual and the organisation find significant overlap in terms of shared values, worldviews and core objectives.

2. The leverages for personal motivation at the level of the individual is distinctly important and it is instructive to note that Gardner's research found that a predominantly monetary motivation did not provide conditions for excellent, ethical and engaging activities as the activities themselves in this instance become more a means to an end.

3. The organisational framework needs to account for prevailing external social conditions in order for it to be relevant to the individuals in the organisation and thereby appropriately offer a solution that speaks to the current circumstances.

4. There is escalating value in an individual's sustained involvement over a period of time in an organisation in that the longer a person is actively engaged in excellent, ethical and meaningful activities the more they begin to assume responsibility for maintaining and shaping the conditions that enable this to take place.

Although much of the above in already implicit in how IkamvaYouth operates, the on-going challenge is to routinely interrogate the structural thinking to ensure IkamvaYouth creates the appropriate conditions for achieving excellent, socially responsible and engaging activities for all its stakeholders. If these structures hold, then . according to Gardner (2009b) . this also creates the appropriate conditions for an improved level of personal autonomy that enables individuals to align their own values with the organisation's core values insofar as these are directed towards shared objectives. That is, the better an organisation is able to facilitate excellent, ethical and engaging activities the better it is able to inherently respect human dignity of all its stakeholders and thereby provide a better counterexample to the prevailing systems and hierarchical structures.

Gardner's (2009a & 2009b) research also raises many pertinent issues that speak directly to the human condition. Nigel Nicholson (1998) is an evolutionary psychologist who looks at human history and how human beings have tended to organise themselves for thousands of years. Nicholson (1998) poses the question of how this impacts our organisational thoughts, structures and arrangements especially given that although the world has changed significantly over the last decade of millennia, the lack of evolutionary pressure means that human beings have not. In essence this entails that the way the brain operates today and the manner in which it governs much of our human interaction is remarkably similar to how it operated many thousands of years ago even though the environmental circumstances now are very different.

For Nicholson (1998), understanding human nature has implications for organisational structure and how individuals act and react within the organisational environment especially if we wish to establish organisations that function in harmony with human nature as IkamvaYouth does. Nicholson's key contention is that for most of human history humans have been hunter-gatherers of the stone-age variety and the brain's programming has adapted to be most effective in small organisational units. This remains the case and it is one of the reasons human beings battle to meaningfully engage in very large organisations as the sense of personal responsibility and individual autonomy diminishes the

larger the group. This, he argues, is particularly instructive for healthy management of disputes that invariably arise in organisational settings. Nicholson (1998) contends that such disputes are most successfully addressed in small groups and dealt with through participative processes that provide scope for individuals to actively influence their immediate surroundings.

One individual who has taken Nicholson's views seriously and applied them to an organisational framework is Ricardo Semler (1989) who runs a thriving manufacturing company that has successfully adopted a form of institutional democracy and in the process created the circumstances conducive to real employee engagement and a sense of collective ownership of the company's core values and objectives. Having spent a year lecturing at Harvard Business School, Semler (1989) offers both theoretical insight and an instructive case study example (that we will return to below).

Semler's (1989) central premise is that the traditional hierarchical pyramid with its multi-managerial layers is the antithesis to what is best for employee productivity, creativity, and wellbeing . and it is consequently also a drag on the bottom line. Managers, according to Semler (1989), tend to get in the way of progress or stifle employee creativity through the rigid adherence to hierarchical protocol or the vast layers of internal policies and procedures. The upshot of this approach is that the traditional work environment fails to treat the worker as a fully competent human being which invariably leads to a decline in the employee's personal interest in the project they are working and this, in turn, has negative effects on the outputs of the company.

Ricardo Semler's (1989) theories on matching what's good for human nature with what's good for the company are underpinned by the noteworthy results of his own company, Semco. Semco is a successful Brazilian operation with a democratic workplace where the workforce hire the managers, set their own working hours, determine their own salaries, have a say in all organisational decisions and receive a share of the quarterly profits. Semco has been running along these lines for more than thirty years and has seen growth in all conditions

. including through the Brazilian economic meltdown of the late 1980s. Semco now has a workforce of over 5000 employees and an almost non-existent staff turnover. (Semler, 1989) On the criteria highlighted above, Semco is an authentic and "sovereign local organisation" (Reeler, 2010) where employees buy into the vision of the company, jointly influence the values and assume co-ownership of the company's objectives and purposes. The outcome is that Semco has created conditions for excellent, ethical and engaging activities (Gardener, 2009) by reorienting the hierarchical power pyramid and shifting organisational control to the workforce to the benefit of both the employees and the company.

Semler (1989) also takes cognisance of Nicholson's observations on human nature and consequently structured his company into a number of smaller independently functioning groups governed by democratic rules and principles placing employee involvement at the centre of each group's business operations to allow for a participatory way of coordinating the workplace. Semler (1989) lists three fundamental factors that he believes form the basis of Semco's considerable success:

1. Democratic decision making

Semler's view is that the traditional corporate structures are inherited directly from the military where the question of control is the fundamental issue. As a result, companies structure their entire way of doing business around strategic plans and missions and these processes will be followed no matter what . even if this causes substantial grief both internally and externally. Semler contends that this top-down hierarchical approach is the antithesis to what is best for employee productivity, creativity, and wellbeing (and it is therefore also consequently a drag on the bottom line) because it fails to give employees control over their circumstances. The alternative is to flatten the pyramid with a more horizontal means of holding power by providing democratic channels for groups and individuals to influence their particular circumstances. Workers are entitled to vote on everything at Semco including issues pertaining to their working conditions, salaries, hiring, firing, and work plans. Semco employees are also

actively encouraged to express their opinions even if it is contrary to the opinions of their superiors. In the process this provides opportunities for Semco employees to have a greater degree of autonomy over their circumstances and Semler believes that this is a key reason Semco has been so successful over the last thirty years with consistently higher levels of employee satisfaction than its competitors.

2. Incentivisation

There is a definite element of self-interest at play in the decision-making processes that Semco employees engage in as the performance results of each department directly impact on the employees personal financial situations. If they perform well they are rewarded accordingly through a division of the quarterly profit share. The incentives are also non-monetary as well. For example, employees set their own working hours and have a high degree of independence in structuring their working week. This increased flexibility is important for Semler because it allows employees to lead more balanced lives outside of work and is a highly sought after incentive. Semler's contention is that the pervasiveness of technology nowadays means that many people end up working from home on Sunday evenings but then they should also feel the same freedom to go to the movies with their kids on Monday morning.

3. Information

Crucial to the Semco model and emphasis on participatory democratic decision making is the ability to make informed choices and, for Semler, informed choices are only possible if all the decision-makers have all the necessary information at their disposal. As such, all the financial information pertaining to the company and business unit is distributed to everyone at Semco and all company information is regularly updated and published and made available to ensure transparency across the organisation. All decisions and meetings are dutifully recorded and in a radical departure from traditional business practice the salaries of all the employees in each business unit are pinned to the wall for everyone in

that unit to see. This latter practice in particular is not only useful as a means of keeping everyone informed but also helps ensure accountability as the collective workforce will want to be sure the money is well spent and that the individual is providing commensurate value to the organisation.

One of the discoveries from the theoretical review on this subject and search for complimentary case studies is that effective grassroots non-profit organisations structured in a similar way to Semco are difficult to find. There are however a number of organisations working to promote democracy throughout the world in both wealthy and poorer communities. The Institute for Democracy in Africa (Idasa) for example is focused on the extent to which individuals have a say over those who make decisions that directly affect them and the extent to which this process reflects a real and profound equality. Idasa describes itself as an ‰independent public interest organisation committed to promoting sustainable democracy based on active citizenship, democratic institutions, and social justice+ (Idasa website: 2010)

For Idasa, democracy is more than a candidate choice at a ballot box and is fundamentally a question of how much control individuals within a democratic framework have over the actions of those who are in positions of authority over them and how equal these individuals are in leveraging this control. Of concern to Idasa is whether the structures involved ensure that individuals have influence over their circumstances in an appropriate and accessible manner and the extent to which institutional and procedural norms facilitate the ability of individuals to rule and participate equally in the governance of collective vested interests.

One of the key challenges that Idasa faces is to implement internal democratic procedures that reflect their emphasis on external democratic values. One of the central dilemmas within Idasa is to find ways that not only promote the virtues of democracy but also structurally reflect the emphasis on these values in a real and practical way. The tension within Idasa is to balance the freedom and autonomy that is necessary for proper democratic decision making with

employee accountability to deliver according to Idasa's particular mandate at any given time.

One way Idasa attempts to structurally embody some of these values is through an emphasis on horizontal accountability by using peer reviews for performance appraisals and through reaching consensual deliverable agreements. The challenge again is to manage this in a non-hierarchical manner and in the Idasa environment this invariably is dependent on the manager's personality. For example, in one of the department's, employees take time out of the end of every session to assess what is working well and what is not as an opportunity to acknowledge areas of strength but also areas where staff have failed to deliver appropriately. This department has done away with anonymous surveys and reviews in an attempt to get employees to own their opinions and create a more transparent and honest working environment. The Idasa organisational model is still a long way from the IkamvaYouth model.

Probably the closest NGO model to the kind IkamvaYouth fits is Habitat for Humanity which is a well-known non-profit organisation with a central goal of eliminating homelessness and eradicating the persistence of inadequate housing across the world. Habitat's headquarters are in America and there are affiliate Habitat branches in countries throughout the world. Habitat's central office provides a standardised franchise-like operating system but each local branch operates as an autonomous organisation that is rooted in the local context. Habitat provides clear expectations about deliverables and expects the local affiliate to adhere to a whole host of non-negotiable requirements in exchange for the use of the Habitat name and in certain instances for funding.

At the conclusion of each yearly cycle, the local affiliate completes a thorough and detailed account of the activities that took place at the local level and the branch is assessed on whether it has adhered to the standardised operating framework and clearly and consistently reflected the core values of Habitat in all its activities. The Habitat model allows for an interesting blend of autonomy and a fairly rigid value-driven methodology. In the South African context, the local

affiliate benefits from the use of the widely recognised Habitat for Humanity brand and through some funding channelled from the national body. In turn, by allowing for the branch to establish itself as a local autonomous structure it is able to adapt quite easily to local conditions . provided this does not compromise the original agreement on non-negotiables or run contrary to any of Habitat's core values.

Pertinent Observations

Fundamentally, the question of how we structure organisations has to do with how we locate power and control and what leverages are available and accessible to whom. It is part of the human condition that as human beings we organise ourselves in different ways and the contention of the theoretical literature and case studies above is that the way we organise can promote individual autonomy and dignity to varying degrees. There are two concurrent observations that are not explicitly stated in the above but need to be brought to the surface.

The first observation is that flattening the hierarchical pyramid and structuring an organisation that is rooted in democratic decision-making at a grassroots level will necessarily require a particular kind of leadership from those within the organisation. The Wikipedia entry on workplace democracies (Downloaded, 2010) suggests that servant-leadership is inevitable in this context since servant-leadership itself offers a counterpoint to traditional hierarchical leadership approaches. It is widely accepted that servant-leadership encourages collaboration, trust, empathy, and the ethical use of power and that "The individual is a servant first, making the conscious decision to lead in order to better serve others, not to increase their own power." (Greenleaf, 1991) It also follows that if the person in leadership does not serve the interests of the organisation they will simply be voted out of this role.

The second observation that is implicit in the above is that democracy without an anchor of some kind is not necessarily a desirable scenario. An organisation that purely promotes democratic decision making would, at best, be highly

susceptible to mission drift and, at worst, carry the constant potential to inflict substantial harm purely on the basis of a majority decision. There is nothing, for example, to prevent a democratic decision-making process choosing to settle a dispute through violent means even though this would be contrary to most non-profit cultures. The solution is to emphasise the primacy of the values of the organisation such that the decision-making process is a democratic process rooted firmly in the values of the organisation.

Ricardo Semler (1989) and Semco take this so seriously that they view the declining role of the union in the environment to be undesirable. The reality however is that the improved employee autonomy and ownership of their circumstances lessens the need for unions but also removes an important watch dog from the workplace. To temper this decline, Semco allows its employees (every 10 employees) to elect someone to become a keeper of the cultural values of the organisation and they in turn sit on the values committee. The requirement is that this person must be able to take an independent position on value conflicts in the workplace and work towards resolution wherever possible but the resolution process itself is rooted in the original values of the organisation.

Suggested Action Plan for IkamvaYouth

It goes without saying that for this process to be authentic and genuine, the suggested action plan for IkamvaYouth must itself be open to democratic input and input from all levels of the organisation including from the learners, core volunteers, staff and members of the IkamvaYouth board. Therefore the first action plan from this report is to table this to the IkamvaYouth National Committee to take to all of the branches for their input. There are a number of lessons to be learnt from the above that will also inform the additional proposed ways forward.

For starters, the first lesson is contained in Ricardo Semler's very simple contention that if you treat people like responsible and capable adults they will almost always behave as such. This does not mean that there is no need for

extended mentoring, training or additional support in many instances but rather that these support structures ought to be situated within a broader organisational framework that promotes human autonomy, responsibility and accountability without resorting to a typical top-down power dynamic. At the same time we would also do well to ensure that whenever there are important decisions to be made that all the necessary information is timeously provided for making informed decisions and to focus on small groups as opposed to trying to wield a large organisation with literally hundreds of stakeholders from the top down. If we were to represent the IkamvaYouth model on traditional structures it would look something like this:
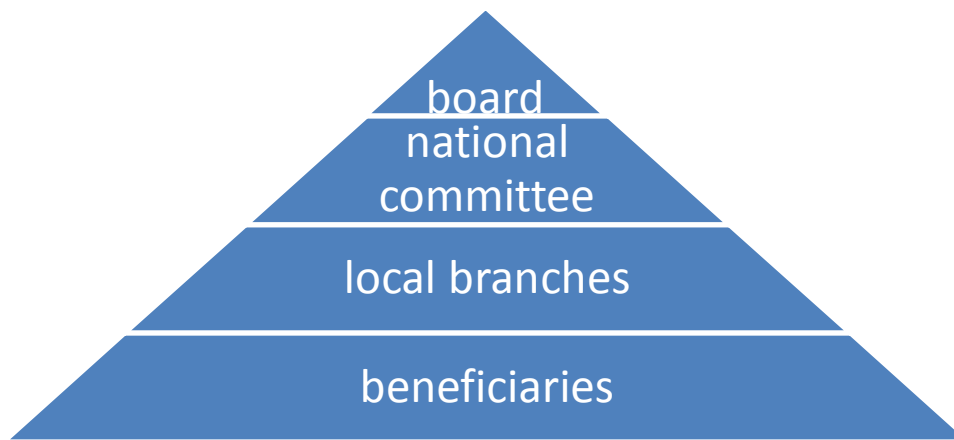

Figure 1

However, the proposed action plan for IkamvaYouth is thus as follows:

Franchise the IkamvaYouth model in such a way that power and control reside at the local branches as opposed to the traditional top-down approach. The resultant organogram would thus look something more like this:
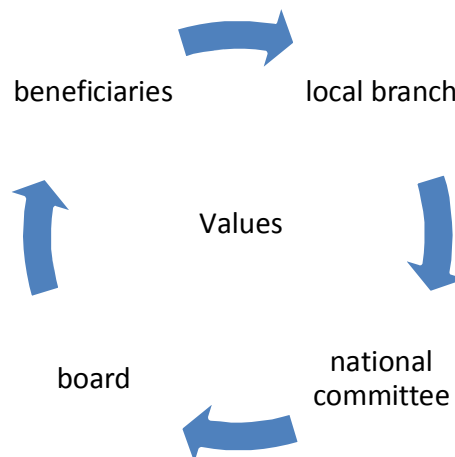

Figure 2

The initial process of developing a more detailed **IkamvaYouth Franchising Strategy** will necessarily require the following 6 steps as part of an extended action plan (some of these steps I have already offered as a first attempt):

Step 1: Identify and document exactly what it is that makes IkamvaYouth IkamvaYouth . both in terms of what it does and how it does it.

In order to franchise an organisational model IkamvaYouth must be able to offer as much standardisation as possible and less complex the easier it will be to replicate. (Dees, 2002). IkamvaYouth already has a fairly developed standardised methodology with tutoring manuals and institutional knowledge of what works, what has worked in the past and what has not. In addition to this IkamvaYouth will need to identify the core elements that are non-negotiable for each branch. Due date: beginning of 2011.

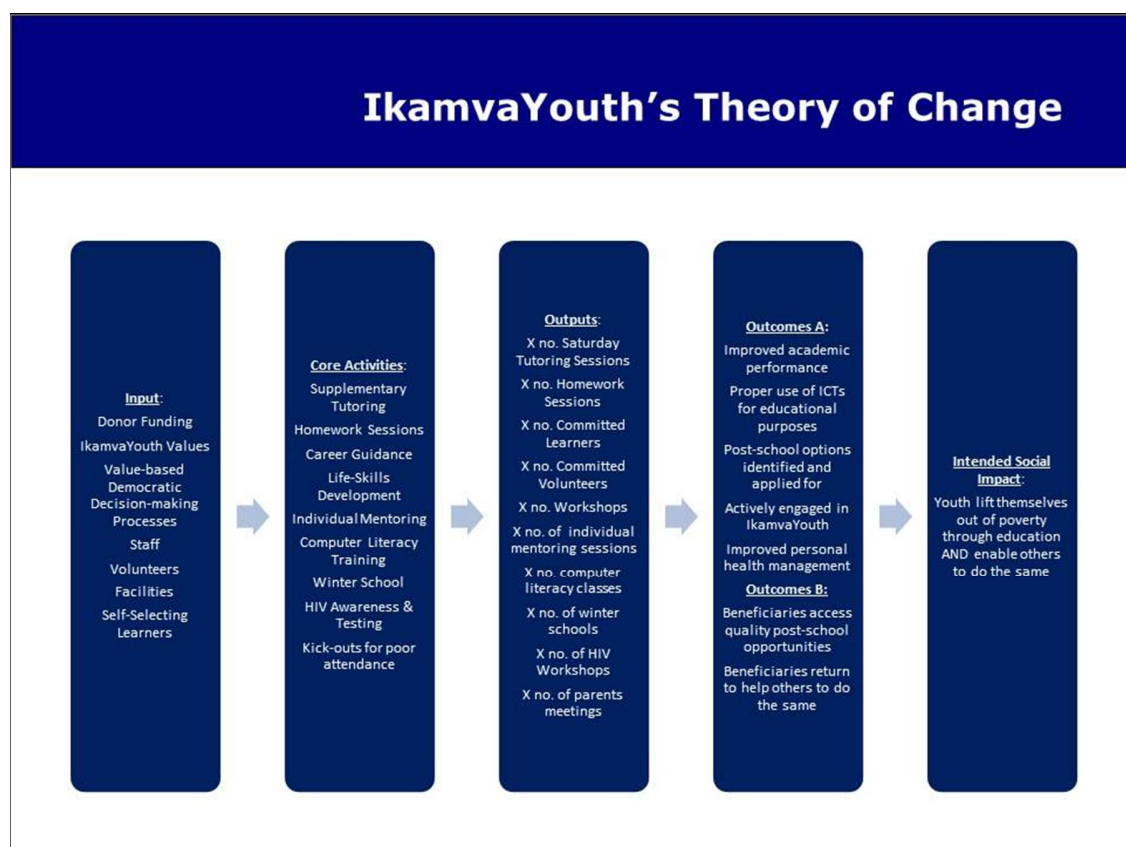**Step 2**: Illustrate IkamvaYouth's Theory of Change.

Figure 3

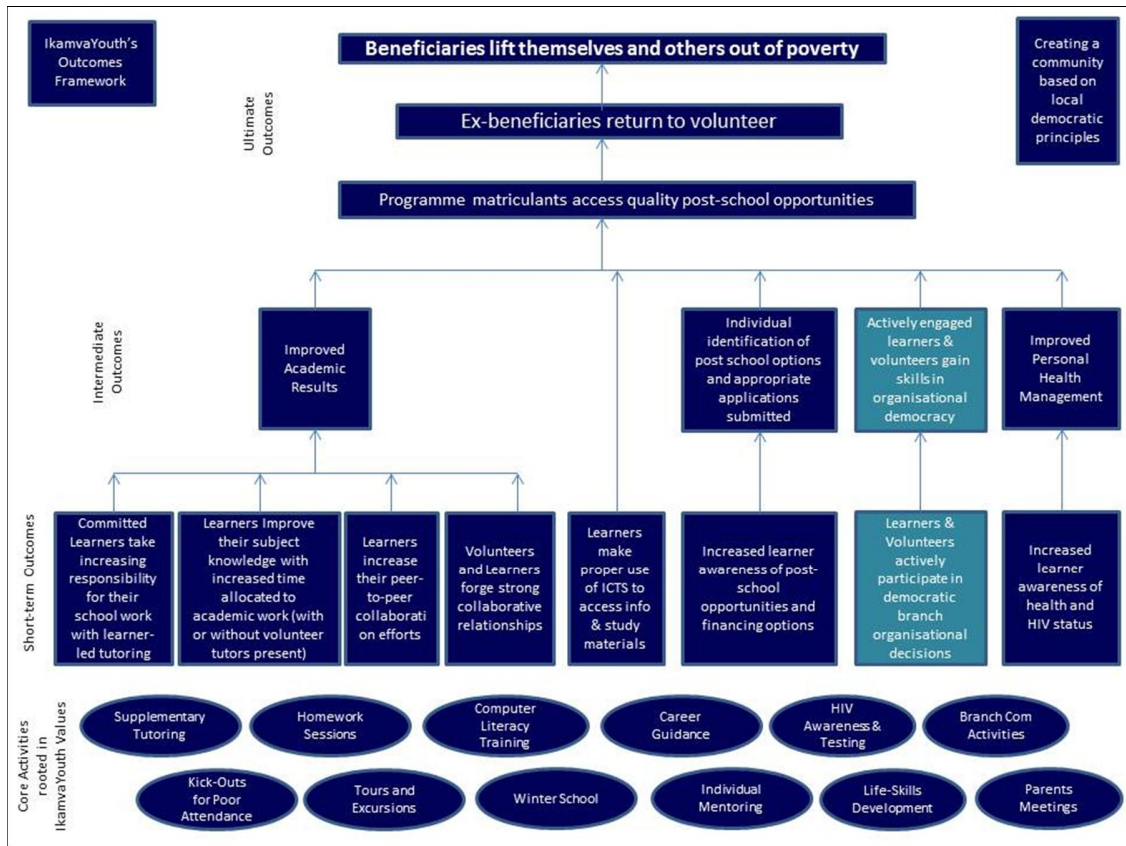**Step 3**: Develop a detailed Outcomes Framework for IkamvaYouth

Figure 4

The outcomes framework is particularly helpful in distinguishing between mere *outputs* and the intended *outcomes* of the organisation. (Clark, Rosenzweig, Long and Olson, 2003). As such, this framework (figure 4) is immensely useful in determining whether the intervention is working and can be used by IkamvaYouth across all the branches to ensure the organisation achieves its ultimate intended impact. Completion date: end of 2010.

Step 4: Redefine the roles of the various IkamvaYouth structures and how they relate to one another.

In shifting the power relations away from the hierarchical approach (figure 1) it is necessary for the structures to clarify the ways of relating to each other. On the non-hierarchical model (figure 2) the various structures within the organisation

are very clearly interconnected and rooted in the values of IkamvaYouth. The national committee and board thus assume supportive responsibilities of the local IkamvaYouth branches serving the beneficiaries in the grassroot communities.

Step 5: Identify where authority is most properly located in light of the above by de-centralising control

By decentralising control and locating power at the branch level, the branch committee will thus have the authority to hire and fire the branch coordinator and set the yearly branch budgets and approve additional or extraordinary spend insofar as the necessary checks and balances are in place and all the decisions made at the branch level are in line with the IkamvaYouth values. Rules and regulations will need to be developed to ensure financial integrity.

Step 6: Create value-based branch charters linked to IkamvaYouth branding

Borrowing from the Habitat for Humanity model, in exchange for local autonomy each branch will need to draft and sign a local branch charter that commits to abide by the core values of IkamvaYouth and ensure that the non-negotiable elements of the IkamvaYouth programme are in place. Each branch will also set targets and strategies for the following year and performance measurements (as well as detailed implications of what will happen if these measurements are not met.). Due date: end of February 2011.

Integration within the broader IkamvaYouth organisation

Development at such a fundamental level of IkamvaYouth means that this will invariably impact just about every other area of the organisation. This report thus concludes by highlighting just some of the possible implications that developing an effective franchise model will have on the rest of the organisation. In particular, the promotion of a value-based democratic framework will require the following:

- Reorientation of the key role of the IkamvaYouth Board of Directors.

The IkamvaYouth board of directors will need to re-orientate their own understanding of how the structures of IkamvaYouth relate to them in a non-hierarchical fashion. As such, the key responsibility of the IkamvaYouth Board is not governance per say but rather to act as custodians of the IkamvaYouth values. This is not to negate the fiduciary responsibilities of the board but on the contrary, instead of requiring audited finances as a way of exerting top-down control on the IkamvaYouth structures, the board will instead insist on audited financials because this is coherent with the IkamvaYouth value of transparency in relation to financial integrity. It is a subtle shift in emphasis but fundamentally significant because it locates IkamvaYouth's resultant actions and organisational culture in its core values.

- Scaling strategies and methodologies

Scaling Lessons from Dees

Step 1:
Assess the Opportunity:

Should we consider scaling out at this time?

yes →

Step 2:
Define the Innovation:

Do we have anything truly worthy of scaling out?

yes →

Step 3:
Identify Promising Paths:

How can we scale out our innovation effectively?

yes →

Step 4:
Design Action-Learning Process:
What steps should we take to test conclusions and start scaling?

- Develop a viable rollout strategy
- Create an action plan that encourages
  - Experimentation
  - Honest and tough assessments
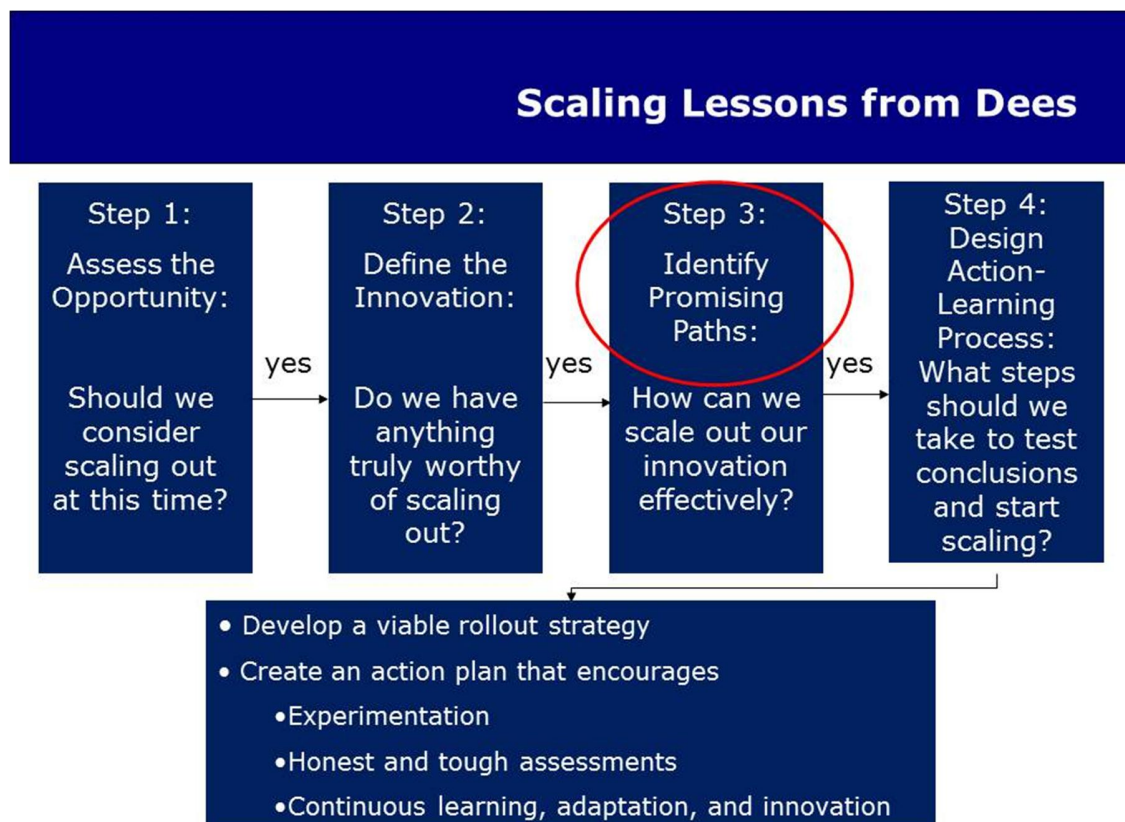 - Continuous learning, adaptation, and innovation

Figure 5

Significant thought and study will need to go into designing the optimum scaling strategy for IkamvaYouth that fits in with the identified franchise model. At present we are at Step 3 in Gregory Dees' Scaling framework (2003) and there is no doubt significant benefit to be drawn from the SCALERS model. (Bloom and Chatterli, 2009).

- Targeted Human Resources policies

Individuals selected to staff the various positions at IkamvaYouth will need to understand the organisational culture that is very different to the traditional work environment. As such, IkamvaYouth will require a very particular individual and great care will need to be taken in choosing this person.

In addition, key to the Semco model is the issue of incentivisation and IkamvaYouth has an opportunity to be innovative in this context. While there is plenty of non-monetary incentive to work at IkamvaYouth as a resultant of belonging to a dynamic organisation with admirable objectives there is scope to provide monetary incentive as well either awarded on the basis of meeting the intended objectives of the organisation or by applying a fairly low ceiling to the salary for a branch coordinator and encouraging branches to raise local funding which, if they are successful at doing, can go towards improving the salary.

- Funding implications

The funding implications are also complicated and require a very strategic plan to address these in a consistent and equitable manner across the branches. Ideally each branch ought to grow its capacity to garner local funding from local donors although some branches will require more assistance with this than others. The national committee and board will invariably be responsible for raising funds for the foreseeable future which is then distributed to needy branches on the basis of a standardised cost per learner.

- Monitoring and Evaluation

The Monitoring and Evaluating indicators will need to cohere to the IkamvaYouth Outcomes Framework (figure 4) and there will need to be significant resources directed at collecting and collating the data from the branches. IkamvaYouth will need to develop a standardised system for reporting that is also included in the branch charter at the beginning of each year. It would be instructive to try to capture the outcomes of a grassroots democratic framework on IkamvaYouth participants. Although difficult to measure, there is surely significant gain in determining a way to gauge the value-based decision-making process.

In Conclusion

The key contention of this report is that for IkamvaYouth to scale to achieve maximum reach while still honouring its core values it is suggested it franchise the model in such a way that power and control resides at the local branches while its core values remain a central consideration in all its activities.

The year 2011 promises to be a year largely for the consolidation and clarification of IkamvaYouth's organisational structures and it is hoped that in the process of developing a detailed scaling strategy for IkamvaYouth, the organisation will be able expand its impact while also providing a working model of a value-based grassroots democracy.

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Going to Scale

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