

# WC COMMUNITY OF PRACTICE

## Learning Brief

April '22

### Resourcing After School Programmes

The Learning Trust held its first COP of the year on 13th April 2022. The theme was on something that is forever at the forefront of our minds – how do we mobilise resources to support our work? This session took a broad look at resourcing from self, to organisation, to the sector at large. Here we summarise some of the standout insights from the After School community.

#### RESOURCING YOURSELF

Resourcing self is an intentional process of learning new behaviour that supports our mental health whilst unlearning behaviours that hinder our personal and professional growth. Investing in our own development comes with great personal benefits and ensures that our biases, mental blind spots, and stereotypes are made visible to support better decision-making. A key resource for the self is an active support network which includes family, friends, colleagues, and even stakeholders/partners in your work.

#### A few other ideas:

- Pause, reflect, and plan – celebrate the small wins and set personal/professional goals that motivate you.
- Journal or keep notes on how you are feeling, what you are thinking, or to explore new ideas.
- **BREATHE** – whether you simply pause and focus on your breath throughout the day or engage in a guided practice, breathing is fundamental to restore the oxygen levels in your brain and allows you to function from a state of calm.

#### RESOURCING YOUR ORGANISATION

To attract resources to your programme it is important to plan. Be clear on what you do, what your strategy is, and the progress you are making. Such clarity and conviction can go a long way with your stakeholders and potential donors.

The first step is to create a clear value proposition – this is what we do, this is what it achieves, and this is how we can keep doing it. You can amplify your organisation's story by tracking and communicating the progress of your activities and the learners' achievements. This will also help you identify blockages and possible programme improvements.

One key piece of advice is not to waste your time applying to anyone and everyone, but to be intentional. Once you are clear on your value proposition, map your potential donors and/or partners and research their interest areas, both geographic and programmatic. Leverage your existing networks to build a relationship with those that align with your work – who could open the door for you? Remember that if used well, social capital can be as valuable as money in the bank.

#### Consider these questions:

1. Why does the organisation exist?
2. Who do we serve (location, sector, beneficiaries)?
3. What do we hope to achieve (outputs, outcomes, impact)?
4. How are we doing it (activity plans, people, timelines)?
5. How are we sustaining it (partnerships, budget, stakeholders)?

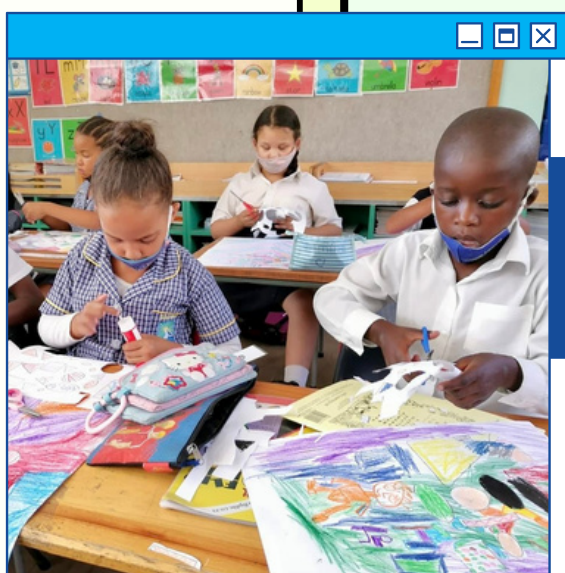
#### RESOURCING THE SECTOR

Partners and stakeholders need to see the value of after-school in the education system. You can build trust through maintaining strategic relationships with school principals, district representatives, and community leaders. It is also important to engage with other organisations in the sector and learn from best practices. Be vocal about what you do and your value proposition, make connections, make friends, unite!

As a sector we can move towards more collaborative activities that amplify our work. For instance, you can participate in TLT's research project regarding the [Funder Landscape](#), you can contribute your attendance data to our [Data Collective](#) as we develop the evidence-base for #AfterSchoolWorks, and you can join national campaigns like the [Lights On](#) campaign in October. You can also stay involved with all upcoming TLT and sector events.



## Case studies on resourcing your organisation



### LALELA

Lalela is an After School organisation based in Hout Bay that started in the year 2010 and has expanded across Cape Town communities to communities in Johannesburg and Zimbabwe. They engage youth in educational art to spark creative thinking and awaken their entrepreneurial spirit. They have grown steadily over the years to now reach 3000 learners through 4 branches and have recently launched a new site at the prestigious Cape Town MOCCA Art Gallery.

Their growth and sustainability didn't happen overnight, but through the intentional development of their programme and their organisational backend. They have mindfully invested in communication & marketing, monitoring & evaluation, and staff development to ensure quality and sustainability at scale. Most recently, they have launched Lalela Scarf, a social enterprise that creates and sells scarves and other accessories to a largely international market. The proceeds of which support Lalela's non-profit arm.

To help resource your organisation through an entrepreneurship model Lalela recommends registering a separate entity and staffing it appropriately so that you are not stretched too thin trying to start a business and run an NPO. They also stress the importance of building your social capital first. Market your programme well so that you are visible and have a strong reputation and a large network to springboard your venture.



### WAUMBE YOUTH DEVELOPMENT

Waumbe is an After School organisation based in Fisantekraal, Cape Town. The organisation was started in 2016, to engage in academic support programmes that seek to progressively address poor academic performance, limited career guidance and psychosocial support in high schools in the community of Fisantekraal. They have expanded their reach over the past five years from one school to now running the programme in five schools, reaching more than 500 matriculants.

Waumbe has been able to resource itself through a social entrepreneurship model that develops and delivers accredited skills programmes to young people. They have partnered with Sector Education and Training Authority (SETA) to provide NQF level 4 and 5 IT Systems Development training and have built a network of corporate partners so participants can be placed and paid after their course. The accredited courses generate 50% of Waumbe's budget, which ensures that the organisation is not entirely dependent on donor funding.

Waumbe's example shows that building a strong programme, investing in young staff, and leveraging partnerships can assist in generating revenue streams. The organisation has built strong relations with local schools, the Department of Education and Youth@Work through building trust by delivering a good, accredited education programme.

