



## **Executive Summary for IkamvaYouth**

IkamvaYouth empowers South African students from underprivileged schools to achieve amazing academic results. As IkamvaYouth grows, it faces challenges in maintaining a proportional volunteer tutor base. In order to more effectively retain volunteers, the organization needs a profile of tutors' identities, motivations, and needs. Of IkamvaYouth's approximately 300 tutors, 223 responded to our quantitative online survey of their demographic information, backgrounds, and experiences with the organization. We conducted tutor and staff interviews and group discussions with a total of 37 individuals within the organization, initiating critical dialogue on topics such as tutor recruitment, engagement, retention, incentives, communication, and their overall conception of IkamvaYouth.

Our findings suggest that IkamvaYouth can improve three facets of tutor retention. First, tutors can be better prepared for the realities of tutoring by accessing standardized, comprehensive orientation and training. Second, branch staff can more efficiently communicate with tutors to achieve meaningful, sustainable impacts on tutor satisfaction. Third, IkamvaYouth can engage tutors in participative initiatives that inspire ownership of their roles and responsibilities within the organization.

We present three deliverables to address these potential improvements. The *Field Research Analysis*, intended primarily for national staff, includes analyses of the results of the survey, interviews, and discussion groups, and can be leveraged to better understand tutor identities, motivations, and needs. The *Orientation Pack*, intended primarily for tutors, provides them with convenient access to the standardized resources necessary to their success. The *Tutor Engagement Plan*, intended primarily for branch staff, frames the necessity for and means of achieving meaningful, solution-based discussions between tutors and staff.

In order to improve tutor productivity and satisfaction, we recommend immediate distribution of the *Orientation Pack* to new tutors and implementation of the *Tutor Engagement Plan* with existing tutors. In order to track the success of these deliverables, we recommend that IkamvaYouth implement standardized impact metrics to track tutor retention and satisfaction rates. These actions have the potential to improve IkamvaYouth's understanding of tutor needs and allow staff to institute more effective, solution-based communication with their tutors.