



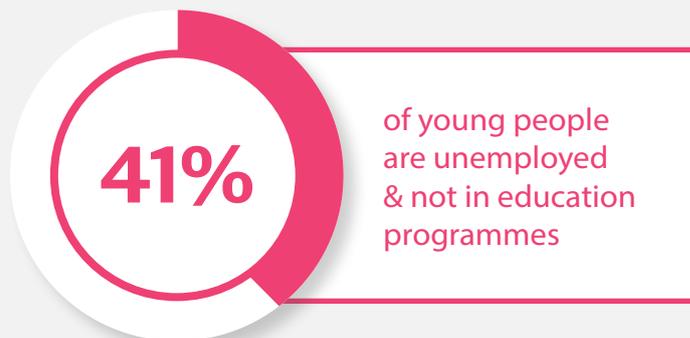
Columba
Leadership

www.columba.org.za

Columba Leadership **2021 APPROACH**

Our purpose is to transform the culture of school to change the trajectory of youth. We do this through our values-based leadership model, working closely with the Department of Education, building the capacity of highschools and serving economically disadvantaged youth and communities.

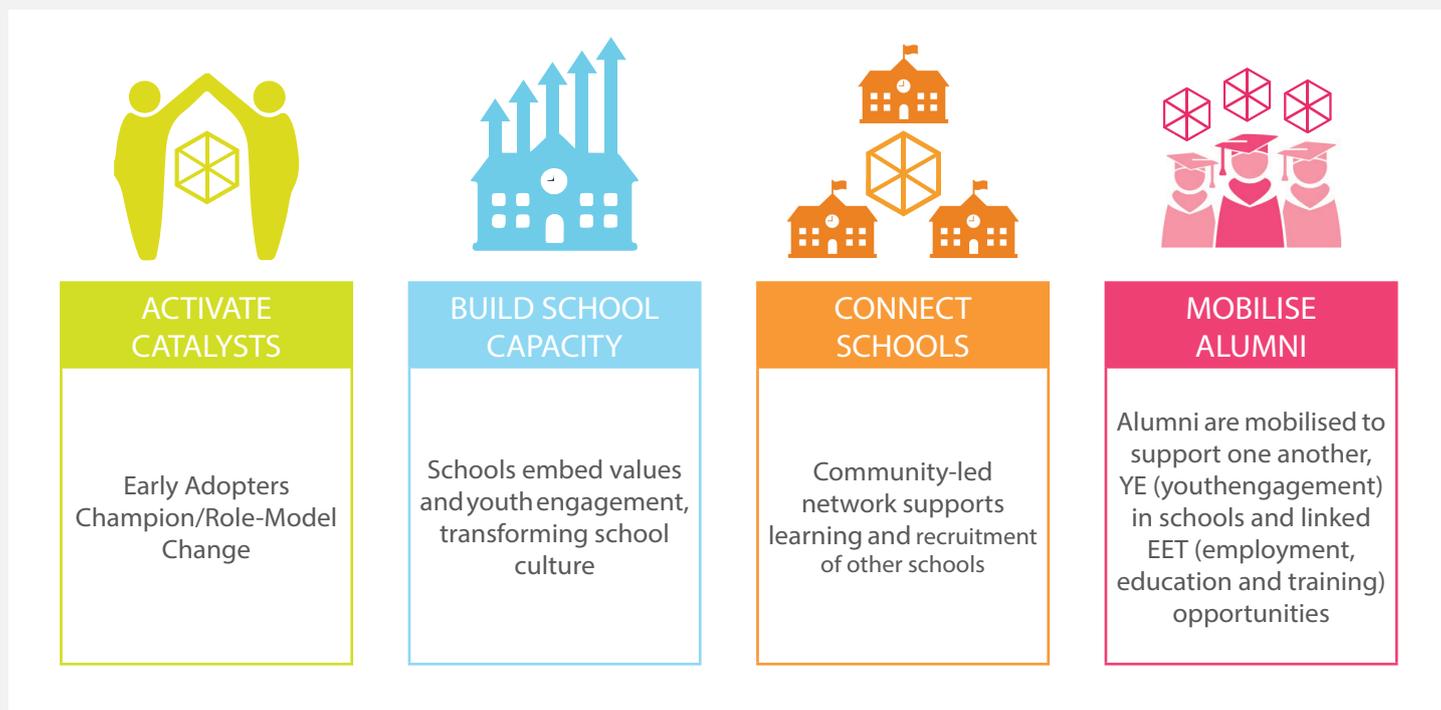
THE CHALLENGE - NOW MORE IMPORTANT THAN EVER



COLUMBA LEADERSHIPS MODEL IN THE COVID-19 CONTEXT

We are an award-winning non-profit organisation with a 10-year track record and operating across the country have impacted over 10 000 young people. It is our vision over the next 10 years, through partnerships, to impact 1 000 000 young people. This

ambitious target is now more important than ever as already poor learner and youth outcomes have been further negatively impacted by COVID-19



While our vision remains clear, **COVID-19 remains an important context** for us in the coming year and our approach for 2021 gives us flexibility to respond to different scenarios that we foresee happening through the year namely:

- 1) School closures for periods of time through the year (possibly in hotspot areas or specific schools)
- 2) Another wave of infections which might result in a policy of no residential engagement (provincially or nationally)
- 3) Access to schools and being able to run academies but having limited opportunity to engage educators given COVID-19 and academic pressures.

With this in mind our 2021 approach outlined below works to ensure that:

- 1) We are still able to engage youth even if we are unable to run academies in areas or at particular times in the year with sustained focus on learning through social action projects. Our approach in 2021 maximizes the support we offer to learners and minimizes the load on educators.
- 2) We can expand our reach to more learners and adults in schools and better integrate with school structures and curriculum
- 3) we are able to offer online support where this is appropriate
- 4) we continue to build on our initial work and partnerships in creating and linking job and educational opportunities for our Alumni.



Understand our Client post Covid 2020

- Working with our champions in schools and the department to test our proposed approach, ensure we understand the context and align our messaging.
- Engagement with District DBE to confirm priorities and ensure we align and build on what is in place.
- Engagement with school leadership to understand their 2020 response and goals and priorities for 2021.
- Survey a sample of learners and alumni to assess current interests and needs

Repurpose the Columba content for delivery to Grade 12s in support of self-leadership, development of life skills for coping with pressures of the year, and to develop navigational competence for coping with life after school.

Extend Columba support to all Grade 12s

Strengthen existing youth leadership structures in the school

All schools are mandated to ensure that youth voice is part of the school system through the Representative Council of Learners (RCL) structure. In Columba's experience these structures often are not fully capacitated and only partially effective in raising and addressing youth related issues. We will therefore train the RCL using our youth engagement and values based leadership approach.

The usual Columba values-based leadership academies will be run where possible. This is offered to a diverse group (12) of Grade 10 learners and is followed by a 1 day school based academy with all other learners who motivated to be part of a positive movement for change at their school (typically between 36-100 Grade 10 learners).

Our experience has shown that many of the graduates from our programme go on to be part of the RCL or prefects and even Head Prefects.

Develop school's future values based leadership capacity and foster self-leadership

Support collaboration in relevant social action projects across youth structures

The involvement of youth in social action has a number of benefits - schools are strengthened by values driven young leaders, tackling school challenges and serving as role models in their attitude and behaviour. They too develop practical skills - learning to work in teams, collaborate with others, solve problems and think critically. The intervention will ensure that the RCL, Columba graduates and other youth groups in the school work in collaboration with Columba in support. A year end event will bring together youth in each province who have been particularly effective with video recordings of the events being made available to all schools for inspiration.

Columba aims to empower the school through a combination of:

- Brief focused training,
- Educator engagement aimed at teambuilding, motivation and working effectively with learners within schools, and
- Platforms that connect principals and educators across schools for support, learning and sharing
- opening up academy participation to non-teaching staff, and the SGB which has benefit of engaging and strengthen this existing structure within schools

Provide support to and development of school leaders, educators, non-teaching staff and the School Governing Body

Promote and amplify youth voice and engagement. Connect youth to opportunities

Youth have important messages to share. With one another and society more broadly. They benefit from being connected to a like-minded values-based community. Their positive social action can also be amplified through various channels which connect them to others, including experts. columba will be initiating some new youth channels most notably a weekly Columba youth informed and youth directed Youtube channel, as well as bringing back from 2020 the online Navigating my Path- Preparing for Life after school; community radio, and the online Alumni National Connect. Expand partnerships and links of youth to employment and other opportunities

MITIGATING THE POTENTIAL IMPACT OF COVID-19



Early start in schools and broadening the number of people we serve -

School Based Engagement including repurposed values based content for RCL and Grade 12s for all schools. Also an option in LO classes if excursions (residential academy) not permitted at any point.



Opening up the academy space for non-teaching staff and SGB if academies can run but educator capacity is constrained.



Onboarding all learners we engage at any point onto whatsapp groups through which mentoring and the sharing of values based toolkits with relevant youth-friendly resources even during school closures and engaging learners, educators and principals through online platforms.

Based on possible scenarios we have packaged our support based on lessons learnt in 2020. We are able to offer alternatives based on possible COVID-19 impacts but have also looked at how we can be more effective in the current environment. The tables

below indicate how we have expanded support to learners and adults and better integrate with school structures (RCL/SGB/RCL) and curriculum (LO), as well as where we are able to offer online support.

YOUTH LEADERSHIP AND SOCIAL ACTION ACTIVITIES

ACTIVATING LEARNERS	ACCESS TO SCHOOLS AND ACADEMY ALLOWED	ACCESS TO SCHOOLS WITH NO ACADEMY	SCHOOLS CLOSED	ANTICIPATED REACH
5 day residential values based leadership academy	●		If schools close post the academy - graduates will continue to be engaged through whatsapp.	888
1 day school based academy	●	●	If schools close post the one day academy, graduates will continue to be engaged through whatsapp.	2664
RCL learner training and integration	●	●	If schools close after RCL training, group will be engaged through whatsapp.	1485
Life orientation sessions Grade 10 x 3		●	Toolkits shared through whatsapp	11 100
Grade 12 self-leadership and life skill sessions	●	●	Toolkits shared online	15 048
Social action support of RCL and Columba groups	●	●	Online support as above	8327
Youth connections for champions with video shared	●	●	Offered as an online event ●	148
Online Career day	●	●	●	288
Online Alumni Connect (accessible to learners and alumni)	●	●	●	333
Youtube Channel	●	●	●	



BUILDING CAPACITY AND CONNECTING SCHOOLS

BUILDING SCHOOL CAPACITY AND CONNECTING SCHOOLS	ACCESS TO SCHOOLS AND ACADEMY ALLOWED	SCHOOL BASED WITH NO ACADEMY	SCHOOLS CLOSED	ANTICIPATED REACH
SMT planning and visioning	●	●	Zoom ●	396
Principal forums – online	●	●	Zoom ●	66
5 day residential values based leadership academy	●			222
Educator empowerment (1 day off-site)	●			222
Celebrating Success events for champion principals and educators with online component	●	●	Online Platform ●	300
Educator empowerment in schools for expanded group	●	●	Zoom ●	792

HIGH LEVEL PLAN 2021 QUARTER 1: MARCH 2021 - MAY 2021

Stakeholder Engagement for Alignment

In the first quarter our focus is on stakeholder engagement and ensuring alignment with the needs and priorities of the DBE, schools and youth. This will in turn help to inform refinement of programmatic and toolkit content. It will also help us to align youth led social action to maximise impact in schools in the required focal areas.

It is in the first few months of the year that we will facilitate the first Grade 12 session which aims to motivate learners, foster resilience and grit for the year, and encourage self-leadership and peer support.

Grade 12 Self-Leadership and Motivation Session

RCL Training

The RCL at each school will participate in a 1-day values-based leadership training which builds on the basic training offered to RCLs.

We will be launching our weekly youtube channel which will provide a platform for youth to engage on topics of relevance and is likely to include content on leadership, employability, mental health as well as provide a space to engage on contemporary issues as young leaders. This channel will run through the year.

Youtube Channel

Whatsapp Groups Established

Whatsapp groups are created which allow all engaged learners to be connected to the Grade toolkits which provide resources, information, and activities that support personal development and prepare learners for the year ahead but also life after school.



Columba graduate engagement

Columba ensures that by this stage in the year it has checked in with all its existing academy graduates. They are also onboarded onto the 2021 whatsapp groups and toolkits are shared.

Once the RCL are trained and the existing Columban learners in the school have been supported to integrate as a team, they lead social action projects which bring youth creativity, insight and energy to the challenges identified by the SMT.

Support Youth-Led Social Action Projects

Provincial Principal Forums

Online principal forums are created which connect Columban partner principals across the province for support and collaboration.

The residential and one day school-based academies are implemented in this quarter with the bulk of the year's academies being run in quarter 2 and 3.

This new cohort of graduates take up the social action that was initiated by the older group and they too are now supported with their social action projects.

Academies and Supported Social Action

Educator Empowerment Sessions

These sessions are also run in quarters 2 and 3 with an emphasis on mobilising support amongst educators, boosting morale and confidence and continuing to embrace their role as champions of youth potential. These sessions include a one day off site session for academy graduates from different schools as well as the first of two, all educator sessions, at schools.

The Alumni National Connect which showcase the social action of the Columban alumni around the country serves to inspire and motivate not only alumni but also learners.

The Navigating My Path Careers Day serves to support navigational competence, helping youth understand what life after school might be like and what this will ask of them.

The content of both of these events is youth-informed and youth-led.

Online Events

Grade 12 Transition Support Session

The quarter ends with the second Grade 12 session at each school. The session provides transition support, helping young people engage with activities that will help them to transition to work or further study.



QUARTER 3: SEPTEMBER - NOVEMBER 2021

IN ADDITION TO SUSTAINING QUARTER 2 ACTIVITIES THIS QUARTER ALSO INCLUDES TWO SHOWCASE EVENTS.



Provincial Youth Connections

These provincial events allow the groups that have been most active and innovative to come together for a showcase event. This is recorded and made available to all partner schools.

This event acknowledges the exemplary principals and educators within Columba's network and these provincial events allow champions to share and inspire others, who are connected via online.



Provincial Values Champions Event

QUARTER 4: DECEMBER - FEBRUARY 2022

COLUMBA CONTINUES TO SUPPORT INDIVIDUALS AND GROUPS THROUGH THIS LAST QUARTER.

By the end of the year Columba will have selected new partner schools for 2022.





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