# 2023 7 Questions Review

Summary Pack

# How do we know if we're succeeding?

## Our students

1. Are we growing the number of students we serve?
2. Are our students on track for success in earlier grades?
3. Are our students completing school?
4. Are our students leaving school with purpose, agency and options?
5. Are our alumni accessing further study or meaningful work?
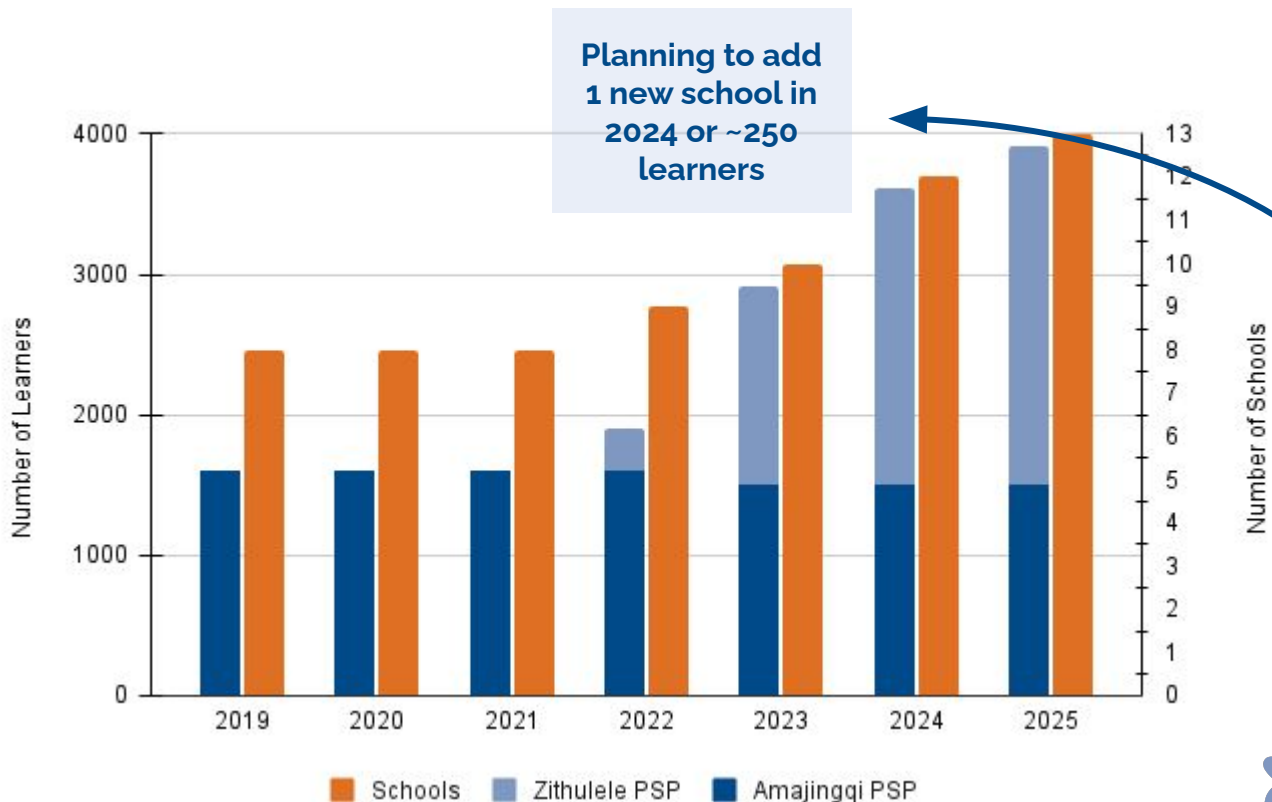
## Our organisation

6. Are we building an effective talent pipeline?
7. Are we building a sustainable operating model?

# 1 Are we growing the number of students we serve?

## Public School Partnership growth projections 2019-2025

Planning to add 1 new school in 2024 or ~250 learners



Number of Learners (left axis): 0, 1000, 2000, 3000, 4000
Number of Schools (right axis): 0 – 13

Years: 2019, 2020, 2021, 2022, 2023, 2024, 2025

Legend: ■ Schools ■ Zithulele PSP ■ Amajingqi PSP

| Year | Learners | Schools |
|------|----------|---------|
| 2021 | 1600 | 8 |
| 2022 ✔ | 1900 | 9 |
| 2023 ✔ | 3000 | 10 |
| 2024 | 3250 | 11 |
| 2025 | 4000 | 13 |

PUBLIC SCHOOL PARTNERSHIPS

## Nobalisa Growth projections 2019-2025

Legend:
- Projected new SEF learners
- Projected new SEF Schools
- Schools
- BI/ Partner Schools
- PSP Schools
- Non-PSP Axium Schools

We plan to add 8-12 new schools in 2024 or ~1200 students
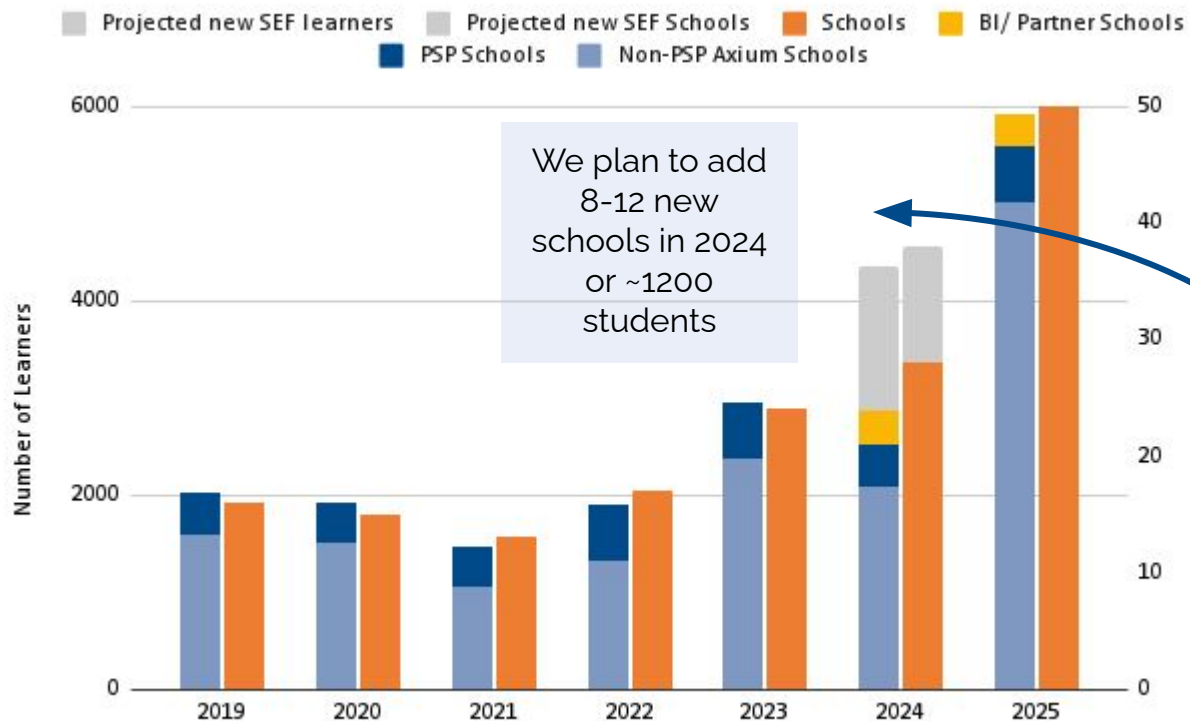
| Year | Students | Schools |
|------|----------|---------|
| 2021 | 1475 | 13 |
| 2022 ✔ | 1895 | 17 |
| 2023 ✔ | 2946 | 24 |
| 2024 | 4352 | 28 (+10) |
| 2025 | 5918 | 50 |

## Are our students reading by the end of Grade 3?



% of Grade 3 children "on track" (reading fluently, EGRA)



% of Grade 3 children "at risk" (not reading a single word, EGRA)*

Legend: National Comparison (orange), Zithulele Schools (dark blue), CBR A Schools (light blue), CBR B&C Schools (grey)
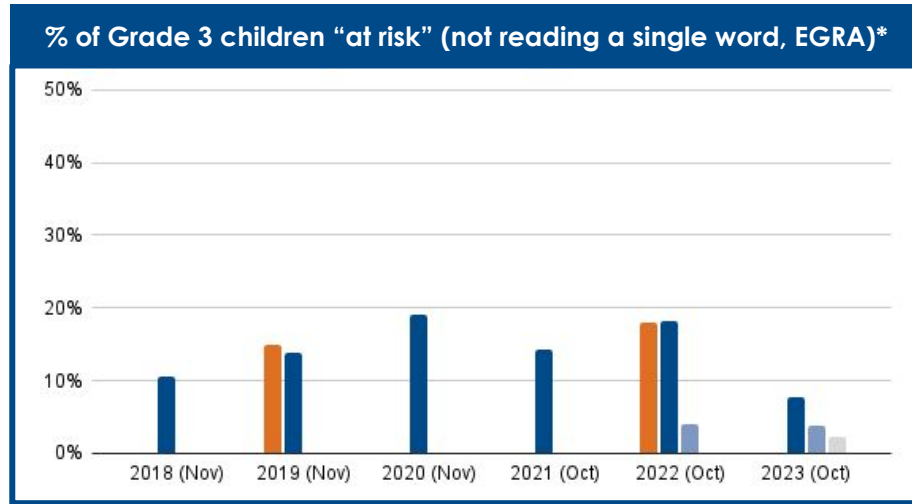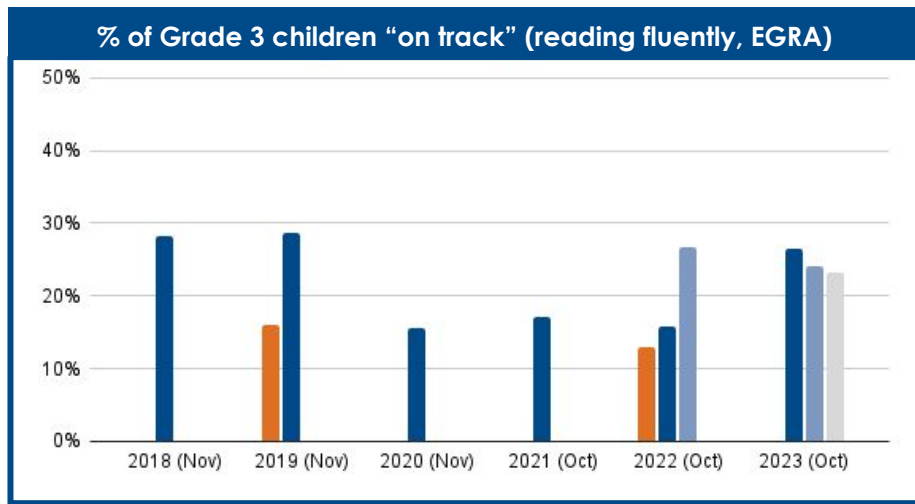
*NOTE: LOW is GOOD i.e. we want FEWER at risk children

**The impact of COVID is clear in 2020, 2021 and to a lesser extent in 2022. Evidence of a rebound is apparent in 2023, with all sites reflecting "on track" levels well beyond the (pre- and post-COVID) national average (orange bars). The lighter blue and grey bars represent 12 new schools along the Coffee Bay Road, where the Nobalisa Programme has expanded to since June 2022.**

*2019 National Study: Benchmarking early grade reading skills in Nguni languages (2020) Ardington et al. N= 6639;*
*2022 National Estimate: based on similar estimates in Spaull. N. (2023) 2023 Background Report for the 2030 Reading Panel. Cape Town.*
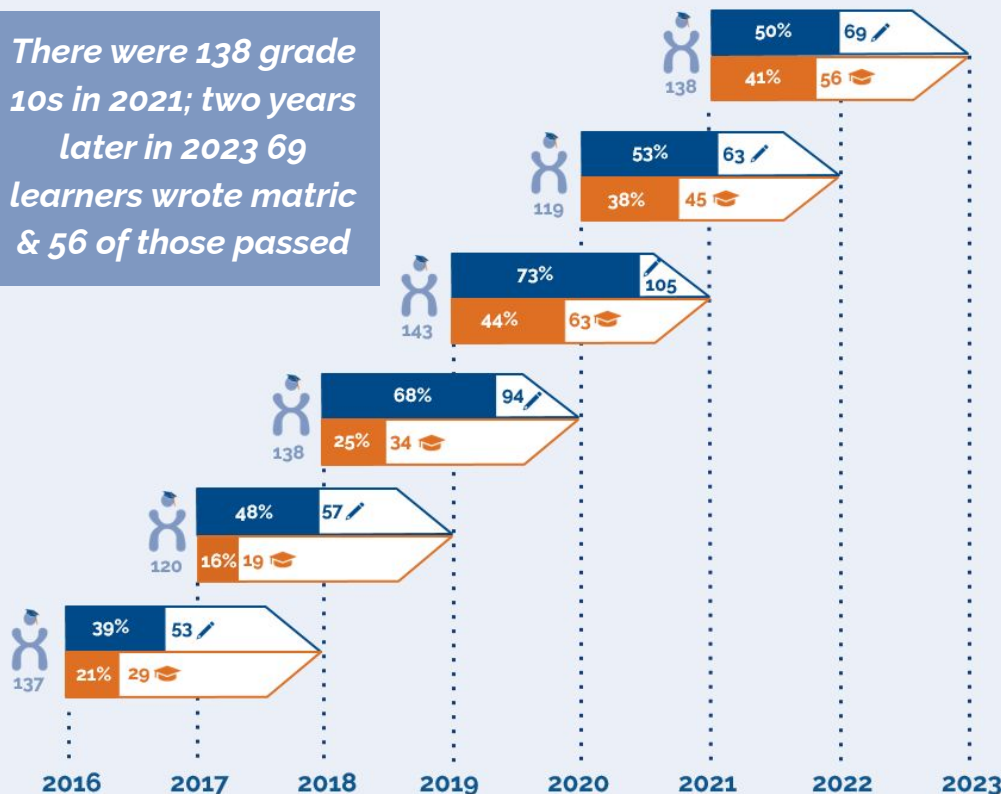
**Grade 3 EGRA, ZLE & CBR schools**

## DCHS Throughput Rate from Grade 10 to Grade 12*

*There were 138 grade 10s in 2021; two years later in 2023 69 learners wrote matric & 56 of those passed*



| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|---|---|---|

138 — 50% 69 / 41% 56 🎓

119 — 53% 63 / 38% 45 🎓

143 — 73% 105 / 44% 63 🎓

138 — 68% 94 / 25% 34 🎓

120 — 48% 57 / 16% 19 🎓

137 — 39% 53 / 21% 29 🎓

## Where have all the children gone?

In 2022 & 2023, for the first time in five years, the throughput rate from Gr 10 to 12 *decreased*. This is because large numbers of children were held back in Grades 10 & 11. The 2024 matric class is bigger (99), with a smaller bulge in Gr 10 (139) and 11 (132) than previously. This suggests that children *are* working their way through the system - i.e. not dropping out - BUT are taking additional time to get there.
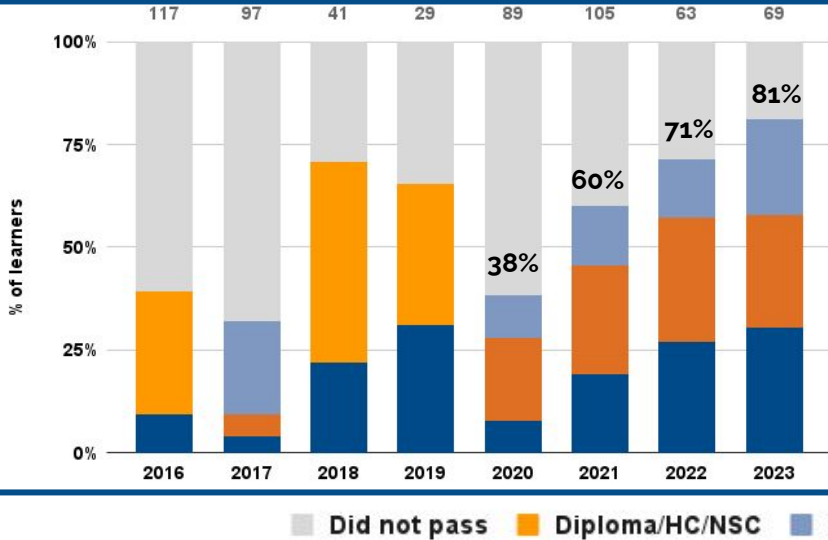
*KEY:*
*# Gr 10 attendees progressing to attempt school leaving exams (at least 7 subjects)*
*# Gr 10 attendees progressing to pass school leaving exams*
*\*For context: according to Equal Education the Grade 10 throughput to pass rate for most of the last 12 years was ~40% nationally; in 2021 it was 57%*

**Dumalisile Comprehensive HS Matric Results 2016-2023 (%)**

**Dudumayo HS Matric Results 2022-2023 (%)**

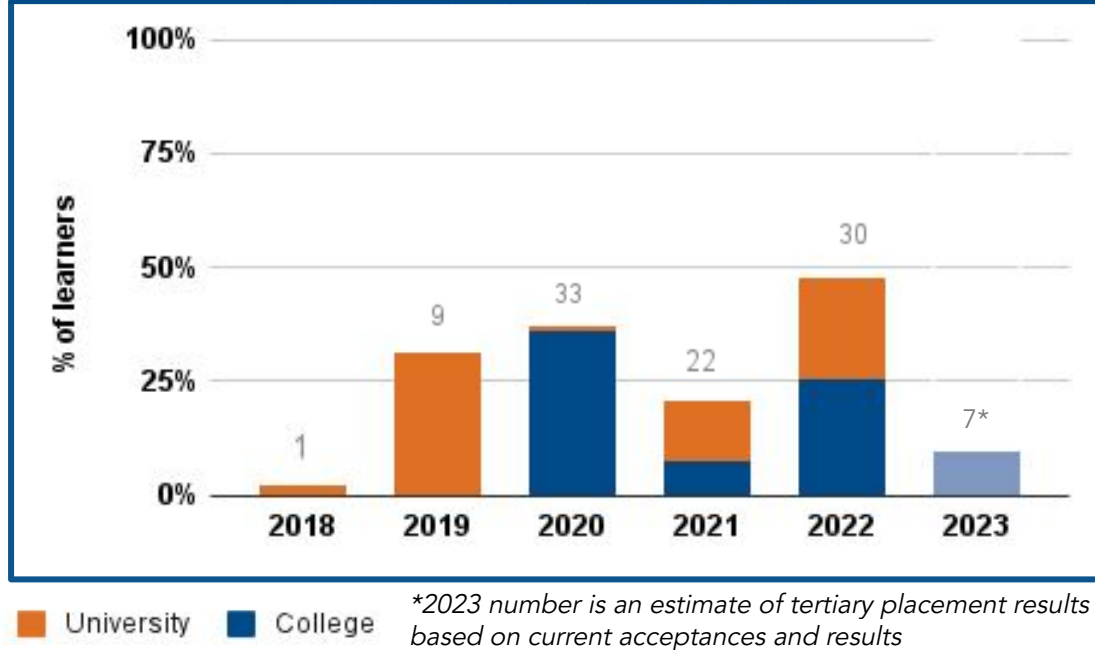Legend: Did not pass | Diploma/HC/NSC | Higher Certificate | Diploma | Bachelors
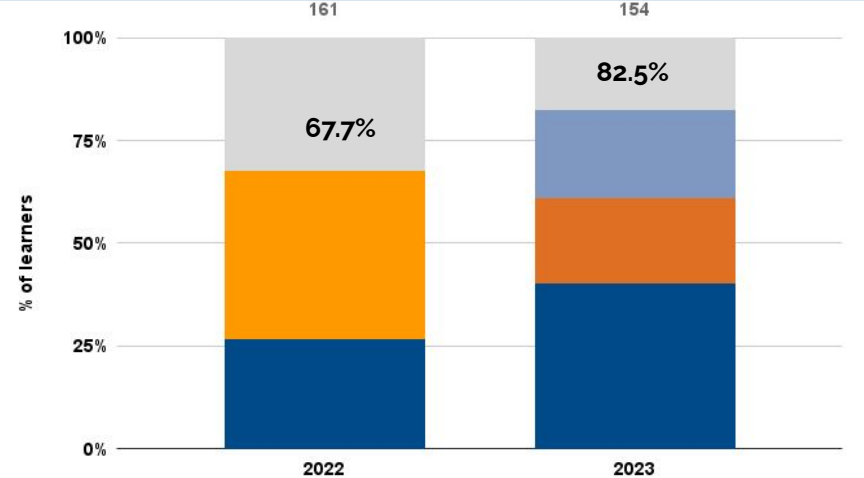
There continues to be impressive improvement in the percentage pass and bachelor rates at both high schools. At DCHS this is offset somewhat by the potential for drop out (previous slide). Holding DCHS back from further progress are low pass rates in physical science (15%), maths (12%), life science (60%) and maths lit (58%). At 62% maths enrollment, DCHS is nearly twice the national average and this has been reviewed with the school. Dudumayo, with 40% bachelors rate has potential to exceed the fee paying average in future years.

**Grade 12 NSC (PSP)**

# Are our alumni accessing further study or meaningful work?



**2018-2023 Tertiary Placement DCHS**

% of learners

| 100% | | | | | |
| 75% | | | | | |
| 50% | | | | | 30 |
| 25% | | 9 | 33 | 22 | |
| 0% | 1 | | | | 7* |
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |

■ University   ■ College

*2023 number is an estimate of tertiary placement results based on current acceptances and results*

In the early years we had success with learners accessing colleges. With the advent last year of online applications at colleges - which by all accounts has been a mess - this stream has dried up. We're working hard to re-open this pipeline as we believe this is the best possible route for many of our learners.

Grade 12
DCHS

# 6 Are we building an effective talent pipeline?

**Are we likely to retain our staff? Responses to Q12 staff engagement survey over time**
(strong agreement = high engagement; note increase in staff numbers on RHS)
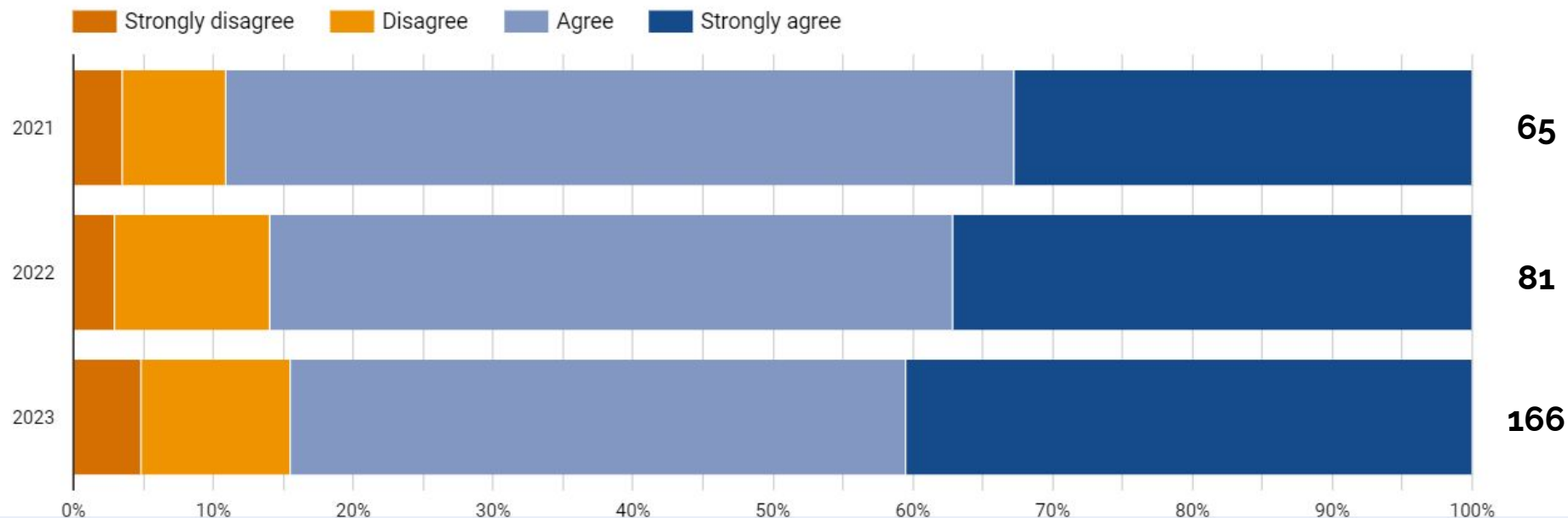


One of the ways to measure the effectiveness of our talent pipeline is to consider how engaged staff are in our mission and their daily work. The Q12 is an internationally recognised 12 question survey that measures this, which we've adapted slightly for our context. Note that as our staff size has grown, so has the percentage of staff who are *strongly* engaged with our work, as well as the percentage who do not feel engaged by our work.

**Are we achieving economies of scale as we grow? Growth in budget, learners & staff since 2017**
(Organisation-wide)



Legend: Budget, Learners, Staff, Per learner cost

*Consolidation phase while planning for growth*

*Economies of scale starting to be realised as costs per learner come down*

*2021-25 Growth Plan*

Budget data points: R3,710,558 · R9,314,811 · R12,640,506 / R12,441,506 · R17,278,950 · R17,688,031 · R22,854,490 · R27,000,000 · R35,000,000

Learners data points: 2040 · 3640 · 3720 · 3473 · 4283 · 6622 · 8322

Staff data points: 26 · 51 · 65 · 100 · 103 · 160 · 250 · 330

Per learner cost data points: R1,819 · R2,559 · R4,645 · R5,093 · R5,336 · R4,077 · R4,206