



NASCEE

National Association of Social Change Entities in Education

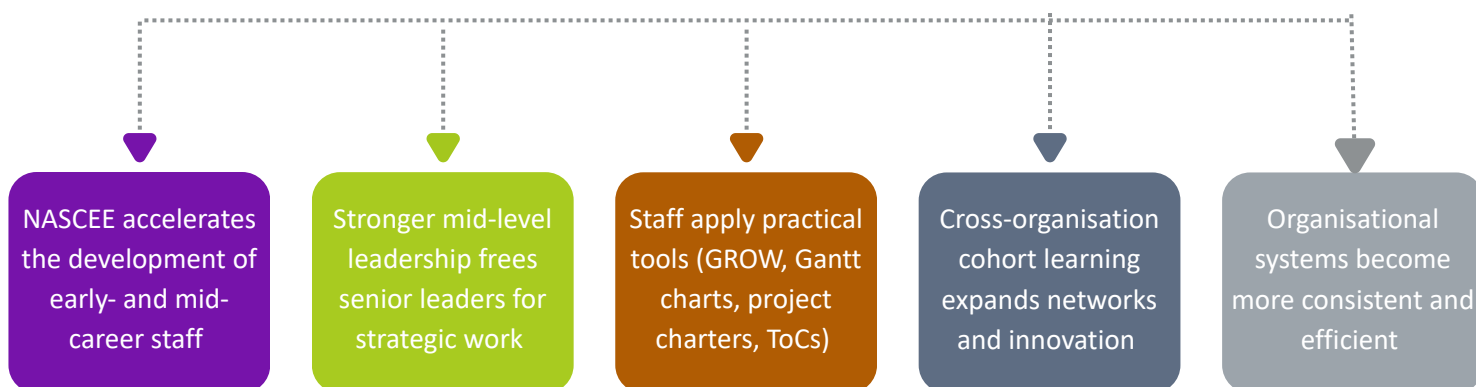
**CAPACITY-BUILDING:
CASE STUDIES IMPACT
REPORT**

Executive Summary

The National Association of Social Change Entities in Education (NASCEE) supports education non-profit organisations (NPOs) to strengthen their internal capacity, effectiveness, collaboration, and influence. A core component of NASCEE's evolving Theory of Change is its formal capacity-building programmes.

This report presents three organisational case studies, OLICO Maths Education, Click Learning, and Edutech Institute to illustrate how NASCEE's 2024–2025 training programmes shaped:

- Individual skills and confidence
- Organisational systems and management
- Programme implementation quality
- Collaboration and partnerships
- Indirect improvements in learner outcomes



These case studies provide qualitative evidence of NASCEE's contribution to a more robust, capable education NGO ecosystem.

1. Introduction

1.1 NASCEE and Capacity-Building for Impact

NASCEE aims to maximise the contribution of education NGOs to South Africa’s national development goals by strengthening member capacity, effectiveness, collaboration, and sector influence.

A key pillar of NASCEE’s Theory of Change is formal training with the core impact outcome: Education NGOs are well run, effective, stable and sustainable.

1.2 Aim and Scope of this Report

This report focuses on the impact of NASCEE’s formal capacity-building programmes (2024 - 2025), using qualitative and quantitative case studies based on interviews with:



- CEO or Senior Executives
- Programme participants who attended NASCEE training

1.3. Overview of Training Programmes (2024 - 2025)

Programme	Year	Short Aim	Structure	Platform	Delegates	Member orgs
Collaboration Networking	2024	Build collaboration, personal mastery, project coaching	8 sessions / 12 weeks	The Networking Company	26	15
Project Management	2024	Strength planning, risk budgeting, project control	7 sessions / 12 weeks	GIBS	57	19
Finance & Governance	2025	Financial literacy, governance, and sustainability	8 x 4 hours / 8 weeks	Ziyo	30	27
M&E Bootcamp	2024	ToC indicators, MEL planning, data collection	4 sessions	Southern Hemisphere	32	22
Finance & Governance Bootcamp	2024	Governance, compliance, reporting	4 x 4 hours	Ziyo	23	19
Fundraising Bootcamp	2025	Strategy, donor profiling, proposal writing	4 x 4 hours + coaching	Kristen Thompson	27	27
Leadership Bootcamp	2025	Leading self, leading teams, coaching, change	Pre-work + 4 half-days	Dinaledi Leadership	29	27








1.4 Methodology

The study used a qualitative case-study methodology, drawing on key informant interviews with senior leaders and training participants across selected NGOs to generate detailed change stories of how NASCEE training was experienced and applied. This approach was intended to surface rich, contextualised insights into pathways of impact, while recognising that findings are self-reported and not designed for broad generalisation.

 Strengths	 Limitation
Rich, context-specific understanding of how training plays out in real life.	Reliant on self-reported perspectives
Captures complex pathways of change.	
Showcases lived examples and “change stories.”	
Useful for early-stage or work-in-progress evaluation.	

2. Case Studies

Organisation Comparison Table

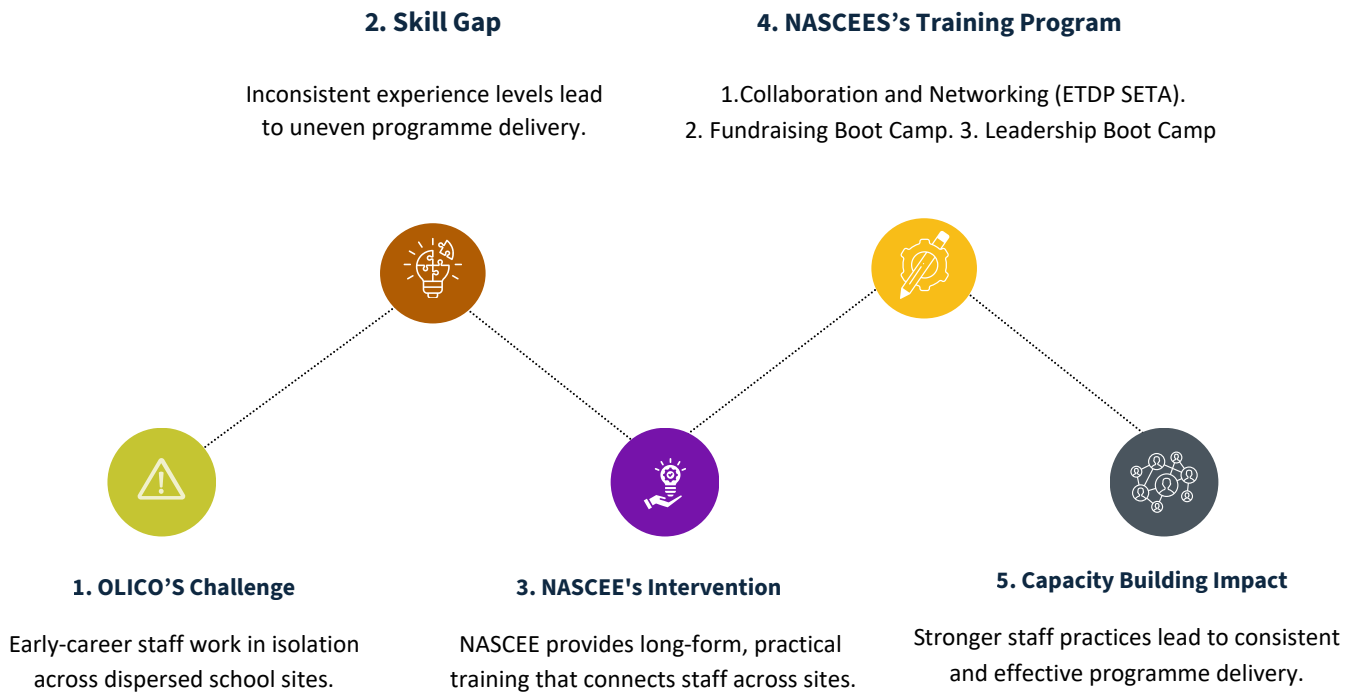
	 Sector	 Size	 Reach	 Key NASCEE Trainings
	Maths literacy	56 staff + 80 tutors	100+ schools	Collaboration & Networking; Leadership, Fundraising
	Digital literacy	92 staff + 900 facilitators	National	Project Management; M&E; Leadership
	EdTech & learner support	5 core staff	18,000 - 60,000 learners	Project Management; M&E; Fundraising; leadership



Capacity Building Case Study

OLICO: Strengthened Maths Delivery Through NASCEE Training

NASCEE maths training resulted in stronger maths support across OLICO’s school network. Founded in 2008, OLICO now works with 56 contracted staff, more than 80 part-time tutors and coaches, and close to 100 youth through project and incentive schemes. By strengthening the skills and systems of these teams, NASCEE helped improve the quality and consistency of maths delivery across OLICO’s programmes. This capacity boost is now filtering through OLICO’s broader footprint of more than 100 schools in Gauteng, the Western Cape, and Limpopo, giving thousands of learners access to sharper, more reliable maths support.



Based on interviews with CEO Andrew Barrett and Programme Coordinator Ntombi Nkcithakala, OLICO’s biggest challenge wasn’t maths content or resources, it was early-career staff working alone across dozens of school sites with almost no peer learning or support. NASCEE’s long-form training tackled this head-on, building confidence, strengthening daily routines, and improving the systems that keep programme quality consistent. The shift has been evident. Staff now collaborate more effectively, apply stronger practices, and deliver programmes with greater reliability across OLICO’s network. Stories like Ntombi’s, along with new momentum in Limpopo, show how investing in people directly lifts organisational performance and deepens impact for learners.

NASCEE's Impact on Ntombi's Leadership Path

Ntombikayise Nkcithakala's journey shows what real capacity building can unlock. She began in 2020 as a young Maths Club facilitator in Diepsloot, unsure if she was ready for leadership. Today, she leads OLICO's Limpopo Maths Clubs across four schools, guiding four teams, 24 facilitators, and 196 weekly sessions. The leap was big, and for years she carried it without the structure or tools to lead confidently. That changed when she joined NASCEE's Leadership Bootcamp in early 2025, which she describes as "life-changing."

Through NASCEE's leadership frameworks, including the GROW coaching tools she gained practical skills, stronger confidence, and a clearer leadership voice. She now uses these tools daily, from same-day feedback to structured problem-solving, and cascades them across her teams. The results are visible: tighter alignment, faster decisions, and better classroom practice. Ntombi's story shows how NASCEE helps turn emerging talent into confident leaders who lift entire programmes/organisations.



Now equipped Programme Coordinator in Limpopo:
Leads 4 teams, 24 facilitators, 196 sessions weekly.

Attended NASCEE "Life Changing"
Leadership Bootcamp.

2023

Coordinator Responsibilities increased:
Started leading facilitators and teams.

2025

2025

2020

Ntombi joined OLICO in Diepsloot
as Facilitator for Maths Clubs.

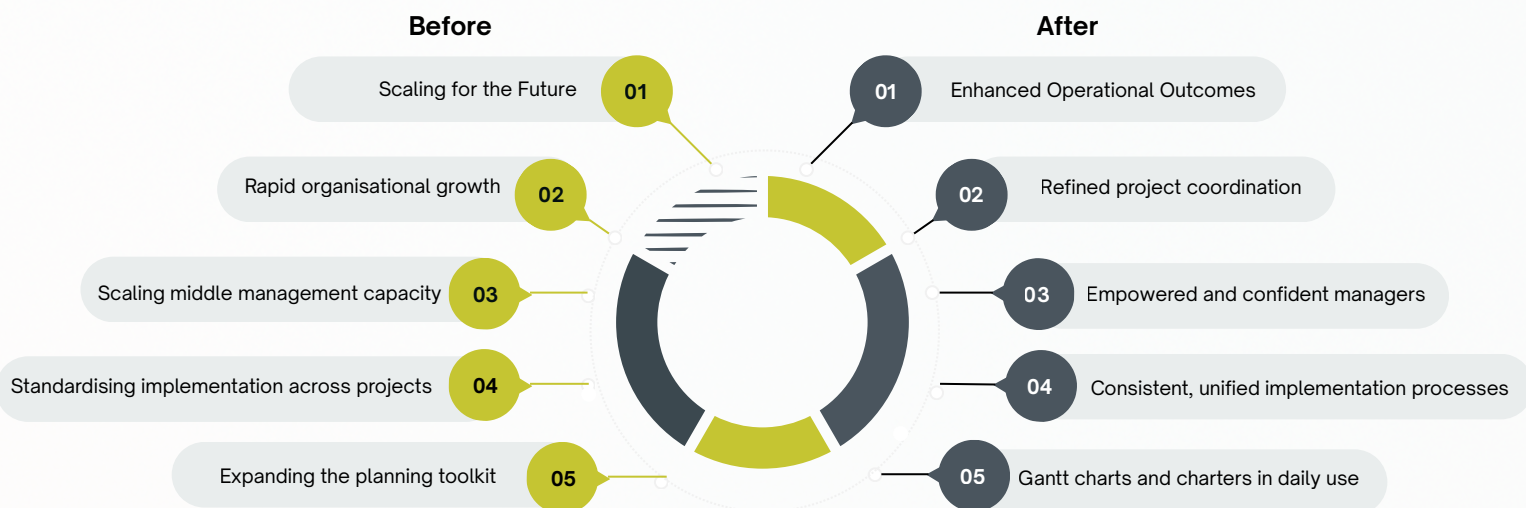
Digital Learning Case Study

Click Learning: Aligning Operational Effectiveness with Rapid Growth

Click Learning’s rapid expansion has been a period of significant achievement. Partnering with NASCEE supported the strengthening of internal systems to ensure this growth could be sustained through consistent and effective operations. With a core team of 85 staff and over 1,000 youth facilitators delivering digital learning programmes across the country, Click Learning identified the need to strengthen internal structures to support consistent delivery at scale.

NASCEE’s Project Management, M&E, and Leadership Bootcamps provided a structured technical framework to support this progression. These programmes equipped teams with practical tools and strengthened organisational processes, enabling more effective planning, coordination, and execution.

As a result, staff have integrated project charters, Gantt-based planning, and refined communication practices into their operations, contributing to improved programme efficiency and consistency. This has enabled senior leadership to maintain focus on strategic priorities and future growth, while operational teams deliver with increased clarity and confidence.



Perspectives on the Partnership

Lieza van der Walt, Chief of Staff, noted that as rapid growth doubled Click Learning’s size over recent years, it was the ideal time to further strengthen middle management and internal systems. NASCEE’s Project Management, M&E, and Leadership Bootcamps supported this by providing additional structure and building confidence in project management practices.

Eunice Xelisilo, Special Projects Manager, highlighted how the training strengthened her communication and leadership of Special Projects, while Marcella Dlamini, Research Projects Coordinator, noted that practical tools such as Gantt charts and project charters improved planning and execution.

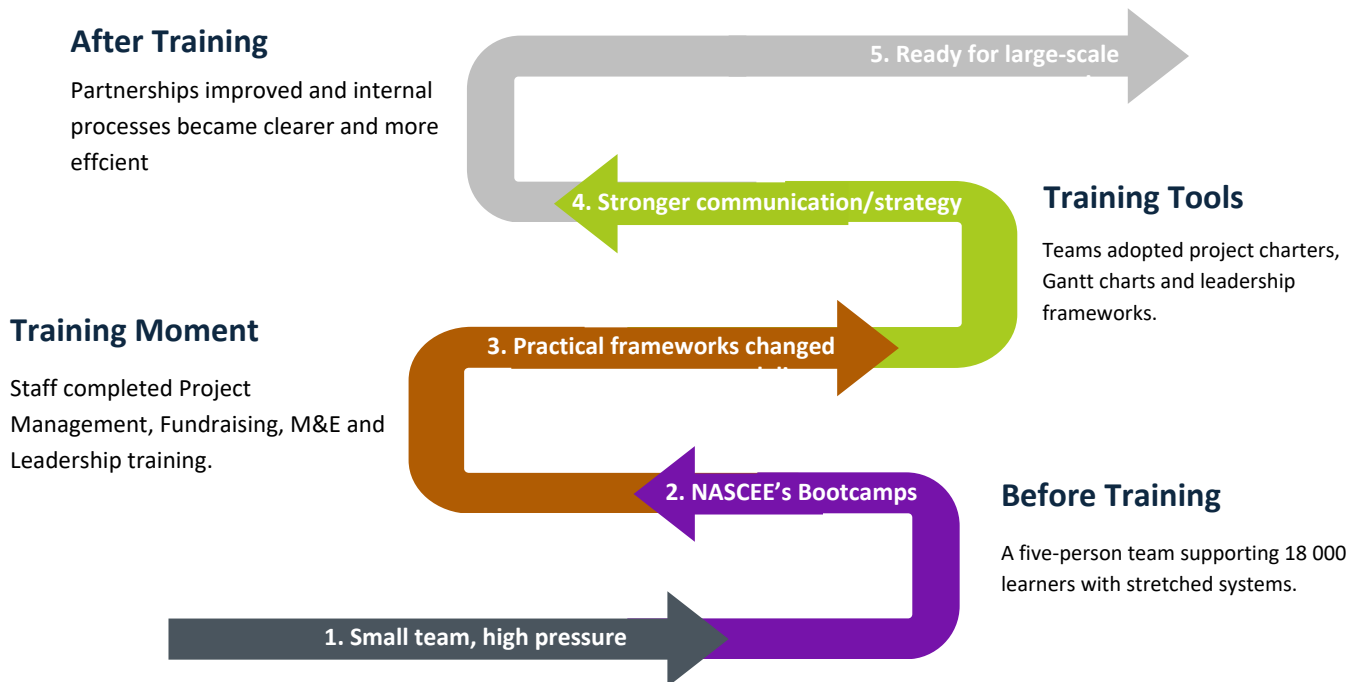
Both team members emphasised the value of engaging with peers from other NGOs, which contributed to broader perspectives and sparked new ideas for the sector.

Ultimately, the collaboration with NASCEE helped to upskill individuals and further align teams, ensuring Click Learning’s systems remain as robust as its impact.

Partnerships Case Study

Edutech: From Limited Capacity to Expanding Reach

NASCEE equipped Edutech with the tools to strengthen partnerships, sharpen strategy and rapidly expand learner reach. With only five core staff serving over 18 000 learners, Edutech needed stronger systems to grow. Denver Naidu, Sustainability and Stakeholder Manager, shared how NASCEE training improved collaboration and partnership management, while Varsha Gurdayal, Project Leader, highlighted gains in team communication and planning. Through NASCEE’s Project Management, Fundraising, M&E and Leadership Bootcamps, Edutech adopted practical tools for planning, reporting and confident leadership. This strengthened capacity now positions the organisation to scale its reach to nearly 60 000 learners.



NASCEE strengthened the partnership work our success depends on. Learning with diverse organisations broadened my perspective and sharpened my engagement skills.



Denver Naidu — Sustainability and Stakeholder Manager

The Leadership Bootcamp helped me understand my coaching style, improve communication with tutors and use NASCEE's Kotter Change Model to align my team.



Varsha Gurdayal — Project Leader

APPENDICES

Organisation Comparison Table

NASCEE Memebers	NASCEE Strategies	Organisation Satff	Organisation Reach	NASCEE Programms
OLICO Maths Education	Maths literacy	56 staff + 80 tutors	100+ schools	Collaboration & Networking; Leadership; Fundraising
Click Learning	Digital literacy	92 staff + 900 facilitators	National	Project Management; M&E; Leadership
Edutech Institute	EdTech & learner support	5 core staff	18,000 → 60,000 learners	Project Management; M&E; Fundraising; Leadership

Case Study 1: OLICO Maths Education

A. OLICO Organisation Snapshot

Item	Detail
Name	OLICO Maths Education
Sector	Schooling
Focus	Maths Clubs, tutoring, resources
Location	Johannesburg
Size	56 staff; 80 tutors
Reach	100+ schools (Gauteng, Limpopo, WC)
Year Established	2008

B. NASCEE Training Attendance

Programme	Attendees
Collaboration & Networking (2024)	2
Fundraising Bootcamp (2025)	1
Leadership Bootcamp (2025)	1

C. NASCEE' s Capacity Development Impact at OLICO— Before/After

Before	NASCEE Training	After
Delayed written reports	Feedback cycles	Same-day coaching
Uncertain team communication	Leadership identity	Clear, confident approach
Informal support structures	Coaching	Structured GROW model
Limited skill development	Cascading learning	Weekly leadership training

Case Study 2: Click Learning

A. Click Learning Organisation Snapshot

Item	Detail
Focus	Digital literacy & numeracy
Size	92 staff; 900+ youth facilitators
Reach	National
Founded	2012

B. NASCEE Training Attendance

Programme	Attendees
Project Management	8
M&E Bootcamp	2
Leadership Bootcamp	1

C. NASCEE’S Capacity Development Impact at Click Learning — Before/After

Before	NASCEE’s Training	After
Inconsistent programme delivery	Leadership identity	Standard Gantt charts & charters
Overlapping responsibilities	Coaching	Clear responsibilities
Leaders involved in operations	Cascading learning	Leaders freed for strategic work
Siloed team structures	Feedback cycles	Lightning Talks, cross-team sharing

Case Study 3: Edutech Institute

A. Edutech Organisation Snapshot

Item	Detail
Focus	Learner support via software (Asset, Mindspark)
Location	Durban
Size	5 core staff
Reach	18,000 → projected 60,000 learners
Founded	2018

B. NASCEE Training Attendance

Programme	Attendees
Project Management	1
Fundraising Bootcamp	1
M&E Bootcamp	3
Leadership Bootcamp	1

C. NASCEE’S Capacity Development Impact at Edutech — Before/After

Before	NASCEE’s Training	After
Many generic proposals	Performance Management Training	Targeted, strategic profiling
Limited implementation support	Performance Management Training	Clear ToC, defined indicators
Limited staff training	Leadership and Management Training	Confident pitching & collaboration
Loose programme structure	Monitoring, Evaluation, and Learning (MEL) Training	Structured milestones, risk planning