

1MO/008/0122/7

SOUTH AFRICAN EXTENSION UNIT  
DAR ES SALAAM

COMMITTEE PAPER NUMBER 31.6.1: SAEU GOALS AND STRATEGIES FOR 1993/94

1.0 In setting out SAEU's Goals and Strategies for 1993/94 it is essential to assess the trend of events in 1992/93 and predict the likely situation in the coming year.

2.0 The year 1993/94 will see the SAEU enter year 2 of its transition, as recommended in the report of the COMSEC-funded consultancy, July-August 1992. As noted in the paper which assessed year I of the transition of the SAEU (see Committee Paper 31.4.1), the year 1992/93 saw the SAEU carrying out two new and major commitments on top of its traditional service to South African exiles. The first commitment involved consolidation of plans to launch its courses for returnees in South Africa (Phase 2 of SAEU's Transition). The second commitment was the laying of the foundation for its longer term roles as reflected in initiatives to transform the SAEU into:

- i. the SADC-CDL
- ii. an institution specialized in the education and training of refugees
- iii. a resource centre for refugees in Southern Africa and
- iv. a Consultancy and Research Unit

It is, however, evident that the implementation of activities relating to the traditional programmes for students who are still in exile as well as the pace of transferring the programmes to returnees in South Africa suffered severely due to the delay in the release of funds to the SAEU by donors and the sudden withdrawal of support by UNETPSA. Moreover, funds received from two consultancies contracted to the SAEU in 1993 could not cover the shortfall of funds withdrawn by UNETPSA. This new dimension of the SAEU in carrying out contracts on consultancy and research, however, stands out as a potential new source of funding for the SAEU. SAEU's Goals and strategies for 1993/94 take into account this development.

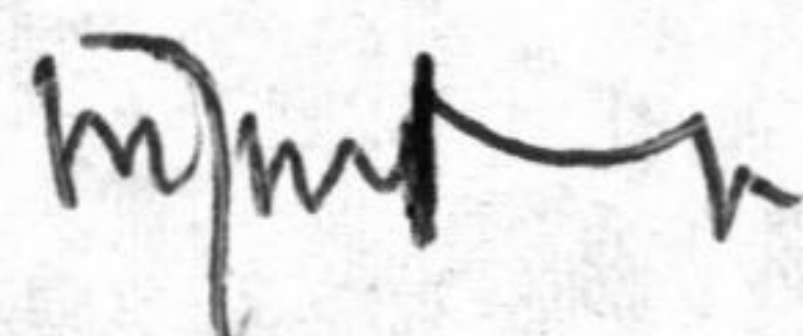
3.0 It will be noted that the SAEU's approach to the short-term role for 1993/94 shows the shedding out of some volume of activity for the exile group to correspond with the scaling down of funds released by donors for services to this group. It is hoped that current political events in South Africa will lead to the lowering down of the level of violence and promotion of an atmosphere for speedier repatriation of exiled students. On the Medium-term role, SAEU intends to



operationalize phase 2 of its transition by launching its courses in South Africa early in 1993/94. Commitments towards reinforcement of the long-term roles of the SAEU will also feature more prominently in 1993/94 with the follow-up on consultations with SADC-RTC, UNHCR and a push towards Research and consultancies. It is hoped that an objective assessment of the extent of self-sustainability of the long-term phase could be made at the end of 1993/94.

- 4.0 Committee members are requested to study SAEU's Goals and Strategies for 1993/94 and to approve them for submission to the Finance and Appointments Committee.

I submit



M J MNTANGI  
PROGRAMMES DEVELOPMENT COORDINATOR



SAEU GOALS AND STRATEGIES FOR 1993/94

ACTIVITY 1.0: TRANSFORMATION/RESTRUCTURING OF SAEU: STUDY CENTRES,  
RECRUITMENT OF LEARNERS AND ACTIVITY PROGRAMMES

1.1 GOALS

a. Short-term Functions

- i. Shed out one third of the student population from study centres in exile. Total enrolment in exile not to exceed levels shown in Table 1.1

TABLE 1.1 REDUCTION OF ENROLMENT LEVELS OF SAEU  
LEARNERS IN EXILE, IN 1993/94

COUNTRY	ENROLMENT IN 1992/93	ENROLMENT IN 1993/94
TANZANIA	286 (-94)	192
UGANDA	357 (-118)	239
ZAMBIA	73 (-24)	49
ZIMBABWE	99 (-33)	66
TOTAL	315 (-269)	546

b. Medium-term Functions

- ii. Launch SAEU programmes for 1000 returnees in South Africa in the following places:

Johannesburg ) First  
Durban ) Priority

- iii. Identify new areas for expansion of SAEU programmes in South Africa.

c. Long-term Functions

- iv. Carry out needs assessment surveys for other refugee groups as follows:



- Tanzania (UNHCR) - Somalia Zigua
- Uganda (UNHCR) - Burundis
- Zambia (UHNCR) - Angolans
- Zimbabwe (UNHCR) - Mozambicans

- v. Commit SADC-RTC to incorporate the SAEU into the SADC-CDL
- vi. Commit COL to accept SAEU as a coordinating wing for the Africa Region
- vii. Sign memoranda of cooperation with ESAMI, ICA and OUT

## 1.2 STRATEGIES

- i. Study Centres where attendance and participation in week-end schools are weak will be closed.
- ii. Repatriating learners will be guided to re-register through the Batlagae Trust for continuation of their courses in South Africa.
- iii. Project proposal submitted to UNHCR in Dar es Salaam will be used as a model for the other refugees groups after adding inputs from the Representative.
- iv. COMSEC will be used as a spring board for relating the SAEU to SADC-RTC and COL.
- v. Plans of Action will be drawn up in order to concretize commitment made in the Memoranda of cooperation with ESAMI & ICA.

## ACTIVITY 2.0 WORKSHOPS

### 2.1 GOALS

#### a. Short-term Functions:

- i. Conduct training workshops for new learners and tutors in all study centres in exile
- ii. Conduct review workshops for learners and tutors - in exile



b. Medium-term Functions

- iii. Identify highlights for returnee tutors' workshops for discussion with SACHED staff
- iv. Conduct training workshops for learners and tutors in South Africa in collaboration with SACHED

c. Long-term Functions

2.2 STRATEGIES

- i. SAEU staff will collaborate with adult education staff of Liberation Movements and local distance education institutions
- ii. SAEU will contract competent staff of other distance education institutions to run training workshops where SAEU staff cannot do so.
- iii. Experience sharing and case studies to be the core approach for the methodology.

ACTIVITY 3.0: PRODUCTION, ACQUISITION AND DISTRIBUTION OF COURSE MATERIALS

3.1 GOALS

a. Short-term Functions

- i. Reprint OOL secondary level course materials at the OAU printing press through ANC and issue to learners in Tanzania
- ii. Order new course materials from abroad
- iii. Finalize production of reviewed audio-cassette programmes and work-sheets.

b. Medium-term Functions

- iv. Study the demand for reviewed basic course manual and make decision about reprinting them.
- v. Course materials will be ordered from OOL for study centres in South Africa



c. Long-term Strategy

- v. Identify need for production of course materials for specific needs of other refugee groups and draw up plans for producing or acquiring them.

3.2 STRATEGIES

- i. Rooms to be used as resource centres will be identified and hired to be used for keeping course manuals and textbook for use by learner on loan basis.
- ii. Used books offered free by volunteers will be sought and kept in study centres.

ACTIVITY 4.0 PRINTING

4.1 GOALS

a. Short-term Functions

- i. Print Annual Report of Activities of SAEU for 1992/93
- ii. Print reports of short courses conducted
- iii. Print Evaluation Report for studies done in Zambia and Zimbabwe.
- iv. Print SAEU handbook for short courses.

b. Medium Term Functions

- v. Print SAEU brochure and leaflets to include programmes and study centres in South Africa and Long-term roles.

c. Long-term Functions

As part of (b) (v) above



#### 4.2 STRATEGIES

- i. Consideration will be taken into account about the changing role of the SAEU in reviewing SAEU's documents before printing them.
- ii. Printing will be undertaken in countries where production and distribution costs will be minimal.

#### ACTIVITY 5.0 WEEK-END SCHOOLS

##### 5.1 GOALS

###### a. Short-term Functions

- i. Organise fortnightly week-end schools for learners in all study centres in order to give face to face support to learners, including counselling.
- ii. Assess the progress of learners in their studies through check visits and Monthly Progress Reports.

###### b. Medium-Term Function

As listed under (a) above.

###### c. Long-term Function

None

##### 5.2 STRATEGIES

- i. Timetables for week-end schools should ensure that learners and tutors are fully occupied throughout the day.
- ii. Students will be refunded bus fares to assist them reach tutorial centres.
- iii. Sandwiches will be served to the learners during the week-end schools.

#### ACTIVITY 6.0 STAFF TRAINING AND DEVELOPMENT

##### 6.1 GOALS

###### a. Short-term Functions

- i. Two field coordinators to attend the four-months Distance Education course conducted by IEC if sponsors can be found.



b. Medium-term Function

- ii. Coordinator of programmes in South Africa to get orientation from SAEU and SACHED staff

c. Long-term Function

- iii. SAEU's professional staff to get two weeks courses on:
  - Introduction to information Technology
  - Research and Evaluation
- iv. SAEU supporting staff to attend 2 week course in their areas of specialization.

6.2 STRATEGIES

- i. Recommendations of the COMSEC-funded consultancy (1992) on staff training and staff development will be observed.

ACTIVITY 7.0: GCE EXAMINATIONS

7.1 GOALS

a. Short-term Functions

- i. Register 215 candidates for Overseas (London and Cambridge) GCE examinations as follows:

January 1994: Zambia (5); Zimbabwe (20);  
Tanzania (20) *Tanzania (20)*  
May/June 1994: Zambia (NIL); Zimbabwe (20);  
Tanzania (20) *Uganda (20)*  
Nov/Dec 1994: Zambia (15); Zimbabwe (15);

b. Medium term Function

- ii. Register 150 candidates in South Africa for London GCE Exams as follows:

January 1994: 50  
May/June: 100

- iii. Propose guidelines for integrating SAEU's GCE candidates into the Local Matriculation Boards.

c. Long-term Functions : NIL



## 7.2 STRATEGIES

- i. Subject syllabuses and past examination papers will be provided to the tutors to guide them in preparing mock examinations and for revision
- ii. Examination groups will be subjected to the pacing approach to facilitate their coverage of the syllabuses.
- iii. Consultations will be made with various school examination boards/councils in South Africa for advice.

## ACTIVITY 8.0: MONITORING AND EVALUATION

### 8.1 GOALS

#### a. Short-term function

- i. Monitor and evaluate the progress of the courses in all the study centres in the frontline states
- ii. Solve problems facing learners, tutors and coordinators as noted from the monitoring and evaluation visits and monthly reports.

#### b. Medium term Functions

Same as under (a), but for study centres in South Africa.

#### c. Long-term Functions

See Needs Assessment Survey, under TRANSFORMATION OF SAEU

### 8.2 STRATEGIES

- i. Monitoring and evaluation visits will be made by SAEU staff to all study centres as follows:

Dar es Salaam (1 per month); Masuguru (quarterly)  
Kigwa (visit (1); Iringa (4 visits); Uganda (2 visits); South Africa (4 visits and relocation of SAEU staff for 3 months); Zambia (2 visits); Zimbabwe (2 visits)

- ii. Field Coordinators are required to submit to the SAEU Monthly Progress Reports from their Centres.

- iii. Wherever necessary, coordinators could make at most one visit to the SAEU office per year.



- iv. Coordinators will continue to receive monthly allowances. Funds to cover running expenses for SAEU programmes will be issued to Coordinators when they submit quarterly financial reports.

## ACTIVITY 9.0: RESEARCH AND PUBLICATIONS

### 9.1 GOALS

#### a. Short-term Function

- i. Circulate Evaluation Report for SAEU activities in Zambia and Zimbabwe.

#### b. Medium-Term Function

- ii. Prepare Research Proposal to assess Problems of Re-integration of Returnees into their Communities.

#### c. Long-Term Function

- iii. Prepare Research Proposal to Assess Needs of Refugee Groups in Tanzania, Uganda, Zambia and Zimbabwe.

### 9.2 STRATEGIES

- i. Research and Evaluation studies will aim to give the SAEU substantive data to facilitate objective decision making. Reports from such studies will be circulated to other institutions for experience-sharing.
- ii. Professional researchers and evaluators will be consulted to give guidance to SAEU staff and thus promote staff competence in this activity.

## ACTIVITY 10.0 CONSULTANCIES

### 10.1 GOALS

#### a. Short-term Functions

- i. Compile data and give basic services to South African students studying in exile in Tanzania, Uganda, Zambia, Zimbabwe and other neighbouring countries as requested by Batlagae Trust and COSPE.



b. Medium Term Functions

- ii. Solicit Batlagae Trust to contract the SAEU to carry out Needs Assessment surveys of the returnees in order to advise about Need to review the training programme.

c. Long-term Functions

- iii. Prepare Project Proposals to solicit up-grading of facilities of the SAEU to prepare the Unit to serve as a Resource and Educational Service Centre for Refugees and Displaced people in the Africa Region.

10.2 STRATEGIES

- i. The role of the SAEU in consultancy will be given more prominence among SAEU's routing activities.

ACTIVITY 11.0 FUND-RAISING

11.1 GOALS

a. Short-term Functions

- i. Prepare and submit to EC Brussels, Request Proposals to cover scaling down of funds earmarked for 1993/94 and 1994/95.
- ii. Prepare and submit to COSPE, Italy, Request Proposal to support SAEU's Distance Education programmes for exiles in Tanzania, Uganda, Zambia and Zimbabwe.
- iii. SAEU accounts for 1992/93 to be audited.

b. Medium Term Functions

- iv. Prepare and submit to EC Pretoria/Kagiso Trust Request Proposals to support the expansion of SAEU courses in South Africa.
- v. Prepare and submit to other donors Request Proposals to support the expansion of SAEU courses in South Africa (e.g. UNETPSA, AIDAB, UNESCO, SIDA).
- vi. Carry-out Consultancy for Batlagae Trust and renew the contract to cover the period of January/June 1994. (See also Goal 10.1 (b))



### c. Long-term Functions

- vii. Prepare and submit to UNHCR, UNESCO and other donors Project Proposal for extending SAEU's Educational programmes to other refugee groups (see also Goal 10.1.(c))
- viii. Prepare and submit to COMSEC Request Proposal for up-grading the facilities of the SAEU to serve as a resource centre for displaced people. (see also Goal No. 10.1 (c))
- ix. Make consultative visits to other Distance Education Institutions.

### 11.1 STRATEGIES

- i. SAEU management will seek to secure guidelines and formats for submitting Request/Project Proposals to various donors.
- ii. Whenever funds are available, SAEU will participate in International fora for Distance education in order to publicise its commitments to refugees/displaced communities and human resources development in the Region.
- iii. Fund-raising and measures to control expenditure will be integrated into SAEU's Request/Project Proposals

## ACTIVITY 12.0 INTER-INSTITUTIONAL COLLABORATION AND CONFERENCES

### 12.1 GOALS

#### a. Short-term Functions

- i. Maintain contacts with Regional distance education institutions - Centre for Continuing Education (Uganda), Open University of Tanzania (OUT)
- ii. Maintain contacts with International distance education Institutions and Associations:
  - International Centre for Distance Education
  - International Centre for Distance Learning
  - International Extension College
  - Commonwealth of Learning



b. Medium-term Functions

- iii. Attend Half Year meeting of the Distance Education Association of Southern Africa (DEASA) (September 1993 & March 1994) and submit Institutional Papers
- iv. Draw up scheme for changing SAEU's DEASA Associate membership to full membership
- v. Make study visits to educational institutions in South Africa to strengthen tutorial support to SAEU learners

c. Long-term Functions

- vi. Attend International Conference on Strategic Planning, London, July, 1993
- vii. Prepare and submit papers for the Open University (UK) International Conference and ICDE

12.2 STRATEGIES

- i. The dual purpose for involvement in conferences and collaboration will be to learn from others, broaden experience and publicise the SAEU's courses.

ACTIVITY 13.0: BOARD AND COMMITTEE MEETINGS

13.1 GOALS

a. Short term functions

- i. Hold Annual meeting of the SAEU Board of Trustees
- ii. Hold Quarterly meetings of the Technical Advisory Committee.
- iii. Hold Quartely meetings of the Finance and Appointments Committee.

b. Medium-Term Functions

- vi. Set-up Working Committee to advise on SAEU activities in South Africa as recommended during the visit in South Africa in May 1992.



c. Long term Functions

- v. Assess prospects for promoting effectiveness of the SAEU by widening membership to the Board of Trustees.

13.2 STRATEGIES

- i. These meetings will continue to guide and support the SAEU Management in facing successfully the challenges facing the Unit.
- ii. Close contact will be maintained between the SAEU Management and all the members of the Board and the Committees.

ACTIVITY 14.0: SHORT/VOCATIONAL AND TECHNICAL/PROFESSIONAL COURSES

14.1 GOALS:

a. Short-term Functions

- i. Conduct 4 - 6 week short and vocational courses for 210 participants in study centres in exile as estimated below:

COURSE	NO. OF PARTICIPANTS IN STUDY CENTRES
- Motor Mechanics .....	Uganda (20)
- Electrical Installation .....	Uganda (20)
- Welding & Metal Works .....	Uganda (20)
- Brick laying .....	Uganda (20)
- Tie and Dye/Batik .....	Zimbabwe (30)
- Computer Studies .....	Zimbabwe (20); Tanzania (20)
- Basic Stores/Business Mgt .....	Tanzania (20); Uganda (20)
- Basic Horticulture/gardening ...	Zambia (20)

- ii. Organize 1 - 3 year part-time professional courses for 32 participants as follows:

- ACCA - Level I .....
- Teacher Training .....

Zimbabwe (7)

Uganda (25)

b. Medium Term Functions

- i. Organise 1 - 3 year parttime professional course for 5 participants in South Africa as follows:

- ACCA Level I .... S/Africa (5)



c. Long-term Functions

- Organise training in Tie and Dye/Batik for 20 urban women refugees in Dar es Salaam for the OAU
- Assess needs for vocational and technical skills among selected refugee communities in Tanzania, Uganda, Zambia and Zimbabwe.

14.2 STRATEGIES

- i. Close collaboration will be maintained with career guidance centres and employment bureau in South Africa to ensure that participants' chances of employment are as high as possible.
- ii. Priority will be given to basic and intermediate level skills because it is at these levels that the majority of SAEU learners are expected to be able to cope.