

PROGRESS REPORT & ATTACHMENTS  
16 April to 30 June 1994  
Prepared by: P L Sullivan

PROGRESS REPORT & ATTACHMENTS  
16 April to 30 June 1994  
Prepared by: P L Sullivan

Report to the Canadian Teacher's Federation  
for the Period 16 April 1994 to 30 June 1994 on  
the Management of Schools Training Programme

## 1. Introduction

This report sets out the progress made by MSTP since 16 April this year. It looks specifically at the

Further Diploma in Education Development, Management and Administration and how the participants

on the course are developing. In addition, comment is made on how action plans for the year are being

implemented and reflects on Document B which was submitted in the last quarterly report.

## 2. South African Political and Educational Environment

On 27 April, South Africa went to the polls and elected its first truly representative and democratic

Government. This was a historic time which defied all expectations as the election was successful and

peaceful. The post-election period heralded an era of peace and tranquillity hitherto unseen within the

Republic. Violence, which had characterised the months previous to the election, diminished to such an

extent that visitors were astonished by the level of friendliness, cooperation and commitment to the new

South Africa which was evident amongst all its people.

The euphoria and honeymoon period extended into May and June. History was made, once again, on 17

May when Nelson Mandela was elected President of South Africa. These historic moments left South

Africa emotionally 'high' with a willingness to work together to forge peace and prosperity for all.

The downside of this historic period was the loss in 'mandays' to the economy because of unprecedented,

declared public holidays with South Africa celebrating its new found freedom and democracy well into the

month of May. Schools were shut for a large part of this time and, when open, little schooling was evident

as most people were planning celebration days and meetings.

The rest of the world applauded South Africa and responded to the new Government by pledging support

and promising to establish job opportunities within the Republic to help the disadvantaged. Some

investment came into South Africa in the month of June but during this reporting period, mainly promises

were made and actual money was held back.

The Government of National Unity began to organise the newly formed, nine regions and Professor

Sibusiso Bhengu was appointed as Minister of Education. Many felt that, although he was experienced

as a Rector of a University, Professor Bhengu had not been involved in the policy debates and, hence, was

not a good choice. Before the end of June and before any major decisions could be taken Professor Bhengu had

a mild stroke and this caused all education initiatives to be put on hold. Consequently, the Regional

Offices were left without money, confirmed policy direction and the DET continued to run as before.

Towards the end of June, there was evidence that the unions, via its umbrella body COSATU, would be

flexing their muscles, to see how accommodating the new democratic disposition was. Pick 'n Pay, a

major food retailer, entered annual wage negotiations with SACCWU and was challenged on all levels

to develop career opportunities, affirmative action policies and pay above-inflation-level increases in

salary. On 30 June, strike action was threatened and industry held its breath as Pick 'n Pay and

SACCWU entered a major negotiation period. Thus, South Africa's honeymoon period was over and

new power struggles emerged.

1 ph/1 oommh

3.1  
3.2  
3.3

#### The Diploma Course

##### Curriculum and course design

Material for Block 11 was prepared during the month of May and June by the three component parts. P&DM were the first to complete a module on the Issues in the Management of Schools which was a continuation of their one-day input in April. MSTP wrote skills workshops to supplement P&DM's course and this material was to be delivered during the first week of the July residential Block.

The Faculty of Education was hampered in the production of their material by the delay in the arrival of Dr Peter Dzvimbo from Zimbabwe who eventually arrived during the second week of June. It took a while to induct him into the ethos and ways of writing for the Diploma course. The consequence was material was prepared hurriedly and there was no time to develop linkages with the MSTP modules. Consequently, by the end of June, material had been produced but it stood alone from the other component parts. (A full report on Block 11 will be submitted in the next report to the CTF).

One important question was raised during the curriculum design meetings that is - what outcomes or competency profile is the course working towards?

On 7 June, a workshop facilitated by a consultant, Marian Nell, was held on course objectives and assessment procedures. At this workshop, competency clusters which defined an effective and efficient school principal were identified. There was agreement that the course material would be developed against this proposed competency model. This workshop was a preliminary attempt to bring together the different methodologies and assessment procedures that exist between the various course components. A second workshop, on 20 June, consolidated the competency model but there is still no definitive agreement on the way assessment should be undertaken. Skills Workshops (on Conflict Resolution and Mediation) were held on selected weekends during May and June. These workshops were run by MSTP with the help of staff from the Community Dispute Resolution Trust, who advised on material which was presented. Attendance at the workshops was excellent. There was enthusiasm, a keenness to learn and an energy and excitement about what MSTP and Wits were teaching. Participants are keen to learn new skills and practice them. This confirms MSTP's approach that school leaders are needing the opportunity and time to practice skills and to try out new thinking. They do not need to learn chunks of theory in isolation to the context of the work.

##### Participant Advisers

On 7 May, Mallele Petje held a workshop for Participant Advisers (PAS) which explored a PAS role as a mentor, counsellor and academic support for the course participants. This workshop was the first opportunity for PAS to express their feelings about the schools they have been allocated and the level of work expected of them. Roles were defined and tasks to be accomplished between Blocks I and II were discussed and finalised. There is evidence of bonding between PAS and feedback during this period showed that the PAS took their responsibilities very seriously and felt committed to the Diploma Course and its objectives. '

pb/l comma

4.1  
4.2  
5.1  
5.2  
5.3

The University of the Witwatersrand

Staff Appointments

Mention has already been made of Dr Dzvimbo who joined the Faculty of Education in the second week of June. He is a highly experienced senior lecturer and brings to the course a wealth of experience of working with teachers in Southern Africa. However, the Faculty of Education has not confirmed the roles that Brahm Fleisch and Peter Dzvimbo will play in the development of the course. Mr Fleisch is expected to do research work and other lecturing. Dr Dzvimbo has a year's contract and will also be involved in other work.

Originally, it was thought that Dr Dzvimbo was to be the Coordinator for the Diploma course on behalf of Education. But because of his short term appointment, there is a need to readvertise for other staff members. Discussions with the University are ongoing in this regard and a lot depends

on how the University wishes to structure itself in 1995/96 and whether they intend to develop the

Diploma as a Distance Learning course or not.

Wits/MSTP Advisory Committee

The Committee met on the following dates:

20 April

26 May

21 June

Copies of these meetings are attached as Appendix A.

MSTP National & Regional Office

Staff Mphahlele joined MSTP as a School Management - Trainer on 6 June. She is an experienced trainer and writer of workshop material. Staff's portfolio requires her to support the work of the Regional Coordinator, initiate, develop and run parent-teacher workshops; and also

to develop resources for MSTP, based on a needs analysis and research.

Staff has added a new dimension to the Programme and is working well as a team member, coping with the demands of the job.

A Personal Assistant to help the Regional Coordinator and School Management - Trainer was sought during the reporting period. However, finding the right person has proved difficult. The

post is to be filled by a competent secretary who has a high level of computer skills and initiative.

Candidates interviewed were not sufficiently skilled in the area of computer application and so the

search continues. It appears that the salary range of approximately R4 000 per month is sufficient

to attract the right person, but MSTP was unable to do so by the end of June.

To supplement and support the writing of MSTP material, another consultant has been asked to

work closely with the Regional Coordinator and School Management - Trainer. Moira Katz, who

has had extensive experience in industry and unions, worked closely on the development of material during the month of June. Her work was adequate, at one level, but lacked insight in the

area of schools application. However, the MSTP material that was finally produced, collectively,

worked well.

3 ph/ 1 667/94Ieh

Consultants are used on a limited scale and their input has been important in order to develop the pool of ideas and the broader approach to skills training.

5.4 As mentioned in previous reports, Martin Brown who works on a part-time basis for MSTP, has been fully occupied and does not have the capacity to expand the portfolio as MSTP would like.

Discussions with the IE8 and CBEP who also share his services have highlighted the need for a person who could do more than just basic bookkeeping and can offer more time. The discussions are ongoing.

#### 5.5 Management Committee

The Committee met on the following dates:

25 April

20 June

Copies of these meetings are attached as Appendix B.

#### 6. Policy Advisory Committee

The Policy Advisory Committee met on 17 May. (See Appendix C). The main discussion point was

around the potential restructuring of the Policy Advisory Committee and simplifying accountability lines.

The following was suggested:

the Policy Advisory Committee be disbanded in its present form and reformed as the Professional

Advisory Committee, whose function is to consult with the Trust and give advice on education

matters. The new Committee would meet twice a year, as an extension of the Trust.

The Trust would meet four times a year; Harold Samuel, SADTU, would be invited to sit on the

Trust in a permanent capacity.

The Management Committee would be strengthened by including Paseko Njobe (SADTU) at this

level; this Committee meets every two months.

The restructuring of the Committees depends on SADTU and the Canadian Teachers' Federation.

SADTU Executive Committee met on 27 June and approved, in principle, the new structure. CTF are

to be informed of the decision, to give input and their suggestions when Biggles Mabandla visits Canada

in July.

#### 7. MSTP - Other Activities

##### 7.1 Regions

Work in the regions, that is in Cape Town and Durban, has been put on hold. The expansion into

the Natal and Cape Regions depends on suitable consultants. In the Cape Region, Pumzile Nguka

was elected to Parliament, so one key consultant was lost. It was then decided to 'hold-back' in

the Cape until later in the year.

In the Natal Region, although the violence level has dropped dramatically, the consultant here felt

it prudent to wait until later in the year before developing a Regional Node.

pls/ 1 667 Mlgh

7.2

7.3

8.1

8.2

8.3

8.4

This delay allows MSTP further opportunity to fundraise more aggressively for expansion in the regions.

#### Research

The Community Agency for Social Enquiry (CASE) agreed to conduct a research project on behalf of MSTP. The research is in two parts and will

a) identify the profile of an effective, efficient school principal

b) show how change in the management practice of a school can be measured.

This research is considered essential in order to define the outcomes for the Programme.

The first part of this research is sponsored by the Irish Government.

The Irish Government has agreed to sponsor a visit by a distance learning expert, to work with

the Curriculum Team and to look at the applicability of materials being developed for distance

education. This expert, Dr Anne Wickham, is from Dublin University and will be in South Africa

during two weeks in September.

#### Finance & Funding

Appendix D is the Income & Expenditure Account for the period 1 April to 30 June 1994. The

surplus from the 1993/94 financial year has been utilised during the period and at the end of June

a balance of R15 020 was left in the account. Appendix E shows the expenditure for the period

against budget. Comments on expenditure are attached to the Appendices.

The Irish Government, via HEDCO (Higher Education for Development Cooperation), donated Irish Pounds 30 000 at the end of June which was the cash injection required for the next period.

This amount arrived timeously to prevent MSTP moving into an overdraft position.

During April, an interim report for the second tranche of money from the European Union was

sent to the SACC. However, no money had been transferred as at the end of June. The SACC, which is a conduit for European Union donation, appeared to be having problems. A major restructuring of the SACC was being planned and several people left for other jobs, as there was

uncertainty and rumoured entrenchment. This meant that Project work at the SACC was neglected.

An approach directly to the EU was not fruitful. MSTP decided to wait until the end of July

before asking again for the second tranche.

Several participants on the course are requiring financial assistance and in this regard local

companies have been approached to support them. Adcock Ingram is interested in sponsoring a

school in Voslooms. Tastic Rice and Pick 'n Pay are also considering sponsorship. It is intended

to build up the relationship between schools and companies; the latter being in a position to

provide resources for the schools.

5 pm: 667/94/eh

9.

Comments on Year Plan

Six, broad objectives for 1994/95 were set (see Appendix F). A comment against each objective and what

has been achieved to date is recorded below:

9.1

9.2

9.3

9.4

9.5

9.6

Objective A

The course has been established. is progressing well and all the various stages of implementation

have been achieved.

The research process is underway.

Objective B

No progress to date.

Objective C

The nodes in the Western Cape and Natal Regions have been set-up. There is a need to consolidate the work later in the year.

Objective D

Booklets are being produced on the Diploma and MSTP. Consultations with the Commonwealth Secretariat on a joint conference are ongoing.

Objective E

The recent appointment of a School Management - Trainer means that a data base can now be established.

Objective F

Identifying funders is ongoing. During the reporting period HEDCO (Ireland) and EZE (Germany) identified the amounts to be donated. No new donors have been identified.

pb/ 1 667/9Neh



#### 10. Conclusion

The Diploma course continues to receive positive feedback and is generating interest in many educational arenas. There is a need to expand the programme but the way forward is not, at this moment in time, totally clear as Wits University does not want to develop a distance education model. Institutions to answer the desperate need. Distance education is one way to answer the need. MSTP will continue to engage with a variety of stakeholders to take MSTP into the wider debate. The funding situation for 1994/95 is secure, if donors pay on time and on request. The situation with the European Union could create a financial impasse if not received before September. Fortunately, the support of EZE and CTF will help to cushion any potential cash-flow problems. 1

e/i/DWNM ml  
P L SULLIVAN  
National Director - MSTP  
August 1994  
7 ph/1 asmaxm



Anoeuam A

Minutes of the Wits/MSTP Advisory Committee  
held on 20 April 1994 & 12h30

Room 30, P&DM, St Davidls Place, Parktown

PRESENT: David Adler (MSTP - Chairman)

David Freer (Wits - Education)

Pat Sullivan (MSTP)

Harry Hundsdorfer (P&DM)

Mallele Petje (MSTP - by invitation)

Elaine Turner (Minutes Secretary)

APOLOGIES: Anne McLennan (P&DM)

Brahm Fleisch (Wits - Education)

\_ ACTION

Minutes of the meeting held on 24 February 1994 were accepted.

Matters Arising

Course Brochure

PS informed the meeting that the brochure was in the final stage before printing. Problems with the printer had been encountered and others had been approached. Noted that the brochure is needed for the 1995 intake and that present participants have all the relevant information.

Staffing

DF reported that Dr Dzvimbo would be working with the Faculty of Education from 1 May 1994, on a one year contract. Noted that BF is the Coordinator for the Education Faculty with Dr Dzvimbo helping in this regard. AM is the Coordinator for Management working with Eve Annecke, a consultant. HH reported that P&DM intends to recruit an additional fulltime person to work on the course as the Coordinator for P&DM.

PS requested that the admin continue to be centralised through MSTP (as long as there are the staff to cope with the work load).

Noted that MSTP is also in the process of recruiting a trainer to assist MP and the course.

Research Personnel

Noted that a visit by a person from the Institute of International Education is still possible. Agreed that whoever be invited to visit MSTP en route from Mauritius.

DA informed the meeting that Pentech had set up a similar Principalsl course. PS to contact Brian OlConnell and discuss this with him.

1 pli/1359/94/ek1

### 3. Diploma Participants & Registration

MP informed the meeting that participants had been unhappy about having to register, prior to the start of the course, as they had to travel long distances, twice. However, it was noted that original certificates had to be presented to satisfy the university's requirements and it was safer to present these in person rather than through the post.

Noted there was a need to clarify responsibilities for admin issues. A meeting is to be held between MSTP and Sinah Makhu to address this problem.

The meeting was informed that 47 participants had registered. A total of 63 had been accepted, but some had withdrawn their applications because, for example, they could not find a buddy.

### 4. Block One

PS tabled a report which detailed the strengths and weaknesses of Block 1.

Overall the first block had been successful and well received.

In terms of course content, the Curriculum Committee recommended that Issues in School Management should be the first module in order to give participants a chance to express their concerns before moving into Contextual Problems of Education and its application.

Noted that the course was too dense in parts and that participants were tired in the evenings. Evening work had not been productive.

Agreed that future presenters be fully debriefed before the next block on the methodology of the course. HH suggested that a pre-workshop of 2 hours duration be held for future presenters to ensure the smooth running of the course.

Suggested that simulation games be used in the evenings as an alternative to evening work.

Noted that future presenters should have school-based experiences in order for the participants to relate to them more effectively.

PS informed the meeting that a workshop was to be held on 2 May to discuss assessment of the course, issues, outcomes, etc.

### 5. Course Material

PS requested feedback from the committee on the course material presented in Block 1. A similar format of readers/workbooks and files would be used in subsequent blocks.

2 pk/ i 359/94/ekx

#### 6. Fees, Payments, Bursaries

It was reported that participants, accommodation costs had been met by MSTP. Future groups would be responsible for their own accommodation costs.

The meeting was informed that participants who were experiencing some financial difficulties in paying fees in lump sums. Payment in instalments had been agreed with the University via Sinah Makhu.

Noted that the majority of the students had requested financial assistance.

PS informed the meeting that MSTP was hoping to fundraise up to 50% of the course fees for the pilot group, but there were no guarantees.

Suggested that MSTP investigate the possibility of accommodation facilities at JCE for the September block (cheaper rates and accessible to the university).

#### 7. 1994/1995 Plans

There is a need to start planning for next year as soon as possible, regarding budgets, staff, etc. PS to work with others and prepare a document for the next meeting on this. This document is to be informed by input from Education and Management. PS to set up the necessary meetings.

#### 8. General

DA congratulated all on the successful completion of Block 1.

#### 9. Date of next meeting

To be held on 26 May 1994 at 13h00 at P&DM.

ACTION

ph/1359/94/ek1



Report to the Wits/MSTP Advisory Committee

Block 1 was held between 7 and 15 April 1994. A meeting of the Curriculum Committee on 19 April

highlighted the following:

Strengths of Course (Block 1)

good material

professionally presented

venue was excellent, especially having the use of the break-away rooms

linkages between components were better than anticipated; all curriculum team members knew

course content and hence could pull through most threads as needed (guest lecturers were

not aware but Brahm Fleisch acted as coordinator)

lectures and activities started on time; sense of good organisation all round

theatre visit was enjoyed by all

food was excellent;

accommodation (from participants point of view) was also very good

participants found the course material relevant and applicable; even participants Masters level

students said that they were learning new things; good vibe and excitement amongst

participants who overall participated well

all lecturers and facilitators got on well together

University was accommodating and flexible in accepting buddies at a late stage.

Weaknesses of Course (Block 1)

#

Printing was 'last minute' and rushed. Hence, it was not possible to give readings ahead of time.

Editorial team need to meet and be briefed and brought more directly into the process before

next Block, as Peter Randall and David Freer worked independently.

Admin. work interfered with the process (eg registration problems; last minute change of plans; accommodation queries, etc).

All sections felt they were understaffed and working at a high level of pressure. (Jill felt

uncomfortable about writing up the evaluation form, as the consultant, but acknowledged that she was the only one available at the time).

Registration and who does what between Sinah Makhu and MSTP needs to be rethought and renegotiated; more planning ahead of time.

The 'guest' presenters ranged from good to bad; one lecturer was above the level of the  
1 pb/1355/94/ck1

participants, another was too slow in pace. . . .

The group was too large to get to know people well and provide support (is this a course design fault?)

Not enough time for debate after presentation of information in morning sessions ((10 Faculties need to rethink presentation style?)); course was packed in terms of activities etc.

It would have been more appropriate to have had the 'Issues of Management' course before 'Contextual Problems' so that participants could dump problems and debate issues thoroughly;

then MSTP could have looked at how principals would work with other school stakeholders (there is a question as to how a 'Situational Analysis' can be effectively implemented if there

is a breakdown of communication between the various school stakeholders); with more participative exercises 'up front', the participants' expectation that 'change happens immediately' could have been dealt with.

The material presented was 'not easy to digest' and the question was raised as to how useful

it will be to participate between Blocks.

Lecturers/presenters needed to be briefed, not just on context, but on approach, what should

be achieved etc; there was no opportunity to assess learning after each presenter's input.

Although it is important to challenge the thinking of Principals, there is a danger if a component part of the course is seen as having a particular political bias.

The white, private school participants felt the course was focused towards DET educators and, as such, felt isolated at times; material needs to be broader.

Adult learning processes were not used throughout Block 1 - not enough time to evaluate process as it developed.

Most presenters/lecturers/facilitators are young compared to the age of Principals. This is

seen as a potential weakness. Need for experienced persons to present information.

Travel from hotel was organised with Dermot Connors (not totally satisfactory, as it put pressure on him, although it was his choice).

The assessment procedure for Block 1 is not clearly defined; the Portfolio is based on inputs

from all components; no clarity on marking sequence and scheduling, beforehand.

The three component parts need to sit and understand the role of PAS; confusion on what are

their tasks.

Suggestions for 'way forward' and 'needs' that have to be addressed:

1.

'k The course design needs to be looked at after the experience of Block 1 and there is a need to finalise

- outcomes (where are we going?)

- assessment procedures

- evaluation

- diary events between now and Block 2

2 ph/1355/94/ckl



ii To help in this, 2 May has been set aside as a day to address these points. Jill Schlachter has agreed to facilitate the day.

ii The assessment procedure for Block 1 needs to be finalised. Also, how do we assess skills ltraining workshops"?

ii Jill Schlachter will develop a structure for the day by talking to all people involved .

The venue will be in the Education Building (Brahm to confirm).

Mallele, Brahm and Pat will meet with Sinah Makhu on 22 April to discuss registration and admin problems.

Staff need to be appointed (is Dr Dzvimbo going to join Education?) to help the teaching/admin process.

PAS will be meeting in Johannesburg on 7 May to work through what has to be done and to discuss tasks etc.

3 pls/1355/94/ck1

-11 .....r\_..... 5\_1 .....\_\_\_\_\_ -

AM! A

Minutes of the Wits/MSTP Advisory Committee  
held on 26 May 1994 at 14h00

P&DM, 2 St David,s Place, Parktoxm

PRESENT: David Adler (MSTP - Chairman)

Brahm Fleisch (Wits - Education)

David Freer (W its - Education)

Harry Hundsdtirfer (P&DM)

Anne McLennan (P&DM)

Pat Sullivan (MSTP)

Elaine Turner (MSTP - Minutes Secretary)

APOLOGIES: None

#### ACTION

1. Minutes of Meeting held on 20 April 1994

The minutes were accepted with the following correction:

Point 2.2: "to recruit a full-time person".

Matters Arising

2.1 Course Brochure

PS reported that the brochure was in a final stage of publication.

Column Advertising were still working on an acceptable layout and had  
promised to present a final copy by 27 May.

2.2

Staffing

MSTP has appointed a trainer who will join the Programme, hopefully,  
in June.

AM reported that P&DM will look for a full-time person (to replace the  
part-time Consultant) to start in 1995.

Noted that Dr Dzvimbo will be working with the Faculty of Education,  
from next week (1 June 1994).

2.3 Pentech

Noted that Pentech is working with TOPS to accredit their course on  
Education Management in the Cape.

1 pk/1467/94/ekl

#### 2.4 Wits Admin/Registration

PS reported that the proposed meeting with Sinah Makhu had not taken place. Agreed to reschedule a meeting for end of June.

#### 2.5 Workshop: 2 May

This did not take place as BF was involved with election counting on that day.

Agreed that a workshop to discuss the vision/outcomes of the course be held on 7 June. Julian Sturgeon from P&DM to be invited to facilitate proceedings. The Curriculum Team, Participant Advisors and Jonathan Cook from Wits Business School to be invited also.

#### JCE Accommodation

#### 2.6

Participants stayed at the Knockando Menls Residence for the workshop held in Johannesburg on 20 and 21 May. This was not satisfactory as both males and females were in the same residence, with only one bathroom per floor. DF suggested that other residences at the University be explored for future workshops.

#### 2.7 Course Material

Noted that Peter Randall has edited MSTP & P&DM Block 1 material.

A copy of his comments to be sent to BF.

#### 3.

#### Block 2

Noted that Ian M011 is coordinating the education material for Block 2.

Dr Dzvimbo will also be involved.

BF reported that material for Block 2 will only be ready by mid June. However, DA requested that Ian Moll present work in progress to the Editorial team on a regular basis.

Noted that P&DM will present a draft of their workbook on 30 May to the Curriculum team.

PS reported that Jill Schlachter will be unavailable to help with Block 2 teaching. However, another consultant has been approached to assist in writing material.

PS will run workshops with Mallele Petje in Block 2.

2 pk/1467/94/ekx

Three skills workshops have been run in clusters in Giyani, Thohoyandou and locally. The feedback from these workshops (on Conflict Resolution) indicated that participants were motivated and excited about the course. BF reported on five schools he had visited in Venda. Agreed BF would circulate to the members a report on the schools visited.

#### 4. Future Plans & Budget Requirements

It was noted that DF, Patrick FitzGerald, PS and DA had met on Tuesday 24 May to discuss future expansion plans of the Programme. Agreed that a new intake of 100 would be targeted for 1995 and that these Principals would be from an expanded Transvaal region and from areas not traditionally covered by the Universities of Natal and Cape Town. PS to write up notes on this meeting for distribution to committee members before the meeting on 7 June.

The expansion plan requires a rethink in terms of budget requirements by the Faculties. PS to give Education and Management an example of how the budget should be presented, and information on how to report on expenditure.

Noted that donors need a detailed financial statement of money spent during the period April 1993 to March 1994. These reports should be sent to PS as soon as possible, and preferably before 9 June.

Noted that adverts for 1995 Diploma participants must be placed by July in order to meet the closing date for registration which is 30 September 1994.

#### 5. Bursaries

Adcock Ingram have agreed to sponsor a school (possibly in Vosloorus).

Tastic Rice has also expressed an interest in sponsoring a school in 1995.

Suggested that PS approach Simba about sponsorships.

#### 6. General

Noted that funding for the Programme has been secured from EZE, Germany, the Irish Government, the European Union and the Canadian Teachers Federation (amount to be confirmed). This meant that the expansion programme (with the appointment of staff) was possible.

#### 7. Date of Next Meeting

To be held on 23 June 1994 at 13h00 in P&DM offices.

ACTION

Education/

Management

PS/W its

pk/1467/94/ekt

. .3451 .14.. ... L...  
....4-. l...II...-.I\_l4 4rl.\_. 33%AHWHII .  
. - 4.. . 4404441  
Hug .I H14 \$2.31..- .14.....4....JHHE.1. ...E. Enfiig  
.4.... .1.....\_... ..-3.49.. ...n...\_:n\_....3 .....u\_4.\_\_...  
..lr... . ...4\_.....4... ...E.E..  
%:... -.....4.44..4.. 9.....  
.4 ...4. lH.H..IEEEEEII.U.  
....4... 44.1.. .....l.u.\_...4.4.....\_..  
.. -.  
.....44...4.4.....:4.....44.\_....44.4... ..4..... u .4....  
lE4.\_L.rit.4ww:4.zii.443.a .....4 24..1...%  
...-find FlirW-IJ-IIHII Milli. lrm .

Minutes of the WITS/MSTP Advisory Committee Meeting  
held on 21 June 1994 (and continued on 23 June 1994)

PRESENT: David Adler (Chairperson - MSTP)

Brahm Fleisch (Education)

David Freer (Education)

Harry Hundsdörfer (P&DM)

Anne McLennan (P&DM)

Pat Sullivan (MSTP)

ACTION

1.

Minutes of previous meeting

These were accepted without correction.

2.

Matters Arising

2.1 The course brochure is still not ready. Pressure is being placed on the printer to produce as soon as possible'.

2.2 Accommodation for Skills Training in Johannesburg has not been finalised. The Women's Residence in ICE was suggested as a possibility.

Agreed that Mallele Petje would meet with Sinah Makhu as soon as convenient to set-up admin structures for present and future course participants.

The meeting on 7 June and 20 June on course outcomes had produced some agreement on what should be evaluated and assessed. HH asked that the committee receive a summary of what was agreed. PS to action.

BF was requested to produce a one page summary on his visit to Venda schools.

Participants expressed concern at their inability to cover all fees and were requesting bursary support. PS informed the meeting that requests/meetings with potential, company donors was ongoing.

tsimba, Pick 'n Pay, Tastic Rice, Adcock Ingram had been targeted.

Block 11

The content for Block II was being written but there were delays as Peter Dzvimbo has joined the curriculum team later than anticipated. Unfortunately, curriculum meetings had not run as smoothly as anticipated because all members were unable to attend all meetings.

1 pu/icis/m/ekt

5.

It is anticipated that the material would be printed well in advance.

#### Future Plans & Budget Requirements

Noted that the Faculty of Education's costs and partly (7) P&DM'S costs would be covered from 1996 by a Government subsidy.

P&DM had requested funding for their activities from the European Union. They had recently planned 1995 activities using a 'Logframe' technique and could handle an expansion of the course in 1995.

The expansion of the course was discussed on 23 June and it was agreed:

a) that a more comprehensive document be written to show how to cope with increased numbers

b) that the reality of coping with an intake of 100 in 1995 would put pressure on all parties, especially on cluster groups, PAs and skills training. However, with extra staff 'in the field' this was a possibility.

Education and P&DM endorsed looking at the possibility of part-time staff that could teach/lecture in the regions.

All agreed that a new advertisement be placed by the end of July to gauge the response for 1995 and from where applicants would come.

The 1993 advertisement was circulated. Amendments to be sent to PS as soon as possible.

#### Budgets

PS asked that meetings be set-up to finalise expenditure and to look at future budget requirements versus expansion.

6.

#### General

Nothing to report.

7.

Date of next meeting

28 July 1994.

pU1011/Web







APPOMd/(x B

Minutes of the MSTP Management Committee  
held on 11 April 1994 at 15h00

BKS House, 24 Wellington Road, Parktown

PRESENT: Mr D Adler (Chairperson - CBEPT)

Ms I Mokate (P&DM)

Mr T Waspe (Sacred Heart)

Ms P Sullivan (MSTP - by invitation)

APOLOGIES: Bro N McGurk

Ms M Mokgoko

The Chairman welcomed all to the meeting.

1.

Apologies

These were as recorded.

2.

Minutes of the Previous Meeting

These were accepted as tabled.

3.

3!:

Matters Arising

The Cocktail Party successfully launched the start of the Diploma course.

Unfortunately, a sudden thunder storm prevented many people from  
attending at the last minute.

David Adler and Professor Peter Randall are the two main members of  
the Editorial team. A management expert to edit P&DM material has  
still to be identified.

Centres for Skills Training have been identified in Giyani, Petersburg,  
Thohoyandou, Bothaville and Johannesburg.

Participant Advisors have been appointed for all centres.,

The publication of brochures is underway but delays have occurred  
because of lay-out problems which have been referred to a Desk-Top  
publishing consultant.

ACTION

phllSZD/Weh

#### 4. Course Material

The material produced for Block 1 of the Diploma course was presented to the Committee. The Education material had been edited and the workbook was perceived as concise and relevant.

Delays in printing and production had meant that P&DM and MSTP's material had not been edited. However, the material had been received well by course participants.

The Committee expressed the view that the material appeared professional and well thought through.

#### 5. Staff Appointments

The Committee ratified the appointment of Ms Elaine Turner as Personal Assistant to the National Director from 1 April 1994 (salary as per range) R4 150 per month.

It was noted that a School Management - Trainer was needed and that a recruitment campaign was underway to identify a suitable person.

#### 6. Progress and Plans for the Future

6.1 The Committee noted the satisfactory launching of the Diploma course:

- 49 participants had enrolled, mainly from Transvaal schools.

The "buddy" system was in place, which participants perceived as important

all but two Participant Advisors, Dr Ngoato Takalo and Ms Lucie Pursell, had attended sessions during the first week.

Dr Takalo was in America, and Ms Pursell was in the UK.

a good working relationship had developed between Wits and MSTP; all had helped integrate material and displayed an 'united front' to participants.

Plans for this year and the two years were presented to the Committee.

They included:

expansion of the Programme into the regions of Natal and Cape Town. It was noted that consultants in Cape Town were already working with MSTP in the Khayelisha area. Skills workshops would be run in selected Tnode' areas later in the year.

the development of material into top-class distance learning modules was a priority for MSTP, if the Programme intended to expand nationally.

phllSZD/Otleh

the possibility of developing a certificate level course for M4-2 Principals, with P&DM, had been discussed and could be a reality for 1995. Ian Moll would be the main contact person in this regard.

expansion of the Programme would necessitate an increase in MSTP staff. Budgets for 1995/96 and 1996/97 envisaged the employment of another Regional Coordinator and more trainers. The Committee agreed to discuss the expansion plan at the next meeting, in more detail.

#### 7. ' Funding

A concerted effort to secure further funding was needed for 1995/96 and 1996/97. European Union money had been forthcoming and MSTP was financially secure for 1994/95 if an EZE donation arrived prior to September. Telephonic communication with Germany had produced a positive response, but nothing had been confirmed in writing.

A funding document had been sent to Irish Aid but there was no reply to date. Local donors would be approached after the election.

#### 8. Date of Next Meeting

The meeting closed at this point because of a Trust Meeting that followed. TW suggested that more time was needed and this was agreed to.

The date of the next meeting is 22 August at 16h00.

3 pULS'm/Wek:

- 1'?  
3.3333333  
3333-33335! KI-JI  
333.33I'3'1'III3.III I 333 "-3335  
'HII-Ir- . .Ii'r: 315573! 3313II'III3  
. ,3. :3 3II. 1.3J. III  
.I 3 53.3.33.3133333333.,1333'333n. -- H  
I-. . -. . . \_... .3.. \_... . \_33'E3 ..--\_ I-  
' 333 -"....\_I:... 3 3.33.3-  
.3 \_3 -..  
5 H 4"? " I 3H..'..' .. .3..3 '-H- 'I TW'JHHIFI- TI - :13 4"  
.3 "'3 v. IWHIIQII'J \_ I3\_r-JII. 33433:: THAN 15%an  
3 , .  
-.I'... 3-I' .3.:333'3I3I" wall!)  
'I'H": 3\_ .-I.... , 3II\_3I.I3. \_3333 3\_\_IIII3 33.33" 343173333. .II3I.I  
' . . 3 . II- a- r I.' 33333.33'33IJ'IH. -'3I.I Ew I  
.3 :3 3L 3 I . I .-  
3:3 33 33 3.3 3,3 Ih3-33\_3:: :3II3IIII 3333333333,I III EH5??? :5 3343433333..  
1 ' III" .3'." ' .I ,31'5L333333333333.3333.  
,. . ' . . \_33I ..\_.I ' , -3 .IILL ILHJIIIfh3'3 ' 3133:333I3ff 3I.3.. 3.3333,. -',3  
' " ' ' IIII 'hII \_-II 3 ..\_. 'IIn" ':"  
III. 3. . . . I ' I\_3.. .3.I ' .I. :iI,3II .3  
. 33,3 3 .. 3\_.'... 3 II.-I31.3.\_3h.'  
I '1'. 1" I -  
3 . .333 333 - 3'3I-1I3I\_ \_uI33- a  
.. -.II -3 . -...1-I H. --..  
,I \_... -.3... .  
.I. ?- .. I.3I "'1 "' , '3:I I'I I"..  
3 333. 3.3333.-.Il , '3.  
,. . "-I. - :I  
'3 1.. -3  
, - \_W .3 -.333 I. 33  
'1- . .'... I11  
. -3 I.  
' . II 5 I  
'I5 3 1. .' - ' 1-fl- 3 4 I' T  
3 ' , ' r  
I . 33I '31., '3 .III'I.. ?I '  
3 II3. 33\_-3'.I J'IHJIIWIEr1'II'. 3 3.3  
3....' ....\_33 .1...,\_' 33:  
I ' . - 'I3  
. I'  
I I . 3- .  
.- I r - I  
\_III ' \_3 3 I 5 33 r .33 31 I  
\_II 3 \_ 3 I I  
\_\_ ' I 3 I I  
\_ ' ' I 3 \_ I. I  
.   
I\_ \_ . '3 . H  
1 .-  
I . .  
\_ I 7\_  
-II t, I II I 333-  
W I I ' ,33 I  
'I. ' I  
II J 3' I 3.3  
I' ?  
.   
1' 3 -  
.   
a .  
' I  
'I I  
I II  
. .  
.   
3.  
-.  
'3 I 5  
.

3 .  
.  
..  
.  
.  
.  
..  
3.  
I.  
.  
3  
3  
I  
.  
J  
.  
3I I3  
3 .  
IV-' I  
.

Minutes of the MSTP Management Committee A 1 1 2 5L K 6

held on 20 June 1994 at 16h00

BKS House, 24 Wellington Road, Parktown

PRESENT: Mr D Adler (Chairperson - CBEPT)

Bro N McGurk (Sacred Heart - CBEPT)

Ms I Mokate (P&DM - CBEPT)

Ms P Sullivan (MSTP - by invitation)

Mr T Waspe (Sacred Heart - Educationalist))

Ms E Turner (Minutes secretary)

APOLOGIES: Ms M Mokgoko (SPEAK - CBEPT)

- ACTION

Th

e Chairman welcomed all to the meeting.

1. Apologies

These were as recorded.

2. Minutes of Previous Meeting

These were accepted without correction.

3. Matters Arising

1': Noted that D Adler and Professor P Randall are the Editorial team. A third PS person had still to be identified.

3': The brochures are nearly ready. MSTP's brochure has been finalised; the PS course brochure was at a final, correction stage.

4. Restructuring of Committees

PS reported that the Trust suggested that the Policy Advisory Committee become a Professional Advisory Committee to the Trust. SADTU's Harold Samuel would be invited to "sit on" the CBEP Trust. Paseka Njobe would be invited to be part of the Management Committee. PS reported that she is waiting for SADTU's response before communicating the proposal to CTF.

l pwxszo/wm



## 5. Report on Activities

PS tabled the summary report for the period 11 April to 17 June 1994 and reported that workshop material had been produced on Conflict Resolution and Mediation for Skills workshops with clusters. Community Dispute Resolution Trust had been contracted to assist with the workshops.

Course participants are very enthusiastic about the course and their feedback regarding their needs has been constructive. As a result, the activities which are generating from the workshop material has been of assistance to schools. There has been nearly 100% attendance at the workshops. (Those that have been absent have had valid excuses). The "buddy" system is working well. '

Two more workshops will take place on 24 and 25 June in Bothaville and Johannesburg.

Noted that the Participant Advisors have requested a meeting with Wits to discuss the feedback on course material. This will probably take place in July.

Mallele Petje had produced a Participant Advisors Package which he had presented to the PAS at a workshop and was well received.

Noted that material for Block 2 is being prepared. P&DM's material is ready for editing, however, Education are having problems with theirs. A workshop was held on the morning of 20 June to discuss these issues.

Agreed that PS would look at the possibility of establishing a joint venture with Wits.

It appears they have similar arrangements with ICE, and Promat, amongst others.

Noted that the issue of double accounting by Wits has still to be resolved.

## 6. Financial Statements

phi 1529/Weh

Noted that MSTP uses a consultant on an ad hoc basis to help with the (writing of material. R20 000 had been budgeted for this purpose. The Management Committee endorsed the use of consultants as requested, but within budget constraints.

#### 7. Approval of Appointments and Expenditure

Staff Mphahlele joined MSTP as a School Management - Trainer with effect from 6 June and her appointment was ratified.

Noted that an additional Personal Assistant was needed to assist Staff and Mallele Petje. A possible candidate had been identified. This would necessitate the purchase of additional office equipment.

The Committee ratified the purchase of equipment as well as employing a PA.

#### 8. Funding

Noted that there is a possibility that Tastic Rice and Pick & Pay will sponsor 50% of course fees for Principals in 1995. PS to follow up.

MSTP financial position is secure for 1994 and part of 1995 .

PS to explore other areas for funding during 1995/96.

Suggested that PS approach Harry Hundsdorfer about other funders. Agreed that IM would speak to Anne McLennan about possible funding via P&DM route.

#### 9. General

TW requested that he be listed on this Committee as an Educationalist and not representing SADTU. Future minutes would reflect this.

#### 10. Date of Next Meeting

This will be held on 22 August 1994 at 16h00.

There being no further business to discuss, the meeting closed at 17h15.

pb/1529/94/eh

.n-- .  
Irulu I 1.7:1'IT' I\_-L\_\_.  
:"'\_l-"FI.'. Mn -:1I:J.III  
l-ngm unL-::":.'--- , .-  
l \_IIII\_ :I .:IHI-I I :-- -'\_\_II IHI :- -.I .1- .7-  
3' 7:: It: - ewmm 4.41;..4'. uranium:-  
..-.- rI:-'\_'\_r :17-17-I\_-\_,\_\_ m'\_ \_ - I n'  
1  
lh .\_ - .1 mm 3421-1;  
.  
'1 \_ ..'I  
.I. . - \_ . \_ II-L'LI Wr-tI' -1-'3.'  
.h I - \_II. I . \_ .\_.fl "1' 11-.LlK'\_\_#ILI. .- I \_  
:2 . \_ ' 'I Ill-Lum'rrlIJT-FI.IJI\_ u-I'H. : I.  
- - - I . .-  
7I.-.L . J1 \_\_ . . .7 . .' I

Faculty of Education Office of Dean

UNIVERSITY OF THE WITWATERSRAHD; JOHANNESBURG

Private Bag 3, WITS 2050, South Africa - Telegrams Uniwitst - Telex 4-271255A - Telephone  
(011) 7161111

The Faculties of Education and Management of the University of the Witwatersrand currently provide a joint Further Diploma in Educational Development, Management and Administration.

This two year, part-time qualification is designed to improve the management performance of persons in executive positions in schools. An essential feature of the Diploma is school based co-ordination and skills development. The Management of Schools Training Programme, a non-governmental organisation, besides accepting a key responsibility for raising essential financial support, plays a major role in the integrated school-based practical component of the Diploma.

K w Standenmacher

Registrar

10 June 1994

m.  
LI'IIIIIL'IIII  
nLLIL-LL LIl 4- LI:  
I'II. I'\_uiFI  
LI'IILLLL'  
I I  
Tl I  
I f  
I I I. I JI'L VLLL. '. ILLLL'I LIIiLqLJLLaJ  
LL' -;\_ LLL! II 3g IL  
I ' I 'H '.IF  
I I I.'. I  
I -,I-. I LLLL'I III'IILIII'L'ILL' \_IIIIIIII  
.I -'II II. 'IIIIILLI.LI'  
I I-LL.'LiLLL .' III.IIIH1II L I\_  
II I , . L LLLL-ILEL LIIIIILII'LszLlIL I I L L' f L- 'IFLi' 'LlL LL LL  
'IIII'I L II'I. "L' LH'LIII'ILigL .. L -L-L ILI'LLIILI'IJI-I  
.IIII I\_I-IIIIII I.II- - L'L" II  
' LIL LII .ILI-I 'ZLIIL'I'II.LI' LII L L L LLL IEEILLIL 'LILILLILLLLL " "  
-I I I.I  
\_. III\_IIII . -II'IIIiLI I . .  
\_LLLIL'II ILIJILILL-Ll ?'LI  
I \_r , -  
LLLL L IPIILII'L  
' LLLL '.L'JIH I  
I  
L '. '-LLIIIIv: 'I.IIIIIILILL LLI-II'Lj'ILI'WJII-Iul-  
l .I L .I J. .I-III-I . '  
IileIIIII IIIIL.I I IIL .' LEL'TT-LEL LL'LLI II RLLL . I I I'LL-LL-LLL-LLI' 'H  
I I \_  
' .l" LI LL I I' II'LI II'I .-'- LIIIIILILI'LILIL ' L 'LL'L'LLLLLLI' LFLI 'ILI-LLILL IL EL  
LIILLI'IIII LLLILILI I'I' I'LLI  
I I l . L.'IILL . I- I\_ III I. -  
.IIIIIIIIII'II III LII'r' I LIIII'II f' II LFE'IIIIILILII? II I IIIIIIIII I.I- ILILII- LLL  
III' IILILLELIIIIILII II'L'LIIL IIIIIAIEI'ILITI \_I- IIIII.I  
LFL- 'TLl-L -.\_ JI .- .l.IR'IVlnIII'II\_I I II I II I.IIII. III..I-I I\_ILI- I I.IEILIIIIII  
IIIIII-IIIIIIIIIIII I LILI'L-LILL' II .L'LiJfLL '  
I. I' \_I W \_ ' \_"IL'. l. I II , I, I III. II. I LLLILIL III I LIL L3. II.L.I'I'  
tih' ' LI- .IIIFLL I'H I\_'LLL'I L LL'L -ILLL L - L " LLL - LLLL ILx L LLL  
I . L'L I I I-uI.LLL'L,L.'. J' " LLJ - I" .. I. I .L'II\_ LIIIL 'II.I"IL 3' ' " -  
II I III LIL li I I I'Hl IL 'LLV'L p'Ll L'LF' ' LII'III  
I I \_Iu .II I I I III . \_ . III\_\_I.I- I LIIFI IIIFI.Ili "II -"II , -I  
. . III .. II- I I I. . \_ , I III I III . I  
.3 ' \_ L I I ' I I' ' '4 'L 'LLLLL-dl ' IL.- L  
'.' ' I -l' ' -. I. I- , II. I I I-II ' - II .LLL- ' -'I-I IJ'I'fL ' I '-  
IIIIIIIIIIII \_ . I III .II . III. LII I II, I .I III.  
6L'IHLVIII L LI' LT' III L I LI I I LL LLLILI LL I LLL'LII "'L'  
'.'F- I- IL II -I LI I L L.I I " 'I.LI LIIILLLII'I I II  
F'I-I' II ., IL - \_ I II .- .I I- III. I .I IILIL'L'iL:  
II. II I . - \_ I . I" .I L-II, .II'II: LIIIL'  
w.-'.L-L', '-: "'- II 2' T . 'L II L 'III-I IIw'I LII- - \_ II I,  
,5 - . . - I 4 l I \_  
aHLK'. I.I ' IIL 5L L L I I. ' L 'I. .'.I. L LILIL i 'L L' 'LJLILL  
. . I I . II. I. - .I,I. III, II - IIII  
';LL'.LLI'.II'L' I I \_ .' II I I I.I,I III IILIII  
HI F-u ' L.LL D L I' I L ' '. " IIl \_ '5 I ' 'LIII'l  
"LL-L IL I - . I I I I . ' .II\_. IH'I .II I I II  
I . I. x ' . r'l \_' u  
oIII\_ . ' II ' I -. II I - I'I-II III; in IIKJ-I  
II. \_\_.I 'I IIIII\_ \_I II I LILI . I I II  
I:--- . . . LI; I.'II 'I  
II I \_ . II I  
'IL: IL L - ' II- I I L 'I IIIIIJI \_ .ILL'IIILLLILII-J. I .L  
- L I L -I L L? ILLL' L L 'LLL LILILI  
'III-iv \_ I L - L L" LLLLLL'L TL  
LIIH ' ' I I I L I L l. L l-ItL  
I II I I L PL \_'PII ."  
IIIL" I :I LL rLLL . 'L 'LLiLLL lll-I ILLILIIIL-" 'LL IL  
\_ \_ I ' ' '  
I I .I l , I .L II :I'l; 'LII I' II'IIII  
II I'\_ I \_ ' ' 'J'LL#JLlL IL\_'I I 'ILLI

I \_ L I v \_ L  
I'IL-LI I \_I - IIII, .IL I I' TLIL TIIIIIIIIJIIIIIIIIIIILII  
-I-I I . I . I LI'LI' 'LL'I  
I ' ' ' . ,L LL II I. I LIIIL I '  
. . I I \_ . \_ I. .  
I-" ,I II I I LII'ILI I.'I-I \_Il"IIIvJLIL.IIIII.I II 4I LLLTIIII'  
I I \_I -, III I  
, . . . A I - . I . . ' I -IIIL"L-I-IIIIIL I. ' . 'L III  
. . \_ I , \_ I. w I II. ' .II '1 LL .ILII' II I  
' LL -, LI . ' ll .LII :31. LHil-IILI. I'IIILL LHIL Llll "R III  
' I.III . 'L . L I ' IIIIIJ LL III! )IL I7 a'I-LFI LLIJ' \_IIIII i. L'llI'EILLt-AIL 'I.  
I .IVIII. I I I I I IIIIII ' I-'L I'm LIIIL 'I- II'f- - -l 4"  
I. L I , 'II \_ LJI ' ' . Ew-QIHI \_I'I'LI LI:LILLLL-IJLLL\_ ILLI LI IIJifnuII LII I II  
. - I .7 . \_ I -  
\_I., LI I \_ . L .:LLI' I'.' ' ' 'L IIJI IIII-'I I MI FIILIIILLHLF IrI ' .IIgll l-II.III I.  
I \_ - I I . T' . n I I .I - III' . . \_ I ' \_II  
.l I' ' ' -LL :IIR , L I.I'f. LIL ILL-LLL"L \_IIL-LIL"L'7L -L"I L'wr'I  
L L LL I . I J. ' L WI I' 'LLI' L  
III I I . II II IIIII\_IIII'JTlu I I I\_I. 4'? I  
I \_ II I , I, ,II,I II II-LI\_I\_.IIWI,II\_-L'II\_lL'I.II I-I'IIII Li!" I".  
I I I \_ I . II I I III III'\_I I Ifw I -v I' I IF II'I\_ 'I-I..-I HI I  
I I\_ III.- IIIIII'L 'L\_L7I.II.III ILI:-" 'L'." LirllL-LLLHM I-TLII .- I.  
. 7 , I II I II. er- I I'I ' I L'L"LL L "LJ I.  
L . I' 1'II-LLLIILIJlLILLI' II'III\_Ir-I .l l?  
II I I L..I,' LI-IIL 'L'LLLIILIIIL'L'LLIILLI 'IELLNI II .LLL I IILI II LU 1 'II lL'LLLD  
LLfI -.I\_  
I - I I II II\_,\_ - I '  
. L L I I II " I II 'L . L" . ' II I.II ILIIILJ 'JLLL \_LIITLELIILL'L'I III!"LLL'.L.II'-  
I ' L LL" ' I I.II .I I. I.I ' 'LL (ILILHL' Li.' ' .'  
I\_' \_ I L I \_Ir\_ llL II II. u-II'II I \_--IIILLI.l'LLFIILL fl LII ' .'; I  
. , I , - II IJII' IH-I -I II I IIII III'I I-I IIIIII \_- L'II TKiLLL'  
. . I .II IL; 'I'IIIL'IIIII I"II r fL.-LLI I'- LLL.IL"' .LIIILI  
I I. . I.I;III,I\_II II 'I 3-I' .  
\_ . -I.II,-'I II' LI II.-r-  
I . , II II. I l\_. . I I . I. I  
J I I IrA LI'L I ' I- .I-L HI I 'I  
I I I'II 'I .III III" . J- II  
L I 'I 'I II. 'II'LL'L': III ' . ' 'IL LLL. LL  
,I - I II - I  
LIII\_. I' . IL'...".IL'uI\_I \_  
I I LT; I I' II,- I I, A '  
. LI'nLL II'I'I LL I  
. II \_ II LL II I I I J. I  
I'LL I H I'CII' "L'L"II ' LLL \_ I I L -'\_ - I  
- .I- I - - I  
. LII I III IIILLI.II ."II \_' I I  
. I LiiL 'III IIL! IIIIIIIlIIII II' . \_ - II J ' '  
L" I ITrl " I"I . J.  
I . ' . I II I ' '  
I LI LII -I I'\_ III \_II-I.  
In I ILI I I ' . . L  
J l I I I I I  
III \_  
I\_g L. L- L .L LLL I 'LL ' L' I  
I I . I  
I- -L I \_ .L.  
IIILII II II I I 'r- I .-  
I V  
IL I I I I J I v  
I  
L LL L I L I I  
I I, 'III I '  
I I I  
i  
.IL I  
-I  
I I L I  
. I . ."IL"'I IL  
' III, ' .  
9 L L L I L  
H II 7 I IL-. I L I , II

I I II I \_I I .  
, I II. II I I ' II I .v ILL  
I I :I  
II I I I  
I'\_ L I  
I L II L I I  
I L I I L L LLIIL"LL L  
L I L 'I ' L  
I \_ ' .IIL I I Ll. I I J: I II  
LLL L LL , L . IL ILI IL ' I I LI I  
, '- \_y 'I W - L I II-  
b. I II . I III I I IIIII. II I -II I I H I  
A I LL I ,L'LILII L LILILLLIL L'LLLL IL" L- LL'LLLLLLrL IL' "IL ' ILII-L l LILIL'LL;I 'L  
LLL LLL' L  
-I- I III II IIT JI'IL' LL IILII I II I  
l.I.II II :IIII' L\_IL-L II I III.ll IIIIIII\_II  
.I " II L

ch

Minutes of the MSTP Policy Advisory Committee  
held on 17 May 1994

at 14h00 in BKS House, 24 Wellington Road, Parktown

PRESENT: Mr D Adler (CBEPT - Chairperson)

Bro N McGurk (CBEPT)

Ms P Sullivan (MSTP - by invitation)

Mr H Samuel (SADTU)

Ms E Turner (Minutes secretary)

APOLOGIES: Mr P N jobe (SADTU)

Ms M Mokgoko (SPEAK)

Mr R Barker (CTF)

-

DA welcomed all members.

#### 1. Apologies

HS informed the meeting that PN was unable to attend due to car problems.

#### 2. Minutes of previous meeting

HS requested that future minutes reflect closure times of meetings.

Addition: Point 7 - MSTP should also consider decentralising the Programme in the .7  
future. , V , ,

#### 3. Matters Arising

3.1 PS had been approached by Adcock Ingram who are interested in sponsoring  
the fees of a Principal and Deputy On the course. To be followed up.

3.2 Noted that a 3 year financial and action plan had been submitted to  
Mr Barker. This outlined the expansion of MSTP.

#### 3.3

A discussion with the University on whether fee money could be offset  
against donation has still to be set up.

3.4 Noted that the MSTP and Diploma brochures are still not ready. There have  
been layout and printing problems which have recently been sorted out.

1 ph11457/9Ueh



## ACTION

4.

### Role of the Committees

NMCG reported that the CBEP Trust had met and were concerned about the reporting lines between MSTP, the Trust and the Policy Advisory Committee. The following had been suggested by the Trust on 16 May 1994:

at

Advisory Committee that meets with the Trust twice a year and forms part of that meeting. CTF, SADTU et al would be part of the Professional Advisory Committee to give specific input on education matters and direction to help MSTP. The Trust would meet a further twice a year.

t that the role of SADTU be strengthened in the involvement of MSTP, with Paseko Njobe being invited to sit on the management Committee, which meets every two months. Harold Samuel would sit at Trust level and be involved with the education policy issues, Paseko would be involved with day-to-day issues.

PS had discussed the restructuring with Biggles Mabandla who would discuss it with SADTU Executive Committee and report back.

PS agreed to inform CTF about SADTU's view and ask for Bob Barker's opinion.

### 5. Progress Report for period 17 March to 17 May 1994

The Committee requested that quarterly reports that relate to the fiscal year be tabled in future, to tie-in with reporting procedures to donors etc.

PS tabled a report for the period 16 April to 17 May.

The main points and comments were as follows:

it weekly meetings of the curriculum team ensured an integrated approach between MSTP, P&DM and Education when writing materials.

1': Noted that Education had been understaffed as Dr Dzvimbo had not arrived on the appointed day. Ian M011 is working on curriculum design in his place. I'l Noted P&DM do not have a full-time Coordinator. The work is being shared between Anne McLennan and Eve Annecke (the latter is a consultant to P&DM).

the SWOT analysis, completed after Block I, showed that the material produced was relevant and practical. All participants enjoyed the course with the exception of two participants who felt the material and approach was not always relevant to their particular needs. These participants come from a school which is primarily 'white' and private. The needs in this school are very different from the DET schools.

2 pla/ 1 457/941eh

the schedule of skills workshops planned for the rest of the year indicate two skills workshops per cluster, in between teaching Blocks. Conflict Resolution will be dealt with in the first workshop and has been run successfully in Giyani.

Participant Advisors had been trained in coaching and mentoring skills. All PAs are enthusiastic about their role and a good rapport was developing between them and participants.

MSTP had identified a trainer who may be joining them shortly (see point 6) and will be advertising in the next few weeks for a Personal Assistant to assist Mallele Petje and the trainer.

Agreed that the minutes of the Wits/MSTP meetings should also be tabled at the Policy Advisory level to increase communication about MSTP.

PS tabled Financial Statements to the end of March, (see Attachment C). The Provisional Statement would be confirmed by the Auditors in due course.

Noted that the Accumulated Funds should read R13 039 and not R130 039.

PS tabled the paper she had presented at the IEQ conference in March in Cape Town. Interest in the Programme had been raised at this conference.

DA congratulated MSTP on their successful start in implementing the Programme.

6.

Reports to CTF/CIDA

PS reported that the 5th monthly report for WCTLE was due and would be sent as two quarterly statements. Bob Barker had indicated that only a small amount would be available from CTF for 1994/95.

Agreed that PS should make provision in the budget for a visit to Canada, if necessary, to discuss the programme with another conduit should the need arise.

The following points were emphasised:

expansion is necessary and anticipated

distance education should be the modus operandi by 1995

regional nodes need to be established in order to develop the programme

Wits Education is reluctant to commit to distance education but this will be discussed on 28 May.

%i%&

PS informed the meeting that she had identified a possible candidate as a trainer who had worked at SACHED, and developed course material and had trained in the NGO sector. PS said she was looking at a salary range of : R6 000 plus benefits. The Committee agreed to this salary range and requested that RB be informed.

3 ph/1 (57/94/oh

#### 9. Funding

PS tabled a proposed budget for 1994/95 financial year.

Noted that EZE documents had been signed and that i DM 825 000 was agreed as the donation over two years. : DM 300 000 would be held back if other donors could be found.

Noted that Irish Aid have expressed a willingness to fund MSTP and have also offered to send an expert in Distance Education for the month of August.

CTF is due to send a tranche of \$ (Canadian) 380 000 if reports are accepted.

At present MSTP has sufficient funding for 1994/95 but will need to raise further funds to support the expansion Programme. A fundraising programme was underway.

#### 10. General

Noted that the E213 donation could be transferred to MSTP via a 'Debt Swop'.

This is to be followed up.

#### 11. Date of next meeting

16 August 1994 at 14h00.

phi MSWSM/oh



' H 1-1.4  
v. .\_H .. .\_ "HLIW'J '5??-  
JL :H-J fl" ' rf'A-II7I;Jldl -:J'JL '  
- " h .\_ ,5. .  
. r gm Ufuf M: " -, '. .'rlL.'u#'  
' \_ r' r ' ' ' 1'  
:1 L. .' . '3: #:er 'Jf'uifiwirhgjll;  
w-I '  
1-... "  
. .33  
"-F'Df

M S T P

INCOME & EXPENDITURE ACCOUNT  
FOR 3 MONTHS ENDED 30 JUNE 1994

Income

Donors

Accumulated funds 93/94

Interest received

213 980

Expenditure

Staff Costs

Director

Personal Assistant to ND

Finance/Admin Officer

Receptionist

Housekeeper

Regional Coordinators

Trainer/Facilitator

Admin Secretary

Consultants

26 362

11 988

65000

23 282

6 773

7 729

Capital Costs

Cars

Computers/Printers/software

Fax/Answering Machine

Photostat Machine

Furniture/Office Equipment

Training Equipment

Resource Material

Overheads

Public Relations

Rent/Electricity

Telephone/Fax

Stationery/Postage

Recruitment (staff)

Audit

Photocopying

Printing

Bank Charges

Staff Travel:

local

national

Staff Accommodation

Entertainment

Refreshments

Staff Development

Conference/Seminars

Periodicals

Maintenance

Insurance/Legal

Research Project

Evaluation

RWXV

pwxmwm

Participant's Costs

Accommodation

Material

Rent -

PAs' Costs

Wits

Diploma Costs

" : accrual (approximate)

Under expenditure: 15 020

pxoeomuak:

MSTP - Budget/Expenditure for the period  
 1 April to 30 June 1994  
 Nut Transvaal Total Expenditure Expenditure Expenditure  
 Office Office Budget N.O. Transvaal 0. Other Areas Expenditure  
 Staff Costs  
 199999 19999/99 1994/99 -\_\_-\_  
 Director  
 Personal Assistant (0 ND 11 988  
 Finance/Admin Officer -  
 Receptionist  
 Housekeeper  
 Regional Coordinators 23 282  
 Trainer/Facilitators 6 773  
 Administrative Secretary  
 Consultants 7 729  
 Capital Costs  
 Cars  
 Computers/Printers/  
 Software  
 Fax/Answering Machine  
 Photosmt Machine  
 Furniture/Offlce Equip  
 Training Equipment  
 Resource Material  
 3000  
 1 pls/1668/94/ch



MSTP - Budget/Expenditure for the period

1 April to 30 June 1994

Transvaal

Other Total Expenditure Expenditure Expenditure

Office Areas Budget N.O. Transvaal O. Other Areas Expenditure

1999/99 1994/99 1994/95 ---

Category

Overheads

Public Relations

Rent/Electricity

Telephone/Fax

Stationery/Postage

Recruitment (Staff)

Audit

Photocopying

Printing

Bank Charges

Staff Travel: Local

National

Staff Accommodation

Entertainment

Refreshments

Staff Development

Conferences/Seminars

Periodicals

Maintenance

Insurance/Legal

Research/Projcct

Evaluation 30 000 -

Sub Total m 126 000

55 640 17 919 24 788 - 42 707

2 le/l663/94/eh

m

MSTP - Budget/Expenditure for the period  
1 April to 30 June 1994  
Transvaal  
Category Other Total Expenditure  
\_(N)fflce 0-ffice Budget N.0.  
1994/95 \_994/95 1994/95 -  
10000  
1  
Sub Total 286 000- 302 000 - 73 669 73 669  
TOTAL 750 500 755 700 5724 2 088 700 \_- \_  
mm Expenditure Total Expenditure  
\_ 1994/95 1994/95 1994/95  
51255127515572 Costs 725 200 m-  
m\_w-  
GRAND TOTAL R198 960  
Total  
Expenditure  
Expenditure  
Transvaal O.  
Expenditure  
Other Areas  
P\_articipants' Costs (50)  
Ac commodation  
Materials  
Rent  
Pas Costs Travel  
Fees  
44 504  
14 736  
3 pb/ I 663/94/ckl

77...  
'III I FIHHI  
'77I'f. 'I'7  
77I7I7'  
.377 .  
j \_ I II . .  
v I I  
.. r. .7, . I 7 7 A 7 .7 '77' JIM. '7. '7 7F 77  
7. I' . \_- , . .7 7771.7! Q'Ir'r. Jif'Iw-Iw-Ju ' .7 ' ,71, 7'  
' .I , '77IIJI- 117717. 'I' I: J 77 l-.  
' ' I I7 7 h'I;.l"\_ '7-IIIIV!III1: jIII' 'I ' ' A  
' I SI JIMin \_'-l  
77 I ' I - ' . 77 '  
I I  
7  
7- 7  
.  
A 'l I J  
l .  
7  
7 7 . 7  
7  
.7  
7 Y . J  
.7 I H.  
If  
I I I 7  
.\_ 77....,  
III-  
- 77 . 77 . ."HIuh  
I 7; 'V  
.  
I 7 7  
.  
J I  
.7  
7.  
7 .  
,. I  
7  
'J  
I W H'  
7  
7' 7  
P\_  
J  
v 7  
7 J  
l I  
v I  
77  
. v 'A  
I  
7 r 7 7  
f  
7  
'7  
7  
I V  
I 7 I .y I . - I7 ' . ' I, ' kl  
. 7 "7'7 . -7' 7 :I7.: '7'I'I;IIT.77.III"II-'I'l.77717173  
I . , 7\_ 7 . 1. 7 -  
7 -, t 77;"w' 7,17 7 J3! W77" I  
Llfl1J'  
- I  
ll : !  
Ilthl \_ . I  
)-  
- ' l  
lIl

Notes on Expenditure 1 April to 30 June 1994

1. Recruitment - a reallocation of costs was needed due to an incorrect posting.
2. Ms have not been paid for the quarter - there is no final statement on whether there was an over or under-expenditure in the previous year.

J%Vbbi EL BWK

P L SULLIVAN

National Director - MSTP

August 1994

1313/ I 672/94/ch

. II,L\_IIIJ.-.II I  
VJ -  
.. I  
.. , I III.  
I "I II. In 1;:  
' \_II' 'IH'II'I \_  
I F :III 'HIIII :J-JJJJIIJ':  
' \_ .II (IHII 'IJ'P" I  
I. IIIJ-J:I'JJJI"JJ'I'!IIII  
I. II:..'II.I  
:JII:II  
II\_III',I  
" JI'I - II.I'IJIII I I II-  
IIII :JIIII'I'iJ  
II 'IIIII 'IIIII IIII '  
'IIII ,I  
II\_ I . I\_ I'IIIIIIII \_IIII J... I  
' 'I \_I' I' I. I IIIII'II: I- ' IJI l IL. III  
iIIh Ivt.wIwMIJI i-'WJI  
I J I. I J'J II l I -J J IIJJJ.' ' J 'J J... ""IITJE J J'J'JEEIIJI ,IALQ I'II JJ :JJ-JJ  
J TJI-IJ-Iliir-Ja l" I IJIJJT:I-  
I I .I . I I . \_ a  
I: I . l' . 'I ' \_I, ' . .J J .IJ'TI .JII' III . 'JJ'hI-I'I  
III JII Ii .waJIIInmiIn'laIImq  
I I, n . w Im\_I\_IIw  
". 'I ' I I,JIIJ JII'JJJ-IIII J\_. JJ-JJI-Iuru  
- I' I . III I . IZ' "J 'II IJIJI'fJ-J'J .I IIII-II'J-J W -I"" I  
I I I I IIHI -JIJ'I I.#JIHI\_:'JI\_lQIIII III r-'I\_- -  
' . l IIJ . v .I \_JJ'I I III iI III .I III \_I  
' J l , .I I , . I HI" I-II ' .I'IIIII"II'IIII "\_I'JPI-J Emu: ,  
\_ ' JJ rII. .2- .4-".- J'L' JJJJ -I-I.III.I J'IJI -II.I;III II'IJ!  
- I III II\_III III .II,III-I. III IIIIIII I.I ,I -IIII'IL 2. 'I I"  
J : I I, l': I-I f .l" \_ ,I . I II  
. .I . .III I\_III II III.I IJJJ-IJ II.II\_.III . I J'IIIIIII I\_.IIII'I'II'IIIIII IIII'.iII  
IIII I'I HI IIII"\_I .'Ir\_J I. II\_II-IIIIIIII \_  
- ' , IIIII ' 'WII \_-'!I\_. IIIII .IIIIHJ-JII' 'IIII -J'IJ'. " IJ "'II IJIII-i 3"- JIJ .  
'T.T IPJ JJ I\_I.IIII 4I" ' ;..JIIII'\_'  
" .-. . IIwIWHIIJIWImIIII" m3WijIII .I  
l' I I I'II ' I II I III I -  
I I u -, ;I -II l I, IIII III I I\_II- I'J 'IrII.:I.'IIII  
- I .I\_\_ . .II. II II. \_IIJ HI II.III  
I I I. "III 'III'JJJII-I I\_.I IJJ H .I ,..'I-LI'I'I'IIiJl III,-'III IIII; IIIrIIIIII.  
T , III . III \_I-II I I, . . I l  
' II IV ' . II ' I  
I . 'I ' IJJ" - JI J'- JI" JJ'Ji J I'.IIII.JII  
II\_ I l III II Id IFJl I II I- ." I I'  
I I ' IJJ I - 4-. 'I-' I III TI .  
' "J-JI'IIJ 'I'r' III'iz'l" .'  
J J ' F' I I\_II -' J':J  
\_ II N. wr-NII HTE H  
'l H I II I ' I I' '  
I . 'III' I l '-I-I I. I'JI 'JFJ'  
I . I I - I." I- .  
I\_IIIIIIIIII-v III \_II-IIIIIIILII - IIIIII;I;I;'IIII  
II I I . \_ I\_.II II .\_.1 . J I' I I III,  
- " H J II Ir.I II'IJ' . II'I IJJ  
. \_.\_I \_I II . I I I\_. II I.II 'l I I : \_\_ I \_I  
I I J. IIII 'I'IJI' JI' JI4JIF9! -- 'J ' 'I: I ' .I - I  
' IJI,III'\_ I. I-I . .'II. LI  
I . IIIII.IIIII\_III\_IIII\_ IIIIITIIII..I \_I II III  
II. 4 I I I - , "J'l- . I - ,I\_ . \_ I , I ..  
' . I JJII'III . I I II II I II I \_ '  
- - . - ,I I. T I I I '  
. :I' .JJV "'I I I H I I II  
I I J' I)" 'I J J! : I : II.I 'LJ'I II-J T \_ I  
. I I .I II- - \_ I - I I I -I - -  
. IHII MI-Ikn I-, 'r  
I n I ' I '  
I I I II I I I . III I  
I I ' .. ' I , II \_' ' II -' l'I' I \_'IJJJ'TII.  
II I I III.I . I III I . I .' I -I I I

I I .- I I J  
I - \_II  
I  
- I 41 'I 'I  
JIII I .I I\_: I  
r f l -  
'II III J.  
I JI I  
I I I l III  
I-  
I - I  
I  
l .I '  
I  
I  
- I  
I  
.  
I  
. I  
IJJ  
I  
I  
II J.  
I.  
I  
.  
I  
II  
.  
J I  
IJ ,  
II II  
I .  
I II - I l  
I I.' J  
I 'I . I II

1.

Report to the CBEP Trust Committee  
for the period November 1993 to March 1994

- Document B -

Introduction

At a strategy meeting, held on 22 November 1993, it was decided that the Management of Schools

Training Programme needed to consolidate its activities' and prepare the road for further initiatives in

building management capacity within schools.

To do this it was necessary to:

a)

b)

c)

establish a vision and aim for MSTP

to set objectives for the calendar year 1994

to establish a budget for the financial year 1994/95

This was done and the following summarises what was agreed.

2.

Vision & Aim of MSTP

MSTP believes it has a part to play in the establishment of efficient, effective, schooling within South

Africa and sees itself as a catalyst and player within the field. Therefore, the aim of MSTP is:

:I:

3.

to increase management capacity in schools by initiating and implementing appropriate and credible courses/activities for educational leaders and other stakeholders through procedures and

processes which are based on democratic principles, research and relevant needs analysis.

Objectives for 1994/95

Six, broad objectives were identified:

a)

b)

d)

to ensure that the Further Diploma in Educational Development, Management and administration

is implemented in accordance with the broad aim of MSTP and to develop an approach whereby

distance learning becomes a viable possibility.

to begin a process of consultation with individuals and institutions to establish a recognised course

for Man? principals and deputies.

to expand the area of consultation whereby a wide network of organisations, unions, schools and

individuals is constantly informed about the progress of MSTP and to build up regional bases to

support the Programme.

to market MSTP so that it is known and its aims understood by the potential stakeholders and

interested others; to work with interested others in the establishment and running of a conference

on educational management.

1 ph/1317/94/ek1

4.1

4.2

4.3

to build-up resources to support the work and training of MSTP, either through joint activities with others, or by using present resource units.

to establish a firm funding base for the Programme

Details of Objectives

Objective A

This objective is the main thrust for MSTP during 1994. It involves various stages of implementation:

i.e. selection and identification of individuals and clusters,

course design and materials development,

identification selection and training of Participant Advisors,

skills workshops for parents, teachers, and students to supplement activities in the schools,

research into "what is an effective principal?" and effectiveness of the course, evaluation

of the total process.

Each of these activities is separate yet integral to a whole. Through this Further Diploma, MSTP

is able to offer a course that is unique, innovative, and an answer to requests and needs of

principals. Towards the middle of 1994, it will be necessary to devise strategies and ways to take

the diploma course "to scale". The demand is apparent in all regions of the country.

Objective B

This objective is the result of consultation with principals late last year. Many heads of primary

schools are unable to qualify for the Further Diploma because of their qualifications. A preliminary discussion with the Faculty of Management shows the possibility of launching a

Certificate Course in School Management in 1995, using personnel from P&DM and MSTP. The approach would be similar to that of the Further Diploma. Skills training would be a major input

for the certificate and the measurement of success would be participants' ability to positively

"change" their schools.

Objective C

The need to have management skills training in the schools now, not just for Principals, has been

expressed by the SADTU membership and others. Many teachers want to discuss governance and

leadership within schools. To help achieve this, three regional bases (known as nodes) are to be

established in 1994.

Namely:

in the Western Cape (Cape Town)

in the Transkei (Umtata)

in the Natal Region (Durban)

2 ph/1317/94/ekt



#### 4.4

The Western Cape will be the first node to be operational and is to run a series of workshops for principals et al in Khayelitsha. Phutj Tsukudu and Phumiile Ncguka are consultants to MSTP for a period of approximately eight months and will be responsible for running these workshops.

Specifically, the following steps will occur:

needs analysis with Principals

workshops based on these needs but likely to include:

team building

communication skills

leadership/accountability and responsibility

gender issues

planning

decision making

conflict resolution/mediation/problem solving

finance/fundraising

assessment and evaluation

96969G9696if'X-96i6

exercises/action in schools

evaluation of process.

Similar programmes will be run in Transkei and Natal.

Trainers are needed to consolidate input and to establish further links as the need arises. It is

intended to share knowledge by training a recruit in each area. These recruits could be S ADTU

members.

Objective D

As a new venture, MSTP needs to develop its image and make educational managers aware of new management skills. This can be achieved by:

producing a booklet on the Further Diploma

producing a booklet on MSTP

establishing and using media coverage to "sell" what MSTP is about

producing workshop material for use in schools

running a conference to bring together the players in the debate on management in schools.

The latter has been 'put into motion' in an initial conversation with the Commonwealth Secretariat

who may sponsor such a venture.

The results of research into "what makes an effective Principal?" will also be fed into this

conference. The intention is to open the debate on school management and bring together interested parties to debate what is happening.

It is aimed to produce brochures by the end of March for distribution.

3 pk/1317/94/eh

#### 4.5 Objective E

A data base that informs MSTP of new initiatives in management in schools and relevant literature that is being produced (etc). This is essential. The information base is being developed in MSTP's offices and is part of the job description of the Trainer who should be in place by April.

#### 4.6 Objective F

All activities for MSTP will flounder unless adequate funding is identified for the next few years. This a priority activity for the National Director in the first three months of the financial year 1994/95.

#### 5. Budget for 1994/95, 1995/96 and 1996/97

The budgets are detailed in Appendix A. It reflects an increase of staff but this is essential to achieve the objectives, as set.

#### 6. Conclusion

The above listed objectives are presented to the CBEP Trust for debate and approval.

Patricia Sullivan

April 1994

pk/1317/94lek1

1 '-  
4 HII  
- -I  
I  
-I  
I  
II  
I I  
II  
H  
u  
\_ -II  
I  
I  
I \_  
u  
I.  
I-J  
. \_1

