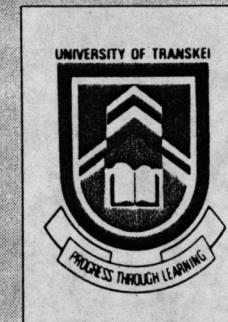


DGP/010/0062/2

UNIVERSITY OF TRANSKEI



INSTITUTION
BUILDING PROJECTS

1991 – 1995

Private Bag X1
UNITRA
Transkei
South Africa

Tel.: (0471) 23884
Fax: (0471) 26820

Contents

Foreword	<i>Page 2</i>
1. Faculty Development Project	<i>Page 3</i>
2. Faculty Support in Key Departments	<i>Page 4</i>
3. Student Academic Support Programme	<i>Page 5</i>
4. Joint Post-Graduate Training Programmes	<i>Page 6</i>
5. School of Diplomacy and International Relations	<i>Page 7</i>
6. Institute for Advanced and Applied Legal Studies at Unitra (TRIALS for short)	<i>Page 8</i>
7. Institute for Social and Economic Policy Research	<i>Page 9</i>
8. Primary Health Care and Community Health Training Research	<i>Page 10</i>
9. Training of Entrepreneurs and Community Deveopment Leaders	<i>Page 11</i>
10. Tsolo College of Agriculture	<i>Page 12</i>
11. Bursaries	<i>Page 13</i>
12. Hostel Accommodation	<i>Page 14</i>
13. Student Centre	<i>Page 15</i>
14. Formalizing working arrangement with one or more established overseas universities	<i>Page 16</i>

Foreword

The projects described in the document are all compatible with the Mission & Policy Statement released early this year. Actually they are elements of a broad strategy for the realization of the mission and the pursuit of objectives defined in the Mission and Policy Statement.

The only new projects not mentioned in the Mission and Policy Statement are the following:

Institute for Social and Economic Research

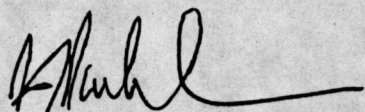
Institute for Legal Research

and the

Primary Health Care Research Institute.

The other projects are referred to either directly or indirectly in the Mission and Policy Statement.

The Production of this document is a further step in the direction of placing the University in a position to respond creatively to the rapid political developments in our country.



W L N KUHLU

PRINCIPAL AND VICE-CHANCELLOR

1. FACULTY DEVELOPMENT PROJECT

The University would like to develop young faculty members in order to improve the quality of teaching and research. This will have a positive impact on the academic performance of our students and will also enhance the capability of the University to address the development needs of our country.

The strategy for achieving the Faculty development objective is to select young men and women with proven ability and interest in teaching for further training. The training will be towards Masters and Doctorate degrees in South Africa and overseas. During the time of training the candidates will be supported financially and the University will be enabled to employ substitutes. The plan is to select five candidates in year one, three candidates for Masters degrees and two for Doctorate degrees. In making the selection preference will be given to key subjects like mathematics, natural sciences, computer science and engineering.

The University will maintain the salaries of the Faculty members undergoing further training but will require financial assistance in respect of substitutes. The substitutes will be employed on contract for two to three years.

The substitutes can be seconded to Unitra by overseas universities in which case the sponsoring Foundation will maintain the salary of the substitute and cover travelling costs as well. Unitra would cover local costs i.e. accommodation for the family as well as office space.

Financial support required is in respect of the salaries of substitutes and travel costs at the beginning and at the end of the contract.

Note: A more detailed project proposal is available.

2. FACULTY SUPPORT IN KEY DEPARTMENTS

This project envisages secondment of staff from the United States, United Kingdom or European University to Unitra for one to three years. The aim would be to assist Unitra establish a new programme or departments.

At present support of this nature is required in respect of Computer Science. There is a need to establish a good undergraduate programme in Computer Science, but up to now the University has not been able to attract a well qualified person to provide leadership.

Secondly, the Department of Accounting has launched a very important programme which provides final year academic training for professional accountants, but the programme is threatened by lack of suitably qualified professors in the country. The ideal situation would be to enter into a long-term agreement with a University in the United States or United Kingdom for the development of this programme. The overseas University will assist with suitably qualified staff during the first three to five years.

The secondment of staff would be linked to training of nationals, to enable them to take over at the end of the establishment phase.

Financial support would be required in order to make it attractive for senior academics to participate in the scheme. The University of Transkei would provide accommodation and meet some of the local costs.

To employ two professors under this scheme would cost in the vicinity of $150\,000 \times 2 = R300\,000$ per annum.

Note: A more detailed Project Proposal is available.

3. STUDENT ACADEMIC SUPPORT PROGRAMME

The majority of our students are African and they originate mainly from rural areas. This means that they come from poorly provided secondary schools. Over 80 percent of secondary schools in rural areas have no electricity and very few have properly equipped laboratories. The result of this poor background is that they are underprepared for University education. It is for this reason that universities which admit African students have to provide academic support to first year students.

The main difference between student academic support requirements in formerly white universities and in the predominantly black campuses is that in only a small percentage of the total student population (less than 20 per cent in the majority of cases) requires academic support, whereas in black campuses virtually all students require academic support.

Academic support takes the form of intensive teaching (tutorials) and additional courses in study skills, special mathematics and communication skills. Study skills and communication skills have to be offered to all first year students who wish to register for degrees in Science, Economics and Management Sciences. This is a major priority mainly because of the University's policy of increasing registration in natural sciences and management sciences. Additional tutorials are required in all first year subjects but high priority is given to science subjects.

Student Academic Support is not funded by the South African government at the moment, because it is said that improvements must be effected at the secondary school level and not at University. Much as this is so, reality is different. The backlog is huge. It will take at least ten years to improve secondary education in rural areas. Therefore there must be intervention somewhere during the ten year period, otherwise another generation of young people will be deprived of tertiary education.

Funding is required in order to provide support to first year students mainly in the following subjects: study skills, communication skills, mathematics, natural sciences and management sciences. In total two to three staff members are required in each department. To run the programme the University requires R1 500 000 per annum. Fortunately the programme can be broken down into elements to enable a number of organizations to participate.

Note: A more comprehensive Project Proposal is available.

4. JOINT POST-GRADUATE TRAINING PROGRAMMES

Unitra is in the process of strengthening its post-graduate training programmes. A number of departments, in the Faculties of Arts, Education and Science offer Masters degrees already. Indications are that post-graduate training is on the increase.

The introduction of Joint Post-Graduate Training Programmes would add a further impetus to Masters and Doctorate training. The programme envisages offering Masters and Ph D programmes by Unitra in co-operation with overseas universities. The students would register with Unitra and do research in South Africa, but the overseas University would give additional support. For instance it could be arranged that the students spend a short time, say six months, at an overseas university working with colleagues in their area of research. Unitra degree(s) would be awarded. There would be many other areas of mutual enrichment but Unitra, being a young University, would benefit more from co-operating with an established institution.

The main cost item would be travelling by both staff and students as well as the maintenance of visiting students. An initial grant of ± R250 000 would be adequate to start the project.

Note: A more detailed project proposal is available.

5. SCHOOL OF DIPLOMACY AND INTERNATIONAL RELATIONS

Preparing blacks for senior positions in government has been identified as a high priority. This includes training in local, regional and central government administration.

Unitra has a well established Department of Public Administration and offers undergraduate courses in public and municipal administration. Therefore the University is in a position to play a very important role in the training of public service employees for a post-apartheid South Africa.

Now that apartheid is being dismantled, the need to train blacks for senior positions in the public service has become very urgent. Realizing that Public Service is a wide field, Unitra has decided to develop expertise in a few areas. One such area is training for Diplomacy and International Relations, other areas are going to be announced soon.

The plan is to introduce a one-year Diploma and a two-year Masters degree in Diplomacy and International Relations. The programme is being developed with the assistance of the School of International Relations of the University of Southern California. Support and endorsement for the programme has been obtained from both the African National Congress and the Pan Africanist Congress. Both organizations have undertaken to support the programme and to sponsor students.

Unitra has the correct environment for the programme. The campus is attracting a number of returning exiles and is fast establishing itself as a centre for addressing the needs of the African people through teaching and research.

It is estimated that the project will cost R700 000 per annum. The budget includes staff costs, rental of premises and administration costs.

The funding of this project has become very urgent because of the political developments in the country. To make sure that we have the first graduates in 1993 we must admit the first-intake of students in January 1992. This can only be achieved through the intervention of Foundations which are committed to promoting orderly democratization in South Africa. The project offers a unique opportunity to do something meaningful and forward-looking in facilitating change in South Africa, hence our appeal to your organization.

Note: A more comprehensive Project Proposal is available.

6. INSTITUTE FOR ADVANCED AND APPLIED LEGAL STUDIES AT UNITRA (TRIALS for short)

The need to involve black people in the formulation of a constitution and new policies on key issues like land reform, property rights, human rights etc for a new South Africa can not be questioned. To be legitimate this debate must take place under the control and leadership of the black people. Unitra has the legitimacy and is in a position to establish a centre to do the analytical work that is required in guiding the debate.

The proposed Institute for Advanced and Applied Legal Studies will conduct research and organize debates and workshops on a variety of issues. Its publications will serve as an input to the debate and to the policy formulation process. In addition to research and workshops the institute will provide legal advisory services to poor communities. This will serve to empower communities by enabling them to stand for their rights. This kind of service is important now and will be important in the future.

The main services will be:

- education about law
- helping to resolve conflicts and disputes within communities
- providing access to lawyers and giving legal assistance by negotiating with authorities or in court proceedings

These services will be additional to the research function.

A comprehensive budget has been prepared and projected annual expenditure is ± R500 000. The institute will use separate premises in UMTATA and will be an autonomous institution.

Note: A detailed proposal is available.

7. INSTITUTE FOR SOCIAL ECONOMIC POLICY RESEARCH

To be meaningful the political transformation currently taking place in our country must improve the quality of life of the majority of South Africans, especially the people who have been disadvantaged over the decades. This requires new policies in education, training, urban development, rural development, environmental protection, public sector spending and political decision-making to name just a few.

Up to now policy research has tended to highlight the shortcomings of the past. The search for more appropriate education and development strategies has just started. It is this area which must receive increased attention. Unitra with its rural setting has a duty to focus on rural areas with specific reference to the monitoring of how government policies affect less developed regions. Rural areas have been neglected in the past hence the huge backlog in school facilities, health care services and basic infrastructure-roads, electricity, water etc. Further, the devolution of political decision making tends to lag behind in rural areas. It is issues of this nature that a policy research institute at Unitra will monitor and endeavour to improve through systematic research.

In the short-term the institute will also provide employment for the returning exiles. The intention is to recruit returning exiles with research experience to join the institute. There is no doubt in our minds that the country needs new approaches to educating rural development and community participation. Unitra is strategically placed to be a major player in focusing attention on the needs of less developed regions.

The concentration of African scholars at Unitra will also enable the institution to make a unique contribution. African scholars will be much more in control of their work at Unitra. This will enable them to bring a new perspective to the debate. A link with independent scholars in neighbouring countries will enable the African people to review regional development policies without feeling that the changes are being imposed by external forces.

To start the institute five posts have to be created. The annual budget for the first five years will be ± R500 000. Details of research projects to be undertaken during the first five years are being worked out.

Note: A more comprehensive Project Proposal is available.

8. PRIMARY HEALTH CARE AND COMMUNITY HEALTH TRAINING AND RESEARCH

The Faculty of Medicine and Health Sciences was established in 1985. With the aim of ensuring that the training provided is appropriate to the needs of Transkei as a developing region, a decision was taken in 1988 to adopt a Community-based training model. Training takes place at the regional hospital in UMTATA as well as at neighbouring health clinics and secondary hospitals throughout Transkei. The aim is to train the doctors in the environment in which they are going to practice and to inculcate in them sensitivity to the health needs of the community. Linked to orientation is the emphasis on primary health care and community health.

In our view the community-based training model is more appropriate and is cost effective. The training of other health officers is also primary health care and community health oriented. What is still very weak is research and the scientific basis for the teaching methodology. For this reason the University is in the process of developing a Primary Health Care Research Institute. The Institute will undertake research for the purpose of contributing to the improvement of health care services in less developed regions. A secondary spin-off which is not insignificant will be providing new insights to the Faculty of Medicine and Health Sciences.

The adoption of the Community-based training model requires changes in the manner of teaching: This matter is receiving priority attention at the moment and the Faculty is in the process of changing its curriculum and its teaching methodology, but there is a strong realization that expert inputs are essential to this process. The inputs can be obtained either by bringing experts on Community-based medical training from overseas or by sending some of our professionals to Universities with similar programmes.

Funding is required for both research and the development of an appropriate teaching model. Estimates have not been finalized.

Note: A more comprehensive Project Proposal on the Primary Health Care Research Institute is available.

9. TRAINING OF ENTREPRENEURS AND COMMUNITY DEVELOPMENT LEADERS

Unitra has been involved in socio-economic research and training since 1979. During the early years the work was done under the auspices of The Institute for Management and Development Studies (IMDS). The focus was on socio-economic research. A significant shift occurred when IMDS was re-organized in 1987 and the name changed to the Bureau for Development Research and Training (BDRT). Since then there has been a significant shift towards training and servicing of emerging businesses and the training and support of community based development initiatives.

This is an area of high priority. The greatest handicap to the development of less developed communities is the lack of managerial and technical know-how. This is a problem that has been identified in other developing countries as well. Fortunately Unitra has people who have the expertise and commitment to the development of less developed communities. BDRT is concentrating on the training of managers of emerging businesses and the training and support of community development leaders involved in non-governmental organizations. The University pays the salaries of five staff members but is not in a position to support the expansion of the project.

Required funding to develop this project is R200 000 per annum. Secondment of staff with expertise in the areas of entrepreneurial development and community development would also be of great benefit.

Note: A more detailed Project Proposal is available.

10. TSOLO COLLEGE OF AGRICULTURE

Unitra is involved in the upgrading of the Tsolo College of Agriculture. Currently the college only offers diploma programmes in animal production, crop production, farm management and agricultural extension. The courses offered are very relevant to the needs of the region but the process of upgrading has just started.

Degree programmes will be offered at a later stage. The immediate need is to upgrade facilities at Tsolo, appoint qualified staff and to improve the working conditions of the professional staff. Hopefully this will improve motivation and the standard of training at Tsolo.

Agricultural development is an area in which the University would like to make a contribution. Agricultural production is very low in Transkei. The causes are many they include poor farm management, lack of extension services, unavailability of inputs and capital, lack of marketing channels etc. All these issues need to be researched and policies and support systems planned. The limiting factor is the shortage of qualified personnel and funding.

In short what is required is the building of the institutional capacity of the Department of Agriculture at Unitra to enable it to undertake the necessary research and training.

The funding required for this project has not been finalized but it can be said that a close co-operation arrangement with a school of agriculture in the United States in particular would be of great help.

11. BURSARIES

The majority of Unitra students (over 80 percent) originate from rural areas. They come from poor homes and from very poor schools. For this reason they are in need of financial assistance.

The tendency up to now has been to provide bursaries to black students attending the formerly white Universities. This practice has tended to make these Universities more attractive for the more gifted students leaving the black campuses with only average students. This of course is unfair. Financial assistance must be provided in such a way that the students are in a position to choose where to study. In other words the provision of student bursaries must be guided by the number of disadvantaged students registered at each University. Present registration figures indicate that African students prefer to study at the so called black campuses. Therefore, the preferences of students must be taken into account.

It is significant to note that 90% of African students were studying at traditionally black campuses in 1988.

The main recommendation regarding bursaries is that they should be managed by a central body and the criteria must be the potential of the student and his economic background and possibly the course he/she intends to follow. The choice of an institution must be left to the student.

If it is considered necessary to assign the management of bursaries to individual Universities, then the basis of allocation must be the number of black students registered and possibly their academic performance as well.

Regarding the quantification of the needs of Unitra students, it is fair to estimate that 60 percent of full-time students are in need of financial assistance. Full-time students in 1991 number ± 4210 . Tuition, hostel and book fees per student amounts to $\pm R6\ 000$. The total amount required would be $\pm R1,6$ million that is, assuming that 50% of full-time students have bursaries or other sources of finance. Bearing in mind that tertiary education has both private and social benefits, it would be quite acceptable to provide a percentage of the funds in the form of study loans to individual students.

12. HOSTEL ACCOMMODATION

The availability of accommodation has become a key factor in ensuring equal access to tertiary education. For reasons that are well known successive white governments prevented Africans from moving to urban areas, as a result 70% of African school attending pupils are in rural areas.

Now that more Africans are qualifying for admission to Universities, hostel accommodation has become a major constraint. The majority of the students come from small towns and rural areas far away from existing Universities. They are not in a position to arrange private accommodation because of the general shortage of housing for blacks and the resultant high rentals.

To ensure equal access it is suggested that a policy of providing accommodation for at least 60 percent of African students registered at each University be adopted. This will go a long way in improving access to tertiary education. A number of Universities have to restrict the admission of African students because of the shortage of hostel accommodation. The University of Cape Town and the Rhodes University had to acquire hotels in an attempt to solve this problem. The University of Transkei had to arrange short-term finance in order to provide accommodation for 250 students. The University of the North, Fort Hare University, University of Durban Westville and the University of the Western Cape are under considerable pressure to provide hostel accommodation.

The University of Transkei has 6110 registered students and hostel accommodation for 1 274 students. Bridging finance has been arranged for the construction of accommodation for 250 more students. To accommodate 60% of registered full-time students 1002 additional beds are required immediately, that is without providing for growth. A policy decision has been taken to limit growth to between 5 and 7 percent.

The amount required to accommodate 1000 students is ± R21 000 000 (cost per bed R21 000). The estimates are for an industrial system, if conventional hostels have to be provided the cost per bed would be ± R35 000.

The provision of soft interest loan capital or grants to enable Universities to build hostels must be accompanied by the provision of financial assistance to individual students to enable them to pay realistic hostel fees. This will enable Universities to maintain the buildings and to provide for their replacement.

Note: More details are available on request.

13. STUDENT CENTRE

Unitra has a beautiful campus which compares with the best in the world. An attempt has been made to provide reasonable teaching facilities including science laboratories. What remains an embarrassing short-coming is the inadequate staff and student basic facilities on campus. The reason for the imbalance is the inability of the University during the 1980's to raise money from the private sector. Soft loans for teaching facilities could be negotiated with the Development Bank of Southern Africa, but essential facilities not used directly for teaching were left out because the University was engaged continuously in a programme of extending teaching facilities in response to rapid growth in student enrolment.

Now that Transkei has decided to seek reincorporation into South Africa and apartheid is being dismantled, it is time to address this imbalance. Currently (1991) the University has 6110 registered students of whom 4200 are full-time and there is only one small student cafeteria on campus and it is perpetually overflowing with long queues. This causes extreme frustration and is a legitimate cause for dissatisfaction. The Student Representative Council has one small office of approximately 14sq m. Other student societies have no offices. There is simply no suitable meeting place for students.

The proposal is to build a Student Centre to provide for the basic needs of students. The facility will accommodate cafeteria and dining facilities for both staff and students, offices for banks, post office, and other service institution normally used by students, recreational area for students and offices for the Student Representative Council and other student organizations.

The facility would cost around R15 000 000 and it is a high priority in our view. Facilities of this nature are available at all the established Universities in the country. The facility would go a long way in improving the quality of student life on campus.

Note: A firm of architects has been commissioned to prepare a basic design.

14. FORMALIZING WORKING ARRANGEMENT WITH ONE OR MORE ESTABLISHED OVERSEAS UNIVERSITIES

Unitra is considering seriously the advisability of concluding agreements with one or more Universities in the United States. The reason for being interested in such an arrangement is the fact that Unitra is a young University with limited technological capacity. Therefore a link with a developed University would give Unitra students and staff access to a much higher level of academic and technological sophistication.

The advantages of a co-operation arrangement with a developed University are obvious, what is difficult is selecting the correct University. Correct in the sense of being compatible with Unitra both in terms of academic programmes and culture. Unitra has to serve essentially a developing region and contribute in building the leadership capability of the majority that has been disadvantaged over the decades. To do this, it is essential that the most effective and efficient policies and methods be identified and implemented. In other words academic excellence must be linked to expertise to address the problem of improving the quality of life in the region.

Ideally the University would prefer to conclude a co-operation agreement with a single University but the door is left open for other possibilities as well.

This matter is under investigation and a clear position will be announced in August this year (1991).