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J OINT EDUCATION TRUST IJETI

MUTES OF A MEETING HELD AT THE URBAN FOUNDATION OFFICES. 12TH FLOOR,
76 JUTA STREET BRAAMFONTEIN. ON WDAY, 7 APRIL 1992 FROM 10300 TO 15330

CEAI'RPERSO : Mr A M Rosholt (Chairman)

PRESENT : Mr N C Axelson

Mr D Bucknall

Ms C Carolus

Dr W G Harper

Mr R Hugo

Mr K Ironslde

Mr M Maxwell

Mr T H F McCulloch

Mr G Mokgoko

Mr M Mphahlele

Mr M C O'Dowd

Mr B Phillips

Dr N S Segal

Mr R Swartz

Mr L M Taunyane

Mr M Tulwana

IN ATTENDANCE : Mrs G Cretchley

Mr E Molobt

Mr B D Whittaker

APOLOGIES : Mr M Leeuw

Prof N C Manganyi

Prof M C Mehl

Mr J Mogale

Mr W S Pretorius

Mr M Tlhale

1. WELCOME

The Chairman welcomed members to the meeting and noted the above apologies.

2. CONFIRMATION OF NOTES OF THE MAGALIESBERG MEETING

The minutes of the meeting held at Magaliesberg on 27 and 28 February were accepted.

3. MATTERS ARISING

3.1 Press Statement

It was noted that a notice had been placed in the Sunday Times on 22 March.
describing the Joint Education Trust's priorities. It was agreed that. as a
matter of routine. all Board members should in future be sent copies of cuttings
and notices relating to the Joint Education Trust. It was further agreed that
Brian Whittaker should reply on behalf of the Trust to general public enquiries
and that further press statements may be issued to publicise major decisions
of the Trust when appropriate.

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It was noted that it had been impractical to establish the four task groups contemplated at the previous meeting. Instead, all Trustees had been invited to a working group meeting on 19 March. That meeting was attended by Prof Manganyi, Mr Bucknall, Mr Hugo, Mr O'Dowd, Dr Segal and Mr Whittaker. The meeting had considered a document on approach, procedures and criteria and proposals for how to respond to enquiries. The documents contained in the papers for the full Trustees meeting incorporated the suggestions of that committee. It was agreed that the need for the task groups previously identified would be assessed after the meeting had considered proposals for approach, procedure and criteria. It was also agreed that the Trust should meet every two months instead of every three months if at all possible.

3.3 Issue Pamrs

a. NGOs:

It was noted that work done for the Interim Working Group on organisations concerned with education and work will be adapted to extract information on NGOs as requested by the 'ITust.

b. Teachers:

It was noted that Mr Whittaker was trying to identify "existing sources of data and Mr Swartz of SADTU was asked to let him have any statistics on the state of teaching in South Africa.

e. Bursaries and Scholarships:

Mr Molobi agreed to provide information to the Trust on the provision of bursaries and scholarships in South Africa.

d. Marginalised Youth:

A document previously prepared for the Interim Working Group was distributed to Trustees at the meeting. It was agreed that the Joint Education Trust should establish contact with the Joint Enrichment Programme to identify what action they were taking in this area.

3.4 Tax Status of Community Based Organisations

Mr Whittaker informed the meeting that he had briefed E F KTucker to provide an opinion on how the Trust could deal with the concerns raised at a previous meeting that certain community-based organisations may not be able to gain access to the resources of the Trust because they were not registered.

Mr Whittaker read extracts from an opinion to the meeting in which Mr Latsky had suggested that the matter be taken up with the Commissioner for Inland Revenue at a senior level to determine if an agreement could be secured on how this matter can be addressed. It was noted that Mr Latsky had advised that changes to section 10(1)(b) of the Income Tax Act would be difficult to secure and that, in the meantime, the Trust should be prepared to assist those

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organisations that the Trust intended to support, who are not currently registered to secure registration.

It was agreed that Mr Latsky be authorised to interact with the Commissioner for Inland Revenue to determine if a resolution could be reached on this issue.

APPROACH PROCEDURES AND CRITERIA

Introducing the document on approach, procedures and criteria. Mr Whittaker indicated that one of the fundamental decisions to be taken by the Trustees was whether the Joint Education Trust aimed to interact with a relatively small number of large organisations or a large number of small ones. This decision would affect not only the approach, procedures and criteria but also the manner in which the Trust establishes its own infrastructure. He indicated that it had been the view of the working group that the Trust's aim should be to identify major interventions that could not be made by organisations with less resources and influence than this Trust. The working group had, however, also noted that the identification of such interventions would take some time and that the Trust should also be prepared to provide support to existing agencies where they fall within the ambit of the Trust.

After some discussion, it was agreed that:

1. Steps should be taken to identify opportunities for major interventions by the Trust in each of its three priority areas: and simultaneously.

ii. Programmes operating within the Trust's priority areas should receive support provided that they are able to have long-term widespread impact or they are capable of replication in a manner that has the potential to have widespread impact.

It was noted that in the early stages of the Trust's operation it would be concerned mainly with supporting the expansion of existing ventures with the capacity to have a significant impact. It would not have the capacity to interact with a relatively large number of small ventures during this phase but would, as part of the attempt to identify major new initiatives, seek to identify such initiatives that would themselves have the capacity to support smaller programmes around the country.

The second phase of the Trust's operation would be once those major ventures had been identified. At that point, the Trust's main interaction would be with those major ventures. It was suggested that the Trust should aim to get at least one such major venture going in each of its priority areas by the end of the calendar year.

It was noted that the parallel strategy of supporting the expansion of existing ventures and identifying major new opportunities would be initiated by The Urban Foundation immediately but that the appointment of dedicated staff for the Trust would be a matter of urgency for the Trust to become fully operational and effective.

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BUDGET AND APPOINTMENT OF STAFF

The meeting noted that the working group that had met to discuss this issue believed that it would be important for the Joint Education Trust to establish an executive infrastructure capable of enabling the Trust to achieve its objectives.

It was also the view of the working group that steps should be taken to ensure that the executive staff of the Trust was appropriately monitored and controlled by the Trustees.

The working group had indicated that the cost of the establishment of the Trust's own infrastructure would depend on the degree to which the Trust set out to interact with a large number of other organisations and the extent of internal monitoring and evaluation functions incorporated within the Trust. It was noted that for Trusts merely disbursing funds it could be expected that about 1% of overall funding would be "required for administration costs. However, trusts incorporating professional service support. monitoring and evaluation functions could require 5% or more of the funds disbursed.

At this point Mr Whittaker presented to the Trust two alternative organisational structures and budgets for the consideration of the Trustees.

Following some discussion. it was agreed that an initial structure should be created. consisting of: a director; three project officers: a secretary and an administrator with financial expertise.

It was agreed that the first step should be to identify the director who would need to be a senior person capable of acting at a senior level. It was also noted that. as the Trust has a limited life of five years. the appointment should be offered on five-year contracts and that it may be necessary to provide financial compensation for the fact that the appointments offered were on contract. It was noted that if the Trust felt it appropriate The Urban Foundation could be approached to see whether the people appointed to the Joint Education Trust could join The Urban Foundation's pension and other benefit schemes.

A task group was nominated to work with Mr Whittaker on the agreement of a job description and specifications for the people to be appointed. It was agreed that the task group would consist of Mr McCulloch, Mr Mokgoko. Mr Ironside and Mr Swartz.

It was agreed that the positions to be filled should be advertised by the end of April and

that final selections should be made by the full Board of Trustees. In addition to public advertisement. each of the Trustees was asked to give consideration to who could fill the post of director and to put names forward to Mr Whittaker.

RESPONSES TO ENQUIRIES RECEIVED

Introducing this item. Mr Whittaker noted that. at this early stage. the Trust was faced with the problem of processing a large number of enquiries at a time when the Trust had not yet established its own infrastructure and when procedures and criteria were still being established. In order to facilitate the process. The Urban Foundation had categorised the enquiries to date and discussed that categorisation with the working group on 19 March. Trustees were asked to review the manner in which it was proposed to respond to enquiries.

At this point Mr A M Rosholt had to leave the meeting and Mr O'Dowd was asked to take over the chairmanship of the meeting.

6.1 Enquiries to be Declined

1. Commercial Organisations:

It was agreed that this category of organisations should be excluded from receiving direct support by the Trust. It was noted that there may be occasions on which non-profit organisations would utilise the services of commercial organisations and that the Trust may itself utilise the services of commercial organisations but that the Trust would disburse project funds to a non-profit organisation only.

11. Individuals:

It was suggested that the wording of this paragraph be adjusted to read:
"The Trust will not respond to unsolicited applications to fund individuals for research or bursaries or personal advancement".

iii. Outside the Scope of the Trust:

It was agreed to change the wording of the first paragraph to read:
"Relief and welfare measures" and to exclude the words "including programmes for the handicapped". The meeting felt that if programmes that included the handicapped were able to meet the Trust's other criteria, then such programmes should not be excluded. Thus, the Trust would not support programmes that focused directly on the needs of the handicapped per se but would also not exclude the handicapped from participating in programmes that did focus on the Trust's priority areas.

The definition of programmes not directly focused on the Trust's priority areas was accepted with the deletion of the words "under 30-years of age" when referring to the out of school and out of work youth.

It was agreed to amend paragraph 2.3 (iii) dealing with funding routine costs. to read: "programmes for funding routine operating costs of established organisations that merely replace existing available funds".

It was agreed that small scale localised programmes without the potential to have long-term widespread impact and which are not part of wider programmes with the capacity to have that impact should not be supported. It was reiterated that the Trust should focus its attention on those programmes that have widespread impact or that have the capacity to expand or can pilot an approach that would be replicable on a wide scale.

It was agreed that in respect of the query raised by NAPTOSA that the Trust should not support institutions that have a voluntary subscription membership base for their routine costs. However, the Trust would be prepared to fund specific projects undertaken by those organisations if those projects met the Trust's other criteria in which case they would be assessed in the same manner as other projects.

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The meeting then considered Schedule 3.1 which set out applications to be declined. It was agreed that the applicants listed on that schedule be informed that the Trustees had declined to consider their proposals for one of the three reasons listed in the schedule.

6.2 The Quality of Teaching

The Trustees noted the issues raised with respect to the proposals that had been received on the quality of teaching and resolved as follows:

- i. That programmes to advance the quality of teaching at the pre-primary level be included within the scope of this priority area.
- ii. That formal tertiary education at university or technikon be excluded from this priority area but that non-formal alternatives at the post-secondary level, focusing on teaching quality, for example, community colleges, should be included within the scope of this priority area.
- iii. That the Joint Education Trust consult with the Independent Development Trust on the potential for the development of a common strategy for funding classroom building activity prior to proposals in this area being considered by the Trust.
- iv. That proposals to utilise educational technology and the electronic media in this priority area as well as other priority areas be deferred and an assessment be procured on the value of such programmes in general.

The Trustees considered Schedule 3.2 which set out enquiries received in this priority area and recommended responses. The Trustees noted that, with respect to the proposal from Intervention, there was a typing error and that this proposal should be indicated for more information and expert opinion and not for processing for decision. The Trustees indicated that the proposal from the Masifunde Education Project for funding for the establishment of a new teacher training college should be placed on the decline list as the establishment of formal teacher training colleges is the responsibility of the state. With those amendments, the Trustees agreed that the proposals listed in the schedule be responded to as recommended.

6.3 Adult Basic Education

The Trustees considered item 4 in the document distributed with the papers and resolved as follows:

- i. That the scope of this priority area should include programmes with a primary focus on literacy and numeracy as well as basic technical and vocational training programmes.
- ii. That local literacy programmes should be supported within the context of the earlier decision that programmes should have widespread impact or the capacity to substantially expand their impact or develop a model that is capable of widespread replication.

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in. That an assessment be made of the potential for the establishment of programmes with widespread national impact that could incorporate mechanisms for interacting with small scale local programmes.

The Trustees considered Schedule 3.3 and accepted the recommendation on the schedule .subject to the transfer of the application from the S A Army for funding for the provision of basic education and skills to the decline list on the grounds that at the present time an interaction between this Trust and the S A Army would lead to complexities that the participating organisations would find dihicult to accommodate.

6.4 Youth Develonment Pragmme

It was noted that these programmes overlapped to some extent with some of the adult basic education programmes. Having considered section 5 of the report presented to the Trust. the following was resOlved:

i. That academic support programmes run within formal tertiary institutions for those already enroled in the institution should be excluded from the scope of this priority area but that non-formal bridging programmes at the post-secondary level focusing on those who are not yet in the tertiary institution should be included.

11. That generally. this priority area focus on out of school and out of work youth without specifying that they must be under 30-years of age.

111. That. as with the previous priority areas, the usefulness of educational technology and the electronic media be assessed generally before specific responses are made to particular applications.

iv. That an assessment be made of the potential to support a large scale programme that could have widespread national impact.

The Trustees considered Schedule 3.4 and agreed that the applications he responded to as indicated. The Trust advised with respect to the application from SASCO for academic support. tutoring and leadership programmes that. if that progamme focuses on students already within tertiary institutions. that the programme should be declined on the grounds of being outside the scope of this focus area which focuses on the out of school and out of work youth.

6.5 Project Proposals

The Tmstees considered the proposals contained in Schedule 4.1. It was generally felt that the application of the criteria was satisfactory but that the reports on proposals contained too little information, especially with respect to the precise nature of the proposal being made.

1. University of the Transkei - INSET Course for Junior and Senior Secondary Teachers:

The Trustees felt that the first phase of this proposal for the design and development of courses based on error analysis could be supported but

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that the second phase of implementing that proposal was inadequately described and that further information would be required before that could go ahead. It was also recommended that the University of the Transkei be advised to contact existing INSET organisations to determine whether a positive relationship could be established with them and/ or to seek advice on how to set up the INSET training course. This could include the Shell Maths and Science Centre, the University of Zululand and the Maths Centre for Primary Teachers. It was fully agreed that this proposal should be brought back to the next meeting of the Trust with the further information the 'hust had requested.

11. NECC School Governance Programme:

The Trust indicated that the information required on this proposal with respect to the capacity of the organisation to carry out the proposal: the need for evaluation; the potential for success at this time; and an assessment for the need for ongoing funding should be acquired and that this proposal should be brought back to the next meeting of the Trust. '

111. Maths Centre for Primary Science-Teachers:

The Trustees indicated that "more information is required on this proposal with respect to the number of teachers to be reached and the number of schools to be served.

It was also indicated that the proposers should be asked to describe how widespread change could be brought about and, in particular, how the results of their work could be disseminated. The Trustees also requested information on other funders and that an assessment be made as to whether the JET is merely replacing other available sources of finance.

It was agreed that once the information had been acquired, the proposal should be referred back to the Trust at its next meeting.

iv. The Primary Science Programme:

It was noted that this programme had been initiated by and was currently managed within The Urban Foundation and was in the process of expansion and being set up as an independent agency. The Trustees raised a query as to whether the funding requested merely replaced other available existing sources of finance and agreed that the proposal be referred to the next meeting with a response to that query.

6.6 General Response

Having considered the four proposals, the Trustees reiterated their view that additional information should be provided in the recommending reports: that the additional information requested in these four cases in particular should be brought forward to the Trust; and that rather than referring these decisions

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to a task group. these proposals together with other additional proposals be brought back to the next meeting of the Trustees which should be held within two months. All the decisions on these proposals were thus held over till the next meeting.

7. ADMINISTRATION

7.1 Registration of the Trust

7.2

7.3

It was noted that registration of the Trust was proceeding. Trustees had been asked to provide personal information for the registration of the Trust. 'lhose Trustees who had not yet submitted that information were requested to do so.

Logo and Letterhead

It was agreed that the proposals that had been developed should be circulated with the papers of this meeting andthat the full Board of Trustees be required to decide on logo and letterhead at its next meeting.

Interim Administration

It was noted that. having deferred the decision on the appointment of staff till this meeting. the Trust would rely on The Urban Foundation to continue to provide interim administration until its own infrastructure was in place. It was anticipated that this would not be achieved before July and that tithe establishment of the Trust's own infrastructure would depend upon the identification of a suitable director for the Trust.

It was agreed that subject to the limitations that arise from the absence of dedicated staff to serve the Trust. every endeavour should be made to progress the affairs of the Trust as speedily as possible. In this regard. two broad strategies would-be followed. The Trust would respond to enquiries-as agreed in previous sections of this meeting: and simultaneously begin to investigate the potential for the establishment of major initiatives in each of its priority areas. It'was agreed that the Trust would utilise the services of The Urban Foundation supported by other organisations and consultants when appropriate and would initiate a process of interaction with major players to identify the potential for undertaking major initiatives.

It was noted that during this process effective procedures for consulting with relevant community leaders and organisations should be established.

During the period of interim administration. it was agreed that the Trust would meet every two months to make the key decisions and that in between meetings ad hoc working groups would be established rather than the formal task groups previously identified. In this regard. it was agreed to set up a group to review those experts and consultants that would be requested to assist the Trust in this early stage of its development. Mr O'Dowd, Mr Taunyane, Prof Manganyi, Mr Phillips and Mr Swartz were co-opted to serve on that group. Members were asked to let Brian Whittaker's office know 'of the names of consultants that they believe could be of assistance during this period and that these names should be tested with the sub-committee on consultants that had been established.

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Brian Whittaker indicated that the major costs to be borne during this interim phase would be the administration costs of work undertaken by the UF: legal fees on the establishment of the Trust: and fees to consultants given specific briefs with respect to the assessment of proposals: the investigation of the potential for large scale Initiatives by the 'IYust: and the conducting of investigations to acquire background information requested by the Trustees. He indicated that the Trust would be billed for these costs at its next meeting.

7.4 Brochure on JET

It was agreed that a draft brochure that could serve as background information for prospective applicants should be presented to the next meeting of the Trust. It was also agreed that the Trust should prepare an annual report that should be publicly available.

7.5 Involvement of Alternates and Funders

It was agreed that those funders who had to stand down in order to limit the number of Trustees from the funding companies to ten could be nominated as alternates to funders who are Trustees and that alternates would then in future be entitled to attend all meetings provided that when both the Trustee and alternate were present. the alternate would not be permitted to vote on any item.

It was also agreed that if alternates wish to receive documentation of the meetings. .they should contact Brian Whittaker's otilce and he would be authorised to distribute to those alternates copies of the papers and minutes of the meetings of the Trustees

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A concern was raised that certain Trustees had found it necessary to leave the meEting before it had been completed. A request was made that all Tmstees should in future set aside sufficient time to see through the length of the Trustees meeting.

It was also noted that. from time to time. the J oint EducationTrust received invitations to participate in various conferences and/ or provide information to the press and to the public. It was agreed that Brian Whittaker should be authorised to attend to those requests and that when possible Tmstees should be available to participate in such events. It was noted that Dr Nick Segal would attend a conference on adult basic education on behalf of the J oint Education Trust and that other members of the Trust had been invited to this conference of the University of the Witwatersrand in their other capacities.

DATE OF NEXT RIEETING

The next meeting. it was agreed. would be held in the first week of June and then every two months thereafter. It was agreed that Brian Whittaker's omce would contact the Trustees to settle these dates.

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10. CLOSURE

The Chairman thanked the Trustees for their participation and closed the meeting at
1 5h30.