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MANAGEMENT OF SCHOOLS TRAINING PROGRAMME

Report 10 the

C BEP TRUST

11 April 1994

prepared by: Pat Sullivan

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- Attachment A (part 1): Budget 1994/95
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(with explanatory notes)

Suggested Organisation Chart and Timing of Placements.

Report on the Selection of Participants for the Further Diploma in Education Development, Management and Administration - prepared by Mallele Petje (February 1994).

Minutes of the CBEP Trust Meeting held on 18 October 1993 at 17h00

PRESENT: Bro N McGurk (Chairperson)

D Adler (MSTP)

P Sullivan (MSTP - by invitation)

C Nkondo (Community Worker)

Sr M Modise (CIE)

Ms T Mutloatsi (YEP)

Ms B Watson (YEP)

Mr M Mthembu (SACC)

M Corke (St Barnabas College)

G Mbokota (CBEP - by invitation)

APOLOGIES: Mr M Tikly (Batlagae Trust)

Bro J Pieterse (SACBC)

Ms M Mokgoko (SPEAK)

J Cook (WBS)

Ms I Mokate (P&DM - Wits)

ACTION

1. Apologies and Welcome

Bro McGurk welcomed everyone to the meeting especially the new Trustees and gave a brief overview of the history of the Trust. and the work of the two programmes for which the Trust is responsible. Apologies are as recorded. The Trust document was tabled for reference. The following points were highlighted:

the Trust was formed as an ecumenical body at a time when it was expedient to do so

the members of the Trust were representing religious organisations but were also experts in education and/or development. thus giving the necessary support to the programmes

the Trust was the legal entity through which donations were channelled and had to ensure strong financial control and accountability.

2. Minutes of the Previous Meeting

The minutes of 6 September 1993 were tabled and accepted.

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Matters Arising from the Minutes

3. 1 Trustees

Itumeleng Mokate had agreed to be a Trustee but was unable to attend this meeting.

3.2 CBEP Staff

It was reported that Sr Modise. David Adler and Pat Sullivan had interviewed 5 candidates for the CBEP Coordinators position.

Two possible candidates had been identified. with a third possibility in the States. The latter had been interviewed by phone but was unavailable to join the programme until March.

It was agreed that CBEP should meet the two candidates and that other Trustees should interview the finalists in order to make a final decision.

NMcG and TM volunteered to do this. PLS agreed to coordinate interview dates.

3.3 Visits to Eastern & Western Transvaal

NMCG informed the meeting that he had visited the Western Transvaal and had visited the projects generated by CBEP. The projects were impressive but there was still a need for further development.

The approach by CBEP was evidently working and the way the Programme developed communities "without dictating" issues ensured the credibility and sustainability that was needed,

GM agreed to coordinate visits to the Eastern Transvaal.

All Trustees were encouraged to visit the projects.

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Report on CBEP

Western Transvaal

A report was tabled by PLS and discussed. Some of the main points were:

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M Sihoza was moving to the Western Transvaal in order to coordinate activities in the area. By being resident in the area. he would be involved directly in the establishment of the Regional Development Forum, which is the structure through which development activities would be coordinated.

Pick Tn Pay, Klerksdorp. had offered to help as a resource for CBEP projects. M Sibozza and N Mayathula would present the CBEP philosophy to shop stewards at Pick in Pay on 19 October 1993.

The projects in the Western Transvaal needed to be strengthened through technical skills training. Raising money for this was a problem.

Eastern Transvaal

GM tabled a report. The main points were:

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Daggakraal is situated on Trust land and there is an ongoing battle between tenants and landlords.

Training started in May and was aimed at Tprojects in context

Eleven projects were operating; four others have still to "get going". The training of committees that will support the development approach is crucial. The resignation of one trainer has caused severe delays in this aspect of training.

GM is to approach the TPA to find out their development strategy for the area and ways CBEP can interact.

A local development Committee was to be established through which issues could be channelled. CBEP would be involved in its establishment.

(NMcG volunteered to network with his contacts in the area and to inform GM of the outcome).

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4.3 Administration/Finance

CBEP's financial situation is presently strong.

Suggested that DA approach EZE on the possibility of funding for CBEP.

MC suggested the Desmond Leach Development Fund as another possible source - PLS to follow through on this.

5. MSTP

5.1 Overview

NMCG gave a brief synopsis of the aims and objectives of MSTP. The main points covered were:

:k the programme is managed by the Trust, together with SADTU and CTF

a diploma course has been initiated at Wits University and MSTP would be one component part of this course. (The challenge is to marry the academic input from the university with the skills component of the NGO)

entry to the programme has specific criteria. The Principal must have M-F3 and must apply with his/her Deputy or HOD

each school must work with four others to form a "cluster" which will be supported by advisors.

5.2 Present Situation

PLS reported that the final approval for the diploma from the DNE was still awaited.

Also, 300 enquiries about the course had been received. The majority are from the rural areas such as Venda and Lebowa. An official application form is to be sent out this week, with selection happening later in the year.

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It was noted that Bernadette Robinson, an expert in distance learning and teacher training, was in South Africa to work with MSTP on curriculum design. She would work with the MSTP staff and the newly appointed Management lecturer, Sipho Sithole, on the diploma course outline and content. To inform this process, a competency model for Principals has been developed and was one of the frameworks for debate during the forthcoming workshops.

5.3 Funding

PLS reported that there was uncertainty on whether CTF would continue to support the Programme after March next year. PLS and DA would meet CTF representatives on 5 November to discuss this.

6. General

DA agreed to approach Raymond Tucker (lawyer) to have the Trust document amended to include the names of new Trustees.

MM reported that MSTP was seen as an exciting new venture and was well supported in the SACC.

It was agreed that detailed budget variance reports and financial statements should be tabled at each Trust meeting.

7. Date of Next Meeting

Three meetings would be held in 1994. PLS would circulate proposed dates; to be finalised before year end.

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Report to the CBEP Trust
for the period October 1993 to March 1994

- Document A -

1. Introduction

This document gives an overview of progress made since November last year. Specifically, progress was made in the area of Curriculum Design for the Diploma and plans for 1994/95 were set. These plans are tabled as Document B for discussion and approval. This report concentrates on action plans since the beginning of 1994 and how action plans have been carried out.

2. The University of the Witwatersrand

2.1 Staff Appointments

Mr Sipho Sithole of the Faculty of Management resigned at the end of February to take a more lucrative position in industry. Because of time constraints and the difficulty in identifying a replacement, the Faculty opted to use a consultant, called Eve Annecke, who is writing course material and works closely with the curriculum team. Similarly, the University of the Western Cape candidate, who was to move to the Wits Faculty of Education, decided to stay in the Cape (again for a better position) and this also left Education short of staff. After Easter, Dr Dzvimbo from the University of Zimbabwe will work with Education whilst he is on sabbatical leave. Overall, it has meant that the curriculum team has been understaffed and those involved have had to rearrange their priorities to accommodate the extra work load.

MSTP also engaged the service of a consultant to help with the design of material. Jill Schlachter is an experienced trainer and has worked in industry, education and the NGO world. Her brief is to help design the skills material for MSTP and to look at linkages between the three component parts.

It is rather worrying that even after extensive advertising and head hunting those chosen did not stay.

One reality is that the pressure for affirmative action has caused industry to offer more attractive salary packages/positions to those with qualifications who normally would have worked in the

NGO/academic sector. The Curriculum Committee is feeling the pressure, but will meet deadlines.

2.2 Wits/MSTP Advisory Committee

This Committee met on the following dates:

11 November 1993

13 January 1994

24 February 1994

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The intention is to meet every month to clear University policy issues. Primarily, the committee has been involved in looking at selection procedures and the staffing situation. Later in the year, the concept of developing the Diploma course into a distance learning model will be addressed. This is a new area for the Faculty of Education and there is some resistance to going to scale. The traditional way of delivering education is perceived as the correct and only way. However, MSTP believes that the Faculty of Education will change, slowly but positively, to address the increasing

demand for such a course throughout SA.

Professor Harry Hiindsdorfer, previously with the Commission for the European Community, has

joined the staff of the Faculty of Management in January 1994, as Head of Academic Courses. He

has been invited to join the Committee as a replacement for Patrick FitzGerald who is on sabbatical

leave as from the first of April for six months and, also, because he has been involved with the

development of MSTP from inception. On his advice, the CEC funded the Programme.

3. The Diploma course

3.1 Course Design

The Curriculum Committee has been working on the material for the first week of face-to-face

teaching. The Faculty of Education has produced a Work Book with a Reader and Management has

developed workshop material with readings which allows Principals to explore what problems they

are having. The material generated from Block 1 will be used in the development of the next module.

The timetable is as reflected in Appendix A.

The assignment set for submission after the first week is a situational analysis whereby each school

will undertake research into the systems and constraints on the school, as a unit, within community

etc. It is to be presented to the University in a portfolio format and will be marked in terms of

competences specified prior to final submission. The emphasis is on practical application and not on

exam success and the ultimate aim is to see and measure change in the schools.

There is consensus that even though broad objectives and aims have been set, the course will be

informed by the participants themselves and what they require. A search for material and books to

help in course design was undertaken in the UK, by the National Director, in December and Bernadette Robinson was used as a resource in this regard.

Regular meetings on course design and curriculum content have been set and kept. An editorial team,

whose brief it is to examine and comment on the material produced, has proofed all material. The

team is Professor Peter Randall (Faculty of Education) and David Adler (IE8 and MSTP Trustee).

Internal editing was also carried out. The Committee looked at the material for content, style

language and ease of understanding. Prof Randall, who is highly experienced in editing, is the head

of this team.

The work of the Committee is being recorded with the intention of formulating a report on the

development of the Diploma model and design of the course.

To help further course design, a research project has been initiated with staff from CASE involved.

The brief is to identify what makes an effective principal and how to measure change in schools.

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3.2 Selection Procedures

A major selection drive was undertaken by Mallele Petje in the months of January and February.

Schools were visited and assessed in terms of the readiness to be involved in such a course and the acceptance of the course by the school stakeholders. Initially 31 schools were selected (65

participants). Some schools are forwarding three candidates (Principal, Deputy and HoD) and this

has been accepted by the University as the Management team of those schools is strengthened by the

presence of an extra person.

A core group of 44 Principals, et al. have registered for Block 1 with certain group dropping out

because of time and general pressures.

Appendix B details the initially selected schools and areas. The final list for those that have registered

is still in preparation. It is interesting to note that the majority of schools are situated in rural areas

where there is very little infrastructure and support. The need for help in these parts is glaringly

apparent. So often these schools are neglected because money and energy is ploughed into the urban

areas which are more accessible.

A question was raised by the University on what procedure to adopt for those applicants who (little not

satisfy the conditions of entry, ie "buddy" and "cluster". In fact, there are more than enough who

do satisfy the conditions to keep what was set at the beginning. Those who do not qualify have been

encouraged to apply again next year when they have a "buddy".

The Clusters are 2 x Lebowa, 1 x Gazankulu,

situated in: 1 x Western Transvaal, 1 x Venda, 1 x Johannesburg.

Centres for workshops between University blocks have been established and to (late, the University

of the North, Tshikwe Christian School, Giyani College of Education and Sagewood Education

Centre have agreed and are selected.

Some problems that have arisen during the last two months have been in the administration of

selection. It is acknowledged that the Faculty of Education is the final place for selection but there

has been confusion as to who does what. This has been addressed at meetings with the University

and Sinah Makhu has been assigned the task to ensure that admission happens on time. However,

the bureaucracy of the University does not help matters, as it is proving difficult to bypass computer

systems that are not set up to accommodate this type of course.

The major concern with those registered is the need for financial support. Even though Principals

earn reasonable salaries, some of the Deputies and HoDs do not. It is intended to try and raise

bursaries for up to 50% of the overall cost and the University is looking at ways whereby monthly

instalments can be made. The cost of accommodation will be covered by MSTP and this has been

budgeted for. Accommodation will be either at the University or at the Karos-Johannesburg

er.

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3.3 Participant Advisors

An advert for Participant Advisors (sometimes called mentors) was placed in the Weekly Mail. New

Nation and City Press at the beginning of December 1993. Participant Advisors (PAs) will advise.

counsel and help Principals et al on ways to improve their schools and educational service. Interviews

were held on 9 February and later. Four PAs have been offered work. Appendix C is the job description for PAs. The PAs are strategically placed to be able to travel to clusters and to work with

schools in areas near their homes. They are all experienced educationalists and can offer support to

schools on a regular basis. It is also intended that PAs will be trained in the approach and

methodology of the Diploma course to understand what criteria are being assessed and what parameters are used to measure change in the schools.

The PAs are listed in Appendix B2.

4. National and Regional Office

4.1 Staffing

An advertisement was placed in local newspapers at the end of January 1994 for a School Management - Trainer who would work with the Regional Coordinator. specifically on course material. resources and training. The response was encouraging (68 applications) but the level was

poor. Mallele Petje, Pat Sullivan and Barbara Watson (CBEPT) formed the panel that interviewed

6 people on the 8 March. The criteria for interviewing and job description were as shown in

Appendix D.

One candidate has been identified as possible but another day of interviewing is needed in order to

meet all suitable people and to agree who to appoint. This will happen after 15 April.

A recommended salary range is to be proposed to the Management Committee for ratification. The

Management Committee has agreed to the position in principle. as long as funding is available.

It is hoped that another trainer will also be appointed before June to help with the establishment of

the Regional Areas (discussed further on in this document).

The position of PA to the National Director has been filled on a temporary basis by Elaine Turners

She has also coped with the work load of the Regional Coordinator and both Mallele Petje and Pat

Sullivan are happy with the competence displayed and the willingness to work under pressure and

time constraints. This position was advertised through local agencies. Interviews were carried out

and Ms Turner emerged as the best candidate. She is appointed from 1 April 1994.

SADTU approached MSTP last year on the possibility of appointing an intern to the MSTP staff who

would work for the union for six months and MSTP for six months. Further discussions with SADTU have not materialised because of the (imminent) departure of Randall van den Heever into

politics and the reshuffling of personnel in the National SADTU offices. It is hoped to a ction this

as soon as possible.

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MSTP is also planning to interact with the regions on a regular basis. To do so, it has appointed two consultants in the Western Cape (Phuti Tsukudu and Phumzile Ngcuka) and has approached Cynthia Mpati in the Durban area. The brief is to run workshops with selected groups of principals and teachers in order to develop a greater understanding of management skills. The consultants are considered to be part of the staffing of MSTP.

At present, the financial aspects of MSTP are controlled by a part-time accountant, Martin Brown.

who works for the IE8 and whose services are charged out pro-rata to the Programme. Martin

Brown was critically sick at the end of 1993 when he underwent major heart surgery. He has fully

recovered but as MSTP grows there is a question on the need for a full time person. This problem

is presently being discussed with the 1138 as to what possibilities are available.

4.2 Management Committee

The Management Committee met on 24 February 1994. Jonathan Cook has resigned for the Committee because of work pressures which leaves a core group of five. It is not the intention of

the Committee to increase the number at present but to work with the present structure which is

relatively new and needs to settle into procedures and ways of working together.

This committee approves all capital expenditure against budget and gives an initial approval to the

appointment of staff. The latter is then cleared with the Policy Advisory Committee who review the

strategies for the expansion and development of the Programme. In addition, the Committee offers

useful advice and monitors day to day expenditure and activities. David Adler, as a representative

of the Trust and Management Committee, meets with the National Director regularly to supplement

the work of the Management Committee. This is felt necessary while the Programme is an initial

development phase.

4.3 Office Accommodation

The present accommodation is on lease until the end of 1994. After that date, the 115B (the lease

holder) will be looking for bigger premises, preferably in the same area. MSTP will move with the

IE8 and will continue to share facilities and will also be looking for more space. The budget for

1994/95 reflects this and the cost of moving and relocating phones etc.

5. Policy Advisory Committee

The Policy Advisory Committee met on 5 November 1993 and 16 March 1994. There has been a change of personnel.

- Biggles Mahandla is replaced by Harold Samuel.

- Randall van den Heever is replaced by Mr Njohe from Heidelberg.

The Policy Advisory Committee approved the expansion of the Programme, in principle, and CTF has agreed to continue to fund the Programme in 1994/95. (The exact amount will be set by ClDA).

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6. MSTP - Other Activities

6.1 Regions

a) The National Director visited Cape Town on 29/30 January and then on 31 March when workshops were held with Phuti Tsukudu and Phumzile Ngeuka when the following was agreed:

- management skills workshops will be held with Principals from Khayalitsha from May onwards
- these workshops will be informed by a needs analysis and the research at Phumzile
- contact with TOPS will be made to establish common work areas (possibly share resources)
- certificates of attendance will be issued by MSTP
- the methodology of training and design of workshops is jointly designed by MSTP and consultants

The expansion into the Cape is the first stage of developing a distance learning approach.

b) On 2 February 1994, a presentation was given to the SADTU Executive and Regions in Umtata, Transkei. This was a most successful meeting with a highly organised and efficient

SADTU branch. It has been agreed that MSTP will run selected management skills workshops in Umtata in the second half of 1994 and will train, if possible, a person from the

SADTU office in these skills. The latter is dependent on staff capacity and funding.

c) Cynthia Mpati and Rejoice Neongo were visited in Durban on 3 February to discuss their potential role as consultants. Both have agreed but their present work pressures have restricted time to later in the year. Cynthia is the key person.

Harold Samuel (SADTU) was visited on the same day and it has been suggested that MSTP works on a 'two-prong approach' in Durban, that is

- workshops for teachers in general
- workshops for SADTU members

Again, all depends on funding and staff capacity, but it is hoped to develop this area later in the year.

7. Finance and Funding

Appendix E gives the position as at the end of February 1994. It shows that the Programme is in a

healthy state after the arrival of funds from the Commission for the European Community. These

funds arrived in early March but, prior to that, the situation was desperate. The documents for the

period to the end of December 1993 show a deficit that could only be carried because of an overdraft

facility and a loan from CBEP. The Kagiso Trust forwarded an amount of R150 000 in February to

alleviate the situation. CTF helped by forwarding what was due but their policy is to fund (in

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What is the way forward?

It is suggested that when funding is sought that, where possible, agreement is made to pay pro rata in advance. Also, there is need for more donors who may provide support for different categories of the budget. For example, a donor could sponsor activities in Regions, or pay payment of participants fees. In that way, funding is tied to a specific category and can be monitored and reported on quickly.

During the period in question, a proposal was sent to HEDCO (Higher Educational Development Corporation) and at a dinner in January, with the newly established Irish Ambassador, positive feedback was given on the possibility of funding. An amount of R1 000 000 was mentioned but no firm guarantee has been received to date.

The proposal to EZE, sent last year, has secured an amount of DM 840 000 which is due in April.

This has to be confirmed in writing by EZE, but the amount has been discussed telephonically.

In February, a preliminary discussion was held with Charles Lipp, Barlows, who sits on the JET

Board. He suggested that MSTP submit a detailed document to include all aspects of proposed expansion and expenditures and this is the reworked budget as in Document B (tabled for approval).

JET is to be approached after the Policy Advisory Committee meeting.

A preliminary approach has also been made to Anglo American's Chairman's Fund.

8. Conclusion

The Diploma Course has started on time and with the necessary support. Other activities depend on

increasing staff capacity and finding further funding. There is positive support for MSTP in all areas

and the strategy planned for 1994/95 is possible with the necessary resources and backup.

P L SULLIVAN

April 1994

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APPENDIX A

Timetable for the Further Diploma Course : 1994

Time at

University

Block 1 7 - 8 April 1994

11-15 April 1994

Block 2 11 - 22 July 1994

Block 3 26 - 30 Sept 1994

Course Field Work (School)

Assignment

2 x skills workshops

Orientation

Group Dynamics

How Adults Learn

MSTP will visit clusters

Wits will provide tutor

support

Contextual problems in South

Africa (4 mornings)

Skills Workshops (4 afternoons)

Issues in management of schools

(1 day)

8.5 weeks between

27 July and 23

September

Curriculum Development and

Instruction (6 mornings)

Issues in management of schmls

(4 mornings)

Skills workshops (10 afternoons)

Organisational Theory and 5.5 weeks between

practice (1 clay) 4 October and

11 November

Curriculum Development and

Instruction (4 mornings)

Visits 10 school In

continue.

Skills workshops (4 afiernouns)

Organisational Theory and No follow-up umil New

Practice (2 days) Year

Skills workshops (3 days)

Block 4 12 -15 Dec1994

Note: Participant Advisors will visit approximately once a month for half a day 10 each s
chool.

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LIST OF SCHOOLS AND APPLICATIONS FOR DIPLOMA COURSE :

A) NORTHERN TRANSVAAL - TSHIKEVHA CHRISTIAN PRIMARY SCHOOL -
VENDA
SCHOOL

AREA NO OF
APPLICATIONS

Silemale Secondary School (Venda) Mokonde _
Tshithire School (Venda) Mzhelele _
Tshikevha Christian Primary School (Venda) Sibasa _
2
2
2
2

B) NORTHERN TRANSVAAL - TURFKLOOP UNIVERSITY
PIETERSBURG/THABAMAPOPO - LEBOWA
APPLICATIONS

-
Mahoai High School (Lebowa) Juno
Makgoka High School (Boyne) Turf100p -
St Bedes Catholic School (Lebowa) Zubiaco - 2
Gamathapo
Mogaputsi Secondary School (Lebowakgomo)
Gamathabatha
BoikhutsoJ S School (Lebowa) Pietersburg
Gamaja
2
2

TOTAL NUMBER OF APPLICANTS

C) NORTHERN TRANSVAAL - GIYANI COLLEGE OF EDUCATION -GAZANKULU
APPLICATIONS

2
2
TOTAL NUMBER OF APPLICANTS _-

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D) PWV AREA - SAGEWOOD EDUCATION CENTRE - MIDRAND
SCHOOL AREA NO OF
APPLICATIONS
Vernas College
Ronhlahla P School
.
Omega Educational Institute Johannesburg

—
E) WESTERN TRANSVAAL AREA
SCHOOL AREA NO OF
APPLICATIONS

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PARTICIPANT ADVISORS (P13)

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Mr Mark Putterten

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Mrs Lucy P11r3e11

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University Education Diploma 1mm Vista Lnive13ity.

She will he the PA 1111 North We3tern Tr'11n3v111111 11nd Orange Free State 3L111m13.

Dr Ngoam T11k11111)

Dr Takalo is 11 Senior Lecturer in the Departmen1111'Did'11L'tie3 111 the Unive1'3ity 111
the North. She

holds a BA, B.EL1 degrees 1mm the University 111' the North. Muster3 11ml Doctorate L1egr
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Education from the Tel1L'her3 College 111 Columbia University and U.E.D. 1111111 the U11i
vei'31ty 111' the

North.

She will he the PA 101 Northern Transvaal - Th11h0yand0u schools.

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TASKS

Participant Advisers will perform various tasks as guided by the council in which they find

themselves. However, their main functions as determined by MSTP LIFC to:

1: work with schools on a regular basis in order to guide, support and counsel the participants

as necessary

2: familiarise themselves and understand, through engagement with stakeholders in the schools.

management issues facing schools

3: report and liaise with Staff on matters affecting participants, their schools and clusters

2:

4: write descriptive and analytical reports on activities of SChUUIS taking part in the mums.

mpi 1303/04/661

APPENDIX C

Job Description - Participant Advisor (PA)

Purpose

To provide support to, and liaise with, a selected group of school principals, deputies and heads of department who are attending the Further Diploma in Educational Development, Management and

Administration.

Tasks (duties)

:K to visit selected schools on a regular basis, as defined by the MSTP/Wits timetable and to

guide, support and counsel principals and senior staff as necessary

)k to write, on request, descriptive and analytical reports on school activities

3: to become familiar with, and understand, the management issues facing schools

:k to be aware of, and understand, the current debates in education and the strategies for

transformation/reconstruction of management and organisational culture in schools

a: to report and liaise with the Regional Coordinator - Transvaal, on matters affecting course

participants and the school clusters.

Profile of a Participant Advisor (PA)

A PA is:

h Committed to democratic, efficient and effective systems of schooling and identifies with

MSTP ideals.

:k Credible with the communities s/he interacts with.

:k Able to work independently.

:k Able to interact and communicate effectively at all levels.

it Willing to travel and work over weekends/evenings.

:k Suitably qualified, both professionally and academically.

ah Flexible and not judgemental.

Additional Information

A PA must have his/her own transport.

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APPENDIX D

Job Description

Position: School Management Trainer - Trainer

Accountable to First level: Regional Coordinator Transvaal

Second level: National Director

Purpose

h To help establish management programmes and support services for schools in the Transvaal region under the guidance and direction of the Regional Coordinator.

Tasks

a: To help develop an understanding of the need for management training in schools.

:k To service the Further Diploma Course in Educational Development. Management and Administration by providing excellent workshops and resource material.

:k To research the management needs of schools and to develop research reports on request

.

:k To develop a small resources library of training material to help in the establishment of the

Wits, Further Diploma Course.

)k To write, run and evaluate workshops for school staff as part of the Further Diploma Course.

h To establish relationships or linkages with selected PTSAs and to inform them about the MSTP programmes.

3k To work with PTSAs on request in the building of capacity and understanding of management skills.

Competencia Required

h A high degree of flexibility

:k Good oral and written communication skills

a': Excellent time management

z': Creativity

t Problem solving skills

l Ms llxswu uh

t Diligence
t Cooperation
a': An ability to 'visionh
Qualifications Required
)k Minimum of first degree
t Valid driverhs licence
:k Management experience. preferably in education
2': Teaching and/or training experience of not less than 4 years
:k An understanding of the dynamics and challenges facing the education system in a democ
ratic
South Africa.
3K Willingness to work long hours and over weekends
t An ability to speak an African language other than English or Afrikaans.
2 m. tl IKWIJ a-L'I

M s T P quxx E
INCOME & EXPENDITURE ACCOUNT
FOR 11 MONTHS ENDED 28 FEBRUARY 1994
CEC 503 615
Income
- CTF 283 154
- Liberty Life 50 000
- Sundry 100
Interest 779
837 648
Expenditure
Staff
Director 9 468
Consultant Director 91 434
PA 31 366
Accountant et al 4: 5 775
Regional Coordinator 36 989
Admin Secretary
Consultants)1 30 000
Capital
107 527
12 929
Cars
Computers/software
Fax machine
Furniture/Off'lce Equipment
Training Equipment
Resource Material
3 964
3 249
Overheads
PR 1 254
Rent/Electricity 4:22 308
Telephone/Fax X13 465
Stationery/Postage 2 324
Recruitment 21 601
Audit 280
Photocopying M7 973
Printing 839
Bank Charges 1 181
Staff Travel: local 9 136
national 15 242
Refreshments 877
Staff Development -
Conference/Seminars 2 070
Periodicals 70
Maintenance 1 579
Insurance/Legal 5 185
Evaluation
accrual
M : gucslimale accrual - exact tigurc not available
111? 1T.-11!J1r11

NB:
DJ
Amiw t: (M 2
Purlicipanlk Costs
Accommodation
Material
Travel (Students & PAS)
Rent
PAs' Costs
Wits Costs
Staff 57 500
Recruitment 18 ()3!
Travel 1 637
Resources 20 000
Research Design/Evzilation 35 000
Computers 20 000
Net Surplus : R240 705
Bank charges include 2 x R180 for Iransi'cr of" funds from (viii? Slnlcmcnl lo cml of
September does not when this.
Further money has not been transferred to Wits. as staff Werc nut uppuinml.
There is an accumulated amount of R13 039, rcicctcd 2n Ihc end of 1992/03 financial yum;
which is not shown in this year's Income & Expenditure Account, hut wiH hc i'ciicclcd :11
year end.
m: 1 .. damn

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

1. 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) establish a vision and aim for MSTP
 - h) to set objectives for the calendar year 1994
 - C) 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:

:k 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.

3. Objectives for 1994/95

Six, broad objectives were identified:

- a) 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.
- b) to begin a process of consultation with individuals and institutions to establish a recognised course for M-k2 principals and deputies.
- c) 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.
- d) 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.

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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.

10 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 in the 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.

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 centres (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)

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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. Phuti Tsukudu and Phumzile 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

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- 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

SADTU 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 lput 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.

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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 MSTPKQ offices and is part of the job description of the Trainer who should he

in place by April.

Objective F

All activities for MSTP will Hounder 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.

Budget for 1994/95, 1995/96 and 1996/97

The budgets are detailed in Appendix A. It retlects an increase of staffhut 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

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MSTP Budget (Paw 0
for the period 1 April 1994 10 31 March 1995
Category Nat. Transvaal Cape Natal Transkei
1 Office Office Node Node Node
9 1994/95 1994/95 1994/95 1994/95 1994/95
Staff Costs
Director
Personal Assistant to ND.
Finance/Admin Officer
Receptionist 1
L Housekeeper 1
Regional Coordinators
, Trainer/Facilitators
Administrative Secretary
Consultants
Capital Costs
.5 Cars
H Computers/Printers/Software
9 Fax/Answering Machine
, Photostat Machine
I 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
Conferences/Seminars
Periodicals
Maintenance
Insurance/Legal
Research Project
Evaluation
1 pis'1ZC7/Nrem

J
H Category (Continued)
National Transvaal Cape Natal Transkei
Office Off"! (:6 Node Node Node
1999/951994/951994/95
_ 299 999 7909
780 600 735 700 188 700 33 200
JZarticipants1 Costs (50)
ccommodation 171 000
I Materials 20 000
Rent 10 000
0A5 Costs - travel 20 000
I fees 65 000
l-J
Sub Total
Total
J
_ 1999/99
' Staff 448 000
.1, Recruitment 30 000
Travel (Local) 10 000
; Resources/Books 40 000
J1 Curriculum Design 100 000
I Computers/Software 40 000
Consultants 45 000
J Editors 12 300
1 Sub Total 725 300
J 2 969 299
Inicipated Funding
4
y! 1994/95
...1
., CEC 40% 671 486
; EZE i 800 000
,7 i 1%
(1 Shortfall against budget R1 227 714
tJ
pln113'37'U-1 ck1

MSTP Budget Mam UW Pr
 for the period 1 April 1995 to 31 March 1996 (Pad, 1 7
 Category Nat. Transvaal Cape Natal Transkei
 Office Office Node Node Node
 1995/96 1995/96 1995/96 1995/96 1995/96
 81:11" 1" Costs - - -
 Director - - - -
 Personal Assistant to ND.
 Finance/Admin Officer
 Receptionist 1
 Housekeeper 1
 125 400 41 800
 Regional Coordinators
 Trainer/Facilitators 219 800 109 900
 Administrative Secretary 68 600 34 300
 Consultants -
 Materials Developer 103 100 - -
 Materials Production Ass 77 000
 Sub Total 422 593 900 186 000 186 000 1 14 500
 325 000
 Capital Costs
 Cars
 120 000
 Computers/Printers/Software
 Fax/Answering Machine 12 000 12 000
 Photostat Machine 45 000 -
 Furniture/Off'ice Equipment 30 000 15 000
 Training Equipment 3 000 10 000
 Resource Material 10 000 3 000
 Overheads
 Public Relations 9 000
 Rent/Electricity 63 000
 Telephone/Fax 14 000
 Stationery/Postage 3 400
 Recruitment (Staff) 15 000
 Audit 5 000
 Photocopying 2 000
 Printing -
 Bank Charges 2 400
 Staff Travel: Local 24 000
 National 39 000
 Staff Accommodation 7 000
 Entertainment 3 500
 Refreshments 2 000
 Staff Development 4 500
 Conferences/Seminars 2 600
 Periodicals 2 200
 Maintenance 7 000
 Insurance/Legal 9 000
 Research Project 260 000 - - - -
 Evaluation 40 000
 Sub Total 514 600 254 900 93 000 93 000 90 000
 1 plsr'HW'U-i'ckl

Category (Continued) National Transvaal Cape N atal Transkei
 Office Office Node Node Node
 1995/96 1995/96 1995/96 1995/96
 Participants Costs (50)
 Accommodation
 Materials
 Rem
 PAS, Costs - travel
 Sub W 629 509
 1 157 000 1 566 700 647 500 353 000 280 400
 _ 1995/96
 324 000
 Staff 602 000
 Recruitment 15 000
 Travel 0.0cal) 12 000
 Resources/Books 45 000
 Curriculum Design 132 500
 Computers/Software 40 000
 Consultants 40 000
 Editors 15 000
 Sub Total 901 500
 Grand Total 4 906 100
 L)
 p169 mwww

MSTP Budget AMLM M2111 A
for the period 1 April 1996 to 31 March 1997 (Pan, 5)
Category N at. Tram vaal Cape Natal Transkei
Office Office Node Node Node
1996/97 1996/97 1996/97 1996/97 1996/97
Staff Costs 9
Director
Personal Assistant 10 ND.
Finance/Admin Officer
Receptionist 1
Housekeeper 1
Regional Coordinators
Trainer/Facilitators
Administrative Secretary
Consultants
Materials Developer
Materials Production Ass
Sub w 496
43 930
122 900
38 350
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
1 Staff Accommodation
1 Entertainment
Refreshments
Staff Development
' Conferences/Seminars
1 Periodicals
1 Maintenance
1 Insurance/Legal
1 Research Project
6 Evaluation
269 700 261 500 100 200 100 200 100 200
1 pk IWVUJ cm

Category (Continued)	National	Transvaal	Cape N	atal	Transkei
Office	Office	Node	Node	Node	
1996/97	1996/97	1996/97	1996/97	1996/97	1996/97
Participants, Costs (50)					
Accommodation					
Materials					
Rem					
PAS Costs - travel	1				
Sub Total					
317	380	236	830		
_ 1996/97					
Staff	674	000			
Recruitment					
Travel (Local)					
Resources/Books					
Curriculum Design					
Computers/Software					
Consultants					
Editors					
886	300				
3	991830				
tJ					
Plh	132094103				

Notes on Budget for 1994/95

Staff Costs

a)

b)

Director

Salary 1993/94 is R8 500/month

Increase of 10% approved

Salary at 1/4/94

Bonus

Medical Aid (assume increase) R500/month

Pension (7.5% of basic)

Parking R20 x 12

Personal Assistant to Director

(Appointed from 1/4/94 on a full-time basis)

Salary at 1/4/94 R4 200 x 12

Bonus

Medical Aid (approximately) R350/month

Pension (7.5% Of basic)

Parking R20 x 12

Finance/Admin Officer

(Assume full-time person but shared with CBEP.

Manin Brown likely to retire in 1994)

Salary R8 000/month x 6

Bonus 10%

Medical Aid (approx) R400/month x 6

Pension (7.5% of basic)

Parking R20 x 12

R112 200

11220

6000

8 415

2_40

138 075

Say: R138 500

R50 400

5 040

4 200

3 780

2_40

63 660

Say: 64 000

R48 000

4 800

2 400

3 600

2_4_0

59 040

Say: R59 100

pLx/IFZI/Qmekl

d)

Receptionist/Typist

(Shared between IEB/CBEP/MSTP - 10% of costs)

Salary at 1/4/94 R2 240 x 12 x 10%

Bonus

Medical Aid R350 x 12 x 10%

Pension (7.5% of basic)

Regional Coordinator

Assume one position for Transvaal;

one for other regions

For Transvaal

Salary at 1/4/94 R7 480 x 12

Bonus

Medical Aid (approx) R500 x 12

Pension (7.5% of basic)

Parking R20 x 12

For Other Regions

It is hoped to have another Coordinator in place

to establish regional nodes and training

programmes - possibly from July 1994. Assume

pro rata costs of above.

Say R112 000 x .67 :

That 15, R24 889/reg10n

Trainer/Facilitators

The proposed expansion plan to reach SADTU

teachers and support the Transvaal region

requires 2 trainers/facilitators of a high

calibre. The salary range proposed is

R5 500 to R6 500 plus benefits.

rd

R2 688

269

420

M

3 579

Say: R3 600

R89 760

8 976

6 000

6 732

m

111708

Say: R112 000

R74 667 over 3 regions

Say: R25 000

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g)
11)
Salary at 1/4/94 R6 500 x 12
Bonus
Medical Aid R500 x 12
Pension (7.5% of basic)
Parking R20 x 12
For 2 trainers
R196 000
Divide costs of one trainer over 3 regions
Administrative Secretary
Salary at 1/7/94 R4 000 x 9
Bonus 10%
Medical Aid R350 x 9
Pension (7.5% of basic)
Parking R20 x 12
Consultants
1)
2)
Four Consultants for Cape/Natal regions
have been approached and have agreed to
work with MSTP. As consultants. they carry
their own overheads and admin costs
Costs 4 x 8 months x 10 day x R700
Travel 10 Johannesburg
Cape Town x 4 (return flights) x 2
Durban x 4 (return flights) x 2
AND in Transkei to travel also
but less so
Assume
Umtata x 2 (return flights)
Costs 6 months x 4 x R700
R78 000
7 800
6 000
5 850
240
() 7 890
Say: R98 000
Say: R32 700/rcgion
R36 000
3 600
3 150
2 700
240
Say: R45 700
R224 000
10 032
5 2.96
239 328
Say: R240 000
R1 620
16 800
18 420
Say: R18 500
pm 17'?! HM/ckl

3) Bernadette Robinson is to return to help Wits with material development

Also ANO to assist National Office/Trzmsvaal Office (this could be covered by a donon directly)

Capital Costs

h2)

.i)

k)

I)

Cars

Car budgeted for new Regional Coordinator

Computers/Printers

Work Station needed for Admin Secretary. plus software

(Wits also need 2 extra work stationsJ

Budget R20 000/work station

Provision for software for National Office also

Fax/Answering Machine

Shared with IE8 - no cost in 1994/95 but may occur

after office move in 1995/96

Photostat Machine

As for above.

Furniture/Off'lce Equipment

Transvaal Office needs furniture for Trainer/Facilitator

plus Admin Secretary

National Office needs furniture for Regional Coordinator

plus Trainer/Facilitalor to be based in National Office

R500 budget for extra cupboard.

Training Equipment

Flipchart stands/overhead projectors/video/TV machine

needed for Transvaal and Regions. Place under Transvaal

category

Resource Material

Training kits and books 10 be purchased to help materials development

Say:

Say:

Say:

Say:

Say:

Say:

R45 000

R40 000

R60 000

R1 500

R10 000

R10 000

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P)
q)

Overheads

Public Relations

For a consultant to promote MSTP and to get media coverage R6 000

Rent/Electricity

Cost is presently i R28 m2 inclusive of cleaning of central areas and security

Total cost is 150 m2 x R28 : R4 200/month

Assume increase of 12% in April : R4 704/month

Therefore. R4 704 x 12 : R56 448

Say: R57 000

An additional R20 000 is added as the lease ends in

February 1995 and new accommodation is unknown

Telephone/Fax

Fax - rental at R600 pm : R7 200

Telephone - at R1 000 pm 2 R12 000

Total: R19 200

Assume this cost is increased by R6 000 with increased

staff. Say total of R25 000. split between National

and Transvaal regions.

Stationery/Postage

Assume R7 000 in 1994/95 in total.

Recruitment

This is an expensive exercise

3 new people needed - Say: R15 000 / person

Plus R10 000 contingency R 55 000

Audit Fee

Assume 12% increase on 1993/94 figure Say: R4 500

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W)
3')
Photocopying
Expenditure in 1993/94 is heavier than anticipated
Assume 15 % increase
Printing
Brochures are to be published. Logo designed.
Covers for workbooks are needed.
The present budget is under estimated.
Assume R50 000 - spread through regions.
Bank Charges
Assume 25% increase on estimate for year 1993/94 of
R1 500 as moneys will enter account from overseas donors.
R1500 x 1.25 : R1875
Staff Travel
Local: Costs of 2 x MSTP cars are covered, such as petrol.
insurance and maintenance
Assume R2 000/month : R24 000
Hire of cars for ANO1S (trainers)
National
Staff need to travel to clusters and to regions.
Sometimes it is quicker to do so by plane.
Also, contingency of R20 000 for international travel
to, say, Canada to do research
IConsultants1 travel is reflected in staff cost51
Staff Accommodation
Assume R12 000 for National and Regional Office
Entertainment
A small amount for lunches for visitors
Say: R9 000
R10 350
Say: R10 500
Say: R1 900
Say: R24 000
Say: R40 000
Say: R30 000
R5 000
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ab)
ac)
ad)
ae)
ag)
ah)
Refreshments
Nominal amounts for Iea/coffee
Staff Development
- for courses to help develop skills in
materials production
Conferences/Seminars
- to amend as necessary
Periodicals
This has been under utilised and not used fully
Suggest subscription to several training and
educational magazines.
Maintenance
This is for cleaning of Offices and use of housekeeper
(pro rata cost). Also, partitioning in offlce. etc.
Insurance/Legal
To cover machinery etc ..
1993/94 expenditure over budget to date.
CASE have been asked to submit a costing for an
extensive research report.
Say 2 x people x 9 months
Evaluation
To look at the progress made as a whole.
Participantsa Costs
ai)
Accommodation & Meals
Protea Hotel - April 1994
University - July 1994
Protea Hotel - September 1994
University - December 1994
Lunches R17/head for 50 people x 12 days
(April and September)
R
30 487 (B/B)
55 250 (B/B/L/D)
16 937 (B/B)
29 750 (B/B/L/D)
R132 424
R10200
Say:
R1 500
R8 000
Say: R128 000
plh' IFTl/(M/cki

a.i)
ak)
al)
Wits
am)
an)
Dinners R25/hcad for 50 people x 22 days
(April and September)
Total
Say:
Meals (ie lunch) for participants
at workshops in Cape/Natal/Transkei
Say:
Materials
Kits have 10 he published. Allow
R400/person in 1994
R400 x 50 2
Allow R10 000 for regional workshops
Rent
Amount for hire of 'clustcf centres
Say
PAS Costs
5 Advisors x R12 000 :
Contingency
Travel Say
Staff
Assume 2 lecturers in place
lpresently represented by consultantsl
Plus 2 others for 1994/95
Say R112000x4 :
Recruitment
For staff say R15 000 x 2 :
R 27 500
W
R171000
R 2 000 per area
R '20 000
R10 000 for year
R60 000
R 5 000
R20 000
R85 000
R448 000
R30 000
pl; ' l 'K'l "14/er

:10) Travel
Say R I 0 000
u p) R&ourcm/Books
Say R40 000
ur) Curriculum Design
Allow R20 000/module to change to
distance learning
Assume 4 modules tackled in the year
Allow R20 000 for M-H course.
as) Editors
Assume R68/month x 3 people x ()0 2 R12 240
Say R12 300
() ph'l R'IHM/rh

Management 01' Schools Training Programme

Notes on Budget for 1995/96 & 1996/97

Staff Costs

:1)

b)

Director

Assume 12% increase on April 1994 salary for 95/96

(Inflation is likely to rise due to political scenario)

R9 350 x 1.2 x 12

Bonus (10%)

Medical Aid (assume static) R500/m

Pension (7.5% of basic)

Parking (say) R100 x 12 (new premises)

Assume 12% increase on April 1995 salary for 96/97

R10 472 x 1.12 x 12

Bonus (10%)

Medical Aid (assume 12% increase) R560/m

Pension (7.5% of basic)

Parking (say) R100 x 12

Personal Assistant to Director

Assume 12% increase on April 1994 salary for 1995/96

R4 200 x 1.12 x 12

Bonus (10%)

Medical Aid (assume static) R350/m

Pension (7.5% of basic)

Parking R100 x 12

R125 664

12 566

60 000

9 425

1 200

154 855

Say: R155 000

R140 744

14 074

6 720

10 556

1 200

173 294

Sav: R173 300

R 56 448

5 645

4 200

4 234

1 200

71 727

Say: R 71 800

p11.11'1::wmrk1

Assume 12% increase on April 1995 for 1996/97

R4 704 x 1.12 x 12

Bonus (10%)

Medical Aid (assume 10% increase) R392/m

Pension (7.5% of basic)

Parking R100 x 12

Finance/Admin Officer

Assume 12% increase on 1994 flgure

R8 000 x 1.12 x 12

Bonus (10%)

Medical Aid (approx) R400/m

Pension (7.5% of basic)

Parking R100 x 12

Assume 12% increase on 1995 flgure

R8 960 x 1.12 x 12

Bonus (10%)

Medical Aid (12% increase) R448/m

Pension (7.5% Of basic)

Parking R100 x 12

7:

O

u.)

LAN

AAO

Qx!

botdtd

N4swm

1 200

80 190

Say: R 80 200

R107 520

10 752

4 800

8 064

1 200

132 336

Say: R132 400

R120 420

12 042

5 376

9 032

1 200

148 072

Say: R148100

pls'H'IZ/(H/ckl

Receptionist/Housekeeper
(Shared between LEB/CBEP/MSTP - 10% 01500515 at present.
Office move due in 1995 - assume 30% of costs as may nccd
increased support - say costs carried for 4 months of year).
Assume 12% (m 1994 figure, for 95/96
R2240x1.12x4 R 10035
Bonus (10%) 1 004
Medical Aid R350 x 4 1 400
Pension (7.5% of basic) Z5_3
13 192
R I 3 200
Assume 12% on 1995 figure for 196/97
R2 810x4 R 11240
Bonus (10%) 1 124
Medical Aid (12% increase) R392 x 4 I 568
Pension (7.5% of basic) .853.
I4 775
Say: R 14 800
Regional Coordinators -
For Transvaal
Assume 12% increase on 1994 figure for 95/96
R8 378 x 12 R100 536
Bonus (10%) 10 054
Medical Aid R500 x 12 6 000
Pension (7.5% of basic) 7 540
Parking R100 x 12 _1__2_0_Q
125 330
Say: R125 400
Assume 12% on 1995 flgure for 96/97
R9 383x 12 R112 596
Bonus (10%) 11 260
Medical Aid (12% increase) R560/m 6 720
Parking R100 x 12 1 200
131 776
Say: R131 800
I plr'l 11';'w.1/r1-x

For Other Regions

Assume same costs. as a maximum. although likely to be less as Coordinator will pmhahly s
tart 211

a lower level.

Divide costs over regions 95/96

Natal 41 800

Cape 41 800

Transkei 41 800

R125 400

f) Truiner/Facilitators

96/97

43 930

43 940

43 930

R131800

In addition 10 the two trainers in place, assume permanent 'lraincr positiwns in (11pm Na
tal

and Transkei. Part of this cost could be borne by SADTU.

These trainers replace the Consultants presently working in thcsc areas and arc the pivot
persons for the expansion of the course into a Klistance learning model.

Assume 12% increase on 1994 figure (maximum of range taken fur budget purposes - costs
are likely to be less) for 95/96

Per Trainer

R7 280 x 12

Bonus (10%)

Medical Aid R500 x 12

Pension (7.5% of basic)

Parking R100 x 12

Two trainers would now be based in Transvaal region.

Others in 'nodesK

Assume 12% increase on 1995 figure for 96/97

Per Trainer

R8 154 x 12

Bonus (10%)

Medical Aid (12% increase) R560/m

Pension (7.5% of basic)

Parking R100 x 12

R 87 360

8 736

6 000

6 552

1 200

109 848

Say: R 1 ()9 900

R 97 848

9 785

6 720

7 339

12.09

122 892

Say: 122 900

plA/I'C' IH'H'rLI

1995/96 5 x Trainers/Facilitators R549 500
 1996/97 5 x Trainers/Facilitators : R614 500
 Assume Transkei Trainer/Facilitator is paid 50% by SADTU. Ideal area for SADTU 10 have a direct involvement).
 g) Administrative Secretary
 For Transvaal Region
 Assume 12% increase on 1994 figure for 95/96
 $R4000 \times 1.12 \times 12$ R53760
 Bonus (10%) 5 376
 Medical Aid R350 x 12 4 200
 Pension (7.5% of basic) 4 032
 Parking R100 x 12 1 200
 68 568
 Say: R 68 600
 Assume 12% increase on 1995 figure for 96/97
 $R5\ 018 \times 12$ R60 216
 Bonus (10%) 6 022
 Medical Aid (12% increase) R392/m 4 704
 Pension (7.5% of basic) 4 516
 Parking R100 x 12 w
 76 658
 R76 700
 For other regions
 Assume secretarial support at each node of 50% of full-time costs.
 Therefore:
 1995/96 1996/97
 Natal 34 300 38 350
 Cape 34 300 38 350
 Transkei 34 300 38 350 (half 10 be borne by SADTU)
 For Regional Coordinator, based in Transvaal, but working in regions
 Assume as for Transvaal region. Appointed April 1995
 h) Materials Production Assistant
 By the beginning of 1995 financial year, distance learning will be established with Wits as the "accrediting body". Materials Production is, therefore, very important and is to be based in MSTP. A full-time person is necessary.
 Assume salary of R4 000 at April 1995
 5 plumwwm

For 1995/96 year

R5 000 x 12 R 60 000

Bonus (10%) 6 000

Medical Aid (R500 x 12) 6 000

Pension (7.5% of basic) 4 500

Parking R100 x 12 1 200

R 77 700

Assume 12% increase for 96/97 year

R5 600 x 12 R67 200

Bonus (10%) 6 720

Medical Aid (12% increase) R560/m 6 720

Pension (7.5% of basic) 5 040

Parking R100 x 12 1 200

86 880

Say: R86 900

Materials Developer

To become a (distance learning; unit, 21 Materials Developer is necessary. An experienced person would require a salary of R6 800 per month.

1995/96

R6 800 x 12 R 81600

Bonus (10%) 8 160

Medical Aid (R500 x 12) 6 000

Pension (7.5% of basic) 6 120

Parking R100 x 12 L20_0

103 080

Say: R103 100

1996/97

Assume 12% increase

R6800x1.12x12 R91392

Bonus (10%) 9 139

Medical Aid (12% increase) R560/m 6 720

Pension (7.5% of basic) 6 854

Parking R100 x 12 Q00

115 305

Say: R115 300

6 pls'lFZZ/Ud/ch

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Consultants

Consultants in the regions would not be needed. as for 1994/95. but would be required to help with the establishment of the distance education base in the Transvaal. That is, they would advise on the writing of materials and how to ensure good distance education is put into place. Therefore, this is reflected as a national office cost.

For 1995/96 - say R120 000

For 1996/97 - say R 80 000

Ideally, it would help the budget if these costs were covered by the country "supplying" the

consultants. as inevitably the expertise would come from either Britain or Canada).

In addition. budget R30 000/a for local consultants to help with 'overload' periods and to

work with trainers in regions etc.

Capital Costs

3)

Computers/Printers/Software

In 1995/96

Work station needed for Materials Production Assistant and Secretary to Regional Coordinator

(regions) - costs spread through Natal. Cape. Transkei.

Say R20 000x 1.12x 12 R44 800

Plus one portable computer/software Say: R 12 000

Plus unit for Materials Production Say: R 30 000

R 86 800

Assume R25 000/region for establishing work stations in regions.

b)

d)

Fax/Answering Machine

Move to new offices may necessitate to be placed on a

different floor to the IEB. Provision made for machines Say: R12 000/region

Also for regions

Photostat Machine

As for (b) but not in regions Say: R45 000

Furniture/Office Equipment

In 1995/96, office furniture needed in Johannesburg for Materials Developer, Materials Production Assistant, and the Secretary Say: R 30 000

Also, provision must be made for regions

Say: R15 000 / region

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Training Equipment

Flipchan/overhead projector/TV/video for regions needed from 1995.

Say: R15 000 / region

R5 000 additional provision for Johannesburg based offices;

Costs spread over 2 years

Resource Material

As distance learning becomes the norm and the unit develops its base in Johannesburg. there

will be a need for resources. Provisionally R10 000/year is budgeted. Smaller amounts of R3 000/per annum for regions.

Overheads

3)

b)

Public Relations

Ongoing media coverage, say R9 000 in 95/96

R12 000 in 96/97

Rent/Electricity

Assume that in new premises, MSTP will continue to share Board rooms/training areas. but increase of space needed for new staff. (Shared between National and Transvaal offices).

For 1995/96

Say 300m2 x R35 x 12 R126 000

For 1996/97

Say 12% increase R141 120

Say: R141 200

Hopequy, cheaper/m2 rates can be negotiated for new building in 1995/96.

Provision for moving/partitioning is added, Say: R40 000 for 1995/96.

Allow R40 000/region for rent/electricity in 1995/96 and

R45 000/region in 1996/97.

Telephone/Fax

Assume 12% on National Office costs for 95/96 and 96/97 - R14 000 1 (say) R15 700

Assume 15% on Transvaal office costs for 95/96 and 96/97 - R14 400 1- (say) R16 500

Allow R5 000/region in 1995/96

and R7 000/region in 1996/97.

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d)
g)
h)
Stationery/Postage
Assume 12% increase for 1995/96 and 1996/97
say R3 400 & say R3 800 for ND.
, say R4 500 & say R5 000 for Transvaal
Allow R3 000/region for 1995/96
R4 000/region for 1996/97
Recruitment
Allow R16 000/person in 1995/96 - 3 new people needed
Add R25 000 for Regions (hopefully. may be found without
excessive advertising).
Add contingency of R15 000 in 1995/96 and 1996/97
Audit Fee
Assume 12% increase - 1995/96
Assume 12% increase - 1996/97
Photocopying
If machine is purchased. costs will be contained
for 95/96
for 96/97
Allow say R2 000 amount/region for 95/96 where a
photocopying service will be used. (Increase by 12%
in 96/97 (say R2 200)).
Printing
Allow R 80 000 in 1995/96. spread through regions
Allow R100 000 in 1996/97, spread through regions
to accommodate an increase in participant number
Bank Charges
Assume 25% increase per year
1995/96
1996/97
Say: R48 000
R5 040
Say: R5 000
R5 645
Say: R5 700
Say: R6 000
Say: R8 000
Say: R2 400
Say: R3 000
NM 1122/1M/ck1

.i)
k)
l)
Staff Travel
Local: Cost of 3 x MSTP cars are covered, for petrol. insurance
and maintenance
Assume for 95/96: R6 000/m R72 000
96/97: R7 500/m R90 000
Hire of cars for trainers:
95/96: say R50 000
96/97 say R60 000
Allow R8 000 and R9 000 for 95/96 and 96/97 for regions to travel
National
Staff need 10 travel 10 clusters and regions.
Regions need (occasionally) to travel to Johannesburg
Also, Policy Committee member H Samuel will fly to
Johannesburg four times a year from Durban.
Allow R35 000 in 95/96
R40 000 in 96/97
Add R20 000/year contingency for Overseas travel in 95/96
and R25 000 in 96/97.
(Staff to investigate distance learning in Canada and UK).
Staff Accommodation
Allow R14 000 in 1995/96
R16 000 in 1996/97
Entertainment
Allow R2 000 for a cocktail party for Diploma Course and extra
for lunches etc of visitors
Say: R6 000 in 95/96
R7 000 in 96/97
Refreshments
Say: R2 000 in 1995/96
R3 000 in 1996/97
Staff Development
Say R4 500 in 95/96 for National and Transvaal Offices
and R5 000 in 96/97.
10 pix 1321/04/53

Conferences/Seminars

Assume 12% increase in 95/96 and 96/97 Say: R5 600
and R6 000

Periodicals

Assume 12% increase for both years say R2 200 in 95/96
say R2 500 in 96/97

Maintenance

Increase by 15% 1995/96 say R7 000
(space doubled) 1996/97 say R8 000

Insurance/Legal

Say R 9 000 in 95/96
Say R10 000 in 96/97

Research

1: CASE have quoted R127 891 (say R128 000) for 1994/95, research (Phase I)
1': R260 014 (say R260 000) has been quoted for Phase II which is placed in 95/96
budget. (It is hoped this cost will be shared with another organisation that is
interested in research).

Evaluation

Started in 1994/95, this will be continued in 95/96.

Say R40 000

Also Same for 96/97 9% 12%

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Participant Costs

8)

b)

d)

Accommodation and Meals

The costs for new participants to the course in 1995 should be covered by bursaries or the participants themselves. However, for the pilot group these costs may have to be covered. Assume 12% increase for 95/96

Say:

with

Same costs will occur in regions in 96/97

Say:

Materials

Materials production becomes a major concern for the Programme from 1995 because of the move to distance learning

Allow R100 000 for the Programme for 95/96

R112 000 for the Programme for 96/97

Rent

Hire of 1 cluster 1 centres - say R10 000 for both years

It is hoped that many venues will be given free of charge.

There are indications that this will happen.

PAS Costs

Advisor costs to increase by 12% in 95/96 or R16 000 x 1.12

Assume

participant 1 cluster 1 increase as follows:

_____-

_____-

_____-

R191 500

R 8 500 for regions

R120 000

R 12 000

Say: R18 000

Total PAS

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Therefore: costs in 1995/96 R18 000 x 18 2
 costs in 1996/97 R13 000x 1.12x26 2
 Wits
 a) Staff
 b)
 d)
 The present staff complement will stay the same for 1995/96
 with 12% increase
 Admin staff will increase to help establish the distance
 learning approach
 Allow
 Increase all salaries by 12% for 1996/97
 Staff for 1996/97
 Admin for 1996/97
 Recruitment
 Allow R15 000 in 1995/96 and
 R16 800 in 1996/97
 Travel
 Say R12 000 in 95/96
 R13 500 in 96/97
 Resources/Books
 Say R45 000 in 95/96
 R50 000 in 96/97
 Curriculum Design
 R1 290 000
 R 225 000
 R 20 000
 R22 500/module - 4 modules in 1995/96
 R22 500 for M12
 R20 000 for other courses
 1-1-11
 RI 325 000
 Assume less in 1996/97. Contingency of R60 000
 14
 R324 920
 R524 160
 Say: R524 200
 R502 760
 Say: R502 000
 R100 000 in 95/96
 Say: R562 000
 R112 000
 Total: R674 000
 plAHJZUOd/ck!

f) Computers/Software
Allow R40 000 in 95/96 for new admin people
Plus R5 000 in 1996/96
3:.) Consultants
Assume R40 000 in 95/96
and R50 000 in 96/97
h) Editors
1995/96 say R15 000
1996/97 say R17 000
P L Sullivan
National Director - MSTP
April 1994
15 pIn/I'DLV'Mmm

Suggated - Organisational Chart
(To be established in period 1994 to 1997)
mance/Admmomcer
Regional Coordinator Regional Coordinator
(TVL) (Other)
Admin Secretary
rainer Trainer Materials Natal Transkei
Developer Trainer Trainer
Materials Admin
Prod Asst Support
1 pLx'1237'0-1/ek1

Timing of Placements
1994 - 1995 1995 -1996 1996 - 1997

. . . -

-E_E

Personal Assistant ____

Finance/Admin Officer

-

-

Regional Coordinator .

(rm _-

Regional Coordinator

(Other)

mm (m) ____-g:

Trainer (Other 1 m a_E:

Admin Secretary (N) _-

Materialia Production ____

Assistant

__E_

"E;

N / Trk/ C

k)

p15 1237/941ck1

Report on the Selection of Participants for the
Further Diploma in Educational Development,
Management and Administration

Background

This is an updated report which details the process regarding selection of participants for the Further

Diploma in Education Development, Management and Administration. In the report agreements about the criteria for selection. consultation with schools. list of candidates that qualify, mechanisms

of supporting candidates. and immediate steps to be taken, are discussed. A profile of each school

visited will be available in due course.

The advertisement for the Diploma was made during September 1993 361 application letters and

enquiries were received. An application form was sent to all applicants. 123 forms were completed

and returned. 33 schools with 69 participants were accepted. However at the time of writing this

report, 30 schools and 62 participants remain. The reasons for withdrawing were attributed to sudden

decisions by buddies to pull out and clashes in the block times.

Selection Criteria

Criteria for selection which appeared in the advertisement were discussed and agreed upon. Some

decisions taken in relation to the criteria are as follows:

although Wits wanted a maximum of 50 participants at least 10 plus should be selected in

anticipation of some dropping out

admission should reflect the differences in geographical demand This implies that more participants should be admitted from areas that have many applicants who qualify

attempts were made to recruit participants from schools which may not be aware of the course.

particularly schools in Soweto

admission should be gender sensitive and affirm women leaders within schools

the course should draw participants from the Transvaal for the 1994/95 academic year

because of accessibility to schools and the small staff complement within MSTP. P&DM and Wits (Education).

Preliminary Selection and Recruitment

Schools in Soweto were consulted. It emerged that Principals of schools that were consulted have

taken study leave for a period of a year. Some were already enrolled with RAU. Pretoria University

and Vista. Those that have not were reluctant to participate One school was however recruited.

They subsequently withdrew their application due to the fact that there were no brochures. and late

registration. Senior schools in Lehowa and Venda were interested but wanted information in the

form of brochures.

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Consultation with Schools and Cluster Centres

The purpose of consultation with schools was to determine conditions for sustainability of the

participants in the programme within their schools. Almost all those who were pre-qualified were consulted. Few new schools were also recruited. Possible centres for the training of clusters were also consulted.

Consultation in the Northern Transvaal covered 5 schools in the Gazanltulu on 7, 8 and 18 February,

Two schools could not be visited following the writer's involvement in a car accident. In Lebowa,

9 schools and one possible training centre for the cluster were consulted between 14 and 16 February.

Five were schools that had not applied. All showed interest. In Venda, I could not gain access into

schools because all civil service institutions had ground to a halt due to strike action over pension

money. However, a few candidates from four schools were traced to their homes and a meeting was

arranged. Two more independent schools and two possible centres for the training of clusters were

also consulted. The former were recruited. This took place between 16 and 18 February.

It emerged during this consultation that candidates had not consulted or canvassed for support to

participate in the course from staff, students/pupils and parents. This was apparently due to delayed

dispatch of information brochures to candidates. (At the time of writing this report, the brochure was

still with the printers). Schools did not also have mechanisms to do it since channels of communication between different sectors of schools were not in place. As a result, it would have

been premature to judge schools lack of support to sustain the candidates in the programme. There

was undoubtedly a space in all schools for MSTP anti Wits to collaborate with users in educational

and management development.

Candidates and staff spoken to saw a challenge and an opportunity to begin to evolve strategies for

building management capacity and improving skills. Candidates still not envisage problems in

cooperating with staff, students and parents.

In Lebowa, the University of the North was identified as a possible centre. It has the best facilities

in the region: a conducive training atmosphere; is held in high regard by schools in the region and

is accessible to public transport. A successful meeting was held with the Dean of Education.

Prof M C Nlphahlele. He agreed in principle that we could use their facilities but will wait for a

formal proposal to finalise this matter.

In Venda, the University of Venda and Venda College of Education were earmarked. Neither are

available because of lack of venues. Venues are used interchangeably by both institution over

weekends. However, Tshikevha Christian School, which was recruited into the COUTSE, have offered

their school as a centre. They also have appropriate facilities which include classrooms, resource

centre overhead projectors, and break-away rooms. The school is credible, stable and accessible

A formal proposal will also be sent to this school.

In addition to consultation with schools and possible cluster centres, interviews were conducted with

possible Participant Advisors (PAs). This followed an advertisement for part-time PAs who are

required to maintain support for the participants and act as a link between Clusters and MSTP/Wits

staff. Five were short listed from the Northern Transvaal for the three clusters to be formed in

Pietersburg, Giyani and Thohoyandou. Two women and one man have been recommended for

appointment for the clusters. Their CVs will be :ix'uila1: on request.
I J
mp. 1159111411

Issues of Concern

The buddy system presented problems for candidates for the following reasons:

Many senior staff are involved in upgrading their courses with Vista, Unisa RAU, Potchefstroom, Pretoria, Veldt and Turtloop Universities. They consider enrolment with another university likely to increase their workload. This prevents those who want to enrol

from doing so because of lack of a buddy

principals of long established schools are "old" and "waiting to retire". They do not show

interest in either staff development or their own further studies

senior staff are often promoted on short notice to head newly established schools. As such,

restriction of partnership within the same school presents problems. This is likely to be the

case even with those who have now qualified to take part in the Diploma

X

schools that have chosen the Head of Department as a buddy of the principal did so hoping that the deputy would be allowed another HOD as a buddy for the following year. This is a strategy by the schools to increase their involvement in the course. Incidentally this has the

potential to encourage more women HODs to join the course. Will this preference qualify the schools in the following years?

Schools that do not follow the BET calendar are likely to miss some lecture days and training

during the residential blocks. Absence from either their schools or from the course creates

problems. How are they accommodated? Schools are mostly independent and follow the TED calendar.

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Candidates, whilst appreciating the accreditation for the course by Wits, are concerned about

recognition of the course by educational authorities for promotion purposes. There is clearly an

identifiable tension between "paper chase" and learning for transformation. LICCODS' function and development.

Cluster 7 also appeared problematic to schools. Although it was welcomed and seen to provide

an

opportunities for cooperation and networking among schools. The distance between schools is likely

to impact negatively on skills development workshops and syndicate work.

Immediate Action Plan

All applicants were sent letters acknowledging receipt of their application forms by 4 March.

Applicants who have not qualified were to receive letters to this effect by 11 March. :0:

Applicants who have been selected were to receive letters and registration forms by 11 March.

All applicants as well as those who have made enquiries, will be sent brochures.

mn H50 kick:

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List of Schools Recommended for Selection

The following list includes all schools who qualat'nd in accordance mm the sclccclion crit
eria. The

schools are grouped into meir possible cluster regions.

Mallcle Petje

28 February 1994

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Summary of Schools Selected For the
Further Diploma in Education. Development
and Administration

1. Statistical Breakdown

Cluster & Centre

PWV, Sagewood Education Centre (Midrand)

Western Transvaal Rabbuni Centre (Klerksdorp)

TOTAL

No of NO of

Schools Male

Gazankulu, Giyani College; of Education 6 9

Vanda, Tshikwe Christian School 6 9

Lebowa, University of 616 North 6

6 8

9 2

41 :1

No of I

Females

mrn lrlMchrJ

Cluster:
 Centre:
 School
 Makoko
 Secondary
 Masedibu
 High
 Bokamoso
 High
 Mahoai
 High
 Mogaputji
 High
 Boik-
 huxsong
 Snr Sec
 School
 chowa
 University of the North
 Participant/s
 Name
 Ramashala, M W
 Mothapo, F W
 Mamabolo, LJ
 POhOIOnn. M B M BA 1% UED
 IRA .4, BA (Hons)
 HOD
 Principal
 Status
 Principal
 Sex
 Mthanji, P M Deputy : F
 MaLhekga, G HOD F
 Masipa M N Principal M
 Thosago, S P HOD F
 Raboshakga. S R Principal N11
 HOD
 Doubada. N" N Principal M
 Kupa. R E HOD M
 Maja. M M Principal F
 Ntsara. J K HOD F
 l J
 Educ.
 Qualifications
 JSTC BA
 BA, BA (Hons)
 UED
 JSTC
 B.Com (Ed) B,
 4r H.Com (Hon
 WWW ____
 B.C0m % UED
 B.Ed
 BA UED i- B.
 STD
 BA. UED. BA
 (Hans) MA
 JSTC BA 4- B.
 4.- Seshcgo
 (Pictcrsburg)
 Ed
 5)
 8Com. HED a-
 ... _l_. _____.
 Location
 %
 Ntlolane (Juno)
 J
 Ed
 Ed Seshego
 Ga-Mmhabzuha

(Fhabamooopo)
mp'1111 \$1me

Gazankulu
Giyani College of Education
Cluster:
Centre:
School
Participam/s
Name
Mabobo, C E K Principal
Ndleve, T R HOD
Shivambu, E
)rincipal
Mmizi
High
Makhubcle M B
Khoza KA
Principal
HOD
Eric Mashele P Principal M
Educ.
Qualifications
Location
BA & BA (Hons)
Giyzmi
(Gazankulu)
JSTC, BA 4. B.Ed
JSTC 7; BA MuthaLhi
Sasclamani
(Gazankulu)
Khoza, T R Acting M STD a- BA
HOD I
M PTC, SEC R BA Mulamulcle
M STDC BA E BA
morn)
R T.-
JSTC E BA Thulamzthashe
E_1
qumalo (Phalaborng)
High Mathebula K L Deputy M_LJSTC. SED -% RA
Malamule Masiya N C S Acting M BA R UED Thulamahashe I
High Principal '
Mashele S C HOD F FTC BA E HED
Muyexe Chavalala M E Principal N1 PTC. SEC 4- BA Giyzmi
Nghonyama R S HOD M PTC R BA
R ____-____.-'____: : ____m____l m -_J
1
J
m9, :Ijl/UleKJ

Cluster:
Centre:
School
Tshikeyvha
Christian
School
Muian-
gaphuma
J P
Liiivha
School
School
Venda
Tshikeyvha Christian School
Panicipam/s
Name
Makhado S B
Muloiwa A K
Muduwa N L
Makamu N M
Educ.
Qualifmations
Naidoo S R
Netshifefe M J
Principal M BA 7% BA (Hons)
Deputy F PTC. H.Ed. BA Jr
BA (Hons)
I
Principal M BA M PTC
HOD F S.E.D.
' Principal M ' BA T U.E.D.
HOD F B.Ed
Silemale Matodzi T P Principal M JSTC "r BA Makonde
Secondary Wanda)
Mushingwa D E HOD M BA, UED 4%- B.Ed
- ' - - ? _ - - _ . _ - - - 1
Tshifhere Tshikoma M A Principal I M HDE . Nzhelele
Higher (Vanda)
Primary Tshidzumbal N HOD M HPTC Jr BA
Thambat- Nemukula K A Principal M HPTC M BA Shayandima
shira Jnr . (Venda)
Secondary LiLhole A V I HOD M BA 7L U.E.D.
Location
Sibasa
Tshakuma
(Vanda)
Sibasa M
mD/ 1231/04/ch

Cluster:
Centre:
Nisha-Peu
Primary
Vukani
Primary
Iketse-
tseng Sec
School
Tjhabw
Tsatsi
Primarv
lL--_4
1
Veritas
College
Abram
HIOpc
Primary
ngOpo-
leng
Secondary
Bambo K E
Schools and Applicants recommended for selection
PW V
Sagewood Education Centre - Midrand
School ParticipanL/s
Name
Phahlamohlaka M S
Ndumo L D
Modiba D E
Mosebi T P
Motau J G
Kaeane M J'
Lam N M
Connors. N D
Marshall A E
Phahla G E
Maila TJ
Ndaba MI
Rakhatla R W
Principal
A .2
o
nCunD
HOD
Principal
HOD
Principal
HOD
HOD
Principal
I HOD
Principal
Deputy
Educ.
Qualifmations
' PTC E PTD
vryrm
JI 1L)
JSTC. BA 1L BA
(Hons)
PTD
BA, PTC AF SEC
STD
Principal F SED
HOD 1 F SED

Principal M BSC T HDE
BSC. BEd # H.Ed
BA. BA (Hons)

HED. DSR
SPTD
SATD. BA 1L HEd
STD :L BA
L
ocation
__-__1
Soshanguve
(Pretoria)
Soshanguvc
Zumbcla
Sebokcng
Springs
E_.____4
Voslom'us
Zamdela
mpllzwm/ckt

Cluster: Western Transvaal
 Centre: Rabbuni Centre (chrksclorp)
 School Participam/s Status Sex Educ.
 Name Qualifications
 Diphetoho
 Sec School
 Nyamane M
 Principal M
 T5010 E S HOD M
 Mmabamo Briston G J
 High
 Principal BA 4, B.Ed
 Erskine M 8
 Deputy BA -?- HDE
 Gaopalelwe Molwamwa F M
 Secondary
 BA.Ed M BA
 (Hons)
 STD
 Acting
 Principal
 H01.)
 Selaolane T G
 BSC, B.Ed Mk HED
 Locanon
 Kgotsong
 (Bothaville)
 Mmahath
 __L__.
 R(')itumelong
 (Blocmho 1M)
 ____1
 0
 Boikutlo Mokulutlo R J Principal STD Kgotsong
 Public (BOIMVHIC)
 School Mohlalisi M Z HOD PTD
 Mamelang- Molalc T E Principal 1 M BA -r STD Kr usong
 Thuto Sec (Ifhlhavillc)
 School Mokoiutlo S M HOD I F S'i'L)
 Masumpa F HOD 1 M JSTD
 6 nun 1:" H'M/rlu

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