



education

Department:
Education
PROVINCE OF KWAZULU-NATAL

2016

Department of Education Strategic Planning

“...Gearing up for change: towards improving learner attainment, effectiveness and efficiency in education”

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Theme: *“Gearing up for change – towards improving learner attainment, effectiveness and efficiency in education”*

Background:

The KwaZulu-Natal Department of Education’s Strategic Plan was designed to provide the organisation with a focused path for the 2015/16 – 2019/20 period. At the commencement of this period, changes took place in the socio-economic, the political space as well as in the education and development fields. These changes include new austerity measures; the introduction of the Sustainable Development Goals (SDGs); the recent organisational changes in the upper hierarchy of the Department; findings of the Auditor-General on Performance Information; and the unsatisfactory performance in the assessment report on the Management Practices Assessment Tool (MPAT) by the Department of Planning, Monitoring and Evaluation (DPME).

The shifts that have been alluded to place the Department at a critical juncture. They call on the Department to revisit its strategic plan and to renew the analysis to develop a feasible, economically sound and visionary blueprint for advancing the Department's mandate in line with the National Treasury Framework for Strategic Planning.

To improve learner attainment and improve effectiveness and efficiency of the system we need to look at implementation problems such as: a complex curriculum policy; inadequate co-ordination and management; insufficient capacity in terms of staff and finance; inadequate teacher development; and limited curriculum development for teachers.

It is against this background, that the MEC for Education, Honourable M.E. Dlungwana has called for a 3-day Strategic Planning Bosberaad of the Department and its stakeholders aimed at reviewing the current undesirable trajectory the Department finds itself in. The planning session will afford officials and stakeholders an opportunity to present inputs that will take the Department on a path which will actively champion quality education in order to achieve a better and brighter future for its learners. This process will culminate in a reviewed Strategic Plan and a structured, coherent and more practical approach to the implementation of the reviewed strategy at all levels of the education system.

Purpose:

The purpose of this strategic planning is to turn around the Department by focusing on programmes to improve learner attainment through the process of:

- conducting an honest assessment and analysis of the current strategic trajectory;

- facilitating the development of a major review of the Strategic Plan for the 2015/16 – 2019/20 period to ensure that Department fulfils its mandate; and
- proposing a structured and practical approach to implement the reviewed strategy

The Main Objectives of the Strategic Planning Bosberaad are to:

- Assess and analyse Department's internal and external environment and stakeholders;
- Review the vision, mission, goals, objectives and milestones
- Conduct a synthesis of results and identify strategic opportunities;
- Support the Head of Department in designing appropriate matrix using the Theory of Change model and/or an organisational balanced scorecard to best align with identified strategic priorities;
- Draft and finalise the reviewed Department's Strategic Plan; and
- Propose an implementation approach for the reviewed strategy.

Scope and Focus of the Bosberaad:

The scope and focus of the Bosberaad is to provide technical, strategic and facilitation support to enable the review and development of the Department's Strategic Plan 2017/18 – 2019/20.

Pre-Bosberaad Activities:

- Branch hold pre-Bosberaad workshops to engage in:
 - ✓ SWOT analysis of Branches and Department (organisational).
 - ✓ Review vision, mission, goals, objectives and milestones in the Strategic Plan
- Planning Committee will consolidate input from Branch workshops.
- The facilitator will conduct a thorough but focused SWOT assessment of the Department with a view to identifying appropriate strategic options for the 2017/18 – 2019/20 Strategic Plan.
- The facilitator will present a final report a week after to extended senior management

Bosberaad 2016:

Provoke critical review and thinking amongst the participants. Critical reflection by participants is integral to this strategic planning initiative. It is expected that data will be analysed using a rigorous and transparent analysis framework, summarised and presented back to Department to aid in prioritisation of strategic directions.

Post-Bosberaad Activities:

The facilitator will, together with the SMME Directorate be expected to:

- (a) Review other current relevant policy frameworks, laws, approaches and national implementation plans on education matters.

- (b) Conduct individual interviews with key stakeholders.
- (c) Facilitate in-depth focus group discussions among Department key staff members and stakeholders using web-based technologies and/or teleconferencing,
- (d) Consolidate all data into a draft and finalised strategic document, including analysis and presentation of a matrix using a Theory of Change model and/or a balanced scorecard approach.
- (e) A revised strategic plan will be tabled.
- (f) A proposed revised organogram will be presented.

Roles and Responsibilities:

Planning Committee will be responsible for:

- Preparing the Terms of Reference;
- Selecting, contracting and managing the facilitator;
- Identify the panelist, presenters, chairpersons, resource persons and rapporteurs;
- Managing communications and logistics associated with the Strategic Planning exercise;
- Identifying stakeholders, participants and relevant documents.

Facilitator will be responsible for:

- Preparation of a work plan and an appropriate Strategic Planning Framework;
- Analysis of key documents including strategic plans, relevant policies and departmental mandates;
- Actively engaging with the Department and other stakeholders through the use of participatory processes;
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

Deliverables:

Facilitator will provide the following deliverables:

Strategic Plan (Bosberaad) and facilitation plan

A strategic plan document including:

- Executive summary
- Background
- Internal and External analysis
- Strategic priorities
- Matrix to assess progress made in the attainment of these strategic priorities (using Theory of Change and/or Organizational Balanced Scorecard and/or similar methodology)
- Strategic plan

A suited organisational structure working together with the relevant Directorate to implement the Strategic Plan

Discussion:

The Strategic Planning will provide a platform for experts to provide discourse on the following:

- The improvement of classroom teaching, learner attainment and performance across the system;
- The improvement of the National Senior Certificate pass rate;
- The development of teaching and learning models to improve learner attainment in Mathematics, Science and Technology, and other subjects;
- The integration of information and communication technologies (ICT) to support curriculum;
- Implementing the Language in Education Policy to improve learner performance;
- Improving administration and management throughout the system;
- Strengthening Monitoring and Evaluation of all programmes;
- Managing diversity in Education

The theme for this Education Strategic Planning, ***“Gearing up for change: towards improving learner attainment, effectiveness and efficiency in education”*** has been selected in order for Department to take stock of what has been achieved over the years and to address issues that continue to pose challenges and barriers to the provision of quality education for all.

In order to achieve the set outcomes of this Strategic Planning Bosberaad 6 Commissions will be established to discuss allocated topics within the context of the main theme for the Strategic Planning and to originate few broad implementable resolutions that will assist the Department in achieving its objectives of improving learner attainment and engendering efficiencies and effectiveness in Education. The Department will implement a programme of action informed by the Strategic Planning Bosberaad, resolutions and the state of education in the province over the next few years.

A brief presentation - report back that will capture the essence of discussions and broad resolutions will be presented at the plenary by each Commission.

Conclusion:

The discussions during this Strategic Planning Bosberaad must be robust and as frank as possible to ensure that it does not become just another talk shop. It is expected that that presentations will provoke the Strategic Planning Bosberaad with critical analysis to enable commissions to engage robustly on topics, plans and various models which will elucidated during discussions. The resolutions tabled at the Strategic Planning Bosberaad will be incorporated in the Department’s Programme of Action which will be monitored and result in Quarterly Reports which will be tabled at Top Management.

A resolution implementation team consisting of the HOD, DDGs and GMs will ensure that resolutions become part of the performance agreement of managers.

Annexure A – Education Strategic Planning Commissions:

1. The theme for this Education Strategic Planning Bosberaad (*“Gearing up for change: towards improving learner attainment, effectiveness and efficiency in education”*) has been carefully selected in order for Department to take stock of what has been achieved over the years and to address issues that continue to pose challenges and barriers to the provision of quality education for all
2. In order to achieve the set outcomes of this Strategic Planning Bosberaad, the following areas have been identified as key topics for discussions in the Commissions:
 - The improvement of classroom teaching, learner attainment and performance across the system;
 - The improvement of the National Senior Certificate pass rate;
 - The development of teaching and learning models to improve learner attainment in Mathematics, Science and Technology, and other gateway subjects;
 - The integration of information and communication technologies (ICT) to support curriculum;
 - Implementing the Language in Education Policy to improve learner performance;
 - Improving administration and management throughout the system;
 - Strengthening Monitoring and Evaluation of all programmes
3. Each Commission is expected to discuss the allocated topic thoroughly within the context of the main theme for the Strategic Planning Bosberaad and to come up with few broad implementable resolutions that will assist the Department in achieving its goals ***to improve learner attainment, effectiveness and efficiency in education***. The Department will implement a programme of action informed by the resolutions of the Strategic Planning Bosberaad.
4. Each Commission will report back on the essence of discussions and table broad resolutions to the plenary.

Annexure B - Proposed Programme for 3 days

DAY 1

PROGRAMME DIRECTOR:

Friday, 25 November 2016

09h00 – 22h00

TIME	ITEM/ACTIVITY	RESPONSIBILITY
07:30-09:00	Registration and tea	
09:00 -09:15	Welcome and Introductions	Facilitator: Mr Buyani Zwane
09:15 – 09:30	National /AU Anthem	Mr M Mahlambi
09:30 –10:30	Address by the Honourable, Mr M.E. Dlungwana, MEC for Education	Mr ME Dlungwane MEC: EDUCATION
10:30 – 11:15	Presentation: An Overview of the Department by Dr EV Nzama, Head of Department	Dr EV Nzama HOD: EDUCATION
11:15 -12:00 TEA		
12:00 -12:30	Presentation by Director-General: Department of Basic Education	Mr M Mweli DG: DBE
12:30 – 13:00	Presentation: <i>Setting the Context for Strategic Planning</i> : Dr M. Gustafsson: Department of Basic Education	Dr M Gustafsson
13:30 -14:30 LUNCH		
14:30 – 15:00	Unpacking Theory of Change:	Mr L Mnguni
15:30 – 16:00	Presentation: StatsSA	Mr R. Maluleka
16:00 -17:00	<p>Panel discussion: Understanding the impediments to learner attainment:</p> <ul style="list-style-type: none"> - <i>Foundations for learning and teaching</i> - <i>The integration of ICT to support curriculum management and administration</i> - <i>Leadership, Governance and Management;</i> - <i>Social Cohesion and Diversity Management</i> - <i>Resource Planning and allocation</i> - <i>Performance Monitoring and Evaluation</i> 	Mr Tsepo Mokeka Dr Gabriella Wills
16:00 – 16:20 TEA BREAK		
17:00 -17:30	Briefing plenary on breakaway session	Mr GN Ngcobo
17:30 – 20:30	COMMISSIONS	
20:30 – 21:30	Dinner and official adjournment of the day's programme	

DAY 2
Saturday, 26 November 2016
09h00 – 22h00
Venue: TBC

TIME	ITEM/ACTIVITY	RESPONSIBILITY
08:30 -09:00	Recap of day 1	Ms NJ Dlamini
09:00 – 11:00	COMMISSIONS	
11:00 – 11:30 TEA		
11:30 -13:00	COMMISSIONS	
13:00 -14:00 LUNCH		
14:00 – 16:00	PLENARY: REPORT BACK AND DISCUSSIONS FROM COMMISSION 1 & 2,	Facilitator
16:00 – 16:30 TEA		
16:30 – 20:30	PLENARY: REPORT BACK AND DISCUSSIONS FROM COMMISSION 3 – 6	Facilitator
20:30 – 21:30	Dinner and official adjournment of the day's programme	

DAY 3
Sunday, 27 November 2016
09h00 – 16h00
Venue: TBC

TIME	ITEM/ACTIVITY	RESPONSIBILITY
08:30 – 09:00	Recap of Day 2	Dr M.J Mthembu
09:00- 11:00	The presentation on the proposed organisational structure to deliver on the strategy	Mr S Mahabeer/ Facilitator
11:00-11:30 TEA		
11:30 – 13:30	DISCUSSION	
13:30 – 14:30 LUNCH		
14:30 – 15:30	Presentation and adoption of Resolutions	Ms TPJ Khoza
15:30 – 15:45	Vote of thanks	HOD
15:45 – 16:00	Closing Remarks: The Honourable, Mr M.E. Dlungwana, MEC for Education	

Annexure C - Commissions

Commission 1	
Topic	Foundations for learning and teaching in improving learner attainment at all grades
Focus	<ul style="list-style-type: none"> • The improvement of classroom teaching, learner attainment and performance across the system; • The improvement of the National Senior Certificate pass rate; (increase in number of Bachelor passes) • Implementing the Language in Education Policy to improve learner performance; • LTSM • Improve content knowledge of educators • Consider merging ECD and Foundation Phase for improved support • Strengthen strategies for improving basic learning skills (reading, writing and counting) • The development of teaching and learning strategies to improve learner attainment in all subjects; • Review of Provincial Turnaround Strategy • National Strategy for Learner Attainment • White Papers 5,6,7 • Provincial Intervention Strategy /Team
Responsibility	<p>Chairperson: Dr MBJ Mthembu</p> <p>Resource persons Ms BT Dlamini/Ms B Dladla/Mrs FK Dubazana/Mr N Bridglall/Mr S Kheswa/ Rev NK Sithole/ Dr B Makhathini / Dr NE Mahaye</p> <p>Rapporteur: Mr MJ Mazibuko</p> <p>Scribes: Mr S Manganye / Dr M. Chatrooghoon</p>
Commission 2	
Topic	The integration of information and communication technologies (ICT) to support curriculum management and administration
Focus	<ul style="list-style-type: none"> • Data management (e.g. SA-SAMS; Business Intelligence System)/ Learner numbers/ headcount/Persal management • E-Learning and e-Teaching technologies • Connectivity and improved networks in offices
Responsibility	Chairperson: Ms M Thusi

	Resource persons: Mr S Khanyi /Mr B Ntuli/ Ms S Mandraj/ Mr T Pitso / Ms N Sithole Rapporteur: Dr H Mhlane Scribes: Dr T Nkabinde/Dr S Hadebe
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Commission 3	
Topic	Improving Leadership, Governance and Management
Focus	G & M <ul style="list-style-type: none"> • QLTP District Functionality <ul style="list-style-type: none"> • improving management capacity to lead and decision making (Instructional Leadership) • District Improvement Strategy • Basic school functionality HR Related <ul style="list-style-type: none"> • Performance management • Consequence management • School safety • Improving management practices (MPAT management) Cross-cutting <ul style="list-style-type: none"> • Managing partnership • Review of policies
Responsibility	Chairperson: Ms NJ Dlamini Resource persons: Mr S Kheswa / Mrs NV Hlongwane /Mr B Mlambo/Mr R Reddy Ms TA Gumede /Mr S Mahabeer / Mr W du Plooy Rapporteur: Ms G Madlala Scribes: Ms TC Vilakazi

Commission 4	
Topic	Social Cohesion and Diversity Management
Focus	<ul style="list-style-type: none"> • Promotions of national symbols

	<ul style="list-style-type: none"> • Race and race relations (discrimination in schools/ exclusion in admission and with subject choices/ stereo-typing and prejudice) • Transformation of schools to promote national identity • Gender equity and equality (sexual harassment policy) • Meeting disability target and provision of assistive devices • Empowerment of Girl and Boy Child (GEM and BEM) • Breaking barriers to access to schools (physical, social-cultural, epistemological, material) • Addressing corporal punishment and bullying in schools • Youth development
Responsibility	<p>Chairperson: Ms F Masiko (D: Youth & Women – DSD)/</p> <p>Resource persons: Ms P Peterson/Mr S Nene/ Mr M Msweli/Mr DJ Sibisi/ Ms J Baiju/ Ms N Mabaso</p> <p>Rapporteur: Ms Z Sishi</p> <p>Scribes: Ms T Aiyer/ Mr T Mncwabe/Mr V Khumalo</p>
Commission 5	
Topic	Resource Planning and allocation
Focus	<p>Finance Related</p> <ul style="list-style-type: none"> • Norms and standards, quintile ranking • Budgeting, demand management plan, procurement strategy • invoice tracking system • Schools domestic accounts • Provisioning of office and school furniture • TSS • Debtors • Review of SCM Policies • Tools of trade <p>Corporate Related</p> <ul style="list-style-type: none"> • Human Resource provisioning, Post Provisioning, Recruitment strategy, qualification validation, managing discipline • Skills development and Job Creation (EPWP etc.) • Communication Strategy • Safety and Security strategy <p>Infrastructure Related</p>

	<ul style="list-style-type: none"> Infrastructure Provisioning and maintenance of buildings
Responsibility	<p>Chairperson: Mr GN Ngcobo</p> <p>Resource persons: Mr B Mpanza/Mr H Bulcock/Mr B Zwane/Mr M Sibiya/ Mr MV Majola/Mr TJ Motha/Ms H Khumalo/Mr JM Ngubane</p> <p>Rapporteur: Mrs W Hadebe</p> <p>Scribes: Mr P Majozi/Ms T Mthembu</p>

Commission 6	
Topic	Strengthening Monitoring and Evaluation of all programmes;
Focus	<ul style="list-style-type: none"> Coordination of evaluation plans (impact assessment) Implementation of monitoring and evaluation Frameworks M & E System (set of indicators, interpretation systems, research processes, structures for decision making, M & E Forum) White Paper on the Transformation of Service Delivery (Batho Pele) Quality Assurance systems Communication Strategy
Responsibility	<p>Chairperson: Mr L. Rambarran</p> <p>Resource persons: Mr TJC Cele/Dr LS Chetty/ Ms C Browne/ Ms ME Dlamini/ Mr D Chonco/ Ms P Mokoena/Ms S Ndlovu</p> <p>Rapporteur: Dr HP Gumede</p> <p>Scribes: Mrs MLMMS Mkhize/Ms S Mdlalose-Cele</p>

Resolutions Committee	Secretariat for the Strategic Planning
Chairperson : Ms TPJ Khoza Members : Ms Z Sishi : Ms NV Hlongwane :Ms R Bobat :Mr T Smith : Mr T Cele : Mr N Mpungose : Dr LS Chetty : Dr NE Mahaye : Mr S Nene : Ms S Ndlovu : Mr R Reddy	Chairperson : Ms SC Zakuza-Njakazi Members : Ms TA Gumede : Ms S. Maharaj :Mr T Mncwabe :Mr M Mthembu :Ms S Hadebe : Ms C Kehologile : Ms S Hadebe : Ms P Mkhize : Ms N Khomo : Ms S Mbatha
CASCADING COMMITTEE (Post B)	IMPLEMENTATION COMMITTEE (Post B)
Chairperson : Ms TA Gumede Members : Ms BT Dlamini : Mr MJ Mazibuko : Mr M Mahlambi : District Directors : Branch Nominees	Chairpersons : Dr EV Nzama (HOD) Members : Dr MJB Mthembu : Ms NJ Dlamini : Mr GN Ngcobo : Mr L Rambarran
MONITORING AND EVALUATION (Post B)	COMMUNICATIONS COMMITTEE
Chairperson : Ms TPJ Khoza Members : Mr T Cele : Dr LS Chetty : Ms NV Hlongwane : Mr N Mpungose : Ms S Ndlovu : Ms Z Sishi : Dr NE Mahaye : Mr A Shangase : Ms C Browne	Chairperson : Mr WM Mahlambi Members : Mr S Mlotshwa : Mr K Mthethwa : Mr S Khuzwayo
LOGISTICS COMMITTEE	
Chairperson : Mr N Mpungose Members : Ms S Zakuza-Njakazi : Ms Z Sishi : Mr R Penniston : Mr Mbanjwa	

: Mr T Cele	
: Mr N Mpungose	

ANNEXURE D: COMMITTEES

ANNEXURE E: List of Proposed Participants

DEPUTY DIRECTORS GENERAL04

SENIOR MANAGEMENT MEMBERS.....66

MMS: X2 PER BRANCH.....08

BRANCHES’ EXECUTIVE SUPPORT.....04

OFFICE OF THE MEC.....08

OFFICE OF THE HOD.....06

PLANNING COMMISSION – KWAZULU-NATAL.....01

DIRECTOR GENERAL (DBE).....01

DBE PLANNER01

FACILITATOR.....07

PRESENTERS.....03

PANELISTS.....04

SMME.....05

DISTRICT CES:TLS/GET/FETs.....24

Circuit Management.....12

Examinations.....12

District Planners.....12

OD.....03

SAS02

C&P.....04

SADTU03

ATU.....02

COSAS..... 03

SGB04

NEHAWU.....01

PSA01

