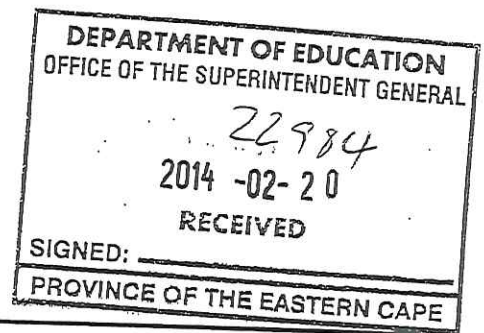




Province of the
EASTERN CAPE
EDUCATION



OFFICE OF THE SUPERINTENDENT-GENERAL: EDUCATION

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INTERNAL MEMORANDUM

TO : ALL DEPUTY DIRECTORS GENERAL
ALL CHIEF DIRECTORS
ALL DIRECTORS & STAFF: HEAD OFFICE, DISTRICTS
ALL PRINCIPALS OF SCHOOLS & STAFF MEMBERS
ALL LABOUR ORGANISATIONS

FROM : SUPERINTENDENT-GENERAL

SUBJECT : IMPROVING OFFICE ADMINISTRATION AND LEARNER
OUTCOMES IN ALL SCHOOLS

1. Whilst the system is stabilising rapidly, we still need to continue perfecting it and also impact positively on improving learner performance from Grade R-12 in all schools.
2. **Observably is that:**
 - 2.1. Some Senior Managers are always in the field, leaving their offices with personal assistants who have no delegation to sign some documents brought to them.
 - 2.2. Sometimes, there are too many meetings that SMS members run either in Head Office or in Districts – something that takes District Directors and their staff out of alignment with their plans to improve teaching and learning in schools as well as conducting day-to-day administration in their offices.
 - 2.3. Because of always being in meetings, SMS members are hardly found in their offices dealing with correspondence and unblocking systemic blockages that impede effective service delivery both at Head Office and in districts.

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- 2.4. Head office SMS members do not stick to their core duties of **planning, monitoring and evaluation**, but often tempted to either **micro-manage districts or implement programmes directly in schools**.
- 2.5. Sometimes it is even difficult to get a full complement of SMS members at Head Office to deal with impromptu situations that sometimes prevail in the organisation which need our collective attention and wisdom.
3. **In the light of the above observation, I require that Chief Directors must:**
- 3.1. Remain in their offices doing administration work and unblocking all impediments to effective office administration in districts and effective teaching and learning of learners in schools.
 - 3.2. Only visit a district when clearly the District Director is unable to perform that particular function or an invitation has been extended to the line Chief Director for assistance. This excludes crisis situation where its management is situational and urgent.
 - 3.3. Have weekly / fortnightly scheduled meetings with their staff members in the offices to look at progress reports of their respective Chief Directorates and deal with problems with which the system is faced.
 - 3.4. Give districts opportunity to implement their LAIS plans and hold them accountable through monthly reports and Quarterly accountability meetings, constituted by the Branch Heads and the Superintendent General.
 - 3.5. Deal with correspondence submitted to them and give expected service to the needy clients that visit Head Office now and again with unresolved issues which threaten the quality of their lives.
 - 3.6. Attend to all kinds of backlog brought to their attention by the employees both from their Chief Directorates and other units.
 - 3.7. Allow middle managers at Head Office to support and monitor support districts to implement LAIS Projects and other identified programmes / projects.
 - 3.8. Ensure timeous submission of work required by other Chief Directorates, branches and the office of the Superintendent General.

3.9. Provide an improved service to all external and internal clients that normally visit their offices

3.10. Ensure timeous compliance with all legislative requirements, submissions to be done and day-to-day operations that need responses within a particular timeframe.

4. District Directors must:

4.1. Always ensure that there is a conducive teaching and learning environment in all schools under his or her jurisdiction.

4.2. Conduct school visits that are meant to monitor and support schools must be conducted by the multi-disciplinary team.

4.3. Cause Circuit Managers and Subject advisors to work closely with principals and teachers to ensure that learners centrally prepared lesson plans are taught daily.

4.4. Not allow schools to deviate from normal tuition time without approval by the Superintendent General or his delegate as required by the Law. This is to maximise teaching time in line with the National Strategy for Learner Attainment.

4.5. Attend to all kinds of backlog brought to their attention by both internal and external clients.

4.6. Ensure timeous compliance to legislation, requests for information and reporting by all sections including all schools.

4.7. Continue mobilising all relevant stakeholders for participation in schooling activities aiming at improving learner performance now.

4.8. Ensure that all schools operate daily as expected and any deviation is authorised by the Superintendent General or his delegate.

4.9. Intervene immediately in schools experiencing problems that impede effective teaching and learning.

4.10. Ensure functionality of multidisciplinary teams in monitoring and supporting schools.

5. Principals of schools must ensure:

5.1. Punctuality at school by all (both teachers and learners).

- 5.2. Functionality of all statutory bodies that are meant for governance and enhancement of effective teaching and learning of learners.
 - 5.3. High level of discipline by all as you know that discipline is the foundation of success.
 - 5.4. Quality time given to teachers to teach learners and finish their work on-time to afford them enough time for revision.
 - 5.5. Sound financial management tilted towards improving learner performance in all grades now.
 - 5.6. Community mobilisation through Quality Learning and Teaching Campaign for effective implementation of LAIS projects at school level.
 - 5.7. That Heads of Division at school level are doing their supervisory work as expected and give reports to the deputy principal and the principal.
 - 5.8. A **Clear focus on teaching, studying and learning** of learners on a daily basis.
 - 5.9. Effective leadership, management, governance and administration of their schools.
 - 5.10. Labour peace and stability focussing on daily effective teaching and learning of all learners
6. Let managers at all levels ensure that all schools improve learner performance in 2014 **WITHOUT FAIL**. Indeed our teachers have the potential to turn around the situation in schools and definitely improve learner performance now.
 7. Lastly, within the framework of 2014 departmental theme of: **Action, Results and Accountability**, SMS members must provide responsive leadership, management and administration in their offices.



M.L. Nganzo
SUPERINTENDENT-GENERAL:EDUCATION

18 FEBRUARY 2014