



Province of the
EASTERN CAPE
EDUCATION

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TO : ALL DEPUTY DIRECTOR GENERAL
ALL CHIEF DIRECTORS
ALL DIRECTORS – H/O AND DISTRICTS
ALL STAFF
ALL CIRCUIT MANAGERS
SCHOOL PRINCIPALS

From : THE CHIEF DIRECTOR – DISTRICT DEVELOPMENT & SUPPORT

Date : 17 MARCH 2017

Subject : RESTRUCTURING PROCESS IN THE DEPARTMENT

1. PURPOSE: To apprise all staff about the restructuring arrangements in the Department.

2. INTRODUCTION AND BACKGROUND

The MEC has approved the reduction of the education districts from the present twenty three to twelve at Director Level. The new districts were approved to start on the 1 April 2016 and this promise was conveyed to the stakeholders but this did not happen. It is also critical that the role of Head Office be clearly defined in relation to that of District including streamlining the Provincial Office so that there is no role ambiguity in order for the District to be effective.

Against this background it is in the interest of the department to make sure that the districts are established as from the 1 April 2017 as promised to the stakeholders. There is also a need for a phase-in approach due to the complexity of issues and the need to make sure the process is managed properly. The phase-in approach suggested also revolves around what is legally permissible taking into consideration that the new organogram has not as yet been approved. It should also be mentioned that implementation of Districts is an integral part of implementing the new Service Delivery Model and the Transformation Plan of the Department.

Outlined hereunder are the SDM implementation issues per phase including management thereof.



3. PHASE ONE

3.1 Reconfiguration of Clusters and Combining the new Districts

The Clusters have been reconfigured into two, Clusters A and B, with effect from the 6 January 2017 named Chief Directorates for District Coordination, Monitoring and Institutional Attainment as outlined hereunder.

Cluster A

Alfred Nzo East (Mbizana)
Alfred Nzo West (Maluti, Mt Frere)
Chris Hani East (Ngcobo, Cofimvaba)
OR Tambo Coastal (Libode, Lusikisiki)
Joe Gqabi (Sterkspruit, Mt Fletcher)
OR Tambo Inland (Qumbu, Mthatha)

Cluster B

Amathole East (Dutywa, Butterworth)
Amathole West (F/Beaufort, Peddie, Amahlathi)
Sarah Baartman (G/Reinet, G/town)
Nelson Mandela Bay Metro (P.E, Uitenhage)
Buffalo City Metro (KWT, EL)
Chris Hani West (Cradock, L/ Frere, Q/town)

The third Cluster Chief Director has been temporarily allocated responsibility for District Development and Support and will be responsible mainly for the following key issues

- Amalgamation of districts
- Rationalisation and realignment of schools
- District Capacity and enhancement of the performance and strategic capability of districts

Once the new organogram has been finalised these functions will be incorporated into the Chief Directorate for District and Institutional Development.

All three Chief Directors will still report to the DDG –IOM.

All Projects though will account and report as outlined in the Project Management Framework.

3.2 Seats of the New Districts

These have been determined as follows:

- Joe Gqabi-Barkly East
- Alfred Nzo East-Mbizana
- Alfred Nzo West-Mt Ayliff
- OR Tambo Coastal-Port St Johns

- OR Tambo Inland-Mthatha
- Amathole East-Butterworth
- Amathole West-Fort Beaufort
- BCM-East London
- NMBM-Port Elizabeth
- Sarah Baartman (Still to be determined)
- Chris Hani West-Queenstown
- Chris Hani East –Ngcobo

3.3 Placement of District Directors and all SMS Members

Placement of District Directors will receive priority but as part and parcel of the placement of all SMS members. Placement will be according to a set criteria including performance, departmental priorities, competency testing and placement interviews where necessary. Performance of districts and the department remains priority number one and should inform any placement considerations thus the need for a stringent placement criteria especially for SMS members.

The District Directors will be placed according to the new districts with effect from the 1 April 2017 and appointed as Accounting Officers of their new districts and the cost centres under them. From 1 April 2017 the budget will also be configured in terms of the new Districts. Immediate placement would also be of great assistance as the new District Directors would have the responsibility of starting their new districts and managing any required transitional arrangements including movement of staff or control over them in the old cost centres.

3.4 Migration Plan

As far as other staff is concerned they will be given choice letters to enable the department to determine their placement. Though the choices will be considered the final decision will be that of the Department as the Department reserves the right to ensure all Districts are functional and have the required skills.

3.5 Job Security of Staff

All staff though, including SMS Members are guaranteed their jobs. This guarantee is however not unlimited and individual cases may have their own peculiarities. All of the above will be encompassed in the Migration Plan. The Plan will be premised on applicable prescripts and resolutions.

3.6 Demarcation of Circuits

Part of the plan is the demarcation of new circuits. The norms determined nationally by DBE will be applied. One of the first responsibilities of the new District Directors should be to implement new Circuits as this will also inform the number of Circuit Management Centres. Stand-alone circuits should be considered if they are of utmost necessity but due consideration should be given to the costs involved e.g. staff, infrastructure, etc and should be informed by the Results Improvement Strategy of the Department.

3.7 Circuit Management Centres

The importance of this structure should be seen in the context of it strengthening the link with schools and circuit management and offering critical support to both levels. It's other critical importance though is that of strengthening curriculum delivery in schools and should thus be allowed to offer limited subject advisory services, circuit management services, governance, stakeholder management for its circuits and limited teacher development.

It should thus be in control of four to five circuits and should concentrate only on education services with the district taking full responsibility for corporate services which is currently a big distraction to effective education delivery.

Circuit Management Centres will also be a good counter to the argument of those who feel the department is taking education away from the people and schools by reducing the number of Districts. They should thus be located where the present districts are and also in all the Magisterial Districts.

3.8 Structure Approval

The finalisation and approval of the structure should take place before the end of April 2017 which should be adhered to as it will not be possible to move to other phases if the structure is not in place.

3.9 Advocacy and Change Management

This process involves consultation with Unions, staff, stakeholders, and state structures. Change Management on the other hand is intended to deal with challenges and other problems including preparation of staff for the new

arrangements and is a continuous process. This is a Senior Management function and should be led at that level.

4. PHASE TWO

4.1 Staff Profiling

All staff and the posts they occupy must be profiled by each District to facilitate the process of staff movement. The first step though is audit of available staff per rank and per functional area and their profiles which must be completed by end of March 2017.

4.2 Infrastructure Needs and other resources

The infrastructure needs of each District must be determined and costed by the Districts. Preliminary Infrastructure needs should be undertaken by Districts to address pressure points. The nationally determined norms and standards should be utilised. As far as assets are concerned this exercise is being undertaken by the Supply Chain Management at Head Office. It is the intention of the department to adhere to the minimum resource pack for Districts as specified by DBE. Districts must thus also submit their resource requirements based on their shortfalls as per the resource pack.

4.3 Records migration Plan

All records must also be profiled by the Districts and listed in readiness for moving to the new Districts. A decision has been taken that records management will be decentralised to each Cluster and will be headed by a Deputy Director with a central electronic backup. The Document Centre will also provide Districts with a list of their files under their custody. From the list Districts must make sure all their files are available. Reconstruction work must start immediately where there are cases where files cannot be located.

5. Staff Movement

No new appointments should be effected until an audit and analysis of staff requirements is done in terms of the new structure unless an approval has been obtained from the HOD. Such a desk top analysis should inform the revision of our Annual Recruitment Plan. Staff movement should be allowed to take place immediately where it has no financial implications for the department. With effect from the 1 April 2017 staff should also start to serve their new districts from where they are until they are able to move to offset the critical shortages of staff in some districts. Cluster Chief Directors will take full responsibility for this task. This should

also encompass movement of staff and assets from the Provincial Office where necessary.

6. Cost Implications

It has at this stage not been possible to calculate the total cost of implementing the new Models as this is dependent on a number of variables that cannot be determined for now. A good example is staff movement and placement where it is for now not possible to know who and how many will move and to where amongst others. This will be determined before full implementation is embarked upon and per District but the costs are not expected to be prohibitive to the full implementation of the new SDM. The Districts must however embark on a costing exercise where possible and on a step by step basis.

7. Conclusion

A bottom up approach to implementation mainly focusing on the new Districts and their capacity, Circuit Management Centres, Circuits and Rationalisation of Schools is to be adopted.

Full implementation will be realised by the 31 August 2018. This includes implementation of stand-alone circuits where needed and rationalisation of schools. Some processes though in different phases and levels will inevitably run parallel with each other.

All staff are thus implored to be patient and understand this process is necessary and will add value to departmental performance and transformation.



T. Kojana
SUPERINTENDENT GENERAL