STAKEHOLDER SUMMIT

ON

SCHOOLS' RATIONALISATION AND REALIGNMENT PROGRAMME (SRRP)

CONCEPT DOCUMENT

DECEMBER 2021

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- ## BACKGROUND

The Eastern Cape Department of Education (ECDOE) operates an excessively high number of schools, distributed disproportionately throughout its twelve (12) newly established education district with 5 279 operational service sites accommodating over 1,872m learners. A huge number of these schools fall within the classification of being 'small and unviable' with learner enrolment below 135 for Primary schools and 200 for Secondary school riddled with multi-grade teaching and consequently poor-quality education offered. The ECDoE has since 2012, embarked on a process of rationalising the small and unviable schools as well as the realignment of schools to the correct prototypes as part of the process to reform the institutional landscape of education in the province. A baseline determined in 2016 identified 1 902 school as small and unviable for quality education delivery and attainment of quality educational outcomes.

The main objective of the School Rationalisation and Realignment Program (SRRP) is to promote existence of larger and better resourced schools and to ensure that they become centres of excellence where learners are encouraged to learn, and teachers are able to effectively deliver education services. The Rationalisation and Realignment Programme moves from the premise that the quality of education outcomes is achievable or realisable through education planning hence, the program is not about the closure of schools, but rather improving teaching and learning outcomes.

The following articulates strategic intent of the SRRP:

- Improved learner outcomes and the provision of high-quality education through elimination of multi-grade teaching and creation of viable schools within approved prototype.
- Redirecting resources to desired outcomes to enable the department to provide adequate basic services to schools,
- Creating conditions for effective school management and performance through school size management,
- Strengthening the Monitoring and Evaluation functions and performance management through school landscape management (CSLP – Circuit School Landscape Plans),
- Strengthening the capacity and functionality of schools leading to a larger base of self-managing schools.

A Summit on Rationalisation and Realignment of Schools (SRRP) was mooted in the 2018 DEF Induction Session, where SRRP was amongst topical issues around the advancement of education transformation, within the ambit of the District Education Forum (DEF). A District Education Forum (DEF) is a representative body of all key stakeholder groups interested in improving and enhancing the quality of education outcomes. Its mandate, roles and responsibilities are defined in the DEF Constitution of 2014, which include amongst others, serving as a voice for all stakeholders, and providing advisory support for effective implementation of education programs including SRRP. The provision of good-quality public education is not an exclusive responsibility of the Department of Education because education is a replication of a social system and as such should be treated as a societal matter, hence a summit becomes an appropriate platform.

- The Rationalisation and Realignment Programme (SRRP) by design requires both intra- and inter-stakeholder engagements for effective implementation. All facets of stakeholder interaction have not been efficiently managed from programme inception, (2012 to date) and continue to present challenges for the sector.
- Pursuant to the above realization, DBE has in 2021, introduced SRRP Terms Of Reference (ToR) which provide guidance to provinces on the strengthening of SRRP governance structures; ***viz***: Project Committee and Project Steering Committee composition, with the latter including relevant government Departments.
- The participation of Chief Directorates in the SRRP coordination as well as the execution of their respective roles and responsibilities has not been optimal, owing to different interpretation of roles in the SRRP.

It then becomes logical that any stakeholder interaction at this conjuncture needs to enrich an understanding of roles and responsibilities within the Dept of Education and across state departments and broader stakeholder fora. These are built within the ambit of SRRP implementing structures.

Since 2018, the SRRP has delivered on the following milestones:

a) Development and adoption of SRRP Implementation Plans and Tools; Circuit School Landscape Plans – (CSLPs, ecsrp webmap, subsidiary Plans; Infrastructure, Scholar Transport and Hostel Plans in support of Rationalisation and Realignment),
b) 2019 Target setting which focused on one and two Teacher schools which culminated in 2021 publication in a Government Gazette,
c) Clearing SRRP Backlogs dating back to 2012, through the publication of One Thousand, One

hundred and forty-two (1 142) closed schools since 2012 to 2020, 16% of which fall outside the 2016 baseline.

d) Upon completion of all administrative processes on the 1 142 schools, which include amongst others, the repurposing plans and decanting of buildings, a new Custer of SRRP Candidate Schools shall be identified for the next three-year cycle. That will include paying attention to schools, which although below the minimum threshold, have been recommended for retention, expansion and conversion with attendant resource implications as provided for in the policy framework for the SRRP.

- ***School Distribution by Learner Enrolment Figures (LEF):***

Schools	Phase				
Number of Learners	PRIMARY	COMBINED	SECONDARY	LSEN	Grand Total
0-149	1620	203	60	16	1899
150-299	871	361	144	21	1397
300-449	260	239	119	4	622
450-599	148	109	114	1	372
600-749	87	63	99	3	252
750-899	80	45	82		207
900-1049	54	19	72		145
1050-1199	36	8	62		106
1200-1349	11	7	33		51
1350-1499	8	4	30		42
1500-1649	2	3	15		20
1650-1799	1	1	7		9
1800-1949		3	2		5
1950-2099			4		4
2100-2249			1		1
Grand Total	**3178**	**1065**	**844**	**45**	**5132**

- ***Number of Schools by size and Phase:***

Schools	Phase				
Size	PRIMARY	COMBINED	SECONDARY	LSEN	Grand Total
Very Small	1474	165	53	14	1706
Small	1230	580	232	27	2069
Medium	195	168	152	1	516
Large	200	124	228	3	555
Mega	79	28	179		286
Grand Total	**3178**	**1065**	**844**	**45**	**5132**

- ***Limits for School size:***

Size	Lower Limit	Upper Limit
1. Very Small	0	135
2. Small	136	400
3. Medium	401	600
4. Large	601	1000
5. Mega	1001	2616

- **PURPOSE OF SRRP SUMMIT**

- Improve SRRP conceptualisation, through the clarification of roles and responsibilities, all role players internal and external to ECDoE,
- Align Policies that interface with SRRP implementation, e.g. Scholar Transport Policy,
- Emerge with a Programme of Action (PoA) that will culminate in improved stakeholder relations, and advocacy for SRRP,
- Improve quality education through adequate resourcing schools

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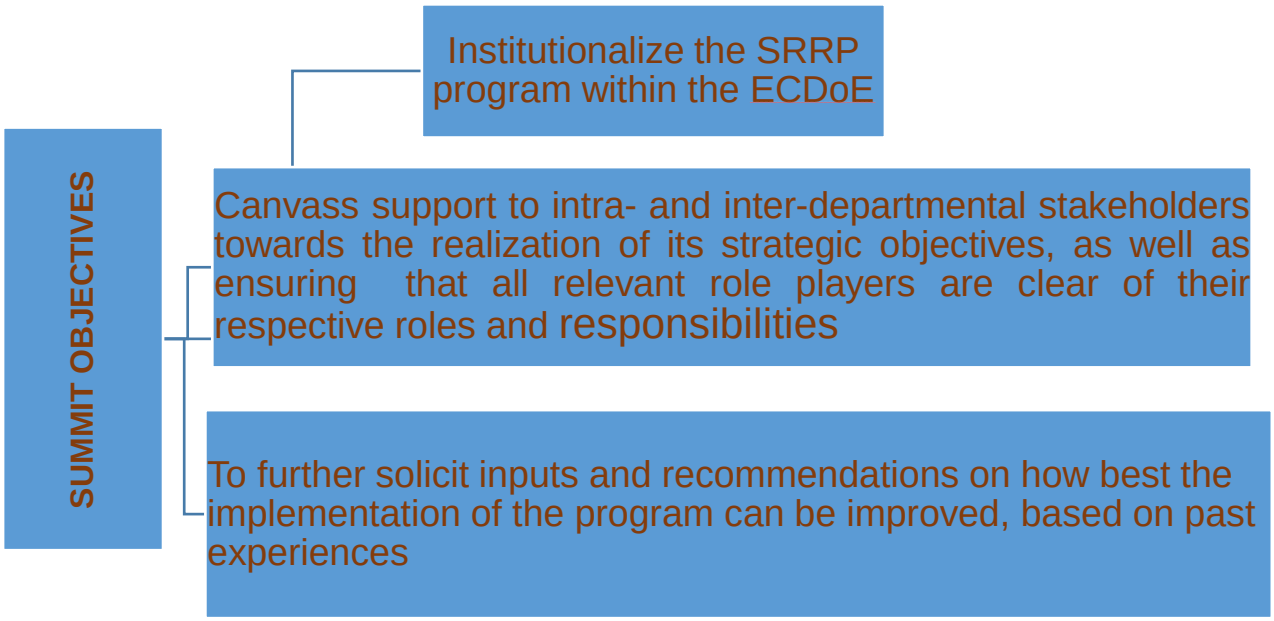

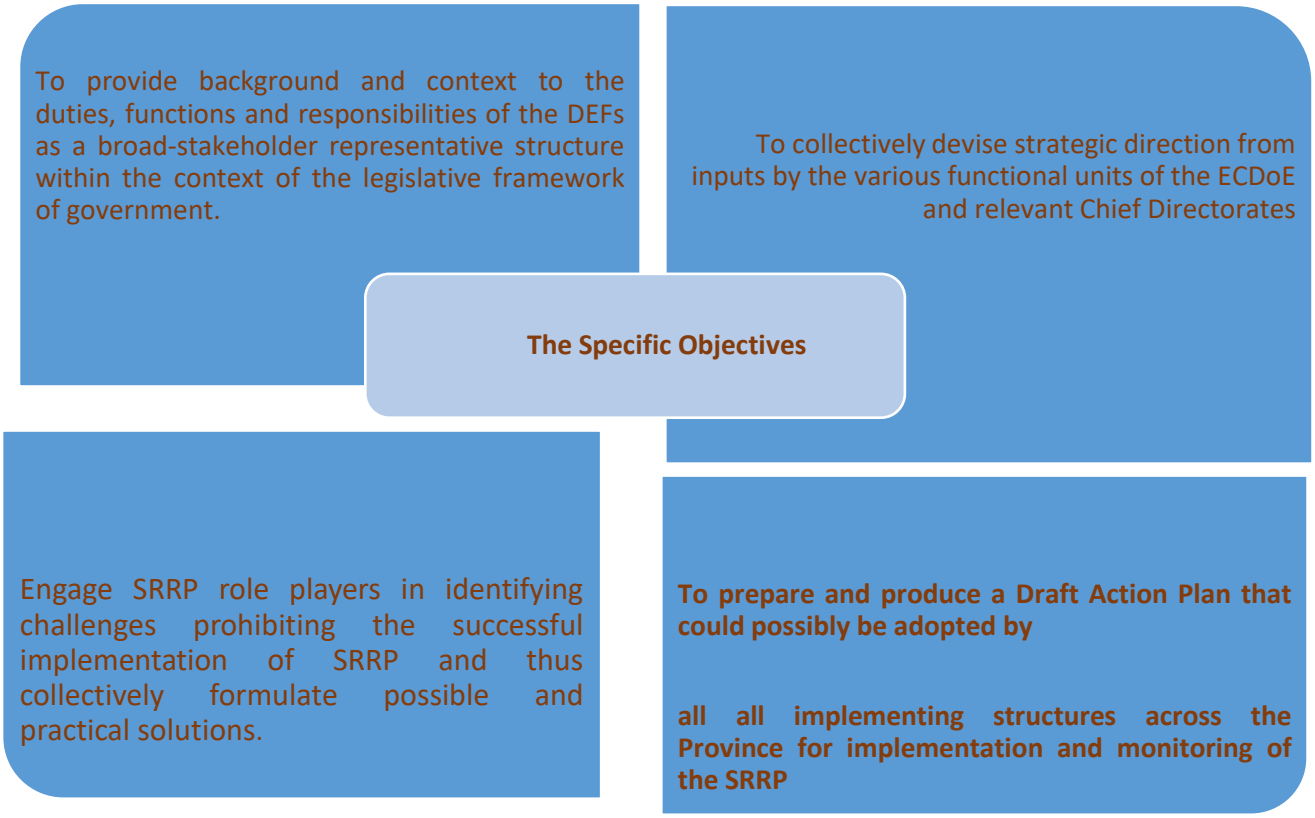

4. LEGISLATIVE FRAMEWORK

To ensure compliance; the SRRP implementation has to adhere to a number of legislations and policies including but not limited to the ones listed below:

a) The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)

b) The South African Schools Act, 1996 (Act No. 84 of 1996)

• Section 12 A – Merger of public schools

• Section 33 – Closure of public schools

• Section 37 – School funds and assets of public schools

• Section 58 A – Alienation of assets of public schools

c) National Education Policy Act, 1996 (Act No. 27 of 1996)

d) Labour Relations Act, 1995 (Act No. 66 of 1995)

e) Employment Of Educators Act, 1998 (Act No. 76 of 1998)

f) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)

g) Norms and Standards for School Funding

h) Education White Paper 6, July 2001

i) Provincial Education Policies on Learner Transport Policy, Hostels' Management

j) DBE SRRP Guidelines

5. PROPOSED THEME FOR THE SUMMIT

"Improve the quality of education services' delivery through Circuit School Landscape Plans (CSLPs)"

6. METHODOLOGY

The envisaged approach for the SRRP summit is to have presentations, deliberations & discussions as well as break-away sessions for commissions to solicit inputs on best approach to implement SRRP and thus deal with challenges prohibiting successful implementation of the program.

6.1 COMMISSIONS

No.	FOCUS AREA	Framework for Commissions / Problem Statement	LEAD ECDOE UNIT	STATE Depts
01.	SRRP Advocacy & Stakeholder Relations' Management	Existence and Functionality of Structures driving SRRP	CD: Stakeholder Management and RSA **Branch CS & IoM**	DPW, OTP
02.	Circuit School Landscape Plans as education services delivery Management Plans and Tools	• Curriculum streamlining in line with SCLPs • Alignment of PRP to CSLPs –	CD: Physical Resource Planning, LDSSS **Branch CS & IoM**	DPW, OTP
03.	Management of resources for Closed schools (Human, movable Assets, Furniture, Funds, LTSM) And Governance matters.	• management of resources Closed , merged and realigned Schools	CD: FINANCE, SCM, HR, RSA, LDSSS, Records Management **CFO Branch CS, IoM, Curriculum**	DEDEAT, DRDAR
04.	Management of NSNP & Scholar Transport in Rationalized and Realigned Schools	• Alignment of SRRP Planning Processes to Scholar Transport and Hostel Policies	CD: Learner Dev & LDSSS Services **Branch Curriculum & IoM**	DoT
95	Management of Closed School Buildings (alternative uses, safeguarding)	Repurposing of Closed Infrastructure	CD: RSA, Cluster Offices **CFO Branch & IoM,**	DPW
06.	School Functionality Indicators - Remediation through Repurposing of Closed Schools	Causal factors and alternative remedies	CD: Physical Resource Planning, Cluster Offices, **Branch IoM**	ECSECC, UNICEF, DEDEAT, DRDAR

7.ANTICIPATED OUTCOMES

It is envisaged that the SRRP summit shall deliver on the following outcomes:

- Strengthened relations between the ECDOE and its stakeholders that will enhance cooperation towards improved service delivery,
- Enable the SRRP Stakeholders to provide a profound insight to various stakeholders

regarding the SRRP and its inherent mission to change the education landscape for achieving desired educational outcomes.

- Capacitate DEF to promote collective participation in education service delivery such that learners & parents regain confidence in public education system.
- To drive the schools' rationalisation and realignment processes through such options as mergers but aimed at efficient resource utilization.
- To ensure a stable education environment through effective stakeholder relations management in the implementation of CSLP's.

8. PROMOTIONAL MATERIAL

SRRP Posters & Pamphlet

9. DELEGATION TO THE SUMMIT

9.1.	Office of the Hon. MEC- Education	**05**
9.2.	Office of the Head Of Department	**01**
9.3	**State Depts:** Office of the Premier	**01**
	Dept. Of Transport	
	Dept. Of Public Works	**01**
	DEDEAT	**01**
	DRDAR	**01**
	ECSECC	**01**
9.5	DBE SRRP Project Team Members	**02**
9.6	All ECDoE Senior Managers	**81**
9.7	District SRRP Coordinators	12
9.8	District DEF Chairperson & Secretary	24
9.9	District Rationalisation & Realignment Coordinating Committee (DRRCC) Members	24
9.10	Secretariat	**05**
	TOTAL	

MANAGEMENT PLAN

Date	Activity	Activity Description	Budget	Responsible Person	Status

7 Oct .2021	1st Draft SRRP Summit Concept Document	Prepare and submit Draft Summit Concept Document for consideration and endorsement by Top Management.	n/a	(Branch IoM)	Done.
12 Oct. 2021	2nd Draft SRRP Summit Concept Document	Refine 2nd Draft Summit Concept Document for consideration and endorsement by Top Management.	n/a	Branch IoM	Done
13 Oct. 2021		Refine Summit Concept, and management plan towards the target date for Summit	n/a	IoM	Done
14-22 Oct.2021		Constitute SRRP Summit Steering Committee- [**IoM** (School Admin & PRP) & **CS:** CD on Stakeholder Management & Communications] **Proposed TORs**: • Logistical Arrangements (propose date, duration, Venue, meals, accommodation, Invitations to external stakeholders, Secretarial Services & • Activity Costing • Brief for Presenters, Commissions, Facilitators and Scribes including ECSECC & UNICEF) • Advocacy: Electronic & Print Media • Endorse Summit Programme • Frequency of sittings to the Summit Date	n/a	IoM	Done
14-18 Oct.2021		Generate Demand Memorandum for Head of Department's approval	n/a	IoM	Done
Week	**SG and MEC Briefing**	Brief SG endorsed (SRRP) Summit Concept Document	n/a	DDG (IoM)	Done

	Session on the SRRP Summit				
14-22 Oct.2021	ECDoE Engage DBE	PDoE and DBE Role Clarification on the Summit	n/a	DDG (IoM)	Done
November 2021	Prepare Draft Summit Programme	Present Draft Summit programme for endorsement by Top Management Present Summit Readiness to Top Management	n/a	IoM Branch	Done
6 Dec.2021	Summit Evaluation	Conduct an evaluation of the SRRP and develop a Programme Of Action	n/a	Steering Committee & IoM	Upcoming