

**TURNAROUND STRATEGY FOR THE FET SECTOR**

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Dr MMA Maharaswa  
Deputy Director General: Vocational Continuing Education & Training  
Department of Higher Education and Training

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**VISION OF THE DHET**

A South Africa in which we have a differentiated and fully inclusive post schooling system that allows all South African to **access** and **succeed** in relevant post-school Education and Training, in order to fulfil the economic and social goals of participation an inclusive economy and society.

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**MISSION OF DHET**

To develop well capable, educated and skilled citizens that are able to compete in a sustainable, diversified and knowledge- intensive international economy which meets the developmental goals of our country.

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**KEY ACTIONABLES**

The DHET will undertake the following in order to give effect to the mission:

- ✚ reduce skills bottlenecks especially in scarce and critical skills
- ✚ Improve participation rates in the post-school system

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## KEY ACTIONABLES Cont...

- ✚ Correcting distortions in the shape, size and distribution of access
- ✚ Improving quality and efficiency in the system, its sub-systems and institutions

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## Background

- Green Paper – target of 4 million enrolments in FET colleges by 2030; 60% participation rate.
- The National Plan for FET Colleges, gazetted in 2008 – target of 1 million enrolments by 2014.
- Function shift – FET Colleges moving to become a National competence

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## A Framework for College Functionality

- Minister's Delivery Agreement, Outcome 5 of Government's PoA "A skilled a capable workforce to support an inclusive growth path"
- Within this Agreement the Minister has committed to 5 Outputs, of which Outputs 2 and 3 are directly linked to FET Colleges:
- **Output 2:** Access to programmes leading to intermediate and high level learning
  - 50% NC(V) certification at all Levels
  - 100,000 Matric equivalent second chance programmes by 2014
  - 400,000 Learning options for those with Matric by 2014
- **Output 3:** Access to occupationally directed programmes
  - 20,000 Learnerships completed by 2014
  - 10,000 qualified artisans per annum by 2014
  - 70% Work Placement (by 2014) of Learnerships, apprenticeships & NC(V) students into workplace

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## Problem Statement

- **Delays in filling key management posts in FET Colleges.**
- **Finance**
  - At least 11 colleges classified as high financial risk.
  - Only 30 colleges obtained unqualified audits for 2011.
  - Poor administration of the FET Colleges conditional grant.
- **Payroll system (PERSAL) inconsistencies and errors.**
- **Teaching & learning**
  - Low throughput rates.
  - Limitations with Lecturer qualifications and experience (both teaching and industry exposure).
  - PQM – sometimes not commensurate with local development needs

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## Problem Statement

- Limited oversight of college management and governance.
- Lack of or limited personnel in relation to the functions of qualified CFOs.
- College Councils are at variable levels of functionality.
- Majority of colleges lack the ability to generate and manage reliable data.
- FET colleges examinations and assessment system continue to be a challenge

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## Turnaround Strategy

- Against this backdrop of significant challenges – an effective turnaround strategy will need to take cognisance of the variable levels of functionality, develop a set of minimum performance standards/indicators and adopt a differentiated approach.
- The Strategy seeks to systematically address key challenges associated with dysfunctionality in some colleges in order to ensure marked and sustainable improvement in the quality of teaching and learning.

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## Principles Underpinning the Turnaround Strategy

- Managing change – e.g. function shift. Important to maintain an environment of order and focus while ensuring compliance with emerging policy changes.
- Institutional differentiation – generalised approach not ideal. Strategy requires individualised assessment and tailored interventions to respond to specific strengths & weaknesses.
- Movement from current to desired status – strategy is to repair and build, to solve immediate problems while simultaneously laying out a developmental agenda.
- Student performance & success – core
- Strategy-led approach – coordination key, **the strategy must drive and determine annual operational plans & budgets** etc
- Accountability for Performance – no change can be guaranteed unless accountability is assured. Council Charters, performance contracts with Principals and all the way down the college.

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## Turnaround Strategy – college focus areas

- Institutional Management and Governance
- Administration
- Curriculum Development and Delivery
- Improving Quality of Teaching Staff and Systems
- Student Support Services
- Infrastructure, Facilities and Equipment Management
- Partnerships, Linkages and Stakeholder Management

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### Short-term intervention

- Urgent filling of Senior Management posts
- DHET-SAICA partnership to place interim CFOs at FET Colleges –
- Converting the conditional grant to an ordinary subsidy directly managed by DHET.
- Auditing FET Colleges to determine actual capacity.
- Development of specifications for a model FET College Council Member.
- “Ring fence” NSF funding for FET Colleges infrastructure development.
- NSF funding to aid the expansion programme.
- Phase one: stabilisation and assessment process.

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### Institutional Development – geared at short-term gains (April 2012 to March 2013)

- Improved career guidance at college level.
- Improved on-programme academic support for students.
- Increasing the number of workplace learning opportunities.
- Improved utilisation of resources (timetabling etc.) to maximise teaching and learning.
- Improved systems for recruitment, selection and placement - for 2013 students.
- Implementation of a refurbishment strategy to prepare colleges to expand on delivery.
- Effective management of assessment processes to minimise delays in issuing of results.
- Developing & implementing a data management standard – for reliable data reporting.

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### Medium- to long-term interventions

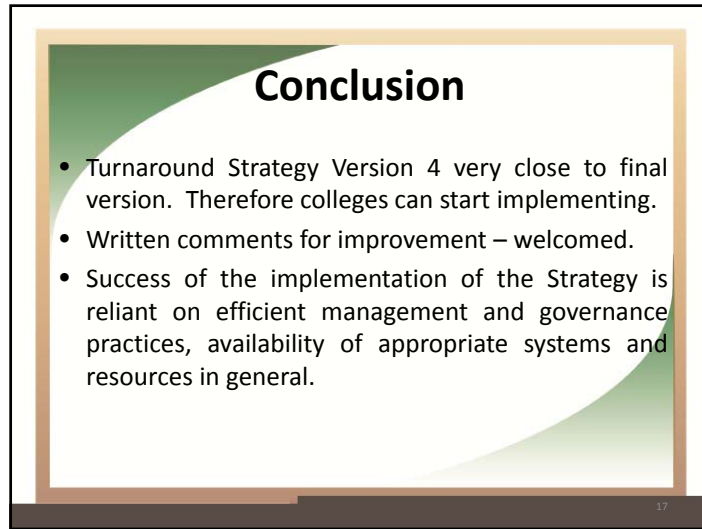
- The medium- to long-term intervention will identify levels of differentiation and assign intervention priorities across all colleges.
- Governance and management
  - Institutional Governance
  - Institutional planning, M&E and reporting
  - FETMIS
  - Management development
- Administration
  - Financial management
  - Human resource management and development

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### Medium- to long-term intervention

- Teaching & Learning
- PQM
- Delivery of the curriculum
- Career guidance, student recruitment, student placement and support
- Recruitment and development of lecturers
- Partnerships and linkages for work placements

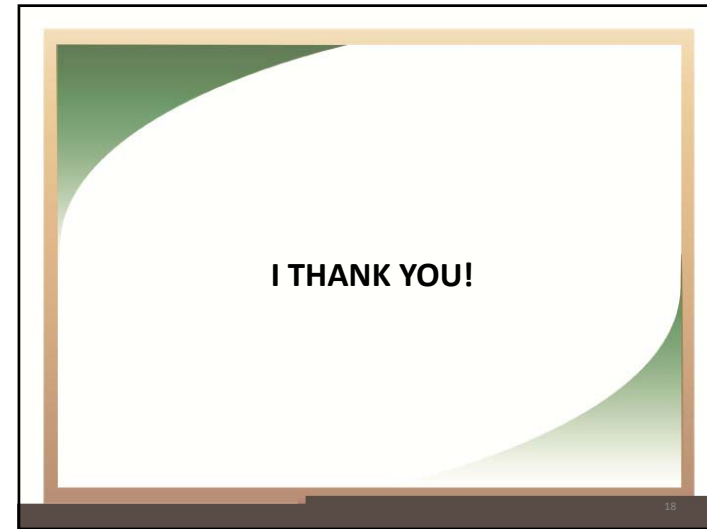
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**Conclusion**

- Turnaround Strategy Version 4 very close to final version. Therefore colleges can start implementing.
- Written comments for improvement – welcomed.
- Success of the implementation of the Strategy is reliant on efficient management and governance practices, availability of appropriate systems and resources in general.

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**I THANK YOU!**

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