

1999-2004

COLLEGES COLLABORATION FUND REVIEW

&

ANNUAL REPORT

EDUCATION GETS DOWN TO BUSINESS

Five years of progress in FET



COLLEGES COLLABORATION FUND
A PROJECT OF THE BUSINESS TRUST AND NBI





BUSINESS TRUST

Together, we will.

"The Business Trust is an initiative of South African companies working in partnership with the government to undertake targeted job creation and capacity building programmes.

The Business Trust strategy focuses on tourism for job creation, and schooling for capacity building. This strategy is underpinned by support for a reduction in crime.

The Business Trust is committed to enhancing trust and building co-operative relations between business and government.

Carefully selected strategic partners implement the Business Trust's programmes, which aim to benefit the disadvantaged while the economy is put on a growth path that will provide sustained improvements in the lives of the majority of South Africans."




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COLLEGES COLLABORATION FUND REVIEW

INTRODUCTION

This document describes the work of the Colleges Collaboration Fund (CCF) over the five years of its lifespan. The title is taken from a poem by the American poet Robert Frost: "The Road Not Taken". He describes a traveller who, on reaching a fork in the pathway, is faced with a decision - which way to go? The poem describes a situation analogous to those defining moments when every individual and/or organisation must decide how to act – to seek the quiet and undemanding route or to strive and make a contribution and, hopefully, a positive difference. The CCF undertook the latter path.

Over the last five years, the Further Education and Training (FET) sector has survived its difficult and challenging voyage of transformation. The National Business Initiative's (NBI) CCF project, funded by the Business Trust in the amount of R85 m and delivered in partnership with the Department of Education (DoE), came to a successful closure on 30 June 2004. This five-year project was launched in 1999 to deal with the concerns of government and business around the low skills base, high unemployment and slow economic growth in the country. The FET White Paper 4 of the DoE and the Skills Development Strategy of the Department of Labour locate the development of a modern and responsive, high-quality Further Education and Training colleges sector as a key requirement for the provision of the intermediate to high-level skills required in the South African economy and society.

The CCF project aimed to bring about strategic,



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system-wide change and transformation in the FET sector through the delivery of an integrated package of programmes, agreed to, in consultation with the DoE. The work of the CCF, has sought to provide support to the national and provincial Departments of Education, build and strengthen the capacity of college leadership and management, raise the profile of the sector and evaluate the impact of the project.

Five years on, with the merger of 152 technical colleges into 50 new FET Institutions (FETIs), we have a new institutional landscape. Leadership has been appointed and capacity-building training has been delivered to all levels of college management. Through the CCF's extensive and up-to-date research, the sector is well-informed. The CCF project has itself become a tangible example of an effective public-private partnership, where shared objectives and a growing realisation of the strengths and potential of each partner to contribute to its success has been key. The NBI is proud to have been part of an initiative that has built and strengthened the relationships between government, the colleges and other stakeholders in the sector.

We would like to express our sincere appreciation and gratitude to our partner, the Business Trust, for funding this project, as well as to the DoE for providing guidance, leadership and support in the transformation of the sector.

We are, therefore, pleased to bring you an overview of the achievements of the last five years. As this description of the work of the CCF shows, without the CCF, the progress made in the transformation of the technical colleges sector would not have been achieved.

YEAR ONE: 1999 - 2000

Armed with the sector studies of Gauteng and Western Cape (NBI) and KwaZulu-Natal (HSRC), the project kicked off by completing the remaining six provincial situational analyses. In the initial phase of the project, it became evident that the CCF was dependent on the timetable and implementation strategy of government. Thus, the project adapted a more flexible approach to the operational roll-out of the programme.

Milestones

Support to the Departments of Education

- The project undertook quantitative, qualitative and labour market analyses of the technical colleges sector. From these, provincial profiles were compiled to inform the merger process.

Raising the profile of the sector

- Planning for the first national FET Convention to be hosted in 2000/1 began.
- A project website was established to keep the FET sector informed of project implementation progress, the latest news, events and publications.

Enhancing college capacity

- A programme to support the training and development of college councils was devised and 21 workshops were held.
- A training needs analysis was completed in order to identify the developmental needs of middle and senior managers in the FET sector.

Making his mark

E-commerce is swift, convenient and crosses international boundaries effortlessly. The

problem: how do you ensure the legitimacy of e-transactions and the companies doing business? If you're a clever young computer whiz named Mark Shuttleworth, you design a software programme that makes computerised transactions watertight. His system

was so successful that it was purchased by American software giant Verisign in February 2000 for nearly \$500 million. The lesson? Mark Shuttleworth adapted his computer skills to the requirements of the business world, creating a product that answered a highly specific need. The same principle of synergy lies at the heart of the education-business interface.



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- The Tirisano Fellowship, an International Exchange Programme in partnership with the British Council, was established. The programme sent 24 South African technical college middle managers to UK Further Education (FE) colleges for three months to study and expose them to a context in the throes of addressing a variety of relevant issues in the sector.
- A Partnership Training Programme (PTP) was developed and accredited through Stellenbosch University. The pilot programme, with 28 college staff participating, was launched in the Western Cape.

Evaluation

- The Joint Education Trust (JET) was commissioned to evaluate the programmes of the CCF and assess their impact.

During this year, a CCF Board was appointed and chaired by Dr Pundy Pillay.

YEAR TWO: 2000 - 2001

In September 2001, the then Minister of Education, Prof. Kader Asmal unveiled a new national plan for the FET colleges. The emergence of new policy, which redefined the most appropriate ways for the CCF to work in partnership with the Departments of Education, meant that there were inevitable delays in year two. The CCF, however, made slow but consistent progress in continuing to contribute to the transformation of the sector.

Milestones

Support to the Departments of Education

- The analyses and reviews of the colleges were completed and provincial workshops held. A national synthesis report was presented to the Minister of Education.
- Technical assistance was provided to the National Landscape Task Team, established by the Departments of Education, to oversee the college merger process. In collaboration with the Gordon Institute of Business Science, strategic planning workshops were held to assist the Departments of Education to complete their strategic plans.
- A Merger Operational Task Team (MOTT) was established and tasked with the responsibility of implementing the college merger process.
- A study visit to the UK for officials from the Department of Education and representatives of the Association of FET Institutions was sponsored.

Raising the profile of the sector

- The first FET Convention was held in October 2000. This event attended by 1 200

High risk – high rewards

Movie making can bring fame and financial rewards – or instant ruin. And the margin between success and failure is often thinner than a strip of celluloid. Yet Anant Singh has never been daunted by difficulties. As an Indian teenager in apartheid South Africa, he began by running a cinema for friends in his parents' home. A few years later, he purchased a movie rental store, graduated to film distribution and expanded into production, putting together films like *Sarafina* and *Cry the Beloved Country* which soon made him a household name. In 2001, his delightfully slapstick *Mr Bones* became the highest grossing South African film ever made, with box office sales of R32 million. For the DoE and NBI, transforming the FET sector has also carried risks and challenges. But the goal has made this worthwhile. After all, what could be more important than revitalising the skills base of the country?



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delegates provided a platform for the Minister and senior DoE officials to describe the new FET policy. As well, part of the programme was devoted to a comparative presentation of international perspectives and experiences.

- A new FET publication (FEaTures) was produced.
- The CCF website continued to grow and became a valuable resource for the sector.
- A resource centre was established at the NBI for the purposes of gathering information and housing publications on FET developments worldwide.

Enhancing college capacity

- 18 capacity-building workshops for members of governing bodies and senior management were held in eight provinces. In total, 767 people participated with 99% of participants identifying that they had benefited from the training.
- A new programme for college councils was developed and piloted in the Free State. This was attended by 93 people. Full roll-out was put on hold, however, until new councils were appointed to the merged colleges.
- A development programme for senior and middle managers was designed with an emphasis on change management and organisational restructuring.
- The first 24 Tirisano Fellows spent three months in UK FE colleges and the second group of 27 Fellows was selected.
- 24 technical college staff members were awarded the PTP qualification through Stellenbosch University. Some 90 new partnerships between colleges, industry and commerce and communities were initiated or planned in the Western Cape.

Evaluation

- Baseline data was gathered and research for 23 college case studies was conducted.
- A report on the International Exchange Programme, the Tirisano Fellows 2000, was produced.

YEAR THREE: 2001 - 2002

To achieve synergy between the operations of government and the complementary role of the CCF, a Service Level Agreement (SLA) was concluded by the Department of Education and the NBI. This SLA was designed to define the support the CCF would provide to the national programme to develop the Further Education and Training sector.

Milestones

Support to the Departments of Education

- The CCF continued to provide technical support to the Merger Operational Task Team (MOTT) and its topical working groups.
- The CCF provided technical support to the Departments of Education to receive and handle comments submitted on the merger proposals.
- The CCF contributed to the development and production of a 'merger manual' to guide the process and funded and trained teams of facilitators who worked with groups of colleges to support their amalgamation.
- College merger plans were prepared and data about individual colleges was revised and updated.
- A comprehensive audit of all financial and operational systems was undertaken in the colleges. This study provided data for the new governing bodies of colleges and their senior management to identify capacity-building needs within the sector.
- Work began on the development of a Strategic Planning Manual to assist the new colleges to plan their futures.

Making the right connexion

For most of us, the fascination of a computer is only screen-deep. For Benjamin Mophatlane, the most interesting bits of a computer are hidden from sight. Mophatlane's love-affair with IT began as a schoolboy, when he was not only chairman of the school's computer club but spent weekends working for an IT retailer. After this came fulltime work in IT where he soon showed a strong spirit of entrepreneurship. This culminated in the formation of Business Connexion, South Africa's largest black empowered technology group and the country's largest Microsoft Solutions Provider. Small wonder, perhaps, that Benjamin Mophatlane was voted SA IT Personality of the Year 2002. For the CCF project, success has also come from studying the needs of the market, staying flexible and finding fresh solutions to transforming the FET sector.



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- The project sponsored two provincial workshops to assist the Departments of Education to plan their FET institutional strategies.

Raising the profile of the sector

- The CCF website continued to be a valuable resource for the FET sector, both locally and internationally.
- The CCF provided the DoE with technical assistance to design its own FET website.
- The project sponsored DoE events to heighten public interest in the sector. In September 2001, for example, the Minister of Education unveiled details of the new colleges at a ceremony held at Alexandra Technical College.

Enhancing college capacity

- The second cohort of 27 Tirisano Fellows completed their assignments in the UK and a third group was selected.
- Programmes for members of college councils and managers were designed, and an induction manual for councils was prepared.

Evaluation

- In addition to case studies in 23 colleges, the PTP which had been piloted in the Western Cape was evaluated.
- Further assessments of the Tirisano Exchange Programme were completed.

Dr Pillay resigned as Chair of the CCF Board and Mr Mike Rosholt, Chair of NBI, was appointed to take his place.

YEAR FOUR: 2002 - 2003

In year four, the project had a strong practical focus on assisting FET colleges to manage the integration of the new, merged campuses, to develop and implement their strategic plans and to build institutional capacity to deliver modern and diversified curricula. One of the key principles was to support the implementation of the DoE's FET Strategy for 2002 - 2005.

Milestones

Support to the Departments of Education

- Continuous technical support was provided to officials from the Department of Education and to the Heads of Department Committee (HEDCOM) Working Group to ensure the smooth wind-down of the MOTT structures.
- Support was provided to the Department of Education in its review of financial and funding policies. Australian experts prepared position papers and took part in discussions with the National Treasury.
- A comprehensive update of the analyses of colleges was completed. The report showed that positive results had been achieved with a 17% increase in enrolments.

Raising the profile of the sector

- The project continued to maintain and update the CCF website on project progress.
- The management of the resource centre established by the CCF was taken over by the NBI. FET sector information continued to be updated.
- Published reports were distributed to the FET database which had been built up to include approximately 500 relevant contacts.

Multi-talented success

In the early 1970s, a teenage girl sat at the feet of the legendary Princess Magogo kaDinuzulu to hear her sing amahubo songs. In 2003, the first opera to be written and performed in Zulu, Princess Magogo, opened for Gauteng audiences in Pretoria. Playing the leading role was that teenager, Sibongile



Khumalo, now South Africa's greatest diva. The choice was superbly appropriate, for here is a singer whose versatile music touches us all. She's the passion behind Sisters in Sync and countless other shows, the mezzo-soprano in Verdi's Requiem, and the voice behind the anthems during the unforgettable '96 SA-Australia rugby cup final. Sibongile Khumalo encapsulates diversity in music – and diversity at all levels is at the heart of our success as a country. For our industry, diversity of skills is an equally critical factor, which is exactly why the CCF has helped to initiate partnerships between the FET sector and commerce.

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- The second FET Convention was held in October 2002. A supplement to the DoE/CCF newsletter highlighted the event, its objectives and outcomes. A report on the proceedings was published.
- A DoE/CCF newsletter, FET College Focus, was published and three issues were produced and circulated to the sector and its stakeholders.

Enhancing college capacity

- KPMG, supported by the universities of Pretoria and Fort Hare, completed the financial review of colleges.
- Guidelines on strategic planning were issued in all provinces and workshops on planning issues were organised.
- An updated and comprehensive needs analysis was completed for all 50 FET colleges.
- The third group of 25 Tirisano Fellows departed for the UK and the final cohort of Fellows was selected.
- In conjunction with KPMG and the Graduate Institute of Management Technologies (GIMT), capacity-building workshops for members of governing bodies, college CEOs and management teams were delivered.
- A survey to update information on established college partnerships was undertaken.

Evaluation

- An interim report on the impact of the CCF was submitted to the DoE. The report was comprised of 23 in-depth college case studies.
- Interviews were held with provincial Departments of Education to ascertain their perceptions of the CCF in sector transformation.
- Evaluations of programmes, such as the International Exchange Programme and capacity-building, continued.

YEAR FIVE: 2003 - 2004

The final year of the CCF focussed on consolidating the significant gains made in transforming the FET sector, producing concrete and measurable change at college level and creating a sustainable basis for the ongoing expansion, diversification and transformation of the colleges sector. A new initiative, the College Industry Partnerships, was introduced to encourage the participation of employers to assist in strengthening the FET colleges.

Milestones

Support to the Departments of Education

- The CCF updated the quantitative analyses of the 50 new colleges.
- A survey of college staff was completed: The New FET Professional: The Challenges of Staffing and Responsiveness.
- A Tracer Study was undertaken to assess the progress of FET college learners.
- A review of Linkages & Partnerships in the colleges was completed.
- The CCF prepared papers for the national Department of Education on the priorities in the sector.
- The CCF funded an international workshop to develop a 10-year strategic plan for the sector.

Raising the profile of the sector

- The third FET Convention: "The dawn of a new era: the role of FET colleges in delivering quality economic and social education opportunities for all in the 21st century", was held. The first Ministerial Awards were presented to colleges for outstanding performance. A supplement to the DoE/CCF

The Easy Way

His relaxed swing is the envy of every amateur golfer. His calm demeanour the envy of every professional.

Ernie Els seems to have all that's needed to be a champion golfer. Yet there's an extra requirement that he and other top golfers cannot manage without: a great caddie. In Els's case, it's been Ricci Roberts for almost twelve years, and their excellent relationship has played a significant part in Els's stunning success.

This includes two US Open wins, a British Open victory, and reaching the number two world ranking position in 2004. When you have shared objectives, teamwork works - a fact

that the public-private partnership of the CCF project so clearly shows.



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newsletter was produced to highlight the event, its objectives and outcomes. A report on the proceedings was also published.

- Four editions of the DoE/CCF newsletter were published.
- The resource centre continued to update its FET information.
- The CCF website continues to be maintained. After December 2004, it will be archived on the NBI website.

Enhancing college capacity

- The second audit of colleges was completed to assess the new colleges' financial health and 'fitness for purpose'.
- A financial management 'Toolkit' was produced and distributed to colleges as a resource.
- Work began to build on the College Industry Partnerships.
- With funding secured through the Mining Qualifications Authority, an in principle agreement has been reached within the mining sector for key employers to work with the colleges on a 10-point capacity-building agenda.
- The College Industry Partnerships have also been discussed within the steel sector.
- Discussions have been held with major employers in KwaZulu-Natal to implement a geographically-focused partnership approach.
- The CCF made financial grants available to colleges to enable them to address areas of weakness.
- The final 15 Tirisano Fellows completed their assignments in the UK.
- A leadership and development management training programme was delivered to 189 participants across the sector.

Evaluation

- Longitudinal studies were undertaken to assess the impact of the CCF.
- Interviews with provincial Departments of Education were conducted.
- Programme-specific evaluations were completed.
- The final CCF evaluation report was produced in October 2004.

IN CONCLUSION

Looking back over the last five years, the NBI/CCF takes great pride in having laid a sustainable and capacitated foundation in a transformed Further Education and Training landscape. Commonly referred to as the 'missing middle', at the crossroads between the schooling system, higher education and the world of work, the 50 merged FET Colleges are now well-primed to build on their role in being the door through which increasing numbers of learners may access first economy jobs and opportunities.

The guidance and leadership of the Department of Education, the visionary support of our member companies and the backing of the Business Trust, have all been instrumental in a partnership that has strived to address some of the most urgent priorities in the country: the creation of medium to high-level skills and an environment in which opportunities for growth and formal sector employment are enhanced through a variety of learning pathways.

As we enter the second decade of democracy, the legacy and impact of the work of the NBI/CCF will continue to be felt in the years to come. Government's commitment to refinance the sector, the heightened status of technical and vocational training and positive interest in the NBI's College-Industry Partnerships Initiative help to underscore the growing recognition that a responsive and vibrant Further Education and Training sector is critical to the future of South Africa's success.

The work of the NBI/CCF has indeed been founded on this recognition.

At this juncture, the NBI/CCF wishes to thank government, the business community and the merged FET institutions for having the courage and vision to journey with us through the last five years to create a world class college sector with wide socio-economic and educational remit.

