

# STRATEGIC PLANNING 2006 – 2009

## 1. Introduction

The South African Council for Educators held a two-day strategic planning on the 8-9 September 2005 to identify its roles and responsibilities within the new framework of Service Delivery. The strategic plan is reviewed annually and should always project a three-year period.

The SACE Act 2000 was used, as the basis to identify the mandate of the Council in relation to the current real needs of the educators. As a result, this report spells out the proposed vision of the Council.

The report contains the following:

- A Strategic Planning output
- Key activities for the year 2006/2007; 2007/2008; 2008/2009 (three year plan).

Although the session was meant to cover the four-year plan, it only became realistic to achieve a three-year plan. Management of SACE reviewed the plan, which covers the period ending 31st March 2009. It should



be highly noted that, a strategy that contains long-term activities is bound to be affected by environmental influences.

## 2. Environmental Analysis

An environmental analysis was conducted to assess the current environmental factors that affect SACE. These were identified as Political, Economical, Social, Technological, Environmental and Legal (PESTEL).

### Political factors

- ✓ Compulsory registration of all teachers.
- ✓ Willingness versus unwillingness to register.
- ✓ Transformation globally.
- ✓ Dealing with other role-players (political formations, government, unions, etc.)
- ✓ Dealing with institutions of equivalent nature such as SAQA.
- ✓ Government policy expectation and interrogation of our role.
- ✓ Hidden agendas by other stakeholders.
- ✓ A perception of government's failure to implement policy.



### Economic factors

- / South Africa's budget limitations.
- / Job losses.
- / A high level of unemployed educators.
- / Conditions of Service for teachers.
- / On-going legal battles with teachers on remuneration and other issues.
- / Government expenditure priorities.
- / Low disposable income.
- / Perceptions poor service delivery.

### Social factors

- / HIV / Aids and other health-related diseases.
- / Human rights matters.
- / The public's expectations of the profession.
- / Perceived weight or influence of various teacher organisations.
- / Perceived continuation of mental disempowerment and suppression (mental paralysis).
- / General lack of understand, interpreting of messages.
- / The existence of and tensions amongst various educational bodies.
- / Development of partnerships with SADC, etc.

### Technological factors

access to various community  
structure in national and provincial  
disparities between disadvantaged schools, rich and the poor,  
etc.

**rs (Green)**

interest and understanding  
environmental impact assessment

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on various matters, e.g. human rights.  
not coping with its mandate  
y of services between SACI si  
)  
accountability systems at district  
procedures in government and all-  
edge about rights and respoitie



Emergence of illegal and unregistered schools.

### 3. Vision

The current SACE's vision is endorsed:

**TOWARDS EXCELLENCE IN EDUCATION**

### 4. Mission

The SACE mission aims...

***.... to enhance the status of the teaching profession and to promote the development of educators and their professional conduct.***

### 5. Strategic Goals

The following strategic goals were identified as critical in supporting the vision of SACE. These are long-term sought ideal achievements and are meant to:



- ✓ Promote SACE as a Council that support educators
- ✓ Keep an accurate and reliable database of all registered educators.
- ✓ Enhance and maintain the professional status of educators.
- ✓ Inculcate professional and ethical conduct amongst educators.
- ✓ Establish an efficient, effective, modern and dynamic administration.

## 6. Strategic Objectives

In dealing with strategic objectives, SACE identified broad organisational objectives and focus areas objectives. These are listed below:

### 6.1 Organisational Objectives

- ✓ Improve SACE's image and administrative efficiency.
- ✓ Improve communication amongst educators and other sectors.
- ✓ Popularise SACE.
- ✓ Agitate and secure SACE's participation in relevant educational structure.
- ✓ Establish and maintain links with other organizations offering equivalent services (internally, regionally, nationally, etc.)



## **6.2 Focus Areas Objectives**

In order to perform its functions and deliver on its mandate, SACE identified 3 (three) core areas of operation, namely:

- Registration
- Professional Development
- Professional Ethics

### **6.2.1 Registration**

- ✓ Monitoring, evaluating and reviewing the criteria for registration.
- ✓ Register all educators.
- ✓ Maintain and refine the educators' database
- ✓ Broaden the scope of SACE's register.
- ✓ Establish mechanisms to deal speedily with registration.

### **6.2.2 Professional Development**

- ✓ Develop Professional Development policy.
- ✓ Provide programmes in support of Professional Development.
- ✓ Promote, develop and maintain a professional image of educators.
- ✓ Establish and promote two-way communication between SACE and educators.



### **6.2.3 Professional Ethics**

- ✓ Maintain, monitor and review the Code of Professional Ethics.
- ✓ Establish a mechanism to deal speedily with complaints.
- ✓ Assist where disciplinary measures are required.

## **7. Values**

The team realized that the above mission was quite challenging. The following values were identified to build a team that would cope and become committed to implementing identified activities.

***NB: These values are placed in order of their priority.***

- ✓ Professionalism
- ✓ Transformation
- ✓ Accountability
- ✓ Teamwork
- ✓ Commitment



Fairness





## 8. SWOT Analysis

The SWOT analysis was conducted to identify areas that could influence positively or negatively the implementation of the Strategic Plan. The SWOT is the Strengths, Weaknesses, Opportunities and Threats surrounding the organization (SACE).

### 8.1 Strengths

- ✓ Existing provision for staff development.
- ✓ Supported by legislation (SACE Act 2000) and enabling policies.
- ✓ Existing staff.
- ✓ New appointment of councilors.
- ✓ SACE is a culmination of a negotiation process.
- ✓ SACE's monopoly
- ✓ SACE is a bonding of all education structures.
- ✓ Diverse nature of the Council.
- ✓ Has basic infrastructure.
- ✓ Source of funding from educators.
- ✓ National character.
- ✓ Committed staff.
- ✓ Supportive leadership.
- ✓ Councilors' willingness to sacrifice.
- ✓ Council's shared responsibility and vision.



## 8.2 Weaknesses

- / No permanent office.
- / SACE is not accessible to educators.
- / SACE's monopoly
- / No Government's contribution to SACE funds.
- / Lack of balance between rights and responsibilities.
- / Staff shortage.
- / Skills shortage in certain areas.
- / Act too prescriptive in some areas.
- / Mechanism to deal with existing staff grievances.
- / Lack of provincial capacity.
- / Time constraints on Councilors impact on their responsibilities as educators as well as Councilors.
- / Lack of adequate compensation for Councilors.
- / Staff not organized to take advantage of Labour Relations Act provisions.
- / Job descriptions and conditions of service need to be refined.
- / Lack of fundraising strategy.
- / Insufficient budget.
- / Lack of cohesion between educational structures regarding accreditation.
- / Lack of proper communication to educators and other institutions.

### 8.3 Opportunities

- ✓ Using existing transformation policies to execute mandate.
- ✓ Using existing legislation to inform and influence policy.
- ✓ Willingness of educators to be united as professional workers.
- ✓ Bringing together the notion of professionalism and unionism.
- ✓ Existing media network.
- ✓ Using of educators to volunteer services in areas of dire need.
- ✓ Creation of one-stop call centers.
- ✓ Availability of educators to be professionalised.
- ✓ Positive globalisation, multi-lateral, and bi-lateral relations between South Africa and other countries.

### 8.4 Threats

- ✓ Lack of adequate funds.
- ✓ No contribution of funds by the Government.



- Lack of adequate resources.
  - / Diversity of Council composition.
  - / Rapid change of ICT
  - / Legislation too prescriptives (try's)
  - / Lack of clarity of the Ministry's role in relation to SACE
  - / Ministry
  - / Lack of communication and consultation between the Department of Education and SACE
  - / Autonomy of certain educational institutions.
  - / State of administrative health of provincial department
  - / Lack of understanding of SACE's role
  - / Non-adherence to SACE's guidelines, polices and agreements
- 9. Action Planning**

*The following part deals with Operational Planning containing a variety of activities to be performed for the year 2006 – 2009.*

**3-YEAR STRATEGY PLANS**

SOUTH AFRICAN COUNCIL FOR EDUCATORS  
(SACE)

11,515,072

850,000
8,882,072
500,000
-50,000
150,000

11,515,072

100,000
380,000
70,000
28,000
82,000
100,000
300,000
80,000
140,000
130,000
80,000
0
80,000
280,000
80,000
18,000
13,000
9,122,072
70,000
80,000
40,000
40,000
270,000
100,000
500,000
300,000
150,000

**BUDGET  
2006/2007**

*Banjay*  
CEO

INCOME

- Registration fees
- Subscription fees
- Interest received
- Development Grant
- Grants income

OPERATIONAL EXPENDITURE

- Advertising
- Audit fees
- Bank charges
- Concession commissions
- Cleaning of buildings
- Consultation fees
- Depreciation
- Domestic services
- Insurance
- Lease charges
- Legal cost
- Office rental
- Postage
- Printing and Stationery
- Repairs & maintenance
- RCC levies
- Vehicle running cost
- Salaries
- Security services
- Staff development
- Subsidies
- Study expenses
- Telephone
- TRAVEL & ACCOMMODATION
- CODE OF CONDUCT
- REGISTRATION OF EDUC
- PROFESSIONAL DEVELOPMENT
- PUBLICITY AND COMMUNICATION

**SOUTH AFRICAN COUNCIL FOR EDUCATORS**  
**2006/7 BUDGET**

**INCOME** **Note** **11,212,072**

Registration fees	1	660,000
Subscription fees	2	9,882,072
Interest received	3	500,000
Development Grant	4	50,000
Sundry income		120,000

**OPERATIONAL EXPENDITURE** **11,212,072**

Advertising		100,000
Audit fees	5	360,000
Bank charges		70,000
Compensation commissioner	6	25,000
Cleaning of buildings	7	85,000
Consultation fees	8	100,000
Depreciation	9	200,000
Domestic services		60,000
Insurance	10	140,000
Lease charges	11	130,000
Legal cost		50,000
Office rental	12	0
Postage		90,000
Printing and Stationery		250,000
Repairs & maintenance	13	80,000
RSC levies		16,000
M/vehicle running cost		13,000
Salaries	14	6,723,072
Security services	15	70,000
Staff development		80,000
Subscriptions	16	40,000
Sundry expenses		40,000
Telephone		370,000
<b>TRAVEL &amp; ACCOMMODATION</b>		700,000
<b>CODE OF CONDUCT</b>	17	350,000
<b>REGISTRATION OF EDUC</b>	18	600,000
<b>PROFESSIONAL DEVELOPMENT</b>	19	350,000
<b>PUBLICITY AND COMMUNICATION</b>	20	120,000

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The subscription fee is projected based upon 411753 employed educators in public and private institutions. The amount of R 2.00 per month per educator is payable.

3 **Interest Receivable**

Interest is projected on the operational reserve deposit. The interest is expected at the unstable rate of between 5% and 12% per annum.

4 **Development Fund**

Metropolitan has offered the annual grant of R 50,000.00 for the period of three years with effect from 2004/5 financial year. The grant is intended to fund the postgraduate studies of young and newly qualified teachers at any South African University.

6 **Compensation Commissioner**

To provide for the amount levied by the Compensation commissioner as a statutory obligation in respect of occupational Health and Safety Act. The amount is calculated by the commissioner based on the payroll expenditure of the previous tax period.

7 **Cleaning of Buildings**

Provision is made for the cleaning services of the building. A contract has been entered into with a cleaning company to provide two cleaners who also assist in preparation and setting up of meeting rooms.



8 **Consultation Fees**

To cater for technological skills consultation advisory services on different spheres of SACE business and some technical support services.

9 **Depreciation**

Provision is made for to write off our assets as follows:

<input type="checkbox"/> Computer equipment	33% per annum	33.33%
<input type="checkbox"/> Furniture and fittings	10% per annum	10%
<input type="checkbox"/> Improvement to the leased building		over lease period

10 **Insurance**

For protection cover for the replacement value of SACE assets under unforeseen circumstances. This also includes the personal cover for Council members while on SACE business.

11 **Lease Charges**

The lease charges are provided for the rental of the leased vehicle, rental of photocopying machines as well as rental for fax machines. Two photocopiers, one vehicle and five fax machines have been leased.

12 **Office Rental**

There is no budget for office rental

An agreement has been reached with the ELRC not to charge SACE rent for the 2005/6 financial year, and discussions are in progress for the same dispensation in the following year until SACE's financial position improves.

13 **Repairs and maintainance**

General repairs	R30 000
Website maintainance	R50 000

14 **Salaries**

Salaries makes provision for the normal salary for the same personnel as in the 2005/6 financial year with the inclusion of the vacation days credits ( Net accrued); the inflation related salary increase and performance appraisal incentives.

All expenditure not provided for should be decided together with its source of funding.

15 **Security Service**

Provision of ongoing security service for the building and the yard during working hours. One security personnel has been contracted to SACE and it may be adjusted should the situation change.

16      Subscription

It provides for the ongoing subscriptions of SACE web-site and internet connection.

17      Code of Conduct

The expenditure in this regard is minimised to deal with serious breaches of code of conduct. All other complaints will be dealt with advisarily and files will be maintained to watch progress. Advocacy, advertisement and empowerment initiatives will take place through increased budget.

18      Registration of Educators

Provision is made for ongoing registration of educators who will be qualifying at the end of 2005 Calendar year and few delayed educators who are already in the teaching field. It includes the maintenance of the register .

19      Professional Development

The main activities of this section will be in connection with setting up a continuous professional development system ( in partnership with the Department), outreach initiatives, research and advocacy.

20      Publications and Outreach

For the production of annual report, newsletter, paraphernalia aimed at promotion and publicity of SACE activities and advocacy campaigns.

## CAPITAL EXPENDITURE

No capital expenditure has been budgeted for.