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Date: 30/11/00 03:28:39
Subject: Formulation of Project Document for the Literacy Initiative

Dear Colleagues,

As I indicated on the phone, I am hoping you can give some inputs that can be integrated into the project plan we are formulating. I think at this stage, we mainly need to outline the broad strategy for the Initiative in KZN. The details will come once the steering committee has had time to consult other stakeholders and to refine the strategy.

The questions are:

- 1.. Given the size of the problem in KZN, what are the key areas that should be prioritised, and targeted for the initial phases of the Initiative? This can be defined in terms of categories of people, regions in the province, links with other development initiatives, etc.
- 2.. on what basis should the prioritisation occur?
- 3.. what are the achievable outcomes that should be aimed for? These can be expressed both in terms of numbers reached, and numbers successfully completing courses. Are there other targets that should be aimed for, and how would they be measured?
- 4.. within what time-frames should we be anticipating to see results? What results are achievable in the short to medium term (1 - 2 years)? What results can be achieved over the longer term (3 years and more)?
- 5.. What strategies should be adopted to ensure the success of the initiative? Strategies are required for
 - a.. mobilising learners
 - b.. mobilising educators
 - c.. mobilising additional financial and other resources from stakeholders
 - d.. profiling the Initiative for the public
6. the ABET sector has historically been beleaguered by low participation rates and low retention rates, with the possible exception of industry based programmes. Is there sufficient knowledge about the underlying causes of these low rates? How can we try to avoid them in the implementation of the Initiative? I know this is a broad question, and it may not be easy to give a straightforward answer to it. I suppose the point of the question is to find innovative ways to bring people to the party, otherwise this can become another project that has been loudly touted, but has had little impact on the ground.
7. how would we measure the success of the Initiative? What impacts are we expecting to make?
8. How should the Initiative be managed? What are the pros and cons of establishing an independent organisation vs housing the Initiative in an existing organisation, and seconding or hiring staff to drive it? On what basis should the decision be made?
9. What else should be taken into account in framing the project document?

I would appreciate hearing from you early next week. Miranda and I will be in Durban on Monday meeting with the Interim steering committee that was established on Monday. The meeting will be at the SADTU offices in town, starting at 9 am to finish by 3:30 pm. If you can prepare something for us to use at that meeting that would be helpful, otherwise I will take what we discuss on Monday, and link it with your inputs.

Thanks.

Regards,

Sybil

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