

# South African National Literacy Initiative



## MEMORANDUM

**Date** 06 April 2001  
**From** Miranda Malele  
**To** Prof. J.J. W. Alchison

**Subject** INVITATION TO A STRATEGIC PLANNING SESSION

Dear Prof. Alchison

SANLI is holding a Strategic Planning Session on 10 & 11 April 2001. I would like to invite you to attend. The details are as follows:

**VENUE:** Glenburn Lodge  
Muldersdrift

**DATE:** 10 – 11 April 2001

**PROGRAMME:** Attached

We have included you in the programme to share the SWOT you presented at our last EXCO meeting.

Kindly revert back as soon as possible to allow us to make the necessary logistical arrangements.

Miranda Malele

**Draft WORKSHOP PROGRAMME: SANLI'S TWO-DAY PLANNING  
WORKSHOP  
10<sup>TH</sup> TO 11<sup>TH</sup> APRIL 2001**

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**Objective:** The objective of the two-day planning workshop is to develop a project plan that will serve as guide to the implementation of SANLI's literacy campaign. This project plan will form part of a project document that will be finalised on the bases of discussions at the workshop.

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**DAY ONE**

- 08H00-08H30: Arrival & Tea
- 08h30-08h45: Opening and Welcome (Executive Director)  
• Objective of the workshop
- 08h45:09h00: Expectations
- 09h00-09h30: The Development context that informs literacy initiatives in SA (Dr P Bond - Wits Business School)
- 09h30-10h00: The form and nature of SANLI as an organisation (Mr Edcent Williams- Chief Director General Education and Training)
- 10h00-10h30:
- 10h30-10h45: **TEA**
- 10h45-11h30: Analysis Of Stakeholders  
Prof. Aitchison
- 11h30-13h00: Analysis of problems associated with reducing the rate of illiteracy in South Africa
- The Status of the ABET sector in South Africa (Prof. McKay) reschedule for 12h00 please

13h00-14h00:

LUNCH

14h00-15h30:

Analysis of Objectives to be pursued by SANLI

15h30-15h45:

TEA

15h45-17h00

Discussion of an institutional framework for SANLI

END OF DAY ONE

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DAY TWO

08h30-10h30:

Development of outputs, indicators and assumptions for  
SANLI

10h30-10h45:

TEA

10h45-12h30:

Development of activities that will drive the campaign

12h30-13h00:

Discussion of the way ahead  
Rev. Majiza Closure

LUNCH

**PROGRAMME FOR SANLI'S TWO-DAY PLANNING WORKSHOP  
10<sup>TH</sup> TO 11<sup>TH</sup> APRIL 2001  
GLENBURN LODGE**

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**Objective:** The objective of this two-day planning workshop is to develop a project plan that will serve as a guide for the implementation of SANLI's literacy campaign. This project plan will form part of a project document that will be finalised on the bases of discussions at the planning workshop

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**DAY ONE (10<sup>TH</sup> APRIL)**

08h00-08h30	Arrival & Tea
08h30-08h45	Opening and Welcome <ul style="list-style-type: none"><li>• An outline of the objective of the workshop</li></ul>
08h45-09h00	Expectations
09h00-09h30	The development context that informs literacy initiatives in SA (Dr P Bond - Wits Business School) <i>and David Barkin.</i>
09h30-10h00	The form and nature of SANLI as an organisation (Mr. Edcent Williams - Chief Director for Education and Training)
10h00-10h15	TEA
10h15-11h00	Analysis of Stakeholders (Prof. Aitchison)
11h00-12h00	Analysis of problems associated with reducing the rate of illiteracy in SA
12h00-12h30	The status of the ABET sector in SA (Prof. McKay)
12h30-13h00	Analysis of problems associated with reducing the rate of illiteracy in SA (Continued)
13h00-14h00	LUNCH

- 14h00-15h30      Analysis of objectives for the reduction of the rate of illiteracy in SA and selection of those objectives that SANLI should pursue
- 15h30-15h45      **TEA**
- 15h45-17h00      Development of outputs, indicators and assumptions that will inform SANLI's strategy

**END OF DAY ONE**

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**DAY TWO (11<sup>TH</sup> APRIL)**

- 08h30-10h30      Development of activities that will drive the campaign
- 10h30-10h45      **TEA**
- 10h45-12h30      Discussion of an institutional framework for SANLI
- 12h30-13h00      Discussion of the way ahead  
Closure (Rev. Majiza)

**LUNCH**

SANLI Planning workshop - 10-11 April 2001

Majiza: Prayers.

Malele: Introduction

Bond:

+

David Barkin: Bond  
Frustrations of orthodox economics

ANC alliance paper Oct. 1998

Declining profitability → go global to compensate  
speculative financial capital → financial speculation  
The power of the bond traders.

ANC given the govt as long as economy remains in hands of bankers.  
Abel - Godsell, Jones and as  
"editors" of the RDP White paper.

Govt authors → now to the banks.  
Washington consensus has no interest in ABE.  
The Washington consensus is now in crisis.

Barkin

Institute of Agricultural Training  
ABE linked to rural production.

### 3 principles

#### • Autonomy

(local capability to make own decisions  
and impose them on outsiders  
trying to muscle in)

(local governance capability (→ needs  
literacy))

#### • Self-sufficiency

(not = do everything, rather do what you  
can do well (including traditional  
foodstuffs), ← relevant filtering  
materials.

#### • Productive diversification

(for trade (of Autonomy)  
but don't sell your labour  
→ too cheaply.)

Literacy needs to be demanded as a tool.

Barkin, D. Wealth, poverty and sustainable development

## Expectations

- Clarify and budget the plan
- Clarify which plan? Don't we have one? (Chichey)
- A shared vision. (Chichey)
- A collective "horizontal" plan. (existing programme plans are all "vertical" (Masquima)
- Clear national profile. (Miranda)
- Resolve certain policy issues. (Chichey)
- SANLS's history legacy (Mda)
- SANLS structure and partners. (Mda)

John Aitchison.

What is the financing agreement with SANLI? — UN in DOE.  
How flexible is SANLI?

Chucky — Based — assumed SANLI would be a semi-autonomous body.

Section 21 company is a no no.

A directorate? (Chucky clear unhappy about?)

Where placed? (in DG or DDG office).

Problems of procurement procedures?

Meeting with Minister postponed to this week.

Hasanuma — large scale needed. (cf small MBST output).

Mda — unrealistic (financial) expectations of SANLI.  
Expect SANLI to deliver tonnes & money to them!

~~Chucky~~ — (we those stakeholders that are positive.

Bongani — what does SANLI intend re NEOS.

Chucky — SANLI must be multi-stakeholder.

Micanda — post literary activities.

Hasanuma — who gives us money; Govt | Donors | Media | Academics.  
& support  
Suppliers & Materials | staff. | NEOS.

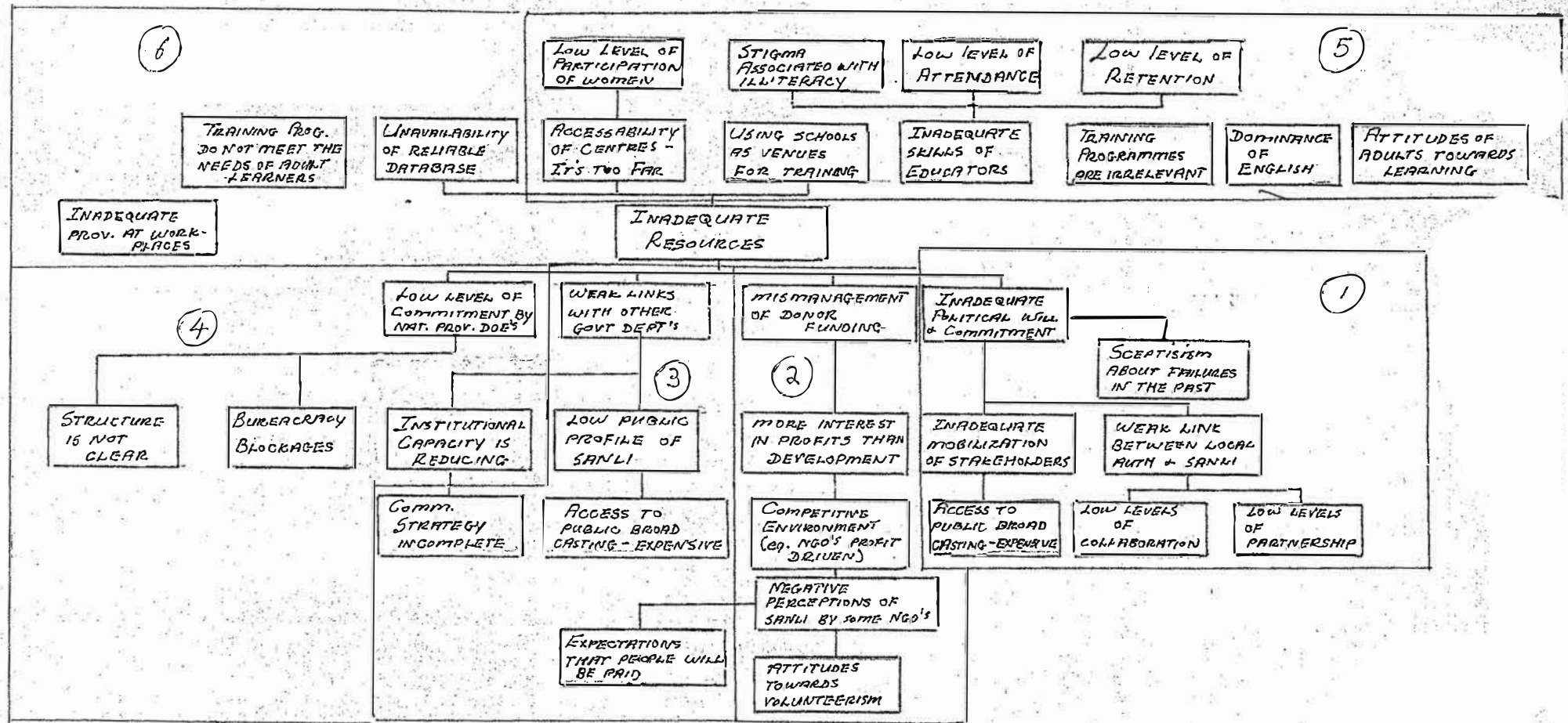
Blockages from within Dept. Needs clarifying.  
Need assestive profile. Need to sort this  
out within Dept itself.

Left and missed pm session

Objective face

- Political will
- Partnerships
- Advocacy
- Institutional matters
- Liames
- Inputs

# PROBLEMS IDENTIFIED



1. Political Will.
2. Relationships/Networks with Stakeholders
3. Advocacy + Marketing
4. Institutional Issues / Org. Procedures / MFE
5. Learning + Teaching. Learners, Educators / LSM / LSS / Completion



Day Two

i. Goal / development target

A significant number (1 - 1 1/2 million) of adults who have had no or insignificant schooling by 2004.

Year 2000/2002	220 M	
2/2003	440 M	2 m.
4/2005	880 M.	
	<u>1 960 M.</u>	

Regular reanalysis.

2. Immediate objectives.

2.1 65% success rate.

2.2 200,000 volunteer educators (the pool) over 4 years

2.3 Training & learner materials by end of year 1.  
Selected, distributed,  
Produced, used.

2.4 Increased levels of awareness, participation and contribution by a broad section of the South African public.

2.5 Clear, functional interrelated arrangements at all levels. A facilitative structure.  
 By ~~Sept~~ 2001:

Group B:

OBJECTIVE	OUTPUTS	INDICATORS	ASSUMPTIONS
2.4 Increase levels of awareness, participation, contribution to the campaign by a broad cross-section of interested parties starting in 2001.	Enrolment of learners.	2 000 000 m	
	Volunteers do training	SANLI records	
	Volunteers teach	Student returns & assessment.	
	Positive, continuing, media coverage both general & specific (free ip.)	Monitoring & analysis (yearly report)	
	R4 billion (R24 m learners)	Bank statement.	
	Organisations. → Media → Politics → Academics. + + constructive	Monitoring & evaluation report.	
	Maximum collaboration & co-operation		
	Govt-commitment - \$ - resources.		
	Good quality at affordable cost.		

Clear functioning institutional arrangements in place at all levels by Sept	<ol style="list-style-type: none"><li>1. Fix institutional nature</li><li>2. Effective operations</li><li>3. Allocate donor funds.</li></ol>		
	<ol style="list-style-type: none"><li>4. HQ staff and providers.</li><li>5. HQ infrastructure generated at all levels.</li><li>6. High retention &amp; regulation of learners &amp; educators.</li></ol>		

Group A

Assumptions:- lessons as attracted & educators are effective (and volunteers).

Resource centres established in all communities.

Training programme starts by June 2001.

Assumption: that appropriate material exists.

SANCI Institutional base.

- Chair & CEO. (operational level confusion).
- Board.
- Available resources for operations, and who controls them.
- EU role and link.
- Communication (internal).

"bringing the DEs to the same level of awareness as the ministers of Education." Miranda Malele.

- in DOE Directorate
- Ministerial committee

\*

- Need more feedback for Cheryl & Miranda (Adele).

- Meeting on 17th with funds. Mechanisms a problem.

Way forward

1. Strategic document completed 26 April.
2. Comments by 9 May.
3. Final draft. 18 May.

- Discussions with in DOE re SANCI re institutional assignment.
- Improved internal communication
- Various HR issues.