



## DEPARTMENT OF EDUCATION

Enquiries: MR B. WHITE  
Contact No: 053 839 6500  
E-mail: [brianwhite@ncdoe.gov.za](mailto:brianwhite@ncdoe.gov.za)  
Reference: L.2.10.2.6  
Date: 24 January 2020

**ACTING CHIEF DIRECTOR: DISTRICT OPERATION  
DISTRICT DIRECTORS  
CIRCUIT MANAGERS  
SCHOOL PRINCIPALS  
GOVERNING BODIES**

**SUBJECT: ADVOCACY ON THE ADVANCE DIPLOMA IN EDUCATION FOR SCHOOL LEADERSHIP AND MANAGEMENT (ADE: SLM) PROGRAMME**

This initiative led by the Department of Basic Education and various Stakeholders intends to change the landscape for development of aspirant School Management Team Members.

### **BACKGROUND**

In 2007 the Department of Education introduced the Advanced Certificate in Education: School Leadership (ACE: SL) with the intention to improve leadership and management in schools and to pilot an entry-level qualification to principalship. The ACE was a two year course that started with a field test of two cohorts of students nationally. This qualification was fundamentally different from other programmes on offer in the sense that it was initiated by the Department of Education and has been developed in collaboration with 16 Higher Education Institutions (HEIs). It was also values driven, and provided a fair balance between theory and practice.

The Advance Diploma in Education School Leadership and Management (ADE: SLM) Programme replaces the old ACE School Leadership Programme.

On the 15<sup>th</sup> July 2011, the Minister of Higher Education determined the national policy on the Minimum Requirements for Teacher Education (MRTEQ) in terms of Section (8)(2)(c) of NQF Act 67 of 2008. This Policy was design to align qualifications for teacher education and replaces the Norms and Standards for Educators in Schooling, 2000, in its entirety.

The South African Standard for Principalship (SASP) (SASP, 2015: 10) defines eight areas of leadership and management:

- Leading teaching and learning in the school.
- Shaping the direction and development of the school.
- Managing quality and securing accountability.
- Developing and empowering self and others.
- Managing the school as an organisation.
- Working with and for the community.
- Managing human resources (staff) in the school.



- Managing and advocating extra-mural activities.

The course modules of the ADE: SLM programme, together, seek to address all these areas with themes such as developing and empowering self and others and managing quality and securing accountability cutting across all modules.

We have approximately 2032 SMT members in public schools in the Northern Cape of which 361 are Deputy Principals and 1134 Departmental Heads.

### PURPOSE OF THE ADE: SLM

As a sector we are reminded of what is stipulated in the National Development Plan (November, 2011: Chapter 9), that emphasis should be put on skills development so that appropriate, qualified and competent school principals are appointed.

Also linked to the purpose is the overall strategic objective to:

- Ensure effective professional management and leadership capacity in schools;
- Create autonomous and self-managing schools
- Enable principals and SMT members aspiring to be principals to:
- Demonstrate a sound understanding of what is involved in school leadership and management and in relation to what constitutes good practice in South Africa and other parts of the world.

The main purpose of the ADE: SLM Programme therefore is to address the development of SMT members and create a pool of quality prospective SMT Members.

The modules of the ADE: SLM programme:

Core Focus is on the South African context	Module 1. Professional Portfolio and Workplace Project	Integrates work across the programme. Includes a practical Workplace Project	30 credits/Level 7
Assessment per module including self-assessment and reflections, formative and summative assessment	Module 2. Leading and managing teaching and learning in the school	Focus is on applied competence	18 credits/Level 7
	Module 3. Leading and managing extra-curricular and co-curricular activities		9 credits/Level 7
	Module 4. Leading and managing people and change		18 credits/Level 7
	Module 5. Working with and for the wider community		9 credits/Level 7
	Module 6. Leading and managing the school as an organization		18 credits/Level 7
	Module 7. Working within and for the school system		18 credits/Level 7
<b>Total</b>			<b>120 credits</b>

## LEARNING PRINCIPLES

- Practice based learning link with mentorship and coaching
- Directed and self-directed learning
- Individual and group learning implemented in parallel sessions

Group learning contexts include:

- Learning in teams and clusters - institutional and school-based Professional Learning Communities/Community of Practices (PLCs/CoPs).
- Interactive group activities, e.g. simulations, debates- during contact sessions
- Problem-focused deliberation.
- Undertaking research – e.g. the Workplace Project
- Site/school-based learning - applied
- Critical reflection – Learning Journal and reporting on personal growth and insights developed (Personal Professional & Organisational Development Plan).

## SUGGESTED SEQUENCE OF ADV. DIP (SLM) MODULE DELIVERY

Year 1	Module 1. Professional Portfolio and Workplace Project
	Module 2. Leading and managing teaching and learning in the school
	Module 3. Leading and managing extra-curricular and co-curricular activities
	Module 4. Leading and managing people and change
Year 2	Module 1. Professional Portfolio and Workplace Project
	Module 5. Working with and for the wider community
	Module 6. Leading and managing the school as an organization
	Module 7. Working within and for the school system

## IMPLEMENTATION APPROACHES/METHODS

All Higher Education Institutions (HEIs) provided with the same set of course materials.

Part-time over 24 months 15 days per year (weekends and holidays), Independent study.

Facilitators travelling - contact sessions arranged close to the candidates' place of residence, e.g. utilizing Upton FET College as a venue, Springbok rural FET College or schools/resource centres as venues.

Requires the establishment of, and learning through PLCs/CoPs – recommend approx. 6 per semester.

Promotes site-based learning using mentoring and coaching processes (excellent practicing ex principals & districts officials)

Promotes a competence/evidence-based approach centred on the development of a Professional Portfolio and Work Place Project.

### Assessment focus - Applied competence

Each modules contains formative activities and assignments and summative assessment tasks which are scenario-, case-study- and/or practice-based. Formative assessment will determine the participant's competence against standards and identify areas requiring further development with the results used to provide guidance on leadership and management practices.

Reflective Practice: The development of a reflective practice to engage in a process of continuous learning is strongly promoted with a regular record kept on the personal and professional development process.

### **Professional Portfolio (PP)**

The PP is the place in which the evidence of all the tasks and assignments that have been completed are stored. The contents contribute to providing an integrated record of evidence and of the level of applied competence across the programme. Integral to this is the contextual challenge of the WPP.

### **Assessors**

Not only conducted by formally registered assessors, but by a range of people, including lecturers, learning facilitators and mentors, each contributing to the value of the assessment.

### **MINIMUM ADMISSION REQUIREMENTS AS PER MRTEQ (2015):**

- 4 year Bachelor of Education degree;
- General first degree or diploma + a PGCE;
- Former Higher Diploma in Education (Postgraduate)

### **PROGRESS IN THE N/CAPE**

Discussions with a Funder is at an advanced stage to fund the ADE: SLM Programme. This being only in the JTG District and Tsantsabane Municipal area earmarked to start during the June 2020 holidays.

Sol Plaatje University (SPU) will offer the ADE: SLM Programme from 2021.

SPU will be part of the SGB Advocacy drive to advocate the SPU intended process for the 2021 intake. More information will be shared via the SPU Website in this regard.

This Memo therefore serves to invite prospective Departmental Heads and Deputies who aspire to become either Deputies or Principals to provide IMGD Head Office with their full details via HRMS. Candidates will be selected to form part of the first DBE intake.

#### **Target Group:**

- SMT Members already on NQF Level 6
- Deputy Principal aspiring to be principal
- Departmental Head (DH) aspiring to be a deputy or principal

#### **Selection Criteria:**

- NQF Level 6 qualification
- Deputy Principal or Departmental Head appointed;
- Between the ages of 25 and 55;
- Energetic and willing to motivate and inspire educators;
- Good understanding of school governance;
- Willing and able to attend classes Saturdays and during school holidays for the duration of 2 years.

Role of District Officials in providing support to successful candidates:

- CES: Circuit Coordination, CES: IMGD, Circuit Managers, DCES: IMGD and Principals regarded as Mentors to the successful candidates
- District Officials to be coaching aspirant candidates
- District Management Team Members to assist in providing Management support to the successful candidates.

## LONG TERM GOAL

- To ensure all public schools SMT members have an ADE: SLM Diploma.
- Motivate PL 1 educators that aspire to be SMT Members to study on their own with Sol Plaatje University.

## DBE PROGRESS

The Department of Basic Education in conjunction with the ETDP SETA planned to roll out the ADE: SLM Programme during April 2020. Everything is still tentative and more information will be communicated in due course. It is important for the Province to already have a database of SMT Members that want to make use of the DBE initiative.

The Table below reflects the DBE planned number of intake of interested aspirant Deputies and Principals per identified Higher Institution.

HIGHER EDUCATION INSTITUTION	NUMBER OF STUDENT INTAKE ALLOCATED
University of Pretoria	250
University of Johannesburg	250
University of Cape Town	100
University of Stellenbosch	150 – (DBE allocated 50 to the NCDOE)
University of Venda	250
University of North West	50

Logistical arrangements including venues, travelling and accommodation will be communicated in due course to successful candidates.

## PROCESS TO PROVIDE DATA

Departmental Heads and Deputy Principals aspiring to obtain the ADE: SLM Diploma are welcome to submit their details on or before 7 February 2020 via email to KG Molale at [staffmolale1963@gmail.com](mailto:staffmolale1963@gmail.com) or call 053 839 6803/09 for any clarity. We request all Principals facilitate a discussion with SMT members, minute the discussion with an attendance register and ensure all interested Deputies and Departmental Heads submit their details (as outlined below) via email to Mr Molale.

Data fields to be completed on an Excel spreadsheet:

- Persal nr
- Surname
- Initial
- School Name
- District
- Rank
- Race
- Gender
- Age in 2020
- Appointment date
- Id nr
- REQV

- Highest qualification
- Cell nr
- Email address
- Governance experience (Y/N)

Incomplete data fields could jeopardize the success of being a potential candidate for the ADE: SLM Bursary.

**FURTHER REFERENCE:**

South African Qualifications Authority (SAQA) website or Minimum Requirements for Teacher Education Qualifications (MRTEQ) (DHET, 2015).

We need serious commitment from amongst educators and officials to improve the quality of our public-school management and governance.

Kind Regards,



**MR. H. H. ESAU**  
**CHIEF DIRECTOR: SCHOOL MANAGEMENT AND SUPPORT**



Abongile Lihle &lt;abongilelihle28@gmail.com&gt;

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**Fwd: ADE INTAKE BY PROVINCE 2020**

1 message

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**Brian B. White** <BrianWhite@ncdoe.gov.za> Fri, Jan 31, 2020 at 8:43 AM  
To: "Abongilelihle28@gmail.com" <Abongilelihle28@gmail.com>, KG MOLALE <staffmolale1963@gmail.com>, "abfmalunga@gmail.com" <abfmalunga@gmail.com>

FYI

Get Outlook for Android

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**From:** Makatu, Selaelo <Makatu.S@dbe.gov.za>  
**Sent:** Monday, January 27, 2020 2:37:14 PM  
**To:** L.mandlazi@education.mpu.gov.za <L.mandlazi@education.mpu.gov.za>; william.jantjies@westerncape.gov.za <william.jantjies@westerncape.gov.za>; Brian B. White <BrianWhite@ncdoe.gov.za>; Nadira Sookdeo (GPEDU) <Nadira.Sookdeo@gauteng.gov.za>; MulaudziA@edu.limpopo.gov.za <MulaudziA@edu.limpopo.gov.za>; Marwala Rasethaba <marwalarasethaba@gmail.com>; Tlhoriso Motholo <tlhorisomotholo@gmail.com>; mteu@nwpg.gov.za <mteu@nwpg.gov.za>  
**Cc:** Ndlebe, James <Ndlebe.J@dbe.gov.za>  
**Subject:** ADE INTAKE BY PROVINCE 2020

Dear colleagues

Attached please find relevant information in preparation of the ADE: SLM programme implementation. The DBE is in the process of finalising the implementation of the programme, especially funding with ETDP SETA. As the processes is ongoing, kindly start the process of identifying names of officials in terms of the number of intake as per HEI in your province. The names should be send to the DBE on or before end of March 2020.

You are provided with a suggested criteria to use in selecting officials. Different coordinators are included for you to liaise with HEIs coordinators in each province.

Kindly Study the criteria provided as well as the Provincial Operational Team (POT) structure for your input.

Hopefully the information provided will enable a speedy process.

Kind regards

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 **ADE INTAKE BY PROVINCE 2020.docx**  
17K

**ADE: SLM INTAKE BY PROVINCE-2020**

HIGHER EDUCATION INSTITUTION	NUMBER OF STUDENT INTAKE PER PROVINCE	PROVINCIAL COORDINATOR
University of Pretoria Email: <a href="mailto:nylon.marishane@up.ac.za">nylon.marishane@up.ac.za</a> Tel: 012 420 5513 Cell 0762572269	250	Mpumalanga: 250 Ms L Mandlazi Email: <a href="mailto:L.mandlazi@education.mpu.gov.za">L.mandlazi@education.mpu.gov.za</a> Tel: 013 766 0925 Cell: 082 671 3426
University of Johannesburg Email: <a href="mailto:pierredp@uj.ac.za">pierredp@uj.ac.za</a> Tel: 011 559 2683/5247, Cell: 0833549481	250	Gauteng: 150 Ms Nadira Sookdeo Email: <a href="mailto:nadira.sookdeo@gauteng.gov.za">nadira.sookdeo@gauteng.gov.za</a> Tel: 011 355 0656 Cell: 066 301 4101  Free State: 100 Email: <a href="mailto:TlhorisoMotholo@gmail.com">TlhorisoMotholo@gmail.com</a> Tel: 051 447 4038 Cell: 079 503 5955
University of Cape Town Email: <a href="mailto:Janis.wylie@uct.ac.za">Janis.wylie@uct.ac.za</a> Tel: 021 650 2766 Cell: 083 320 9384	100	Western Cape: 100 Mr W Jantjies Email: <a href="mailto:william.jantjies@westerncape.gov.za">william.jantjies@westerncape.gov.za</a> Tel: 021 467 2611/3 Cell: 071 353 8832
University of Stellenbosch Email: <a href="mailto:crp2@sun.ac.za">crp2@sun.ac.za</a> Tel: 021 808 2936 Cell: 072 255 5272	150	Northern Cape: 50 Mr Brian B. White Email: <a href="mailto:brian.mrwhite@gmail.com">brian.mrwhite@gmail.com</a> Tel: 053 839 6661 Cell: 071 422 1810  Western Cape: 100 Mr W Jantjies Email: <a href="mailto:william.jantjies@westerncape.gov.za">william.jantjies@westerncape.gov.za</a> Tel: 021 467 2611/3 Cell: 071 353 8832
University of Venda Email: <a href="mailto:Ndanganeni.litshani@univen.ac.za">Ndanganeni.litshani@univen.ac.za</a> Tel: 015 962 9114 Cell: 079 341 9936	250	Limpopo: 250 Mr M Marwala Email: <a href="mailto:marwalarasethaba@gmail.com">marwalarasethaba@gmail.com</a> Tel: 015 290 9420 Cell: 082 881 7439
University of North West Email: <a href="mailto:Molly.VanNiekerk@nwu.ac.za">Molly.VanNiekerk@nwu.ac.za</a> Tel: 018 2852070 Cell: 082 455 8552	50	North West: 50 Dr M Teu Email: <a href="mailto:mteu@nwpg.gov.za">mteu@nwpg.gov.za</a> Tel: 018 397 3016 Cell: 079 515 6269

**PROVINCIAL OPERATIONAL TEAM (POT) (13)**

Each province must be represented by:

- DBE (EMGD) Coordinator (1)
- Provincial EMD and Teacher development Coordinator (2)
- HEI Coordinator (1 for each HEI)
- Provincial Union Representative (SADTU, NAPTOSA, SAOU, PEU, NATU) (5)
- SACE (1)



- Provincial Professional Association (SAPA, EMASA, DEPASA) (3)
- ETDP SETA

### **Purpose of POT**

The Provincial Operational Team must:

- Support the ADE: School Leadership and Management programme by ensuring access to districts and schools;
- Coordinate funding for the entire ADE: School Leadership and Management programme in the province from ETDP SETA for this programme, where possible skills Levy allocations.
- Liaise with the relevant HEI on candidate selection; using the national criteria which include:
  - Aspirant principals (Deputy Principals and Departmental Heads);
  - A selection from candidates who have a history of good performance;
  - A gender balance in terms of provincial requirements;
  - Deputy Principals and Departmental Heads who are not of pensionable age; and
  - From all types of schools.
- Ensure provincial communication, to provincial senior management and down to schools regarding the ADE: School Leadership and Management;
- Monitor the delivery of the programme in provinces;
- Manage and co-ordinate meetings to ensure the implementation of the entire ADE: School Leadership and Management programme; and
- Be represented on the national review committee when reviewing the ADE in that particular province.