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Enquiries: D Louw/S Philander

Circular: 0039/2019  
Expiry date: None

To: Deputy Directors-General, Chief Directors, Directors (Head Office and district offices), Heads: Management and Governance (district offices), Deputy Directors: Corporate Services (district offices), Circuit Managers, Principals of public schools and Chairpersons of governing bodies

Short summary: *To ensure appropriate training and support programmes for governing body members, with an emphasis on their role in respect of creating a quality learning environment, to ensure that an effective and efficient monitoring and evaluation programme of the role and responsibilities of governing bodies is implemented at schools, and to ensure that governing bodies implement effective, efficient and transparent financial management and internal control systems.*

**Subject: To ensure efficient and effective functionality of governing bodies**

1. The governing body of a school is responsible for ensuring the development of sound governance policies and guidelines to promote the interests of the school and to strive towards its development through the provision of quality education for all the learners of the school. To support and strengthen governing bodies in this regard, the Western Cape Education Department (WCED) has decided to implement the measures and controls set out in this circular.
2. The WCED is committed to assisting governing bodies with the following key focus areas:
  - 2.1 Ensuring appropriate training and support programmes for governing body members, with an emphasis on their role in supporting curriculum implementation, creating a quality and inclusive learning environment, and encouraging subject choices that will open up study and work opportunities for their learners.

- 2.2 Ensuring that governing bodies implement effective, efficient and transparent financial management and internal control systems and that the norms and standards transfer payments to schools are used for their intended purpose.
3. In terms of the national *Guidelines for Capacity Building of School Governing Body Members, 2018*, the *School Governing Body Functionality Tool* is used to evaluate the performance of governing bodies against their role and responsibilities, as required by the South African Schools Act (SASA), 1996 (Act 84 of 1996). The tool assists in identifying areas of need per governing body and does a needs analysis of all elected governing body members at a school.
4. It is the responsibility of the Head of Department (HoD) to capacitate governing bodies through capacity building programmes with an emphasis on their roles and responsibilities in the school system. Capacity building programmes include induction and training to prepare members to perform their roles and responsibilities at schools. The HoD must ensure that principals and other officials provide the necessary support to governing body members so that they can function optimally.
5. Governing bodies are evaluated on their performance to determine whether functions are carried out effectively and to identify areas of improvement. The WCED uses various evaluation tools, such as the *School Governing Body Functionality Tool*, as yardsticks to assess the effectiveness of governing body functionality.
6. An ineffective and inefficient governing body exposes the school to the following risks:
  - 6.1 Financial mismanagement.
  - 6.2 Fruitless and wasteful expenditure.
  - 6.3 Non-compliance with the SASA.
  - 6.4 Incorrect appointment of staff members.
  - 6.5 Negative impact on the academic outcomes of the school.
  - 6.6 School disruptions.
  - 6.7 Late-coming and absenteeism of learners and staff members.
  - 6.8 Absence of key governance policies.
  - 6.9 Failure to address discriminatory policies in relation to admission, language and conduct.

- 6.10 Absence of relevant structures such as the subcommittees of the governing body, e.g. safety committee, finance committee, disciplinary committee, etc.
7. The following systems, processes, procedures and policies must be in place to mitigate the risks at schools:
- 7.1 All governing body members must attend compulsory training (in line with sections 19(1)(a), (b) and 19(2) of the SASA) conducted by the WCED to ensure that they execute their functions as required by the SASA. As a result **all governing body members are hereby requested to attend all compulsory training sessions conducted by the WCED, to ensure they stay for the duration of the training session and to sign the attendance registers at the training sessions conducted.**
- 7.2 The governing body must meet regularly (at least once a quarter). Standing agenda points should include: finance matters, appointments, learner matters which includes the Representative Council of Learners (RCL) (if the latter is applicable), placement and admission issues, curriculum matters, discipline matters amongst learners, discipline matters amongst staff members, learner attendance patterns, staff attendance patterns, arrival times of learners, arrival times of staff members, leasing of property, infrastructure issues, asset management issues, Learning and Teaching Support Material issues, safety and security issues with the emphasis on Business Continuity Management, School Development Plan, School Improvement Plan, Subject Improvement Plan, School Management Plan, Annual and Quarterly Academic Performance Report, Academic Performance Improvement Plan, reports of various subcommittees, district matters and/or requests, correspondence from Head Office or the Department of Basic Education (DBE), and the School Principal's Report (SPR).
- 7.3 The governing body must ensure that all the necessary key subcommittees are chaired by a standing member of the governing body. These subcommittees must meet at least once a month or when necessary.
- 7.4 The governing body must ensure it has an executive committee that meets more frequently to plan ahead and to be informed about past developments, but also to monitor the implementation of decisions.
- 7.5 The governing body must ensure that all the school's key stakeholders (which include parents, staff members and learners (if applicable)) are consulted on all school policies and that there is proof that these consultative meetings have taken place (attendance registers and minutes of meetings). Upon final approval of a policy, the members present at such a meeting must sign the policy and initial every page. The signed policy must be disseminated under a covering letter to all stakeholders, including parents.

- 7.6 The governing body must ensure that on receipt of any findings or recommendations from any government agency (which includes the WCED, any Chapter 9 institution, Provincial Forensic Services, Public Service Commission (PSC), etc.), responsible officials are appointed to ensure that the school responds appropriately within the set time frames, whilst progress is monitored and reported on.
- 7.7 The governing body must ensure that the *School Governing Body Functionality Tool* is discussed and rated in a subcommittee (this could also be the executive committee of the governing body).
- 7.8 The district School Finance and Records Officer (SFRO), circuit manager, Head Office officials as well as officials from the DBE will perform regular and periodic visits to assess the effectiveness of governing bodies.
8. The Head: Management and Governance at every district office will be responsible for the following:
- 8.1 Provide a schedule to schools of the SFRO's visits relating to the *School Governing Body Functionality Tool*.
- 8.2 All schools must be visited in the second quarter of the calendar year, which will serve as a baseline visit.
- 8.3 Evaluate the *School Governing Body Functionality Tool* against the relevant evidence to ensure compliance. The official delegated by the Head: Management and Governance must analyse key performance areas and compare it to the relevant evidence, confirm the integrity of information and ensure adherence to compliance requirements.
- 8.4 After the audit/inspection/monitoring, the delegated official must first consult the Head: Management and Governance before communicating any outcome to the principal and chairperson of the governing body.
- 8.5 Before the official leaves the school after the audit/inspection/monitoring, he/she must present a preliminary report to the principal and chairperson of the governing body highlighting non-compliance matters identified during the visit. Minutes must be kept of this meeting. Remedial action plans to address non-compliance matters must be agreed upon between the principal, delegated official and chairperson of the governing body. This meeting must be recorded, and the minutes must be maintained and signed by all role players.
- 8.6 The delegated official will draft an official report (please refer to the template attached as **Annexure A**) containing findings, recommendations, delegation of responsibilities and timelines. This report MUST be signed off by the Head: Management and Governance and copies of the report must be sent to the principal and the

chairperson of the governing body. The principal and the chairperson of the governing body must sign to acknowledge receipt of the report (please refer to **Annexure B** and **Annexure C** respectively). The Head: Management and Governance must also provide the circuit manager and district deputy director with a copy of the report. The circuit manager and district deputy director must acknowledge receipt of the report by signing **Annexure D** and **Annexure E** respectively.

- 8.7 The principal must be instructed to discuss the findings and recommendations with the staff and he/she must provide proof that this was done by submitting copies of the letter convening the meeting, agenda, minutes and attendance register of the meeting to the Head: Management and Governance within 10 business days after the report was received by the school.
- 8.8 The chairperson of the governing body must discuss the findings and recommendations with the members of the governing body at an official meeting or a special governing body meeting, within 15 business days after the chairperson received the report. The governing body must provide the Office of the Head: Management and Governance with copies of the letter convening the meeting with an attached agenda for the meeting. The Head: Management and Governance must also be provided with the duly signed attendance register and minutes within a month after the school has signed for receipt of the report.
- 8.9 No due date must be given that exceeds 40 business days from the day the school signs for receipt of the report. Within the 40 days the school must provide the necessary evidence. If the school does not provide the requisite evidence, the Head: Management and Governance must request a follow-up investigation. Advance notice of at least two business days must be observed. A new implementation action date of maximum 20 business days (after the first 40 days have expired) may be agreed to by the Office of the Head: Management and Governance. The Office of the Head: Management and Governance must give the school a follow-up date of 25 days after the first 40 days have expired. If the school is visited and there was no improvement, the Head: Management and Governance must give a report to the circuit manager to apply consequence management.
- 8.10 A portfolio of evidence must be retained at the school (unless specifically requested by the WCED) to support the independent review performed by the circuit manager and/or delegated official from the Office of the Head: Management and Governance and/or Head Office and/or the Western Cape Government and/or the DBE and/or any Chapter 9 institution.
- 9. Regarding the training of governing bodies, the following should be noted:
  - 9.1 All training for governing body members is compulsory.

- 9.2 If a member has already attended a specific training session in the past three years, he/she does not need to attend the training again on the proviso that he/she provides proof of the date, their attendance (duly signed register) and that the training was WCED initiated. The Head: Management and Governance will make a final decision as to whether the member is exempted from attending the training session. The decision of the Head: Management and Governance is final and no appeals will be entertained by the WCED.
- 9.3 If a governing body member is not able to attend the planned training session for his/her school, he/she must submit a written apology via the principal to the Head: Management and Governance. This must be done prior to the planned date for training and the specific governing body member must supply valid reasons for non-attendance, but the member must also indicate the alternative session on the schedule that he/she will attend. **Annexure F** should be completed if a member is unable to attend. The principal must inform the relevant Head: Management and Governance of the names of those who are unable to attend a training session, via a formal letter prior to the planned training session, with all the relevant Annexure Fs attached.
- 9.4 The secretary and chairperson of the governing body must encourage the attendance of governing body members at planned compulsory training sessions.
- 9.5 The chairperson must ensure that the matter of compulsory attendance at planned WCED governing body training is prioritised and annually discussed at a governing body meeting. The resolutions emanating from such meeting must be submitted to the Head: Management and Governance before or on 31 May annually.
- 9.6 The governing body can approach the Head: Management and Governance or the Office of the Director: Institutional Management and Governance Planning for a specific training session, customised to their specific needs, by completing and submitting **Annexure G**.
- 9.7 If governing body members do not attend planned training sessions and fail to provide valid reasons, the Head: Management and Governance must submit the names to the chairperson and principal and request that disciplinary action be taken against those governing body members.
10. A delegated official from the Office of the Head: Management and Governance will visit each school at least twice a year, once during the second or third quarter and once during the first or fourth quarter of the school calendar year. The Directorate: Institutional Management and Governance Planning will visit 5% of schools visited by the districts for monitoring and evaluation. Schools to be visited may receive five business days' notice. It must also be noted that the DBE, the Office of the Auditor-General and the Public Service Commission can visit schools to monitor the

implementation of the same tool. The reports of the different bodies that will visit the school, will be used by the circuit manager in his/her visit to the school.

11. Kindly bring the contents of this circular to the attention of all concerned (especially all governing body chairpersons and members).

**SIGNED:** BK SCHREUDER

**HEAD: EDUCATION**

**DATE:** 2019-10-16

DIMG 16/2019

**IMS NUMBER IS COMPULSORY**

IMS NUMBER:

NAME OF SCHOOL

|                      |                      |                                   |                      |
|----------------------|----------------------|-----------------------------------|----------------------|
| TELEPHONE NUMBER:    | <input type="text"/> | EDUCATION DISTRICT:               | <input type="text"/> |
| NAME OF PRINCIPAL:   | <input type="text"/> | CIRCUIT:                          | <input type="text"/> |
| CELL NUMBER:         | <input type="text"/> | CIRCUIT MANAGER:                  | <input type="text"/> |
| NAME OF CHAIRPERSON: | <input type="text"/> | CELL NUMBER:                      | <input type="text"/> |
| CELL NUMBER:         | <input type="text"/> | OFFICE NUMBER:                    | <input type="text"/> |
| INVESTIGATOR:        | <input type="text"/> | HEAD - MANAGEMENT AND GOVERNANCE: | <input type="text"/> |
| CONTACT DETAILS:     | <input type="text"/> | CONTACT DETAILS:                  | <input type="text"/> |

| #  | Finding | Recommendation | Management Remedial Action Plan (Consulted and agreed) | Responsible Official | Due date |
|----|---------|----------------|--|----------------------|----------|
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| 3  |         |                |  |                      |          |
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| 8  |         |                |  |                      |          |
| 9  |         |                |  |                      |          |
| 10 |         |                |  |                      |          |
| 11 |         |                |  |                      |          |

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<<INITIALS AND SURNAME AND SIGNATURE ON TOP>>

DESIGNATION

DATE:

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<<INITIALS AND SURNAME AND SIGNATURE ON TOP>>

HEAD: MANAGEMENT AND GOVERNANCE

DATE:

DIMG 16/2019

DIMG 10/2019

Head: Management and Governance

Education District: \_\_\_\_\_

I, \_\_\_\_\_, the undersigned and **Principal** of  
\_\_\_\_\_ **(name of school)**, hereby:

1. Acknowledge receipt of the report dated \_\_\_\_\_ **(date)** under reference number \_\_\_\_\_ **(IMS Number – compulsory)** from the Office of the Head: Management of Governance from the \_\_\_\_\_ **(name of the district office)** District Office of the Western Cape Education Department.
2. Confirm that I will attend to the instruction(s)/finding(s)/recommendation(s) stipulated in the report under reference number \_\_\_\_\_ **(IMS Number)**.
3. Confirm that I fully understand the content of the report under reference number \_\_\_\_\_ **(IMS Number)**.
4. I understand that I must discuss the finding(s) and recommendation(s) with the staff and that I must provide proof that this was done by submitting copies of the letter convening the meeting, agenda, minutes and attendance register of the meeting to the Office of the Head: Management and Governance (of the education district under which the abovementioned school resorts) within 10 business days after the report was received by the school.

Signed on the \_\_\_\_\_ day of \_\_\_\_\_ (month) in the year \_\_\_\_\_ at  
\_\_\_\_\_ (place).

\_\_\_\_\_  
Signature of Principal

Signature of witness: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

Tel. no.: \_\_\_\_\_

DIMG 11/2019

Head: Management and Governance

Education District: \_\_\_\_\_

I, \_\_\_\_\_, the undersigned and **Chairperson of the governing body** of \_\_\_\_\_ **(name of school)**, hereby:

1. Acknowledge receipt of the report dated \_\_\_\_\_ **(date)** under reference number \_\_\_\_\_ **(IMS Number – compulsory)** from the Office of the Head: Management of Governance from the \_\_\_\_\_ **(name of the district office)** District Office of the Western Cape Education Department.
2. Confirm that I will attend to the instruction(s)/finding(s)/recommendation(s) stipulated in the report under reference number \_\_\_\_\_ **(IMS Number)**.
3. Confirm that I fully understand the content of the report under reference number \_\_\_\_\_ **(IMS Number)**.
4. I understand that I must discuss the finding(s) and recommendation(s) with the governing body at a governing body meeting or a special governing body meeting within 15 business days after I received the report. I also understand that the governing body must provide proof that this was done by submitting copies of the letter convening the meeting, agenda, minutes and duly signed attendance register of the meeting to the Office of the Head: Management and Governance (of the education district under which the abovementioned school resorts) within a month after the report was received by the school.

Signed on the \_\_\_\_\_ day of \_\_\_\_\_ (month) in the year \_\_\_\_\_ at \_\_\_\_\_ (place).

\_\_\_\_\_  
Signature of Chairperson of the governing body

Signature of witness: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

Tel. no.: \_\_\_\_\_

DIMG 12/2019

Head: Management and Governance

Education District: \_\_\_\_\_

I, \_\_\_\_\_, the undersigned and **Circuit Manager** of  
\_\_\_\_\_ (**name of school**), hereby:

1. Acknowledge receipt of the report dated \_\_\_\_\_ (**date**) under reference number \_\_\_\_\_ (**IMS Number – compulsory**) from the Office of the Head: Management of Governance from the \_\_\_\_\_ (**name of the district office**) District Office of the Western Cape Education Department.
2. Confirm that I take note of the instruction(s)/finding(s)/recommendation(s) stipulated in the report under reference number \_\_\_\_\_ (**IMS Number**).
3. Confirm that I fully understand the content of the report under reference number \_\_\_\_\_ (**IMS Number**).

Signed on the \_\_\_\_\_ day of \_\_\_\_\_ (month) in the year \_\_\_\_\_ at  
\_\_\_\_\_ (place).

\_\_\_\_\_  
Signature of Circuit Manager

DIMG 13/2019

Head: Management and Governance

Education District: \_\_\_\_\_

I, \_\_\_\_\_ the undersigned and **Deputy Director: Corporate Services** of \_\_\_\_\_ **(name of education district)**, hereby:

1. Acknowledge receipt of the report dated \_\_\_\_\_ **(date)** under reference number \_\_\_\_\_ **(IMS Number – compulsory)** from the Office of the Head: Management of Governance from the \_\_\_\_\_ **(name of the district office)** District Office of the Western Cape Education Department.
2. Confirm that I take note of the instruction(s)/finding(s)/recommendation(s) stipulated in the report under reference number \_\_\_\_\_ **(IMS Number)**.
3. Confirm that I fully understand the content of the report under reference number \_\_\_\_\_ **(IMS Number)**.

Signed on the \_\_\_\_\_ day of \_\_\_\_\_ (month) in the year \_\_\_\_\_ at \_\_\_\_\_ (place).

\_\_\_\_\_  
Signature of Deputy Director: Corporate Services

DIMG 14/2019

Head: Management and Governance

Education District: \_\_\_\_\_

Dear Sir/Madam

**WRITTEN APOLOGY FOR NON-ATTENDANCE OF GOVERNING BODY TRAINING SESSION SCHEDULED FOR \_\_\_\_\_ (DATE)**

I, \_\_\_\_\_, the undersigned and a member of the governing body of \_\_\_\_\_ (name of school) would hereby like to tender my apology for not being able to attend the planned compulsory training to be conducted by the Western Cape Education Department (WCED) on \_\_\_\_\_ (date) at \_\_\_\_\_ (venue) from \_\_\_\_\_ (time) till \_\_\_\_\_ (time) for governing body members as per the invitation letter dated \_\_\_\_\_.

**Reason(s):**

I understand the importance of the training and have decided to attend the scheduled training on \_\_\_\_\_ (date) at \_\_\_\_\_ (venue) from \_\_\_\_\_ (time) till \_\_\_\_\_ (time) instead.

I fully understand that the governing body of the abovementioned school may act against me if I just stay away from these training sessions without valid reasons. I am also aware that the WCED schedules these training sessions to empower us to be better equipped for our tasks as governing body members.

If you need any further information please call me on \_\_\_\_\_ or you may send me an email to \_\_\_\_\_.

Thanking you in anticipation

Kind regards

Signature: \_\_\_\_\_

Designation on governing body: \_\_\_\_\_

DIMG 15/2019

Head: Management and Governance  
 Education District: \_\_\_\_\_

Dear Sir/Madam

**REQUEST FOR A CUSTOMISED TRAINING SESSION FOR THE GOVERNING BODY OF  
 \_\_\_\_\_ (NAME OF SCHOOL)**

On \_\_\_\_\_ (date) the governing body of the abovementioned school held a meeting where a resolution was taken to approach the Western Cape Education Department (WCED) to conduct a training session for *(please delete what is not applicable)*:  
 full governing body / Finance Officer / Bursar / SMT members / Finance Committee / Executive Committee / Recruitment and Selection Committee / Safety Committee / Maintenance Committee / Staff / \_\_\_\_\_ (mention committee).

**Topic(s):**

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**Proposed dates and venue:**

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|---|--|
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| 2 |  |
| 3 |  |
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| 5 |  |

If you need any further information please call me on \_\_\_\_\_ or you may send me an email to \_\_\_\_\_.

Thanking you in anticipation

Kind regards

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Designation on governing body: \_\_\_\_\_