Appendix A: Organogram of the WCED

- **Penny Vinjevold** — Head Education
  - **Paddy Attwell** — Director Communication
  - **Anne Schlebusch** — Director Business Strategy & Stakeholder Management
  - **Marcia Harker** — Deputy Director General Education Planning
    - **Sindi Mafanga-Kibi** — Chief Director Business Intelligence Management
      - **Andile Siyengo** — Director Research
      - **Lynne Coleridge** — Director Policy Coordination
        - **Sanjith Hansraj** — Director Knowledge and Information Management
        - **Karen Bydell** — Director Quality Assurance
    - **Archie Lewis** — Chief Director Physical Resources
      - **Lesline McGlenatendolf** — Director Infrastructure Planning and Management
      - **Paul Swart** — Director Institutional Resource Support (including Library Services)
  - **Brian Schreuder** — Deputy Director General Curriculum and Assessment Management
    - **Tina Singh** — Chief Director Assessment and Examinations
      - **Zodwa Modimakwane** — Director Assessment Management
      - **André Clausen** — Director Examinations Administration
    - **Sigamoney Naicker** — Chief Director Curriculum Development
      - **Genevieve Koopman** — Director Curriculum GET (including e-Learning)
      - **Phumla Satyo** — Director Curriculum FET (including e-Learning)
    - **Eddie Kirsten** — Director Cape Teaching and Leadership Institute
  - **John Lyners** — Deputy Director General Institution Development and Coordination
    - **Linda Rose** — Chief Director Districts
      - **Sanette Nowers** — Director Metropole Central Education District
      - **Eugene Daniels** — Director Metropole South Education District
        - **Melvyn Caroline** — Director Metropole East Education District
        - **Heinie Brand** — Director Metropole North Education District
        - **Clifton Frolick** — Director Cape Winelands Education District
        - **Bertram Loriston** — Director Overberg Education District
          - **Florence Rhoxo** — Director Eden and Central Karoo Education District
            - **Jannie Beukes** — Director West Coast Education District
    - **Zozo Siyengo** — Chief Director FET Colleges
      - **Osma Jooste Mogheti** — CEO West Coast
      - **Luvuyo Ngubelanga** — CEO South Cape
        - **Chops Fourie** — CEO Boland
        - **Leon Beech** — CEO Northlink FET College
        - **Cassie Kruger** — CEO False Bay
        - **Jannie Isaacs** — CEO College of Cape Town
  - **Vacant** — Chief Director Institutional Management and Governance Planning and Specialised Education
    - **Makhozandile Ndzuzo** — Director Institutional Management and Governance Planning (incl. Safe Schools)
      - **Berenice Daniels** — Director Specialised Education
  - **Vacant** — Deputy Director General Branch Corporate Services
    - **Tau Matseliso** — Chief Director Human Resources
      - **Matthys Cronjé** — Director Human Resource Management
        - **Norman Daniels** — Director Human Resource Administration (Metro)
          - **Ivan Carolus** — Director Human Resource Administration (Rural)
            - **Salie Faker** — Director Labour Relations
    - **Leon Ely** — Chief Director Financial Management (CFO)
      - **Eugene Meyer** — Director Management Accounting
        - **Washiela Salie** — Director Financial Accounting
          - **Willie Carelse** — Director Supply Chain Management

Appendix B: Action Plan to 2014 and Delivery Agreement Indicators (National)

The national Department of Basic Education will provide provinces with information on this section. The provision of baseline information on indicators 16.1 to 27.2 is dependent on the availability of findings from a school monitoring survey that was conducted by the Department of Basic Education in 2011. The Department will update information on these indicators as information becomes available. Targets will be calculated and provided at a national level once all the data is available.

Indicator number	Indicator title	Source of data	Provincial Performance in 2011/12 (or most recent)
1.1	Percentage of Grade 3 learners performing at the required *literacy* level according to the country's Annual National Assessments.	ANA verification	43
1.2	Percentage of Grade 3 learners performing at the required *numeracy* level according to the country's Annual National Assessments.	ANA verification	36
2.1	Percentage of Grade 6 learners performing at the required *language* level according to the country's Annual National Assessments.	ANA verification	40
2.2	Percentage of Grade 6 learners performing at the required *mathematics* level according to the country's Annual National Assessments.	ANA verification	41
3.1	Percentage of Grade 9 learners performing at the required *language* level according to the country's Annual National Assessments.	To be confirmed	Piloted in 2010
3.2	Percentage of Grade 9 learners performing at the required *mathematics* level according to the country's Annual National Assessments.	To be confirmed	Piloted in 2010
4	Number of Grade 12 learners who become eligible for a Bachelors programme in the public national examinations.	NSC database	15 214
5	Number of Grade 12 learners passing *mathematics*.	NSC database	9 820
6	Number of Grade 12 learners passing *physical science*.	NSC database	7 137
7	Average score obtained in Grade 6 in *language* in the SACMEQ assessment.	SACMEQ database	583 (2007)
8	Average score obtained in Grade 6 in *mathematics* in the SACMEQ assessment.	SACMEQ database	566 (2007)
9	Average Grade 8 mathematics score obtained in TIMSS. SA score 264.	TIMSS database	389
10	Percentage of 7 to 15 year olds attending education institutions.	GHS	98.3%
11.1	The percentage of Grade 1 learners who have received formal Grade R.	ASS	45%
11.2	The enrolment ratio of children aged 3 to 5. (This is an indicator of concern to DBE and DSD.)	GHS	Not available from StatsSA

Indicator number	Indicator title	Source of data	Provincial Performance in 2011/12 (or most recent)
12.1	The percentage of children aged 9 at the start of the year who are in Grade 4 or above.	ASS/GHS	87.26%
12.2	The percentage of children aged 12 at the start of the year who are in Grade 7 or above.	ASS/GHS	84.99%
13.1	The percentage of youths who obtain a National Senior Certificate from a school.	GHS	Not available from StatsSA
13.2	The percentage of youths who obtain any FET qualification. (This is an indicator of concern to DBE and DHET.)	GHS	Not available from StatsSA
14	The number of qualified teachers aged 30 and below entering the public service as teachers for first time during the past year.	PERSAL	1463
15.1	The percentage of classes with no more than 45 learners.	ASS	96.6%

Baseline data on the indicators below will be provided through a national sample survey conducted by the Department of Basic Education in 2011. Results are not yet available.	
15.2	The percentage of schools where allocated teaching posts are all filled.
16.1	The average hours per year spent by teachers on professional development activities.
16.2	The percentage of teachers who are able to attain minimum standards in anonymous and sample-based assessments of their subject knowledge.
17	The percentage of teachers absent from school on an average day.
18	The percentage of learners who cover everything in the curriculum for their current year on the basis of sample-based evaluations of records kept by teachers and evidence of practical exercises done by learners.
19	The percentage of learners having access to the required textbooks and workbooks for the entire school year.
20	The percentage of learners in schools with a library or media centre fulfilling certain minimum standards.
21	The percentage of schools producing the minimum set of management documents at a required standard, for instance a school budget, a school development plan, an annual report, attendance rosters and learner mark schedules.
22	The percentage of schools where the School Governing Body meets minimum criteria in terms of effectiveness.

23.1	The percentage of learners in schools that are funded at the minimum level.
23.2	The percentage of schools which have acquired the full set of financial management responsibilities on the basis of an assessment of their financial management capacity.
24.1	The percentage of schools which comply with nationally determined *minimum* physical infrastructure standards.
24.2	The percentage of schools which comply with nationally determined *optimum* physical infrastructure standards.
25	The percentage of children who enjoy a school lunch every school day.
26	The percentage of schools with at least one educator who has received specialised training in the identification and support of special needs.
27.1	The percentage of schools visited at least twice a year by district officials for monitoring and support purposes.
27.2	The percentage of school principals rating the support services of districts as being satisfactory.

Appendix C: Contact Details

Western Cape Education Department (WCED)

The Western Cape Education Department (WCED) is responsible for public schooling in the province, from Grades 1 to 12, as well as further education and training (FET) in the FET colleges. The WCED operates in eight Education Districts with a Head Office in Cape Town.

Location	Postal Address	Telephone	Fax
WCED Head Office	Private Bag 9114, Cape Town, 8000	021 467 2000	021 467 2996
Metro Central Education District	Private Bag X4, Athlone, 7760	021 514 6700	021 659 4413
Metro East Education District	Private Bag X23, Kuilsriver, 7579	021 900 7000	021 903 9484
Metro North Education District	Private Bag X45, Parow, 7500	021 938 3000	021 938 3180
Metro South Education District	Private Bag X2, Mitchell's Plain, 7785	021 370 2000	021 372 1856
Cape Winelands Education District	Private Bag X3102, Worcester, 6849	023 347 6000	023 342 4138
Eden & Central Karoo Education District	Private Bag X6510, George, 6530	044 803 8300	044 873 2253
Overberg Education District	PO Box 588, Swellendam, 6740	028 214 7300	028 214 7400
West Coast Education District	Private Bag X3026, Paarl, 7620	021 860 1200	021 860 1231

WCED Call Centres:
Personnel and Finance queries 0861 923 322
Safe Schools: 0800 45 46 47

Website
WCED Online http://wced.school.za

E-mail list
WCEDnews http://list.pgwc.gov.za/mailman/listinfo/wcednews. Members post to wcednews@list.pgwc.gov.za. This is a moderated list to protect members from spam.

Twitter (micro-blogging)
WCEDnews http://twitter.com/wcednews (for news-in-education-related tweets)
WCEDlearn http://twitter.com/wcedlearn (for education-related tweets)

Tumblr (blog)
WCED/News/Home http://wcednewshome.tumblr.com/
WCEDnews http://wcednews.tumblr.com/

Posterous (blog)
WCEDnews http://posterous.com/wcednews

Appendix D: Programme Performance Measures

This appendix lists the national Programme Performance Measures provided by the Department of Basic Education.

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
1.	PPM101	Number of public schools that use SA SAMS to provide data to the national learner tracking system	**Public School:** Refers to ordinary and special schools. It excludes independent schools **Status Quo:** Record the number of public schools that (as per the latest available date) use SA SAMS to provide data to LURITS **Target**: Record the number of public schools to be trained in the use of SA SAMS for the relevant quarter	Provincial EMIS: Operational Data	Quarterly
2.	PPM102	Number of public schools that can be contacted electronically (e-mail)	**Public School:** Refers to ordinary and special schools. It excludes independent schools **Status Quo:** Record the number of public schools that can be contacted by email as per the latest available data **Target:** Record the number of public schools targeted to be provided with e-mail connectivity in the planned financial year	Provincial EMIS – SNAP Survey	Annual
3.	PPM103	Percentage of education current expenditure going towards non-personnel items	**Education Current Expenditure:** Refers to all government non-capital education expenditure (inclusive of all sub-sectors of education including special schools and independent schools) **Non-Personnel Items:** Refers to all government non-personnel, non-capital expenditure in education (inclusive of all sub-sectors of education including special schools and independent schools) **Calculation:** Divide current expenditure devoted to non-personnel items in a given financial year by the total public current expenditure on education for the same financial year and multiply by 100 **Status Quo:** Record the latest available information **Target:** Record the projected expenditure for the planned financial year	Provincial CFO	Annual

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
4.	PPM201	Number of learners enrolled in public ordinary schools	**NB:** This measure **excludes** enrolment in special schools and Grade R enrolment in public ordinary schools. **Status Quo**: Record total learner enrolment in public ordinary schools as per the latest SNAP data (excluding Grade R enrolment) **Target**: Record the number of learners expected to be enrolled in public ordinary schools in the planned financial year (excluding Grade R enrolment).	Provincial EMIS: SNAP Survey ***WC-CEMIS***	Annual
5.	PPM202	Number of educators employed in public ordinary schools	**Teacher:** is a school based educator whose core responsibility is that of classroom teaching at a school. **Educator:** refers to any person, who teaches, educates or trains other persons or who provides professional educational services. It excludes non-educator staff and includes all educators (temporary, substitute etc) **Status Quo**: Record the total number of educators employed in public ordinary schools as per latest available data. **Target:** The number of educators expected to be employed in the planned financial year.	Provincial PERSAL	Annual
6.	PPM203	Number of non-educator staff employed in public ordinary schools	**Educator:** refers to any person, who teaches, educates or trains other persons or who provides professional educational services. **Non-educator staff:** all school-based staff that are not educators. These include support staff, administrative staff, hostel staff and professional non-teaching staff. **Status Quo**: Record the total number of non-educator staff employed in public ordinary schools as per the latest available data. **Target:** Record the number of non-teaching staff expected to be employed in the planned financial year.	Provincial PERSAL	Annual
7.	PPM204	Number of learners in public ordinary schools benefiting from the “No Fee School” policy	**Status Quo:** Record the number of learners that benefitted from the “No Fee School Policy” in the past financial year. **Target:** Record the number of learners expected to benefit from the “No Fee School Policy” in the planned financial year.	Provincial Programme Manager	Annual

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
8.	PPM205	Number of public ordinary schools to be provided with water supply	**Status Quo**: Record the number of schools that have water supply as per the latest available information **Target**: Record the number of schools to be supplied with water in the planned financial year.	Provincial NEIMS Programme Manager	Annual
9.	PPM206	Number of public ordinary schools to be provided with electricity supply	**Definition:** School with electricity refers to schools that have any source of electricity including solar panels and generators. **Status Quo**: Record the number of schools that have electricity as per the latest available information **Target**: Record the number of schools to be electrified in the planned financial year.	Provincial NEIMS Programme Manager	Annual
10.	PPM207	Number of public ordinary schools to be supplied with sanitation facilities	**Sanitation facility**: Refers to all kinds of toilets **Status Quo**: Record the number of public ordinary schools that have sanitation facilities (toilets) as per the latest available information **Target**: Record the number of schools to be supplied with sanitation facilities in the planned financial year.	Provincial NEIMS Programme Manager	Annual
11.	PPM208	Number of classrooms to be built in public ordinary schools	**Classrooms:** Rooms where teaching and learning occurs, but which are not designed for special instructional activities. It excludes specialist rooms. **Status Quo:** Record the total number of classrooms that exist in public ordinary schools as per the latest available information **Target:** Record the number of classrooms to be built in the planned financial year. This measure excludes specialist rooms.	Provincial NEIMS Programme Manager	Annual
12.	PPM209	Number of specialist rooms to be built in public ordinary schools (all rooms except classrooms – include**:** laboratories, stock rooms, sick bay, kitchen, etc)	**Specialist Rooms:** Rooms designed for special instructional and non-instructional activities. It excludes administrative offices and classrooms (as defined in PPM 208) and includes rooms such as laboratories, stock rooms, sick bays, kitchens, libraries, resource centres etc **Status Quo:** Record the total number of specialist rooms that exist in public ordinary schools as per the latest available information **Target:** Record the number of specialist rooms planned to be built in the planned financial year.	Provincial NEIMS Programme Manager	Annual

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
13.	PPM210	Number of learners with special education needs that are enrolled in public ordinary schools	**Special education needs:** Education that is specialised in its nature and addresses barriers to learning and development experienced by learners with special education needs (including those with disabilities) in public ordinary schools. **Status Quo**: Record the total number of learners with special education needs enrolled in public ordinary schools in the past financial year **Target**: Record the number of learners with special needs expected to be enrolled in public ordinary schools in the planned financial year. **NB.:** ***This measure excludes number of learners with special needs enrolled in special schools.***	EMIS: Annual School Survey	Annual
14.	PPM211	Number of full service schools	**Full-service schools:** Ordinary schools that are specially resourced and orientated to address a range of barriers to learning in an inclusive education setting. **Status Quo:** Record the number of full service schools (public ordinary) that existed in the past financial year **Target:** Record the number of full service schools expected to be established in the planned financial year	Provincial Programme Manager	Annual
15.	PPM212	Number of schools visited at least once a quarter by a circuit manager	**Circuit Manager:** PEDs have different names for this portfolio. For example, in Gauteng it is IDSOs. **Status Quo**: Total number of schools (special schools, independent schools and public ordinary schools) that were visited by circuit managers per quarter for support, monitoring and liaison in the past financial year. **Target**: Total number of schools planned to be visited by circuit mangers per quarter in the planned financial year.	Provincial Programme Manager: Districts	Quarterly
16.	PPM301	Number of subsidised learners in independent schools	**Independent Schools:** schools registered or deemed to be independent in terms of the South African Schools Act (SASA) **Status Quo**: Record the total number of learners in subsidised independent schools in the past financial year. **Target:** Record the total number of learners in independent schools expected to be subsidised in the planned financial year	Provincial Programme Manager/CFO	Annual

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
17.	PPM401	Number of learners enrolled in public special schools	**Special School:** Schools resourced to deliver education to learners requiring high-intensity educational and other support on either a full-time or a part-time basis. The learners who attend these schools include those who have physical, intellectual or sensory disabilities or serious behaviour and/or emotional problems, and those who are in conflict with the law or whose health-care needs are complex. **Status Quo**: Record the total number of learners enrolled in public Special Schools in the past financial year. **Target:** Record the total number of learners expected to be enrolled in special schools in the planned financial year. ***NB.: This measure excludes learners with special needs enrolled in public ordinary schools.***	Provincial EMIS: SNE SNAP	Annual
18.	PPM402	Number of educators employed in public special schools	**Educator** refers to any person, who teaches, educates or trains other persons or who provides professional educational services. **Status Quo**: Record the total number of educators employed in public Special Schools in the past financial year. **Target:** Record the number of educators expected to be employed in public Special Schools in the planned financial year.	Provincial PERSAL	Annual
19.	PPM403	Number of Professional non-teaching Staff employed in public special schools	**Teacher** is a school based educator whose core responsibility is that of classroom teaching at a school. **Professional non-teaching Staff** These are personnel who are classified as paramedics, social workers, caregivers, therapists and psychologists etc. **Status Quo**: Record the total number of non-educator specialists employed in public Special Schools in the past financial year. **Target:** Record the number of non-educator specialists expected to be employed in public Special Schools in the planned financial year.	PERSAL	Annual

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
20.	PPM501	Number of students enrolled in NC(V) courses in FET Colleges	**Status Quo:** Record the total number of learners enrolled in NC(V) courses in Further Education and Training Colleges in the past financial year. **Target:** Record the number of students expected to be enrolled in NC(V) courses in FET Colleges in the planned financial year	Provincial Programme Manager (FET Colleges)	Annual
21.	PPM502	Number of FET College NC(V) students who completed full courses successfully	**Status Quo:** Record the total number of FET College students who completed full courses successfully in the past financial year. **Target:** Record the total number of FET College students expected to complete full courses in the planned financial year.	Provincial Programme Manager (FET Colleges)	Annual
22.	PPM601	Number of learners enrolled in public ABET Centres	**ABET:** All learning and training programmes for adults from Level 1 to 4, where ABET Level 4 is equivalent to Grade 9 in public schools or a National Qualifications Framework level 1, as contemplated in the South African Qualifications Authority Act, Number 58 of 1995. **ABET Centre:** Institutions that offer ABET programmes as per the definition of ABET. **Status Quo**: Record the total number of learners enrolled in public ABET Centres in the past financial year. **Target:** Record the total number of learners expected to be enrolled in public ABET Centres in the planned financial year.	Provincial EMIS: ABET SNAP Survey	Annual
23.	PPM602	Number of educators employed in public ABET Centres	**Status Quo**: Record the total number of educators employed in ABET Centres in the past financial year. **Target:** Record the number of educators expected to be employed in ABET Centres in the planned financial year. ***NB.: This measure includes both part-time and full time (Headcount) ABET educators.***	Provincial EMIS: ABET SNAP Survey	Annual

Key Performance Area: Programme 1					
No.	**PPM Number**	**Measure**	**Definitions and Details**	**Sources of Data**	**Frequency of Reporting**
24.	PPM701	Number of learners enrolled in Grade R in public schools	**Status Quo**: Record the total number of learners enrolled in Grade R in public schools (both ordinary and special schools) in the past financial year. **Target:** Record the number of Grade R learners expected to be enrolled in public schools (both ordinary and special) in the planned financial year. ***NB: This measure requires the total number of learners enrolled in Grade R sites attached to public schools not independent schools.***	Provincial EMIS: SNAP Surveys	Annual
25.	PPM702	Number of public schools that offer Grade R	**Status Quo**: Record the total number of public schools (ordinary and special) that offered Grade R in the past financial year **Target**: Record the number of public schools (ordinary and special) expected to offer Grade R in the planned financial year	Provincial EMIS:SNAP Surveys	Annual
26.	PPM801	Number of candidates for the Grade 12 National Senior Certificate exams (matric exams)	**Status Quo**: Record total number of candidates that wrote the National Senior Certificate examination in the past financial year. **Target:** Record the number of candidates expected to register for the National Senior Certificate examination in the planned financial year.	Provincial Programme Manager: Examinations Database	Annual
27.	PPM802	Number of candidates for the ABET NQF Level 4 examinations	**Status Quo**: Total number of ABET level 4 students that wrote the ABET level 4 examinations in the past financial year **Target**: Total number of ABET level 4 students that are expected to write the ABET level 4 examinations in the new financial year	Provincial Programme Manager: ABET Examinations Database	Annual

Appendix E: Glossary

AET:	Adult Education and Training
ACE:	Advanced Certificate in Education
CEM:	Council of Education Ministers
CEMIS:	Central Education Management Information System
CLC:	Community Learning Centre
CTLI:	Cape Teaching and Learning Institute
DHET:	Department of Higher Education and Training
DOCS:	Department of Community Safety
DBE:	Department of Basic Education
DEMIS:	District Education Management Information System
ECD:	Early Childhood Development
ECM :	Enterprise Content Management
EE:	Employment Equity
EIG:	Education Infrastructure Grant
EMIS:	Education Management Information System
EPWP:	Expanded Public Works Programme
EWP:	Employee Wellness Programme
FET:	Further Education and Training
GET:	General Education and Training
HEI:	Higher Education Institution
ICT:	Information and Communication Technology
IMG:	Institutional Management and Governance
I-SAMS:	Integrated School Administration and Management System
IQMS:	Integrated Quality Management System
KM:	Knowledge Management
LSEN:	Learners with Special Education Needs
LTSM:	Learning and Teaching Support Materials
MTEF:	Medium-Term Expenditure Framework
NCS:	National Curriculum Statement
NC(V):	National Curriculum (Vocational)
NPDE :	National Professional Diploma in Education
NGO:	Non-Governmental Organisation
NQF:	National Qualifications Framework
NSC:	National Senior Certificate
NSNP:	National School Nutrition Programme
OHSA:	Occupational Health and Safety Act
PFMA:	Public Finance Management Act
PILIR:	Policy on Incapacity Leave and Ill-Health Retirement
PPI:	Programme Performance Indicator
PPP:	Public-Private Partnership
PPM:	Programme Performance Measure
RCL:	Representative Council of Learners
SACE:	South African Council for Educators
SAQA:	South African Qualifications Authority
SASA:	South African Schools' Act
SASAMS:	School Administration and Management System
SAPS:	South African Police Services
SETA:	Sector Education and Training Authority
SGB:	School Governing Body
SITA:	State Information Technology Agency
SMT:	School Management Team
SPMDS:	Staff Performance Management and Development System
WSE:	Whole-School Evaluation