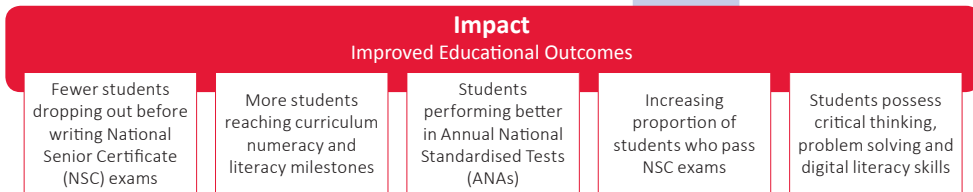


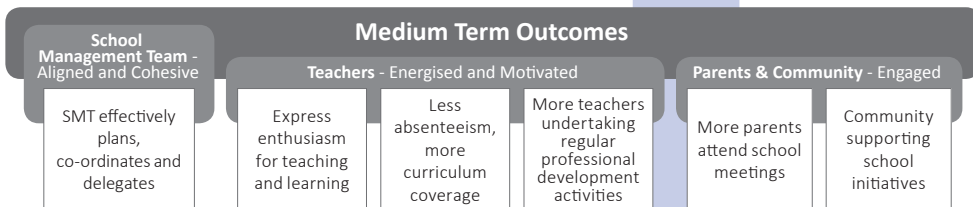
Quality education for all children in South Africa by 2022



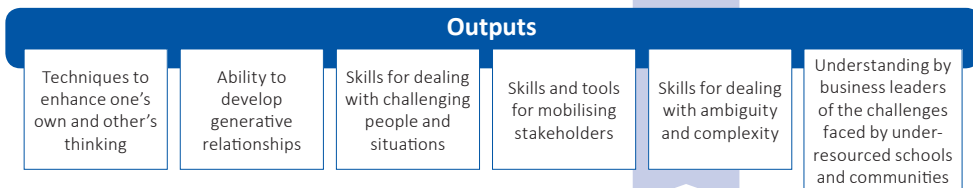
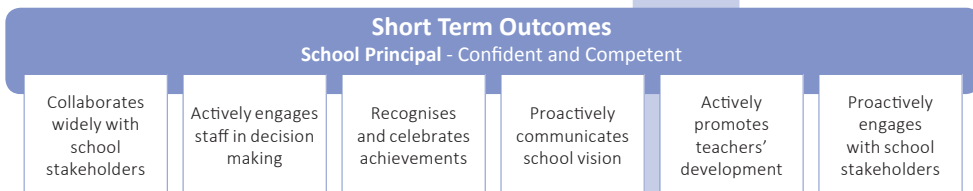
3-5 years



2 years



1 year



UNDERLYING ASSUMPTIONS

- The unit of change is the school.** After his extensive study of schooling in America, the internationally acknowledged expert in educational improvement, John Goodlad, recognised that the critical unit of change for improving education is the school¹. The PFP process will change education one school at a time, with every school learning to manage its own unique challenges.
- The principal is the change leader at the school.** A growing volume of literature recognises school leadership as the critical factor in turning around an education system in crisis².
- The principal needs to be equipped for this task.** There is increasing recognition that the highly specialised role of a school principal requires specific knowledge, skills and expertise. However, in South Africa, the majority of school principals are not being sufficiently equipped for their role³.
- Business leaders can support school principals to lead change in their schools and communities.** There are thousands of business leaders in South Africa who have been well-equipped to assume leadership positions and manage organisational change. They can support school principals and help them acquire the knowledge, skills and expertise they need.
- The principal needs an actively engaged team around him or her to make change happen.** School staff in South Africa, especially teachers, often feel overburdened, tired and de-energised. Many have become disengaged⁴.
- School staff need parents and other members of the community to become involved – they can't lead change alone.** Studies show that one of the key differences between schools that succeed and those that fail is the extent to which parents and other community members are involved in the school⁵.
- Schools can become magnets for gifts and contributions from the community.** Many South African citizens are keen to make a contribution, but don't know how to do so.
- We can't expect a quick fix.** We need to invest in a school for least three to five years.

1. Goodlad, J. (1984) A Place Called School. New York: McGraw-Hill.
 2. Jensen (2013) The Five Critical Steps for Turnaround Schools, Grattan Institute (www.alliance21.org.au/.../Jensen_Alliance-21-Education-Innovation.pdf)
 3. Bush, T. et al (2011) Preparing new principals in South Africa: the ACE: School Leadership Program, South African Journal of Education Vol 31:31-43
 4. Iwu, G. et al (2013) Teacher job satisfaction and learner performance in South Africa: Journal of Economics and Behavioral Studies Vol. 5, No. 12, pp. 838-850, (ISSN: 2220-6140)
 5. Risimati, H. (2001) The Principal's role in the management of parental involvement in secondary schools in rural areas in Northern Province, University of South Africa