

PRINCIPAL INTERVIEW: LEADERSHIP FOR LITERACY SURVEY

Dear Principal

We have very much enjoyed our previous visits to your school and immensely appreciate you having us here again. Thank you for your hospitality and your efforts as a leader of a school in this country. As a token of our appreciation you should have received a book.

As you know Stellenbosch University is doing research to develop a new survey instrument that captures the practices of educators and SMTs in challenging contexts. The project also involves understanding how children are reading. This interview will take at most 20 minutes.

- **It may seem that we are asking similar questions as when we last visited. However, this is a necessary part of the process in designing questionnaires for understanding how the school is managed and lead.**
- **Next year we will provide a report to the school on the project findings.**

We would like to gather some information from you today on your experiences as an educator in this school.

- Please answer about how things *actually* are, not how they are should be.
- Your responses are treated with confidentiality and are anonymous.
- In our reporting the names of schools are removed. For example, we refer to school A or school B in a province.
- If there are questions you do not want to answer you don't have.

To complete the interview, we will need the following documents:

- Funding norms allocation (main school) from department April 2017-March 2018
- Income and expenditure statement 2016 (Jan 2016-Dec 2016)
- Budget for 2017
- List of books and/or records of book retrievals

If you have any further queries, please don't hesitate to speak to the fieldwork team leader or contact Marie-Louise Shreve at the University of Stellenbosch, 021 8084443.

Thank you,

The ReSEP team

CONSENT TO BE SIGNED BY PRINCIPAL:

I (name) _____ agree to participate in this interview.

Signed _____ on this date _____.

Instructions

Please use a black pen to complete the following survey.

For all multiple choice questions, please select only ONE response unless otherwise specified.

To select an answer, mark an X through the box next to the answer you would like to select.

If you accidentally mark a box with an X and would like to correct it, fill in that box entirely before marking the correct answer with an X.



0.1 SCHOOL NAME:

0.2 NAME OF PRINCIPAL:

0.3 DATE:

0.4 DATA COLLECTOR:

1 BACKGROUND

1.1 What is your current position in this school?

- ☐ The permanently appointed principal ☐ The acting principal ☐ Other person, specify

INSTRUCTION: IF THE PRINCIPAL IS NOT AVAILABLE OR REFUSES TO SPEAK TO YOU, SPEAK TO THE ADMIN. CLERK OR A DEPUTY PRINCIPAL.

1.2 Interviewer optional: Any comments on who is being interviewed here?

1.3 REFLECT: Is the school principal present at school today?

- ☐ No ☐ Yes

2 READING PERIOD

2.1 Is there a dedicated period when learners in the school read at the same time?

- ☐ No ☐ Yes

2.2 If yes, how often does this reading period ACTUALLY happen?

- ☐ Never ☐ At least once a term ☐ Monthly
☐ Once a week ☐ 1-2 times a week ☐ 3-4 times a week
☐ everyday

3 ABSENTEEISM and STAFFING

3.1 How many educators in your school were absent LAST FRIDAY?

- | | | |
|----------------------------|-------------------------------------|----------------------------|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 7 | <input type="checkbox"/> 8 |
| <input type="checkbox"/> 9 | <input type="checkbox"/> 10 or more | |



64608



166412903 0001

3.2 How many educators in your school are absent TODAY?

- | | | |
|----------------------------|-------------------------------------|----------------------------|
| <input type="checkbox"/> 0 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 7 | <input type="checkbox"/> 8 |
| <input type="checkbox"/> 9 | <input type="checkbox"/> 10 or more | |

3.3 How many educators (EXCLUDING grade R practitioners) are there in this school?

3.4 How many GRADE R practitioners or educators are there in this school?

4 SMT AND VACANCIES

4.1 Given your staff norms and standards, how many school management team (SMT) members SHOULD this school have? (SMT includes HODs, deputies and principal).

4.2 How many SMT vacancies do you currently have in this school? In other words how many SMT posts are currently NOT filled?

- | | | |
|--------------------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| <input type="checkbox"/> More than 5 | | |

4.3 If there are vacancies, think about the SMT vacancy that has been unfilled for the longest time. How long has it been unfilled?

- | | | |
|------------------------------------|---|------------------------------------|
| <input type="checkbox"/> <3 months | <input type="checkbox"/> 3 months-12 months | <input type="checkbox"/> 1-2 years |
| <input type="checkbox"/> 2+ years | <input type="checkbox"/> N.A. No unfilled SMT posts | |

4.4 If there are vacancies, is there anyone who is doing the job (i.e. taking responsibility for the tasks, roles or administration functions) related to unfilled SMT posts? Can you tell me about this? WAIT and PROBE: Is the post filled with an "acting" staff member? (Note to interviewer: Please write response verbatim)

4.5 REFLECT: Which of the following best describes the type of response given to the above question?

- | | | |
|--|--|---|
| <input type="checkbox"/> No suggestion that anyone picks up responsibilities associated with unfilled SMT posts. | <input type="checkbox"/> One or two, but not all, vacant SMT posts are filled with "acting" staff members. | <input type="checkbox"/> All vacant SMT posts are filled with "acting" staff members. |
| <input type="checkbox"/> Delegates responsibilities associated with unfilled SMT post/s to staff members | <input type="checkbox"/> Does the job him/herself | <input type="checkbox"/> N.A. No unfilled SMT posts |



64608



166412903 0002

5 FINANCE

5.1 How much are school fees in this school? R =

5.2 What additional fees are charged other than school fees? R =

5.3 Does this school have section 21 functions?

☐ No

☐ Yes

☐ Doesn't know

5.4 When it comes to paying for books, does the school pay the textbook and book suppliers directly or does the department pay the suppliers?

☐ Our school pays the suppliers directly

☐ The department pays the suppliers

☐ Our school AND the department pay the suppliers.

☐ Don't know

INSTRUCTION: If they pay for their own books skip to the next question. Go to 6.1

5.5 Have you ever tried to apply to get certain functions to pay for your own books? Can you tell me about this? (Note to interviewer: Please record response verbatim.)

5.6 REFLECT: Which best describes whether or not the school has taken initiative to manage their budget directly for books (LTSM) (i.e. being able to buy their own books and pay directly to suppliers)?

☐ No effort taken to get control of their LTSM budget.

☐ Some effort taken to get control of their LTSM budget.

☐ Considerable effort taken to get control of their LTSM budget.

☐ N.A.

6 GET DOCUMENTS

6.1 ASK: Please could we see a copy of the school's i) income and expenditure sheet for 2016 (or financial statements) ii) your budget for 2017 and iii) funding allocation document for March 2017 to April 2018. (Note to interviewer: Ask for the main funding document, not for grade R.) REFLECT: Which of the following documents were you shown? Tick all that apply.

☐ Income and expenditure statement for 2016 financial year

☐ Funding allocation from department 2017-2018

☐ Funding allocation from department 2016-2017

☐ Budget for 2016

☐ Budget for 2017

☐ None

☐ Other, specify:



64608



166412903 0003

6.2 Interviewer optional: Any comments on this section?

7 FUNDING ALLOCATION DOCUMENT 2017-2018

7.1 REFLECT EVIDENCE or ASK: What is the total funding allocation from the state for the school for April 2017 - March 2018? (Note to interviewer: If they can't provide the document please ask them to tell you the amount in rands, even a guesstimate). R =

7.2 REFLECT EVIDENCE: From which source did you get information on funding allocations?

- ☐ Directly from the document ☐ The principal told me ☐ The admin. clerk told me
☐ Someone else told me ☐ No information given

7.3 REFLECT EVIDENCE: How many learners are identified on the funding allocation document?

7.4 REFLECT EVIDENCE: What quintile allocation is shown on the funding allocation document?

- ☐ 1 ☐ 2 ☐ 3
☐ 4 ☐ 5

7.5 REFLECT EVIDENCE: Have you taken photos of the school funding allocation 2017-2018?

- ☐ N.A. no document shown ☐ No, school would not let me take photo ☐ Yes

8 INCOME AND EXPENDITURE STATEMENT 2016

8.1 REFLECT EVIDENCE or ASK: What is the total expenditure for the school in 2016? (Note to interviewer: if they can't provide the income and expenditure statement please ask them to tell you the amount in rands, even a guesstimate). R =

8.2 REFLECT EVIDENCE or ASK: What is the total amount actually SPENT on BOOKS (excluding stationary) for the school in 2016? (Note to interviewer: if they can't provide the income and expenditure statement please ask them to tell you the amount in rands, even a guesstimate). R =

8.3 REFLECT EVIDENCE: From which source did you get information on expenditure?

- ☐ Directly from the document ☐ The principal told me ☐ The admin. clerk told me
☐ Someone else told me ☐ No information given



64608



166412903 0004

8.4 REFLECT EVIDENCE: Have you taken photos of the income and expenditure statement 2016?

- ☐ N.A. no document shown ☐ No, school would not let me take photo ☐ Yes

9 BUDGET 2017

9.1 REFLECT EVIDENCE or ASK: What is the total amount BUDGETED on BOOKS (excluding stationary) for the school for 2017? (Note to interviewer: if they can't provide the budget please ask them to tell you the amount in rands.) R =

9.2 REFLECT EVIDENCE or ASK: What is the total amount BUDGETED for TOTAL EXPENDITURE for the school for 2017? Note: if they can't provide the document (income and expenditure or budget) please ask them to tell you the amount in rands. R =

9.3 REFLECT EVIDENCE: From which source did you get information on the budget?

- ☐ Directly from the document ☐ The principal told me ☐ The admin. clerk told me
☐ Someone else told me ☐ No information given

9.4 REFLECT EVIDENCE: Have you taken photos of the budget 2017?

- ☐ N.A. no document shown ☐ No, school would not let me take photo ☐ Yes

9.5 Interviewer: Any useful comments to help clarify any responses above?

10 CHALLENGES

10.1 In the past year, how much as the school been affected by any of the following:

- | | Not at all | A little | Quite a lot | A lot | A huge amount |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Damages to school infrastructure | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Negative changes to school management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Water supply disruptions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Community protests | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Strike action by teachers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Work to rules/go-slow/down tools by teachers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Conflict among staff | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Violence amongst learners | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Break-ins, robberies or other criminal activity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



64608



166412903 0005

11 OFFICE ONLY SECTION

11.1 OFFICE ONLY: Which of the following best describes the type of response given to the question on SMT vacancies?

- | | | |
|--|--|---|
| <input type="checkbox"/> No suggestion that anyone picks up responsibilities associated with unfilled SMT posts. | <input type="checkbox"/> One or two, but not all, vacant SMT posts are filled with "acting" staff members. | <input type="checkbox"/> All vacant SMT posts are filled with "acting" staff members. |
| <input type="checkbox"/> Delegates responsibilities associated with unfilled SMT post/s to staff members | <input type="checkbox"/> Does the job him/herself | <input type="checkbox"/> N.A. No unfilled SMT posts |

11.2 OFFICE ONLY: Which best describes whether or not the school has taken initiative to manage their budget directly for books (LTSM) (i.e. being able to buy their own books and pay directly to suppliers)?

- | | | |
|---|---|---|
| <input type="checkbox"/> No effort taken to get control of their LTSM budget. | <input type="checkbox"/> Some effort taken to get control of their LTSM budget. | <input type="checkbox"/> Considerable effort taken to get control of their LTSM budget. |
| <input type="checkbox"/> N.A. | | |



64608



166412903 0006