“AN ANALYSIS OF LEADERSHIP & MANAGEMENT CHALLENGES FACING SCHOOL PRINCIPALS
IN CIRCUIT NO.12 OF THE KING WILLIAM’S TOWN DISTRICT OF THE EASTERN CAPE PROVINCE”

BY

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Declaration

I, Ngangelizwe Nomakaya Orrienda, hereby declare that the dissertation entitled “An analysis of leadership and management challenges facing school principals in Circuit No. 12 of the King William’s Town District of the Eastern Cape Province” is the results of my own investigation and research and that it has not been submitted either in part or full for any other degree to any other university.

................................................. .................................................

Signature Date
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- The staff of the UFH library.
- Circuit No. 12 schools.

May God bless you all!
Dedication

On my personal note, I dedicate this project to my late parents, Mangalela and Nomust Ngangelizwe. You were there for me all the way.
Abstract

Within the South African context, because of political and social changes and the influence caused by these changes on educational structures, the new and high demands are required from school principals. Principals now find it necessary to make choices and take decisions. Unfortunately they are not equipped sufficiently to make careful decisions in meeting constitutional demands (Niehaus & Myburgh, 1999).

According to Evans (1997:20) (as cited by Schoeman, 2006) the establishment of suitable institutions is sufficient in keeping a free and democratic society, world events (fascism in Japan, Italy, Germany, 1920s-1930s; cold war in Europe, 1940s-1980s are there to remind us that even the best -designed institutions are not sufficient. A free and democratic society is dependent on knowledge, skills and virtues of its citizens (IDASA 1999:2).

Brown and Duku, 2008 contend that when SASA was introduced, it was of the idea that it would create a new school governance landscape (Naidoo, 2005). Criticisms are blaming the SASA for the tensions that exist in school governance. SASA is viewed as steeply middle- class in identity and is accused of normalising parental participation in school governance in middle-class terms.

Another criticism is on the assumption that parents should have the resources and time to spend on school activities (Dyer & Rose, 2005; Fakir, 2003; Sayed & Soudien, 2005). When criticisms against this Act were taken stock of in the context of socio-economic realities of many communities in rural locations in SA, it is difficult to disagree. The report of the Ministerial Review Committee cited socio-economic related difficulties as paralysing how parents participate in school governance in rural communities (Ministerial Review Study, 2004).
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**Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACE</td>
<td>Advanced Certificate in Education</td>
</tr>
<tr>
<td>BEA</td>
<td>Basic Education Act</td>
</tr>
<tr>
<td>BELAA</td>
<td>Basic Education Law Amendment Act</td>
</tr>
<tr>
<td>CHESP</td>
<td>Community Higher Education Service Partnership</td>
</tr>
<tr>
<td>C12</td>
<td>Circuit No. 12</td>
</tr>
<tr>
<td>EAA</td>
<td>Education Authority Act</td>
</tr>
<tr>
<td>EC</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>EDO</td>
<td>Education Department Official</td>
</tr>
<tr>
<td>FS</td>
<td>Free State</td>
</tr>
<tr>
<td>GPPSTE</td>
<td>Green Paper on Public Service Training and Education</td>
</tr>
<tr>
<td>HOD</td>
<td>Head of Department</td>
</tr>
<tr>
<td>NECC</td>
<td>National Education Council of Churches</td>
</tr>
<tr>
<td>NEPA</td>
<td>National Education Policy Act</td>
</tr>
<tr>
<td>NEPAA</td>
<td>National Education Policy Authority Act</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental Organization</td>
</tr>
<tr>
<td>NQF</td>
<td>National Qualification Framework</td>
</tr>
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<td>NW</td>
<td>North West</td>
</tr>
<tr>
<td>PAIA</td>
<td>Promotion of Access to Information Act</td>
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<td>PFMA</td>
<td>Public Finance Management Act</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>PSA</td>
<td>Public Service Act</td>
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</tr>
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<td>Parent Teacher Student Association</td>
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</tr>
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