

TRUST, CAPACITY AND ACCOUNTABILITY TO IMPROVE LEARNING OUTCOMES IN SOUTH AFRICA: A SYSTEMS APPROACH
SCHOOL SURVEY



NOTE: The school survey is to be completed by ALL academic staff at the school.

SECTION A: DEMOGRAPHICS

A1. What is your gender? [Tick one]

| | |
|---------------|---|
| Male | 1 |
| Female | 2 |
| Other | 3 |

A2. What is your population group? [Tick one]

| | |
|------------------------|---|
| Black African | 1 |
| Coloured | 2 |
| Indian or Asian | 3 |
| White | 4 |
| Other | 5 |

A3. What is your home language? [Tick one]

| | |
|-------------------|----|
| Afrikaans | 1 |
| English | 2 |
| isiNdebele | 3 |
| isiXhosa | 4 |
| isiZulu | 5 |
| Sepedi | 6 |
| Sesotho | 7 |
| Setswana | 8 |
| Siswati | 9 |
| Tshivenda | 10 |
| Xitsonga | 11 |
| Other | 12 |

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A4. What is your date of birth? [e.g. 30 01 2018]

| Day | Month | Year |
|-----|-------|------|
| | | |

A5. What educational qualifications have you successfully completed? [Tick all that apply]

| | |
|---------------------------------------------------------|--|
| 1. Matric | |
| 2. Teaching diploma | |
| 3. Non-teaching diploma | |
| 4. Bachelor degree | |
| 5. B.Ed. | |
| 6. Honours degree | |
| 7. Masters degree | |
| 8. Post Graduate Certificate in Education (PGCE) | |
| 9. Advanced Certificate in Education (ACE) | |
| 10. Other | |

A6. What is your formal role at the school? [Tick one]

| | |
|-------------------------|---|
| Teacher | 1 |
| HoD | 2 |
| Deputy Principal | 3 |
| Principal | 4 |
| Chair of SGB | 5 |

A7. How long have you been in this role at this school? (e.g. 5 years 4 months)

| Years | Months |
|-------|--------|
| | |

A8. Do you have a teaching qualification?

| | |
|------------|---|
| Yes | 1 |
| No | 2 |

If Yes to A8, go to A9 then A10

If No to A8, go to A10

A9. Which phase(s) and subject(s) did you specialize in?

| Phase | Subjects |
|---------------|----------|
| 1. FP | |
| 2. IP | |
| 3. SP | |
| 4. FET | |

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A10. Which grade(s) and subject(s) are you teaching?

| Grade | Subjects |
|--------------|-----------------|
| R | |
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |

SECTION B: SOCIAL NETWORKS

B. How often do you interact with ... to get your work or job done? [Please answer for all the other staff EXCEPT yourself.]

| | 1.Daily | 2.Weekly | 3.Monthly | 4.Quarterly | 5.Annually | 6.Never |
|-----|----------------|-----------------|------------------|--------------------|-------------------|----------------|
| B1 | | | | | | |
| B2 | | | | | | |
| B3 | | | | | | |
| B4 | | | | | | |
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| | 1.Daily | 2.Weekly | 3.Monthly | 4.Quarterly | 5.Annually | 6.Never |
|-----|----------------|-----------------|------------------|--------------------|-------------------|----------------|
| B26 | | | | | | |
| B27 | | | | | | |
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| B49 | | | | | | |
| B50 | | | | | | |

Please consult the list of school staff at the back of the survey, each staff is allocated a number on a list.

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SECTION C: TRUST, CAPACITY AND ACCOUNTABILITY

C1. Can you rate the **following questions** for the **following persons** at this school?

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither agree nor disagree
- 4 = Agree
- 5 = Strongly agree

| C1.1. The ... is capable of performing his/her job/role | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.2. The ... thinks the same way as me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.3. The ... would support me in my work | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.4. I can rely on the ... | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
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| C1.5. The ... shares my sense of what is right and wrong | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.6. The ... looks out for what is important to me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.7. The ... cares about me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.8. The ... would not knowingly do anything to hurt me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.9. The ... has a strong sense of justice | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
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| C1.10. The ...'s actions and behaviours are consistent | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.11. I like ...'s values | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.12. I would let the ... have influence over my future | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.13. I would let the ... have influence over issues that are important to me | 1 | 2 | 3 | 4 | 5 |
|---------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.14. I think the ... is fair to me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
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| C1.15. I think the ... would not take advantage of me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.16. The ... would manipulate others to gain a personal advantage | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.17. The ... keeps commitments | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.18. The ... takes advantage of ambiguous situations | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.19. The ... would not use confidential information to their own advantage | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
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| C1.20. The ... would not mislead me on purpose | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.21. The ... would keep their promise | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.22. The ... will keep their commitments | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.23. The ... will be honest about their own strengths and weaknesses | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.24. I will share information openly with my ... | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
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| C1.25. The ... takes advantage of people who are vulnerable | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.26. The ... communicates openly and honestly with me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.27. The ... checks up on me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.28. The ... expects a favour to be returned | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.29. I would expect the ... to return a favour to me | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
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| C1.30. I see the ... regularly outside of work | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.31. The ... and I are members of the same union | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.32. I would say something to the ... if he/she shows up late for work regularly | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.33. The ... would say something to me if I show up late for work regularly | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

| C1.34. I would ask the ... for advice on teaching-related matters | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

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| C1.35. The ... would ask me for advice on teaching-related matters | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. Principal | | | | | |
| 2. Head of Department (HoD) | | | | | |
| 3. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 4. District Curriculum/Subject Advisor | | | | | |
| 5. Chair of SGB | | | | | |
| 6. Union Representative | | | | | |

C2. How often do you interact with ...

| | 1.Daily | 2.Weekly | 3.Monthly | 4.Quarterly | 5.Annually | 6.Never |
|-------------------------------------------------------------------------------------|----------------|-----------------|------------------|--------------------|-------------------|----------------|
| 1. Teacher Union | | | | | | |
| 2. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | | |
| 3. District Curriculum/Subject Advisor | | | | | | |
| 4. Other Schools | | | | | | |
| 5. NGOs, please specify: | | | | | | |

C3. To what extent is each of the following organizations supporting you in each of the following areas:

1 = Strongly disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly agree

| | 1. Professional development | 2. Providing teaching material | 3. Getting a promotion | 4. Improving my teaching | 5. Other, please specify |
|-------------------------------------------------------------------------------------|------------------------------------|---------------------------------------|-------------------------------|---------------------------------|---------------------------------|
| 1. Teacher Union | | | | | |
| 2. District/Circuit Manager (KZN) or Institutional Development Support Officer (GT) | | | | | |
| 3. District Curriculum/Subject Advisor | | | | | |
| 4. Other Schools | | | | | |
| 5. NGOs, please specify: | | | | | |
| 6. Other, please specify: | | | | | |

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STAFF REGISTER FOR SECTION B

| | STAFF NAME | POSITION AT SCHOOL |
|-----|------------|--------------------|
| B1 | | |
| B2 | | |
| B3 | | |
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**TRUST, CAPACITY AND ACCOUNTABILITY TO IMPROVE LEARNING OUTCOMES IN SOUTH
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SCHOOL SURVEY**

| | STAFF NAME | POSITION AT SCHOOL |
|-----|-------------------|---------------------------|
| B26 | | |
| B27 | | |
| B28 | | |
| B29 | | |
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