

PLEASE DO NOT EMAIL ANYTHING IN PICTURE FORMAT AND DO NOT ADD INFORMATION SUCH AS YOUR QUESTIONNAIRE IN THE APPLICATION FORM. ONLY ATTACH THE REQUIRED DOCUMENTS.

1. TITLE (Ms, Mrs, Mr, Dr, Prof, etc):

Mr

2. FULL NAME (S) AS APPEARING ON ID

Persians Mabizweny

3. SURNAME (AS APPEARING ON ID)

Machava

4. TELEPHONE HOME:

N/A

5. TELEPHONE WORK:

N/A

6. TELEPHONE CELL:

078 967 4368

7. E-MAIL

mabizweni11@gmail.com

8. ADDRESS HOME:

4498 Zone 13

Meloding , Virginia

Free State

Postal Code: 9430

9. ADDRESS WORK:

01 Mothusi Road

Thabong, Welkom, Free State

Central University of Technology

Postal Code: 9459

10. POSTAL ADDRESS

N/A

Postal Code: N/A

11. NAME OF TERTIARY INSTITUTION / RESEARCH INSTITUTE

Central University of Technology

12. STUDENT NUMBER AND ID NUMBER

Student number: 217011386

ID number: 960911 5236 084

13. PLACE OF EMPLOYMENT AND POSITION

Place of employment (Company name): Central University of Technology

Position: Part time Lecturer

14. NAME OF COURSE /QUALIFICATION REGISTERED

Master of Education

15. NAME OF SUPERVISOR / PROMOTER & CONTACT DETAILS

Title, Surname and initials: Prof, Schlebusch, GJ

Email: [gSchlebu@cut.ac.za](mailto:gschlebu@cut.ac.za)

Cell number: 082 2022 569

Office Telephone number: 057 910 3572

16. PROJECTS (Research papers, research for non-degree attainment): Only complete this part if your research is a project and involves more than one researcher/s.

Name & Surname	Role in the research project (co-researcher, student, questionnaire administer, interview facilitator, transcriber)	Contact details/email address

17. TITLE OF RESEARCH PROJECT

Primary school financial management and leadership for quality education amidst COVID-19 in Lejweleputswa education district

18. BACKGROUND OF THE RESEARCH TOPIC / STUDY

The National Institute for Communicable Diseases confirmed the first case of COVID-19 in March 2020, later resulting in the national lockdown, which significantly adversely affected the efficient provision of quality education in South Africa, especially as a developing nation. The prevalence of the virus spawned so many fundamental challenges. According to Salmi (2020), in the medium- to long-term, COVID-19 had detrimental effects on the academic performance, graduation rates, employability, and

employment prospects of traditionally underrepresented students, as well as the financial stability of higher education institutions. Due to budget shortfalls, one of the major flaws is that the Department of Basic Education (DBE) needed to be financially prepared for the virus. As a result, budgets from different sectors and departments had to be readjusted and repurposed to support sectors where COVID-19 took a significant toll (Du Plessis, 2020).

On top of that, in a country ravaged by continuous acts of corruption, COVID-19 gave a platform for many officials to commit corruption through illegal business practices involving the delivery of personal protective equipment (PPE) to schools. According to Masweneng (2020), Corruption Watch is "deeply troubled" by patterns in the education and healthcare sectors. According to Corruption Watch, "deeply troubling" corruption trends exist in SA's schools and healthcare sector. Details were disclosed in the organization's 2020 edition of the Analysis of Corruption Trends (ACT) report, released on September 22, 2020. *"Even after our long-running campaign exposing acts of corruption in schools, we continue to receive complaints about graft perpetuated by administrators and educators."* Whistle-blowers detailed how principals mismanaged and stole money intended for acquiring resources and purchasing supplies for the national school nutrition program, assisted by school governing body members. Lack of financial management best practices, controls, and principles is the cornerstone for the range of corrupt acts amidst COVID-19 in many schools, which poses a need for adequate internal auditing controls and financial policies.

19. VALUE OF RESEARCH AND THE ENVISAGED CONTRIBUTION IT WILL HAVE FOR THE FREE STATE DEPARTMENT OF EDUCATION (NOT MORE THAN 100 WORDS)

The research will significantly contribute to the Free State Department of Education's understanding of the accurate management of school finances during COVID-19 and provide insights into how it can better prepare for future pandemics from a financial management perspective. We will accomplish this by evaluating the applications of financial management principles and practices in both Section 20 and Section 21 schools. SASA will be used as the bedrock of this assessment. The efficient application of financial management principles contributes to the quality of education. Further, it puts the province on the map by improving the quality of education in Free State schools.

20. LIST OF SCHOOLS AND DISTRICTS INVOLVED IN THE RESEARCH.

Please List schools alphabetically per district.

- Write the names of the schools and their districts
- If the space is not enough, please add more rows. Alternatively attach a separate list of schools and districts if they are many.
- Research students, who are educators, are not allowed to conduct research at the school where they are teaching or employed.

Schools	Districts
1.Bedelia Primary School	Lejweleputswa District
2.Dagbreek Primary School	Lejweleputswa District
3.Daluvuyo Primary School	Lejweleputswa District
4.Ed-U-College	Lejweleputswa District
5.Riebeeckstad Primary	Lejweleputswa District
6.Thabong Primary School	Lejweleputswa District
7.Thembekile Primary School	Lejweleputswa District

21. LIST OF DIRECTORATES / OFFICIALS IN THE DEPARTMENT INVOLVED IN THE RESEARCH.

NB: OFFICIALS INDICATED IN THIS PARAGRAPH SHOULD ALSO BE INCLUDED AS A TARGET GROUP IN PARAGRAPH 22.

Name of Directorate/unit	Name of Official	Position of Official	Role of official in the research
1. N/A		Principal X 7	Interviewee
2. N/A		School Governing Body (SGB) Treasurer X 7	Interviewee

22. DETAILS OF TARGET GROUP WITH WHOM THE RESEARCH IS TO BE UNDERTAKEN.

Target group/ sampled population	How many? (Number)	Grade (in case of learners and teachers)	Subject (in case of learners and teachers)	Age	Gender	Language (<i>in which the research will be conducted</i>)
1. Principals	7	N/A	N/A	Adult	Male/Female	English
2. SGB Treasurer	7	N/A	N/A	Adult	Male/Female	English

23. PLEASE EXPLAIN HOW YOU WILL SAFEGUARD MINOR LEARNERS AS PER THE CHILDREN'S ACT.

Which member(s) of the school will also be present during information gathering to ensure the safety of learners?

N/A

The target population for this research are both adult principals and SGB Treasurers; therefore, no learners will be involved in the research.

24. PLEASE ATTACH DATA GATHERING TOOLS TO BE USED WITH EACH TARGET GROUP (E.G. QUESTIONNAIRES, STANDARDIZED TESTS, INTERVIEWS, OBSERVATIONS, FOCUS GROUP DISCUSSIONS AND/OR OTHER QUANTITATIVE, QUALITATIVE, PARTICIPATORY ACTION RESEARCH STRATEGIES).

Target group	Data gathering method	Group/ Individual	When	Starting time	Finishing time	Number of days per week	Total number of weeks
e.g.: Educators	e.g.: Interview	e.g.: Individual	e.g.: After school	e.g.: 15:30	e.g.: 16:30	e.g.: Once a week	e.g.: 3
Principals	Interview	Individual	After school	15:30	16:30	Once a Week	1
SGB Treasurer	Interview	Individual	After school	15:30	16:30	Once a week	1

25. STARTING AND COMPLETION DATES FOR GATHERING DATA AT THE SCHOOL OR PLACE WHERE YOU WILL GATHER DATA FOR THE RESEARCH? (Please bear in mind that research is not allowed to be conducted in schools during the fourth academic term which is October to December). Researchers are only allowed to collect data in schools starting from the second week of February until 30 September every year.

Dates: 30 May 2024 to 31 July 2024 _____

26. LIST OF DOCUMENTS TO BE ATTACHED FOR RESEARCH APPLICATION.

The following is the list of documents that should be attached to ensure a thorough and timely processing of the research application. Please indicate the documents you attached by crossing **X** or ticking **✓** in the boxes below.

LIST OF ATTACHMENTS	YES	NO	NOT REQUIRED/NOT APPLICABLE	COMMENTS
Proof of registration	X			
Permission letter and information sheet with consent form to principals	X			
Permission letter and information sheet with consent form to parents			X	
Information sheet and consent form for participants	X			
A copy of a questionnaire			X	
A list of interview questions	X			
Ethical Clearance Certificate	X			

27. NB: IF ANY OF THE RELEVANT DOCUMENT LISTED ABOVE IS NOT ATTACHED OR YOU HAVE NOT PROVIDED INFORMATION AS NEEDED IN ALL THE PARAGRAPHS, YOUR APPLICATION FORM WILL BE DEEMED NULL AND VOID.

I (full name (s) and surname as appearing on ID document)

Persians Mabizweny Machava herewith confirm that all the information in this application form is correct and that I will abide by the ethical code and the conditions prescribed below by the Free State Department of Education.

- I will abide by the ethical research conditions in the discourse of my study in the FSDoE.
- I will not use deception on people participating.
- I will obtain informed consent from all involved in the study.
- I will preserve privacy and confidentiality at all the time.
- I will take special precautions when involving populations which may not be considered to understand fully the purpose of the study.
- I will not offer rewards or enforce binding contracts for the study. This is especially important when people are somehow reliant on the reward.
- I will not skew their conclusions based on funding.
- I will not commit science fraud, falsify research or conduct scientific misconduct.
- My research will follow all regulations given.
- I will not plagiarize the work of others.
- I will abide by the period in which the research has to be done.
- I will apply for extension if I cannot complete the research within the specified period.
- I will not conduct research during the fourth quarter of the academic year.
- I will not disrupt normal learning and teaching times at schools to undertake my research.

- I will submit a bound copy of the research document to the Free State Department of Education, Room 101, 1st Floor, Thuto House, St. Andrew Street, Bloemfontein, upon completion of the research.
- I will upon completion of my research study make a presentation to the relevant stakeholders in the Department as per the arrangements of the Department.
- The costs relating to all the conditions mentioned above are for my own responsibility.

28. WRITE THE DATE IN WHICH YOU WILL SUBMIT YOUR COMPLETED RESEARCH TO

THE FREE STATE DEPARTMENT OF EDUCATION.

FULL RESEARCH REPORT, RESEARCH PAPER/ ARTICLE, THESIS OR DISSERTATION SUBMISSION DATE: 28 March 2025

29. NB: SIGNING OF THIS FORM BY THE SUPERVISOR IS AN INDICATION THAT HE/SHE VERIFIED THE AUTHENTICITY OF THIS APPLICATION, THAT ALL THE ATTACHMENTS WERE SUBMITTED BY HIS/HER STUDENTS AND THAT THE SUPERVISOR WILL ENSURE THE SUBMISSION OF THE COMPLETED RESEARCH TO THE FREE STATE DEPARTMENT OF EDUCATION.

I (Full Names) Persians Mabizweny Machava declare that I am not listed in the National Register of Sexual Offenders.

**RESEARCHER: INITIALS AND SURNAME:
PM MACHAVA**

SIGNATURE:

Machava P.M.

**DATE:
28 April 2024**

**SUPERVISOR: INITIALS AND SURNAME
GJ Schlebusch**

SIGNATURE:

GJ Schlebusch

DATE: 20 May 2024

ETHICAL REQUIREMENTS: FREE STATE DEPARTMENT OF EDUCATION

The scientific research enterprise is built on a foundation of trust and that the reports by others are valid. The reports should reflect an honest attempt by the researcher to describe the world accurately and without bias; this trust will endure only if the researcher devotes himself or herself to exemplifying and transmitting the values associated with ethical research conduct.

There are many ethical issues to be taken into serious consideration when conducting research. The Free State Department of Education believes that the researchers conducting research in this department would, amongst others, adhere to the following ethical conduct:

1. Be aware of having the responsibility to secure the actual permission and interests of all those involved in the study.
2. Not misuse any of the information discovered.
3. Moral responsibility maintained towards the participants.
4. Embracing corporate social responsibility.
5. Protecting the rights of people in the study as well as their privacy and sensitivity.
6. Confidentiality of those involved in the observation must be carried out, keeping their anonymity and privacy secure.
7. Follow the ethical clearance guideline of the institution that granted such.
8. Reliability.
9. Informing the participants about the importance of the research.
10. Values of trust, fairness and integrity are maintained in the study.
11. The value of transparency is considered.
12. The research is committed to delivering the intended promise as informed by the objectives.
13. The research accentuates the values of reputation and respect.
14. I will not conduct research at the school where I am teaching.
15. I am not listed in the national register of sexual offenders.

RESEARCHER: INITIALS AND SURNAME
PM MACHAVA

SIGNATURE:



DATE: 28 April 2024

SUPERVISOR: INITIALS AND SURNAME:
GJ Schlebusch

SIGNATURE:



DATE: 20/5/2024

Annexure B: Approval to conduct research

Enquiries: M.Z. Thango

Ref: Research Permission: P. M. Machava

Tel. 051 404 8808 Department Education of

Email: MZ.Thango@fseducation.gov.za FREE STATE PROVINCE

4498 Zone 13

Meloding

Virginia

9430

Dear Mr. P. M. Machava

PERMISSION TO CONDUCT RESEARCH IN THE FREE STATE DEPARTMENT OF EDUCATION: LEJWELEPUTSWA DISTRICT

This letter serves to inform you that you have been granted permission to conduct research in the Free State Department of Education within the Lejweleputswa Education District. The details in relation to your project with the Central University of Technology are as follows:

Topic: Primary school financial management and leadership for quality education amidst COVID-19 in Lejweleputswa education district.

- List of schools involved: Bedelia Primary School, Dagbreek Primary School, Daluvuyo Primary School, Ed-UCollege, Riebeeckstad Primary, Thabong Primary School and Thembekile Primary School.
- Target Population: Seven principals and seven SGB treasurers at the selected schools.
- Period of research: From the signature of this letter until 30 September 2024. Please note that the department does not allow any research to be conducted during the fourth term (quarter) of the academic year. Should you fall behind your schedule by three months to complete your research project in the approved period, you will need to apply for an extension. The researcher is expected to request permission from the school principals to conduct research at schools,


The approval is subject to the following conditions:

- The collection of data should not interfere with the normal tuition time or teaching process.
- A bound copy of the research document should be submitted to the Free State Department of Education, Room 101, 1 st Floor, Thuto House, St. Andrew Street, Bloemfontein or can be emailed to the above-mentioned email address,
- You will be expected, on completion of your research study to make a presentation to the relevant stakeholders in the Department.

- The ethics documents must be adhered to in the discourse of your study in our department.

Please note that costs relating to all the conditions mentioned above are your own responsibility.

Yours Sincerely,



Mr. MZAMO JACOBS
DIRECTOR: QUALITY ASSURANCE,

DATE: 24/05/2024
AND STRATEGIC PLANNING

Enquiries: M.Z. Thango [education](mailto:MZ.Thanqo@fseducation.gov.za)

Ref: Notification of research: P. M. Machava Department of

Tel. 051 404 8808 FREE STATE PROVINCE

Email: MZ.Thanqo@fseducation.gov.za

District Director
Lejweleputswa District

Dear Ms. Zonke

NOTIFICATION OF RESEARCH: PERMISSION TO CONDUCT RESEARCH PROJECT IN LEJWELEPUTSWA DISTRICT

This letter serves to inform you that Mr. P. M. Machava has been granted permission to conduct research in the Lejweleputswa District under the auspices of the Central University of Technology. The details in relation to the research project are as follows:

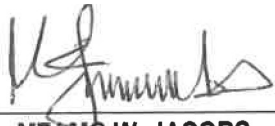
Topic: Primary school financial management and leadership for quality education amidst COVID-19 in Lejweleputswa education district.

- List of schools involved: Bedelia Primary School, Dagbreek Primary School, Daluvuyo Primary School, Ed-UCollege, Riebeeckstad Primary, Thabong Primary School and Thembekile Primary School.
- Target Population: Seven principals and seven SGB treasurers at the selected schools.
- Period of research: From the signature of this letter until 30 September 2024. Please note the department does not allow any research to be conducted during the fourth term (quarter) of the academic year nor during normal school hours. The researcher is expected to request permission from the school principals to conduct research at schools.

- Research benefits: The research will significantly contribute to the Free State Department of Education's understanding of the accurate management of school finances during COVID-19 and provide insights into how it can better prepare for future pandemics from a financial management perspective. We will accomplish this by evaluating the applications of financial management principles and practices in Section 20 and Section 21 schools. SASA will be used as the bedrock of this assessment. The efficient application of financial management principles contributes to the quality of education. Further, it puts the province on the map by improving the quality of education in Free State schools.

The Sub-directorate of Research and policy will make the necessary arrangements for the researchers to present the findings and recommendations to the relevant officials in the Department.

Yours Sincerely,



Mr. MZAMO W. JACOBS
DIRECTOR: QUALITY ASSURANCE,

DATE: 24/05/2024

Annexure C: Ethical clearance letter



RESEARCH ETHICS APPROVAL

Date: 7 August 2023

This is to confirm that ethical clearance has been provided by the Faculty Research and Innovation Committee [01/06/16] in view of the CUT Research Ethics and Integrity Framework, 2016.

Ethical clearance number:

[HREIC 03/23/10] ST.M.Ed

Applicant's Name and student number	Mr PM Machava 217011386
Supervisor's Name for Student Project	Prof GJV Schlebusch
Level of Qualification for Student's Project	M.Ed
Title of research project	Primary school financial management and leadership for quality education amidst COVID-19 in Lejweleputswa education district
FRIC approval number	FRIC 03/23/10

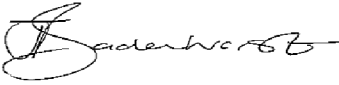
All conditions as set out below have to be met as set out in your LS 262 a form.

As this research focuses primarily on human beings you will be ethically responsible for:

- protecting the rights and welfare of the participants;
- gaining the trust and co-operation of all the participants with the assurance that the information collected will be kept confidential;
- informing the participants from the outset that their participation will be voluntary, and that the data collected will be conducted with the consent of the relevant authorities at the participant schools;
- adhere to the principles of rigorous data collection, analysis and interpretation consistent with the design of the study;
- keeping a data trail for possible auditing purposes and safe-keeping of raw data for a period of three years after publication of the results/findings;
- respecting the confidentiality of the data.

We wish you success with your research project.

Regards



Prof JW Badenhorst

(Chairperson: Faculty of Humanities Research Ethics and Integrity Committee)

Annexure D: Application letter to the principal to conduct research in the school

Cell: 078 967 4368

mabizweni11@gmail.com

4498 Zone 13

Meloding

Virginia

9430

28 April 2024

The principal

Dear Sir/ Madam

APPLICATION FOR PERMISSION TO CONDUCT A RESEARCH IN YOUR SCHOOL

- I hereby apply for a permission to conduct research at your schools.
- I am a Central University of Technology (CUT) student pursuing a Master of Education degree (MEd); my research topic is: **Primary school financial management and leadership for quality education amidst COVID-19 in Lejweleputswa education district**. The supervisor for this study is Professor G.J. Schlebusch; his contact number is (0579103572). This research will assist the School Governing Body (SGB) in Section 21 schools in being more conscious when planning and implementing budgets amidst unanticipated pandemics to continue providing quality education. I would like permission to interview you in your capacity as the school Principal participant and the SGB Treasurer. Your school has been chosen because it is classified under Section 21, represented by quintiles one, two, three, four, and five.

- Interviews will be scheduled outside of regular school hours at the most convenient dates and times for you and other participants. The duration of interviews is anticipated to be one hour.
- I will also physically meet participants when they sign the consent form for this study.
- I will ensure the confidentiality of your personal information and the privacy of those participating in the research while adhering to the ethical standards and guidelines set for research.

Thank you in anticipation.

Machava P.M.

(Mr) PM Machava

Annexure E: Permission letter to request the principal to participate in the research

Cell: 078 967 4368

mabizweni11@gmail.com

4498 Zone 13

Meloding

Virginia

9430

28 April 2023

The principal

Dear Sir/ Madam

REQUEST FOR YOUR PARTICIPATION IN A RESEARCH

- I hereby apply for a permission to conduct research at your schools.
- I am a Central University of Technology (CUT) student pursuing a Master of Education degree in Education (MEd); my research topic is: **Primary school financial management and leadership for quality education amidst COVID-19 in Lejweleputswa education district**. The supervisor for this study is Professor G.J. Schlebusch; his contact number is (0579103572). This research will assist the School Governing Body (SGB) in Section 21 schools in being more conscious when planning and implementing budgets amidst unanticipated pandemics to continue providing quality education.
- I would like permission to interview you in your capacity as the school Principal participant and the SGB Treasurer. Your school has been chosen because it is classified under Section 21, represented by quintiles one, two, three, four, and five.

- Interviews will be scheduled outside of regular school hours at the most convenient dates and times for you and other participants. The duration of interviews is anticipated to be one hour.
- I will also physically meet participants when they sign the consent form for this study.
- I will ensure the confidentiality of your personal information and the privacy of those participating in the research while adhering to the ethical standards and guidelines set for research.

Thank you in anticipation.

Machava P.M

(Mr) PM Machava

Annexure F: Principal's consent to participate in a semi-structured interview

TO WHOM IT MAY CONCERN

Staff Number : _____

Date : _____

Consent to participate in research entitled:

PRIMARY SCHOOL FINANCIAL MANAGEMENT AND LEADERSHIP FOR QUALITY
EDUCATION AMIDST COVID-19 IN LEJWELEPUTSWA EDUCATION DISTRICT

This letter serves to confirm that I, _____ have voluntarily consented to taking part in a semi structured interview for the aforementioned study. I made the decision to participate after being informed about the data collection procedure and all the potential implications of my involvement in the study. I have also been informed of my right to withdraw from the study at any time if I feel unable to continue for any reason, and such a decision will not have any negative consequences for me.

Yours faithfully

PRINCIPAL SIGNATURE

Annexure G: Principal's interview schedule

Primary school financial management and leadership for quality education amidst
COVID-19 in Lejweleputswa Education District

SEMI-STRUCTURED INTERVIEWS

Semi-structured interviews will be conducted by the researcher with five principals of five Section 21 primary schools in the Lejweleputswa education district. School principals are anticipated to respond to enquiries regarding their respective institutions.

WELCOME AND INTRODUCTION

At the outset of the interview session, the researcher will extend a warm welcome to the research participant and introduce himself, establishing a rapport that is pertinent to the individual.

PROCEDURES

The researcher will inform the participant that the interview will be recorded on the tape only if the participant consents. The research will also document nonverbal behaviour by taking notes.

The following is a compilation of enquiries that will be employed during the principals' interviews. Probing will be implemented to supplement the information as needed.

SECTION A: Demographics

- What is your name?
- How many years have you spent serving as the Principal of this school?
- Can you tell me a bit about your role as a principal at [School Name]?
- How did the COVID-19 pandemic impact the day-to-day operations of your school?

SECTION B: Current Financial Management Principles:

- How did your understanding of financial management principles impact your decision-making during the pandemic? (for example, the process of creating a budget and distributing resources)
- What role did the SGB play in ensuring adherence to sound financial management procedures during the pandemic?
- What were the leading financial management difficulties during the COVID-19 pandemic?
- Did your school have to adjust its financial policies or procedures in response to COVID-19? If so, how?
- From your perspective, what fundamental financial management principles should schools consider during a crisis such as a pandemic?

SECTION C: Financial Management Practices:

- What impact did the pandemic have on your school's budget? (for example, more costs, lower income)
- Did your school receive additional financial assistance from the government or other funding sources during the pandemic? If so, how were those funds used?
- Please outline the exact strategies that your school employed to manage its financial resources efficiently during the pandemic.
- How did the school deal with the likelihood of financial misappropriation, fraud, or corruption occurring during COVID-19?
- Did your school have to make any difficult financial decisions during the pandemic? If so, what were they, and how did you approach them?

SECTION D: Primary financial management challenges faced by primary schools during COVID-19:

- How did the school's financial situation during the pandemic impact the quality of education learners received?
- From a financial standpoint, what were the most significant challenges to maintaining high-quality education during the pandemic?

Annexure L: Editing Certificate



EDITING CERTIFICATE

This serves to confirm that the academic work in the form of a dissertation / thesis / article written by:

Persians Mabizweny Machava

Topic:

**Primary School Financial Management And Leadership For Quality
Education Amidst Covid-19 In Lejweleputswa Education District**

Was proofread and grammatically edited by me during:

September 2025



Chris Jewell
Language Editor
chrisjewell.sa@gmail.com
Tel : 082 924 3398