



JET EDUCATION SERVICES
THINK EDUCATION. THINK JET.

30 years of JET Education Services

1992–2022

30 YEARS OF IMPACT



JET EDUCATION SERVICES
THINK EDUCATION. THINK JET.

Established in 1992, the Joint Education Trust evolved from a fund-holding NGO to a vibrant delivery support organisation and social change agent in education, pioneering change in the education sector. JET believes that ensuring quality education is central to the goal of ending extreme poverty. The organisation's 30-year history shows that it has been a nexus for innovation and change, a national hub for educational enquiry and knowledge-based interventions. As we head into our next 30 years, JET will continue to shape lives and the future of education. Take a look back at our impact, while keeping an eye on the future. Here's to 30 more impactful years!

New relationships strengthened

Networks, partnerships, links, cross country learning, international partnerships

Inter-organisational collaboration

Leading research projects

Programme and project implementation

Project management



RESEARCH COLLABORATIONS



LEADERSHIP AND MANAGEMENT

RESEARCH METHODS

Qualitative and quantitative research, literature reviews, assessments, field surveys, action research

CURRENT RESEARCH AREAS

Early childhood development (ECD), school improvement, teacher education, post-school education and training (PSET), interoperability and data ecosystems, innovative funding models for education

Value chain

Research, implementation, monitoring and evaluation



KNOWLEDGE AND EXPERIENCE

Improved understanding

State of education, policy landscape, intersectionality, online communities, digital landscape, gender, feminist approaches



RESEARCH UPTAKE

Relationship building

Policy makers, partners, education practitioners, education managers, NGOs, private sector, international development entities, academia

Increasing research visibility

Social media networking, website content, webinars, research reports, blogs, knowledge sharing, training and support, JET Exchanges, dialogues with policymakers, dialogues with practitioners, dialogues with academia



SKILLS

Training and mentoring

Qualitative research, quantitative research, data analysis, monitoring and evaluation, internships, upcoming young managers programme

Research dissemination

Research reports, journal articles, books and chapters, JET exchanges, webinars, blogs, conference presentations

IMPORTANT MILESTONES FROM 1992 TO 2022



1992
2009

(CEO: Prof Chabani Manganye; Nick Taylor)

Birth of Joint Education Trust (JET) in January 1992

- Partnership between over 20 organisations representing business, civil society organisations, political parties and trade unions. Its mission is to support the reconstruction of education in South Africa
- Prof Chabani Manganye appointed first CEO

R500m raised to support non-profit organisations (NPOs). Former Barlow Rand Chairman, Mike Rosholt, pivotal in raising R500m for the Trust to disburse to non-profit organisations (NPOs) in the following sectors: early childhood development (ECD), adult basic education and training (ABET), vocational and further education, in-service teacher training and development (INSET), youth development

1994: Nick Taylor appointed CEO

Advances monitoring and evaluation as a practice in South Africa

- Establishes the practice of programme evaluation as early as 1994. Interest in monitoring and evaluation (M&E) stems directly from the need to provide evidence-based feedback to Board members, funders and other stakeholders
- Conducts National Audit of Teacher Education
- Organises the first evaluation conference on INSET, titled *Quality and Validity in INSET Evaluations*

Provides support to the new democratically elected government in improving the quality of education

- Phase 1 of the President's Education Initiative: The purpose was to collate and analyse research information to provide input on teaching in large classes and multigrade classes in a multilingual environment

Research outputs

- Getting Learning Right: Report to the President's Education Initiative, edited by Nick Taylor and Penny Vinjevold published
- Followed by publication of Getting schools working: Research and systemic school reform in South Africa by Nick Taylor, Johan Muller, Penny Vinjevold

In 2000 the Trust is wound up. JET Education Services NPC registered

Expands role as a delivery support organisation using evidence-based research to improve education

2009
2014

(CEO: Godwin Khosa)

Repositioning of JET Education Services

- Becomes a service NGO that supports the government, multinational funders, and business entities with interest in education improvement

Provides fundholding, project management, research, monitoring and evaluation, and the development facilitation services to organisations in the education and training sector

Extends brief to support the government in improving the quality of education and implementing government education programmes

Continues policy influence role by managing large-scale school improvement projects. Systemic School Improvement Interventions in South Africa: Some Practical Lessons from Development Practitioners edited by Godwin Khosa published.

Increased focus on:

- Research and knowledge-based education improvement interventions: Coordinates the National School Effectiveness Study: Publication of *Creating Effective Schools* authored by Nick Taylor, Servaas van der Berg and Thabo Mabogoane
- Technical and Vocational Education and Training and youth development: Publication of *Change Management in TVET Colleges: Lessons Learnt from the Field of Practice* edited by Andre Kraak, Andrew Paterson and Kedibone Boka

Becomes a UNEVOC Centre in 2013

Instrumental in establishing the National Education Collaboration Trust (NECT) in 2013, in accelerating the pace of national development and achievement of the education targets set out in the National Development Plan (NDP)

Moves to the Education Hub in 2014

2014
PRESENT

(CEO: James Keevy)

Mission: to optimise innovation and evidence-based solutions towards quality education through independent and credible research, monitoring and evaluation, and implementation

Focus on strengthening the organisational culture

- Achieves Investors of People Accreditation and wins Best Newcomer prize

Expands global footprint with work in Africa and further afield

- African Qualifications Framework published

Boosts interest in monitoring and evaluation (M&E) services offering results-orientated, utilisation-focused M&E, contributing to improved education outcomes

Strengthens focus on post-school education and training such as qualifications frameworks, skills development, labour migration

Launches the Post-School Education and Training Collaboration and Learning Opportunities and Utilisation of Data (PSET CLOUD) PSET CLOUD project in collaboration with merSETA. *Interoperable Data Ecosystems: An international review to inform a South African innovation*, by Kelly Shiohira and Barbara Dale-Jones published.

Founding member of the National Association of Social Change Entities in Education (NASCEE)

Initiates the #OpenupYourThinking COVID-19 research response in South Africa, also taken up by Southern African Development Community (SADC) and Commonwealth countries

More significant focus on innovation and technology-based solutions to become Africa's leading educational think-do-tank

JET IN NUMBERS 2022

25 founding organisations 

JET's founding in 1992 was unique in the remarkable partnership that it constituted. Of the 25 founding organisations, JET is still actively working with 4 (First Rand, Sanlam, South African Democratic Teachers Union, Anglo American).

6 thematic areas of work:

- 1) Early childhood development
- 2) School improvement
- 3) Teacher education
- 4) Post-school education and training
- 5) Interoperability and data ecosystems
- 6) Innovative funding models for education.

3 active memberships 

JET is a founding and active member of the National Association of Social Change Entities in Education (NASCEE) and also an active member of the Independent Philanthropy Association of South Africa (IPASA) and of the South African Monitoring and Evaluation Association (SAMEA).



The symbol of our current five-year strategy which positions JET as a think tank-do tank in the education sector in South Africa and Africa.

40  **19**

The average age of our staff at present.

The age of the youngest staff member.

30
years of JET
Education Services

JET has maintained and grown many of the relationships with its founding members and has demonstrated its commitment to improving education and training in collaboration with government, organised labour and the private sector.

Our current chairperson, Mr Nathan Johnstone, has been with JET for **16 years** and has been Chairperson of the JET Board since 2013.

384 new business proposals submitted by JET in the last 6 years

averaging 64 per year and around 5 per month. Of these, 26% were purely proactive (blue ocean), and the rest were in response to calls for proposals and tenders.



36 


The number of active projects JET has managed annually in recent years with local and international partners and clients.

We do this with a core staff of 48, and an additional group of 45 working on project-specific contracts.

1 new board member

Having worked at JET early in his career, Prof Chika Sehoole will be coming full circle as he joins the JET Board in the next few months.

JET achieved silver (level **2**) Investors in People accreditation in 2021 and endeavours to improve on this through concrete efforts in the area of managing, recognising and rewarding performance and focusing on the organisation's values and behaviours.

 **108** The cumulative number of years our Board members have served on the JET Board.

Age and experience of the most mature JET staff member: **75** years

From CEO (1994 to 2009) to Research Fellow (current), Nick Taylor is widely regarded as a preeminent researcher in the education sector, particularly in the field of teacher education.

Our senior team of 5 people have worked at JET for

24 cumulative years.

Prof. Brian Figaji retires this year after **22** years of service on the JET Board.

He ensured JET followed the narrow path of good governance at all times and will be missed by the management team, staff and fellow Board members for his wisdom, guidance and unwavering support of a just education system.


2 internationally based staff members.

Carla Pereira, former COO, now based in the Netherlands, and Kelly Shiohira, Executive Manager: Research & Data Ecosystems, based in Japan/USA.



 **50 : 44**  The ratio of females to males at JET.

69%  The average billable time of our professional staff across the organisation.

4 PhDs  on our team, with a few more in the pipeline.

20 

years of maintaining an unqualified audit opinion since being registered as a Public Benefit Organisation in 2002.

 **3** international linkages

Our longstanding UNEVOC Centre was expanded to include membership of the Groningen Declaration Network and the EdSafe AI Alliance.

10 JETStreamers The first cohort of 10 young black researchers continue to make waves wherever they go, an indication that the JETStreamer work immersion programme has been a real game changer.

9 dedicated Board members  serve the organisation and directs its strategic intent.

The JET value chain, the backbone of our business model, comprises **3** core competencies:
1) Research
2) Implementation
3) Monitoring and evaluation.

3+1 JET has had 3 CEOs in 30 years: Nick Taylor, who led JET for more than 14 years during the early days of democracy and remains actively involved in teacher education as a JET Research Fellow; Godwin Khosa, who moved on to become CEO of the NECT in 2013; and James Keevy, CEO since 2014. (Prof Chabani Manganyi, our first Director, was appointed DG for Education in the Mandela Cabinet soon after JET was established.)

How does JET work?

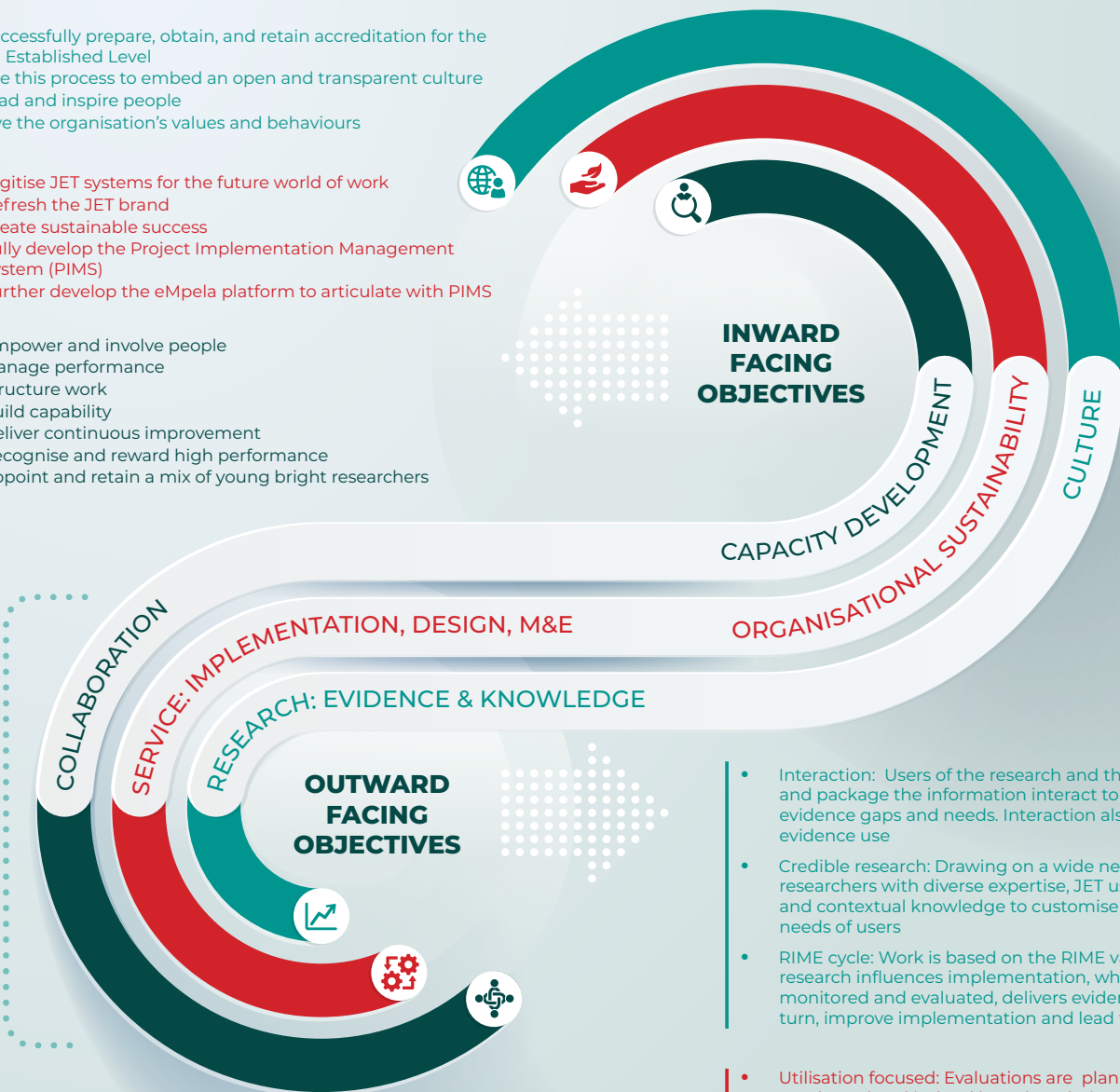
JET draws on a variety of theoretical frameworks, with a common pro-poor focus, to inform how the organisation collaborates, delivers its services and conducts its research.

Through evidence-based knowledge interventions, collaboration with the public and private sectors, and the use of technological infrastructure, JET aims to turn challenges into solutions, resulting in improved education quality, particularly for disadvantaged school communities.

- Successfully prepare, obtain, and retain accreditation for the IIP Established Level
- Use this process to embed an open and transparent culture
- Lead and inspire people
- Live the organisation's values and behaviours

- Digitise JET systems for the future world of work
- Refresh the JET brand
- Create sustainable success
- Fully develop the Project Implementation Management System (PIMS)
- Further develop the eMpela platform to articulate with PIMS

- Empower and involve people
- Manage performance
- Structure work
- Build capability
- Deliver continuous improvement
- Recognise and reward high performance
- Appoint and retain a mix of young bright researchers



- Interaction: Users of the research and those who produce and package the information interact to determine evidence gaps and needs. Interaction also facilitates evidence use
- Credible research: Drawing on a wide network of researchers with diverse expertise, JET uses best evidence and contextual knowledge to customise evidence to the needs of users
- RIME cycle: Work is based on the RIME value chain - where research influences implementation, which, when monitored and evaluated, delivers evidence which can, in turn, improve implementation and lead to new research

- Utilisation focused: Evaluations are planned, conducted and judged based on their usefulness to primary intended users
- Evidence informed: The best available evidence is used to inform decisions about intervention design and implementation
- Contextually relevant: Implementations are evaluated for fit with context and adapted if necessary

- Deep collaboration to drive deep change: Shared visions are co-created and recognise the needs of the various user levels. Where alignment is not achieved, communicate clearly and with trust

Contact us

Tel: +27 11 403 6401
info@jet.org.za
www.jet.org.za

- www.facebook.com/JETEdServices
- [@JETEdServices](https://twitter.com/JETEdServices)

Physical address: The Education Hub, 6 Blackwood Avenue, Parktown, Johannesburg 2193

Postal address: PO Box 178, WITS, 2050, South Africa



JET EDUCATION SERVICES
 THINK EDUCATION. THINK JET.