

DIRECTORATE: CURRICULUM FET PROGRAMMES

Steve Vukile Tshwete Complex • Zone 6 • Zwelitsha • Eastern Cape Private Bag X0032 • Bhisho • 5605 • REPUBLIC OF SOUTH AFRICA

Tel: +27 (0)40 608 4605 / 0796936136 • Fax: +27 (0)40 608 4394 / 0865487612 • Website: www.ecdoe.gov.za

Enquiries: Ms VL Westphal Email: vivian.westphal@edu.ecprov.gov.za

ASSESSMENT INSTRUCTION 03 OF 2011

TO: DEPUTY-DIRECTOR GENERAL

CHIEF FINANCIAL OFFICER

CHIEF DIRECTORS

DIRECTORS AND DISTRICT DIRECTORS

CHIEF EDUCATION SPECIALISTS

EDUCATION DEVELOPMENT OFFICERS

DEPUTY CHIEF / SENIOR EDUCATION SPECIALISTS

PRINCIPALS OF ALL PUBLIC AND INDEPENDENT SCHOOLS:

GRADES 10 - 12

TEACHER UNIONS / ORGANISATIONS

SCHOOL GOVERNING BODIES

DATE: 06 JANUARY 2011

2011 MANAGEMENT PLAN AND IMPLEMENTATION OF SCHOOL BASED ASSESSMENT (SBA) GRADES 10 -12

1. BACKGROUND:

Assessment in the National Curriculum Statement (NCS) Grades 10 - 12 is an integral part of teaching and learning. The aim of assessment within the NCS is not to provide value judgements of a learners' performance, but to assist in the positive support of learners in the process of teaching and learning.

School Based Assessment (SBA) is an assessment model designed to assist teachers and learners to assess individual progress and monitor the remediation of areas in which learners need assistance throughout the year. School based Assessment (SBA) refers to the formal and informal assessment tasks carried out at school for marks to be included in the learners' evidence of work.

SBA is compulsory. The evidence of learners' work (in the SBA) is required for **ALL** subjects. It combines both formal and informal assessment, internal and external assessment which allows for learners to be assessed on a regular basis. A learner who offers more than 7 subjects must satisfy the SBA requirements for the additional subjects.

Parents/Learners must be informed at the beginning of the year that SBA is a compulsory component of the promotion mark and that it must be given the support and attention it deserves.

The SBA mark in every subject constitutes a weighting of 25% of the final promotion mark for the National Senior certificate, except for Life Orientation where the SBA constitutes 100%.



Life Orientation is out of a maximum mark of 400. No conversion of marks to percentages must be done on the mark sheets.

2. PURPOSE:

This Assessment Instruction is intended to provide Departmental Officials, School Principals and teachers with a framework in which to plan for School Based Assessment (SBA) for 2011. It describes the duties and responsibilities of all stakeholders in the implementation of School Based Assessment. The Assessment Instruction includes a Management Plan with important dates for the implementation of SBA at school, district and provincial levels. The Assessment Instruction also intends to ensure the maintenance and improvement of the quality of SBA.

3. LEGISLATIVE FRAMEWORK:

The following are the policies that govern SBA:

- National Education Policy Act, 1996 (Act No. 27 of 1996).
- The South African Schools Act, 1996 (Act No 84 of 1996) as amended.
- An Addendum to the policy document, the National Senior certificate: A Qualification at Level 4
 on the National Qualifications Framework (NQF), regarding the National Protocol for Recording
 and Reporting (Grade R 12) as published in the Government gazette No 29467.
- The General and Further Education and Training Quality Assurance Act, 2001 (Act No 58 of 2001).

4. PROVINCIAL GUIDELINE FRAMEWORK:

In addition to the above legislation, the Directorate: Curriculum FET Programmes and the Directorate: Assessment & Examinations developed the following guidelines to support SBA implementation:

- Continuous Assessment Guidelines for subjects (2008).
- Provincial Curriculum Guideline 11/2007: Provincial Continuous Assessment Policy Grades 10 – 12.

NOTE: ALL CASS Guidelines for subjects (2008) were distributed to schools and are also available at District Offices. The guideline documents can be downloaded from the following website addresses:

http://www.ecdoe.gov.za http://curriculum.250free.com http://examinations.250free.com

5. KEY PRINCIPLES RELATING TO SBA:

- SBA should be transparent in order for learners and teachers to have a clear understanding of
 the expectations of an assessment task, the marking criteria, the knowledge (learning outcomes
 and assessment standards required), skills and values which are being assessed.
- SBA informs and evaluates teaching and learning and provides a basis for remediation and further teaching and learning.
- SBA encompasses a variety of teaching and assessment methods as well as learning styles.
- SBA is objective, valid, fair, time efficient and criterion referenced.



6. THE THREE LEVELS OF MODERATION

There are three levels of moderation:

- 6.2 School Based Moderation conducted by the HOD and Principal;
- 6.3 Cluster Based Moderation and District Centralised SBA Moderation conducted by the Subject Advisor, Cluster Committee and participating teachers / and or invited Subject Advisors;
- 6.4 Provincial Centralised Moderation conducted by Provincial Subject Planners and appointed moderators.

Cluster and District Centralised Moderation will be monitored rigorously by Provincial Subject Planners and officials from the Department of Basic Education and UMALUSI.

The first two levels of moderation have been outlined in the roles and responsibilities of each role-player listed above.

7. ROLES AND RESPONSIBILITIES:

The following key roles and responsibilities in respect of SBA have been identified at **THREE** different organisational levels:

- School level
- Cluster and District level
- Provincial level

7.1 LEVEL 1: SCHOOL

7.1.1 SUBJECT TEACHER:

- 7.1.1.1 The subject teacher is required to:
 - Develop a Work Schedule, Lesson Plans and a Programme of Assessment (with dates and timeframes) for the year for his/her subject. This should be kept in the Teacher's File. Provincial Lesson Plans could be used by the teacher at this stage of planning.
 - Analyse the results of the performance of all learners from the previous year's results to inform teaching, learning and assessment for the year by developing Subject Improvement Strategies.
 - Hand in all plans (Work Schedule, Lessons Plans and Assessment Tasks) to the Head of Department (HOD) for moderation, verification and approval on time.
 - Affect all recommendations/changes made by the HOD / Moderator.
- 7.1.1.2 The Work Schedule, Lesson Plans and Programme of Assessment must take into consideration **ALL** prescripts set out in the following documents:
 - National Curriculum Statement
 - Learning Programme Guidelines (LPG)
 - Subject Assessment Guidelines (SAG)
 - National Protocol on Assessment
 - Provincial CASS Guidelines
 - Practical Assessment Task (PAT) (if applicable)

7.1.1.3 The subject teacher is expected to:

- Assess all learners regularly throughout the year according to the Programme of Assessment. This should be done in RED ink.
- Keep a mark book / record book / mark schedule of all marks obtained by the learners for SBA tasks based on the National Protocol on Assessment.



- Participate in subject meetings at school, cluster subject meetings and district subject meetings.
- Use the evidence gained about learner attainment in SBA to inform further teaching activities and remediation.
- Ensure that learners do not plagiarise.

7.1.2 HEAD OF DEPARTMENT (HOD) (SUBJECT/LEARNING FIELD)

The Head of Department has the dual responsibility at school level as (i) a teacher and (ii) a member of the School Management Team who must manage and monitor the implementation of the National Curriculum Statement and moderate SBA. The following roles listed below focus on moderation of SBA only in the context of this Assessment Instruction.

7.1.2.1 The HOD has the responsibility of ensuring that:

- Subject teachers fulfill all the requirements outlined in 7.1.1 above.
- ALL assessment tasks reflected on the Programme of Assessment are quality assured, together with ALL marking rubrics, memoranda and checklists required for the task.
- A sample 10% of all learners work for each assessment task appearing on the Programme of Assessment is, on completion of the task, moderated. This must be done in GREEN ink.
- Moderators place ticks next to the original ticks.
- Re-marking occurs during moderation. This is not just an audit of the number of tasks completed.
- The moderated pieces of work are signed and dated at the top right hand corner of the first page of the learner's task.
- The teacher's moderation process is supervised and evaluated. This must include an agreement on remedial measures.

7.1.2.2 The HOD gives written, qualitative comments to the teacher in terms of:

- The quality of the assessment task (level of difficulty/appropriateness to grade and context of learner)
- The quality of the marking process
- The appropriateness of the task to the grade, learning outcome and assessment standard
- The appropriateness of the task with respect to cognitive level abilities
- The appropriateness of the task with respect to the SAG, LPG, Work Schedule, and
- The correctness of the memoranda/rubric/checklist.
- 7.1.2.3 The HOD gives **written**, **qualitative** comments to the moderated learner's evidence of work in terms of the quality of the answer and the learners' attempt at completing the task.
- 7.1.2.4 The HOD moderates 10% of evidence of learners work on an ongoing basis prior to cluster meetings to ensure compliance with the subject SBA policy guidelines.

7.1.2.5 The HOD is responsible to ensure that:

- Subject teachers have adequately prepared learners for all examinations, especially Trial and Final examinations for Grade 11 and 12.
- ALL teachers are fully prepared for <u>Cluster SBA moderation meetings</u>, <u>District Centralised SBA moderation and Provincial Centralised SBA Moderation</u> having all required tasks marked and mark schedules completed for presentation to the Subject Advisor.
- District and Provincial Officials have access to all planning documents and evidence of learners' work during official on-site monitoring and support visits.



- All mark schedules are completed accurately and submitted to the Principal and District Office as required.
- ALL teachers attend Cluster SBA moderation meetings on the required date.
- The evidence of learners' work presented at Cluster SBA moderation reflect a wide range of learners' evidence of performance ranging from Level 1 to Level 7.

7.1.3 ROLE OF THE SCHOOL PRINCIPAL

7.1.3.1 The Principal must ensure that:

- All Subject Teachers in each grade in the school have a Work Schedule, Lesson Plans and a Programme of Assessment.
- All teachers have access to the final results from the previous year for analytical purposes.
- The school has a common Programme of Assessment incorporating all grades to ensure that all formal and informal assessment tasks are completed within the required dates, in appropriate conditions and with the relevant invigilators officiating. This is to be known as the **School Assessment Policy.**
- School based moderation takes place. This involves re-marking of learners' assessment tasks for moderation and not just an audit of the number of tasks completed.
- A **School Management Team** (SMT) is operational to oversee all teaching, learning and assessment in compliance with national and provincial policies.
- A **School Assessment Team** (SAT) is operational to oversee all formal and informal assessment procedures at the school in compliance with national and provincial policies.
- All **Assessment Instructions** issued by the Provincial Education Department are discussed and understood by HODs and teachers.
- ALL mark schedules are duly completed, signed and submitted to the District Office on due dates.
- No mark sheet has a "0" mark or a "999" inserted.
- The evidence of learners' assessment tasks are marked and moderated by HOD and the subject teacher.
- All learners have a mark recorded next to their names on the required mark schedules.
- 7.1.3.2 The Principal must inform learners, parents and School Governing Bodies (SGBs) at Parents meetings that the marks of learners will be "pending" if a SBA mark is not produced. The Principal must raise awareness amongst the parent body that they hold a joint responsibility for learners' performance.
- 7.1.3.3 The Principal must make **2 copies** of the SBA mark sheets. The original mark sheets must be sent to the District Office, the school must keep one copy and the second copy must be placed in the educator's file that is submitted for Cluster, Centralised District and Centralised Provincial moderation.
- 7.1.3.4 The principal must moderate 10% of learners' evidence of work moderated by the HOD for submission to Cluster, Centralised District and Centralised Provincial SBA Moderation meetings prior to submission. This should be done in **GREEN** ink.
- 7.1.3.5 The Principal must sign, date and insert the school stamp on every piece of learner evidence moderated and submitted to Cluster, Centralised District and Centralised Provincial SBA Moderation meetings.



7.2 LEVEL 2: DISTRICT (CLUSTER AND CENTRALISED SBA MODERATION MEETINGS):

7.2.1 THE ROLE OF THE SUBJECT ADVISOR AT CLUSTER AND DISTRICT CENTRALISED SBA MODERATION MEETINGS:

District Centralised Moderation was piloted in 2010. The model will be continued for 2011 with the addition of common tasks (for Term 2 and 3) being developed and sent to districts by the Provincial Head Office.

7.2.1.1 The Advisor will ensure that:

- Teachers have the following documents relevant to planning and SBA:
 - National Curriculum Statement
 - Learning Programme Guidelines (LPG)
 - Subject Assessment Guidelines (SAG)
 - National Protocol on Assessment
 - Provincial CASS Guidelines
 - Practical Assessment Task (PAT) (if applicable)
 - Provincial Lesson Plans
 - Provincial Common Tasks
- Fully functioning Subject and SBA committees have been established in each cluster with an elected cluster leader.
- The names of the cluster leaders and the District SBA Subject Committee are submitted to the District CES: Curriculum for forwarding to Provincial Head Office by the end of February 2011.
- All Grades 10 12 final results are analysed and the findings factored into a District Subject Improvement Strategy.
- A plan with the dates of regular on-site school visits is submitted to the District CES/DCES which will include the following aspects:
 - Monitoring lesson plans, work schedule and Programme of Assessment coverage
 - Quality of Assessment tasks and marking
 - Feed back to teacher, HOD and Principals on the coverage of curriculum and assessment requirements.
 - Alert teacher, HODs and Principals when teachers are perceived to be falling behind schedule and/or not meeting National and Provincial standards for SBA.
 - Remediation advice to teachers, HODs, Principals and EDOs in severe cases of non-compliance.
- 7.2.1.2 The Subject Advisor will include monitoring, evaluation and support of SBA during each onsite visit to a school.
- 7.2.1.3 The Subject Advisor will ensure that they meet regularly with SBA and Subject Committees to plan and evaluate progress of work schedules and SBA Programmes of Assessment.
- 7.2.1.4 These Clusters must meet at least **ONCE** a guarter.
- 7.2.1.5 The Subject Advisor must develop the concept of "Critical Friends" with teachers at Cluster Meetings to ensure collegiality, exchanging of ideas and tasks.
- 7.2.1.6 Subject Advisors must use Cluster and District Centralised SBA Meetings to:
 - Advise, correct and support teachers in SBA and planning.
 - Ensure commonality in assessment tasks, activities and lessons plans.



- Inform teachers of the latest developments in terms of the curriculum and assessment requirements, discuss and mediate Assessment Instructions, Policy documents and Provincial Guidelines.
- 7.2.1.7 At Cluster and District Centralised SBA Meetings the Subject Advisor will ensure that:
 - Each teacher meets the requirements for SBA during Cluster and Centralised District Moderation Meetings.
 - Advisors manage and co-ordinate SBA Cluster and District Centralised Moderation Meetings. This duty **must not** be delegated to Cluster Chairpersons or teachers.
 - Qualitative moderation takes place at SBA Cluster and District Centralised SBA Moderation Meetings and not just auditing of the number of SBA tasks submitted. This is to be done in ORANGE ink.
 - Moderation is done by consensus. If consensus cannot be reached, the Subject Advisor will facilitate mediation.
 - Adjustment of marks will only be agreed upon by the teachers involved and the Subject Advisor.
 - Moderation is done in accordance with the National policy and directives of UMALUSI.
 - Teachers are carefully supported when adjustments are made to ensure that challenges associated either with the continual awarding of high or low marks will not be perpetuated.
 - ALL teachers' portfolios are moderated at school and cluster level.
 - A copy of the Cluster Moderation tool/report is given to the teacher.
 - A copy of the Cluster Moderation tool/report is kept for reporting to the District CES/DCES and the Provincial Subject Planner.
 - 10% of all learners' evidence of work is submitted at Cluster Moderation Meetings and is moderated.
 - Attendance registers are kept and moderation reports are completed by the Subject Advisor for submission to the District CES/DCES and the Provincial Subject Planner at ½ Yearly Provincial meetings.
- 7.2.1.8 Subject Advisors must attend all Cluster and District Centralised SBA Moderation Meetings to ensure uniform interpretation of policy documents and guidelines throughout the Districts.
- 7.2.1.9 As there are only **FOUR** compulsory cluster SBA Moderation meetings during the year, it is essential that thorough moderation takes place during the first three cluster and the two District Centralised SBA Moderation meetings (a complete remark of the task) and that adjustment of marks takes place during these meetings.
- 7.2.1.10 Subject Advisors are to ensure that a schedule of Cluster and District Centralised Moderation is compiled (including venues and times) and distributed to all teachers and a copy submitted to the Provincial Head Office by the end of February 2011. Subject Advisors are to use the Management Plan attached to this Assessment Instruction to synchronise dates.
- 7.2.1.11 Subject Advisors will be required to submit SBA reports no later than 2 weeks after the completion of cluster and district centralized moderation to the Provincial head Office.

7.3 LEVEL 3: PROVINCIAL MODERATION:

- 7.3.1 Provincial Centralised Moderation takes place **ONCE** a year.
- 7.3.2 Provincial Centralised Moderation is managed by the Directorate: Curriculum FET Programmes and the Directorate: Assessment & Examinations.
- 7.3.3 All Provincial Subject Planners are Chief Moderators.
- 7.3.4 Where there is no Provincial Subject Planner for a subject, a Chief Moderator will be appointed when applications are called for by the Directorate.



7.3.5	Senior Moderators and moderators are appointed when applications are called for by the Directorate.
7.3.6	Provincial Centralised Moderation is residential.
7.3.6.1	15 subjects will be moderated at Provincial Centralised moderation in 2011 and this will be communicated in due course through an Assessment Instruction.
7.3.6.2	All 29 subjects must be moderated at Cluster and District Centralised SBA moderation meetings. An assessment instruction communicating subjects per district for the two District Centralised SBA moderation meetings will be sent to districts during the course of the year.
7.3.7	All schools will submit SEVEN examples of evidence of learners' work and ONE teachers' file for each subject offered at the school for the Provincial Centralised SBA Moderation process.
7.3.8	Evidence of learners work will be remarked and moderated in PURPLE ink.
7.3.9	A copy of the moderator's report will be forwarded to the school on return of the learners' evidence of work.
7.3.10	A Provincial Centralised SBA moderation report will be compiled for each subject and distributed to schools for the support and remediation of teaching, learning and assessment.

8. SBA MANAGEMENT PLAN - 2011:

BELOW PLEASE FIND THE PROVINCIAL **SBA MANAGEMENT PLAN** TOGETHER WITH ALL RELEVANT DATES AND RESPONSIBLE PERSONS.

These dates are also contained in the Chief Directorate: Curriculum Management Year Planner for 2011.

NB: This Management Plan must be followed stringently by teachers, HODs, School Principals, Subject Advisors, District DCES, District CESs and all Provincial officials.

2011 SBA MANAGEMENT PLAN: GRADES 10 - 12

	ACTIVITY	ОИТРИТ	DATE	RESPONSIBILITY
1	Conduct School Subject Planning meetings to prepare, evaluate and approve Work Schedules, Lesson Plans and Programmes of Assessment	Lesson Plans Work schedules Programme of Assessment	1 October 2010 – 31 January 2011	Subject Teacher HOD Principal
2	Election of District Subject Committees	Subject committees elected at district level for all subjects	24 January – 8 February 2011	District Curriculum Unit
3	Districts submit names of Cluster Leaders per subject cluster committee	Subject Cluster Committee names	25 February 2011	Subject Advisors
4	Districts submit schedule of cluster moderation venues and dates	Cluster moderation schedules	25 February	District CES
5	First term SBA tasks completed by learners	Identified tasks (CASS guidelines/SAG) marked and submitted for moderation	19 January – 31 March 2011	Subject Teacher
6	Teachers set and submit grade 12 internal March tests to HOD	Subject March internal tests	01 – 04 March 2011	Subject teacher
7	HOD moderates Grade 12 internal March tests	Subject March internal tests	07 - 09 March 2011	HOD



	ACTIVITY	ОИТРИТ	DATE	RESPONSIBILITY
8	Grade 12 March Internal School Tests	Grade 12 write internal school tests	14 March – 25 March 2011	SMT Principal
9	First term SBA moderation by HOD and Principal	10% of learners' evidence of work moderated	11 – 15 April 2011	HOD Principal
10	Prepare for Ist SBA Moderation Cluster Meetings	Moderation of Learners' evidence of work and teachers' files with evidence of assessment tasks completed	18 – 29 April 2011	Subject Teacher HOD Principal
11	Attend First Term Cluster Moderation Meeting	10% of learners' evidence of work and teachers' files to be submitted for moderation at Cluster Level	18 – 29 April 2011	Subject Teacher
12	Quarter 1 FET Centralised District School Based Assessment (SBA) Moderation and Verification	10% of learners' evidence of work and teachers' files to be submitted for moderation at District Level	3 – 13 May 2011	District Curriculum Units Directorate FET Curriculum Directorate Assessment & Exams
13	Closing date for SBA moderator Applications	Submit applications to District Offices	31 May 2011	Teachers Principals
14	Teachers set and submit grades 10 - 12 internal June tests to HOD	Grades 10 – 12 June Subject internal tests	25 – 27 May 2011	Subject teacher
15	HOD moderates Grades 10 - 12 internal June tests	Subject June internal tests	30 May – 02 June 2011	HOD
16	Learners write Grades 10 – 12 Internal tests	Grades 10 – 12 Internal tests	03 – 15 June 2011	Subject Teacher HOD Principal
17	Second term SBA moderation by HOD & Principal	10% of learners' evidence of work moderated together with teachers' files	16 - 30 July 2011	HOD Principal
18	Prepare for 2nd SBA Cluster Moderation Meetings	Moderation of learners' evidence of work and teachers' files with evidence of assessment tasks completed	18 – 29 July 2011	Subject Teacher HOD Principal
19	Attend Second Term Cluster Moderation Meeting	10% of learners' evidence of work and teachers' files to be submitted for moderation at Cluster Level	18 – 29 July 2011	Subject Teacher
20	Quarter 2 Centralised District School Based Assessment (SBA) Moderation and Verification	10% of learners' evidence of work and teachers' files to be submitted for moderation at District Level	1 – 12 August 2011	District Curriculum Units Directorate FET Curriculum Directorate Assessment & Examinations
21	Third term SBA moderation by HOD & Principal	10% of learners' evidence of work & teachers' files moderated	17 – 21 August 2011	HOD Principal
22	Grade 12 Trial Examinations (Draft Time Table)	Grade 12 learners write Trial examinations	22 August – 28 September 2011	Subject Teacher HOD Principal

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	ACTIVITY	ОИТРИТ	DATE	RESPONSIBILITY
23	Prepare for 3rd SBA Moderation Cluster Meetings	Moderation of learners' evidence of work and teachers' files with evidence of assessment tasks completed	28 – 30 September 2011	Subject Teacher HOD Principal
24	Attend Third Term Cluster Moderation Meeting	10% of learners' evidence of work and teachers' files to be submitted for moderation at Cluster Level	10 – 19 October 2011	Subject Teacher
25	Fourth term SBA moderation by HOD & Principal (Grades 10 – 11)	10% of learners' evidence of work and teachers' files moderated	10 – 14 October 2011	HOD
26	Prepare for 4th SBA Moderation Cluster Meetings (Grades 10 – 11)	Moderation of learners' evidence of work and teachers' files with evidence of assessment tasks completed	17 – 28 October 2011	Subject Teacher HOD Principal
27	Attend 4th Term Cluster Moderation Meeting (Grades 10 11)	10% of learners' evidence of work & teachers' files to be submitted for moderation at Cluster Level	17 – 28 October 2011	Subject Teacher
28	Final SBA moderation by HOD in preparation for Centralised SBA moderation (Grade 12)	10% of learners' evidence of work & teachers' files moderated	19 – 21 October 2011	HOD
29	Submission of completed computerised SBA grade 12 mark sheets, teachers' portfolios and evidence of learners' work to District Office	Mark sheets, portfolios and learners' evidence of work & teachers' files submitted	21 October 2011	Principal
30	Submission of computerised SBA Grade 12 mark sheets, portfolios and evidence of learners' work to centralized SBA moderation venue	Computerised mark sheets, portfolios and evidence of learners' work & teachers' files submitted timeously	21 – 23 October 2011	District officials
31	Sorting of portfolios and evidence of learners' work at centralized venue	Portfolios and evidence of learner's work & teachers' files sorted into subjects	21 – 23 October 2011	Provincial officials
32	Centralised SBA moderation (Grade 12)	Moderation of selected subjects	24 – 28 October 2011	Directorate Curriculum FET Programmes
33	NSC Grade 12 Final examinations (Draft Time Table)	Grade 12 learners write NSC examinations	17 October – 01 December 2011	Subject Teacher HOD Principal
34	Capturing of final SBA computerised Grade 12 mark schedules	SBA computerised mark sheets captured	17 October – 15 November 2011	Provincial officials
35	UMALUSI SBA verification	Verification of Centralised SBA Moderation	29 October – 4 November 2011	Directorate: Curriculum FET Programmes UMALUSI
36	Grade 11 final examinations	Grade 11 write examinations	24 October – 02 December 2011	Subject Teacher HOD Principal
37	Release of Grade 12 results	Grade 12 results received and released	30 December 2011	Directorate Assessment & Examinations Principal



9. CONCLUSION

It is envisaged that this Assessment Instruction will assist teachers, HODs, SMTs, Principals and District Officials in managing School Based Assessment procedures and processes in a uniform manner. The co-operation of all office and school-based personnel in ensuring full implementation of the SBA Management Plan for 2011 is both anticipated and appreciated.

S. P. GOVENDER

CHIEF DIRECTOR: CURRICULUM MANAGEMENT

