Province of the
EASTERN CAPE
EDUCATION

2023

LEARNER ATTAINMENT IMPROVEMENT STRATEGY (LAIS): IMPLEMENTATION PLAN

Province of the
EASTERN CAPE
EDUCATION

Learner Attainment Improvement Strategy (LAIS):

IMPLEMENTATION PLAN

2023

PREFACE

The performance of learners in the province of the Eastern Cape continues to improve from year to year. This progress can be observed across four key indicators. Firstly, the province achieved the highest percentage of learners who successfully passed the National Senior Certificate (NSC) in 2022. Secondly, over the past six years, the percentage of learners who passed at a bachelor level, making them eligible to pursue higher education at universities, has doubled. Thirdly, there has been an increase in the number of learners who attain the highest descriptor level, achieving level 7 or distinctions. Lastly, learner participation in the NSC reached its peak in 2022, indicating a high level of engagement and commitment.

While the exact cause-and-effect relationship between these specific strategic programmes and the observed improvements in educational outcomes cannot be definitively determined, the Department can attribute these positive changes to the implementation of targeted initiatives. Implementation of the Education System Transformation Plan (ESTP) is one such strategic intervention and the 2016 Service Delivery Model, which saw the restructuring and consolidation of districts from 23 to 12. Also, flowing from these interventions a Circuit Management Centre was introduced as a tier of leadership, governance, and management between a circuit manager and district director, thus enhancing accountability at a circuit management level. Lastly, the Department, having learned best practises from the best performing provinces (Free State), strengthened the implementation of its Learner Attainment Improvement Strategy (LAIS), through soliciting external interventions including partnerships.

LAIS implementation is situational, and context based. Consequently, the strategy gets revised every year based on the historical performance of institutions and new targets set for those institutions. In LAIS 2023, therefore, the Department aims to give expression of the strategies to improve learner performance, **through implementation, monitoring, support, accountability, and impact assessment.** This LAIS plan is pivoted on 6 pillars that are implemented over three phases, targeting specific beneficiaries. Contextual factors that inform the level of support given to any beneficiary include the historical performance in assessments.

Table of Contents

PREFACE i

1. COVERING THE BASICS 2

1.1. PILLAR ONE: 2

1.1.1. QUALITY OF TEACHING AND LEARNING 2

1.2. PILLAR TWO 3

1.2.1. PROVISION OF CRITICAL RESOURCES (HR LTSM, INFRASTRUCTURE) 3

1.2.2. PROVISION OF CRITICAL RESOURCES (HR LTSM, INFRASTRUCTURE) 3

1.2.3. PROVISION OF CRITICAL RESOURCES (HR LTSM, INFRASTRUCTURE) 3

1.3. PILLAR THREE: 4

1.3.1. BASIC FUNCTIONALITY 4

1.4. PILLAR FOUR: 4

1.4.1. EDUCATOR DEVELOPMENT AND LEARNER SUPPORT 4

1.4.2. EDUCATOR DEVELOPMENT AND LEARNER SUPPORT 5

1.5. PILLAR FIVE: 5

1.5.1. LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS 5

1.5.2. LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS 5

1.5.3. LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS 6

1.5.4. LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS 6

1.6. PILLAR SIX: 6

1.6.1. STAKEHOLDER PARTICIPATION AND MANAGEMENT 6

1.6.2. STAKEHOLDER PARTICIPATION AND MANAGEMENT 7

2. DIFFERENTIATED SUPPORT 1

2.1 Identification of schools for support 1

2.1 Target setting 2

2.2 Identification of learners for support 4

3. MONITORING, SUPPORT AND ACCOUNTABILITY5

Annexure A1: LAIS Activities that are run by the School. 6

Annexure A2: Availability of LAIS Timetables for different Programmes to enhance learner performance 6

Annexure A3: Own initiatives to improve results in 2023 7

Annexure A4: Subjects with no teachers as per 2023 staff establishment 7

SUMMARY OF LAIS EXECUTION PLAN 2023 8

CALENDAR OF LAIS ACTIVITIES 8

MANAGEMENT STRUCTURES OF LAIS 11

3 The LAIS implementation plan 1

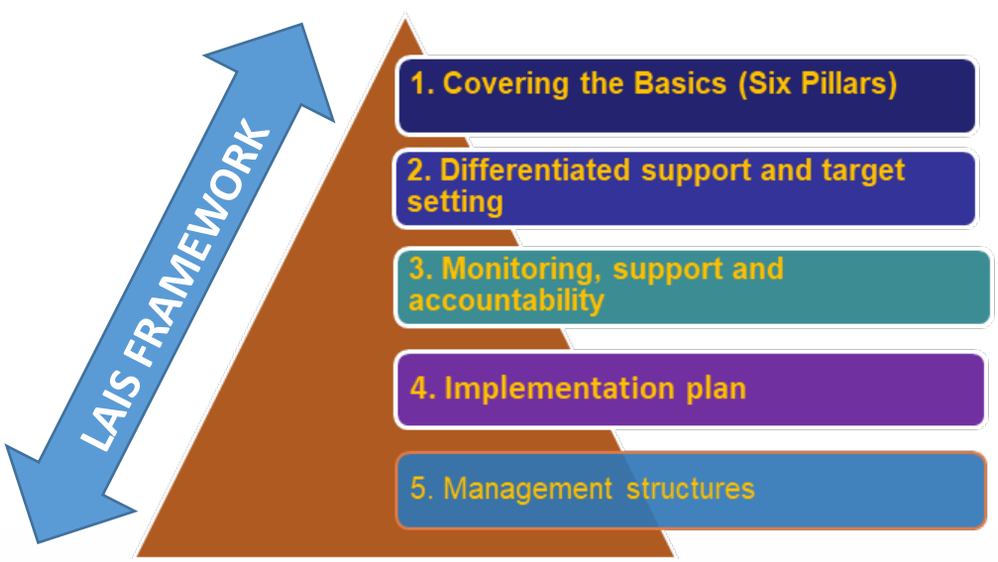
BACKGROUND

The Eastern Cape Department of Education convened a strategic planning meeting, which served as the foundation for creating the Annual Performance Plan. Additionally, the Department organized a LAIS conference where inputs from all districts were sought to develop the LAIS plan for 2023, considering their unique circumstances. These two strategic sessions provided the Department with a roadmap for enhancing learner academic performance. The roadmap has been communicated to school principals through engagement meetings with the MECs. The current document consolidates the inputs gathered and outlines the practical implementation of the plan, beginning with a reaffirmation of the fundamental requirements for schools to function efficiently.

THE LEARNER ATTAINMENT IMPROVEMENT STRATEGY (LAIS):

- ***A system which seeks to improve the educational outcomes.***
- ***All branches have a role to play, and implementation is situational and contextual.***
- ***The LAIS plan seeks to define strategies, to improve performance, through baseline planning, implementation, monitoring, support, accountability and impact assessment.***
- ***Provide integrated approach and focus on Learner attainment.***
- **The *Action Plan to 2019 – Towards the realisation of Schooling 2030.***

The Strategic Planning session resolved to consolidate and endorse the draft LAIS document as a guide and roadmap towards improving Learner attainment and further proposed that districts should act to consolidate practical implementation plans. A LAIS framework must be support by a structure based on key levers:



COVERING THE BASICS

1.1 PILLAR ONE:

1.1.1. QUALITY OF TEACHING AND LEARNING

Focus Area	Activities
1.1.1.1 CURRICULUM PLANNING	• Adherence to ***notional times*** and effective ***time management*** for teaching and learning • Lesson *planning, preparation, and presentation* • *Target setting* (School/Subject) • Effective *instructional leadership* Adherence to the *approved Annual Teaching Plans (ATPs)* in all subjects
1.1.1.2 CURRICULUM IMPLEMENTATION	• Ensuring effective curriculum coverage in all subjects • Extra tuition programmes for struggling learners • Improving reading proficiency • Focus on gateway subjects (Maths, Science and Tech) • Focus on high enrolment subjects. Support to Learners with Special Education Needs (LSEN)
1.1.1.3 CURRICULUM ASSESSMENT	• Tracking the system performance through formative and summative assessment • Improving the quality and quantity of informal assessment • Conduct Provincial Common Tests to standardise academic performance. • Ensure adequate revision programmes before administering quarterly assessments. • Set proper procedures in administering School-Based Assessments (SBA) Analysis of both formal and informal tasks to inform academic interventions.

1.2 PILLAR TWO

1.1.2. PROVISION OF CRITICAL RESOURCES (HR LTSM, INFRASTRUCTURE)

Focus Area	Activities
1.1.2.1. EDUCATOR PROVISION	• Timeous implementation of PPN for 2023 • Filling of substantive vacant posts to ensure that there's quality teaching and learning in the classroom. • Provision of educators in schools with drastic increase in learner enrolment • Adequate provision of surplus educators in small and non-viable schools Ensure that substitute educators are appointed in the place of educators on accouchement and long sick leave

1.2.2 PROVISION OF CRITICAL RESOURCES (HR LTSM, INFRASTRUCTURE)

Focus Area	Activities
1.1.2.2. LTSM PROVISION	• Timeous delivery of stationery and textbooks to all schools • Retention and retrieval of textbooks • Timeous delivery of supplementary tuition resources to schools with grade 12 Provision and utilisation of ICT portals/ platforms to enhance e-learning in schools

1.1.3. PROVISION OF CRITICAL RESOURCES (HR LTSM, INFRASTRUCTURE)

Focus Area	Activities
1.1.3.1. INFRASTRUCTURE PROVISION	• Provision of adequate learning spaces to create an environment that is conducive to effective teaching and learning. • Provision of adequate learner furniture in schools with serious shortages Provision of ablution facilities in schools without functional ablution facilities

1.3 PILLAR THREE:

1.3.1 BASIC FUNCTIONALITY

Focus Area	Activities
1.1.3.2. FUNCTIONAL SCHOOL ENVIRONMENT	• Provision of an orderly and secure environment to support learning. • Use notional time effectively and mitigate effectively to factors that lead to time loss. • Ensure availability and usage of critical policies and prescripts to inform the smooth running of institutions. • Set up functional and critical management and governance structures (SGB and its committees, SMT and its committees including SBST, Subject committees and SDT) • Set up compliance and consequence management procedures and systems. Ensure availability and usage of basic management and administrative documents.

1.4 PILLAR FOUR:

1.4. 1. EDUCATOR DEVELOPMENT AND LEARNER SUPPORT

Focus Area	Activities
1.4.1.1 EDUCATOR DEVELOPMENT	• Set up orientation and content workshops for Grade 12 educators of all subjects. • Establish mentorship programme for novice educators in all subjects. • Ensure that on-site coaching programme for struggling teachers. • Make educators of all levels account for the level of performance of their subjects/ schools. Support struggling teachers through PLCs and Lead educators

1.4.2 EDUCATOR DEVELOPMENT AND LEARNER SUPPORT

Focus Area	Activities
1.1.3.3. LEARNER SUPPORT	• Set up learner support structures in all institutions (SBST/ CBST/ DBST) • Support learners with special education needs (including learner concessions) • Establish support programme to support struggling learners (learner boot camps and extra classes) Implement programme to improve bachelor passes and distinctions (highflyers)

1.5 PILLAR FIVE:

1.5.1 LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS

Focus Area	Activities
1.1.3.4. SCHOOL PLANNING	• Ensure that there are credible plans across all levels of management (School Improvement Plan (SIP), Schools Academic Performance Improvement Plan (SAPIP), Subject Improvement Plan (SIP), CIP, DIP. • Communication of plans to all role players and stakeholders • Schedule of meetings across all levels of management • Financial planning (budget, procurement, and auditing processes) Annual plans for SGBs and RCLs to strengthen school governance.

1.5.2 LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS

Focus Area	Activities
1.1.3.5. TARGET SETTING	• Analyse the 2022 NSC results and internal exam results with a view to set realistic targets for the class of 2023. • Setting targets for overall performance of institutions (school, Circuit, CMC, District) Setting subject specific targets

1.5.3 LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS

Focus Area	Activities
1.1.3.6. ACCOUNTABILITY/ CONSEQUENCE MANAGEMENT	• Implementation of section 58B provisions as per circular • Communication of expectations in line with job descriptions which align with performance agreements. • Management support to subordinates in achieving set targets. • Hold accountability sessions at all levels in line with performance management policies. • Implement Instructions on Performance Management, Schedule 1 and 2 of EEA Implement the Code of Good Practice

1.5.4 LEADERSHIP, MANAGEMENT, GOVERNANCE AND RELATIONSHIPS

Focus Area	Activities
1.5.4.1 RELATIONSHIPS	• Equip managers across all levels on how to build healthy relations to promote high academic performance in all institutions (school, circuit, CMC, District) • Conduct an audit of all institutions with cases of strained working relations that impact on quality service delivery. • Design plans to intervene on the outcome of the audit

1.6 PILLAR SIX:

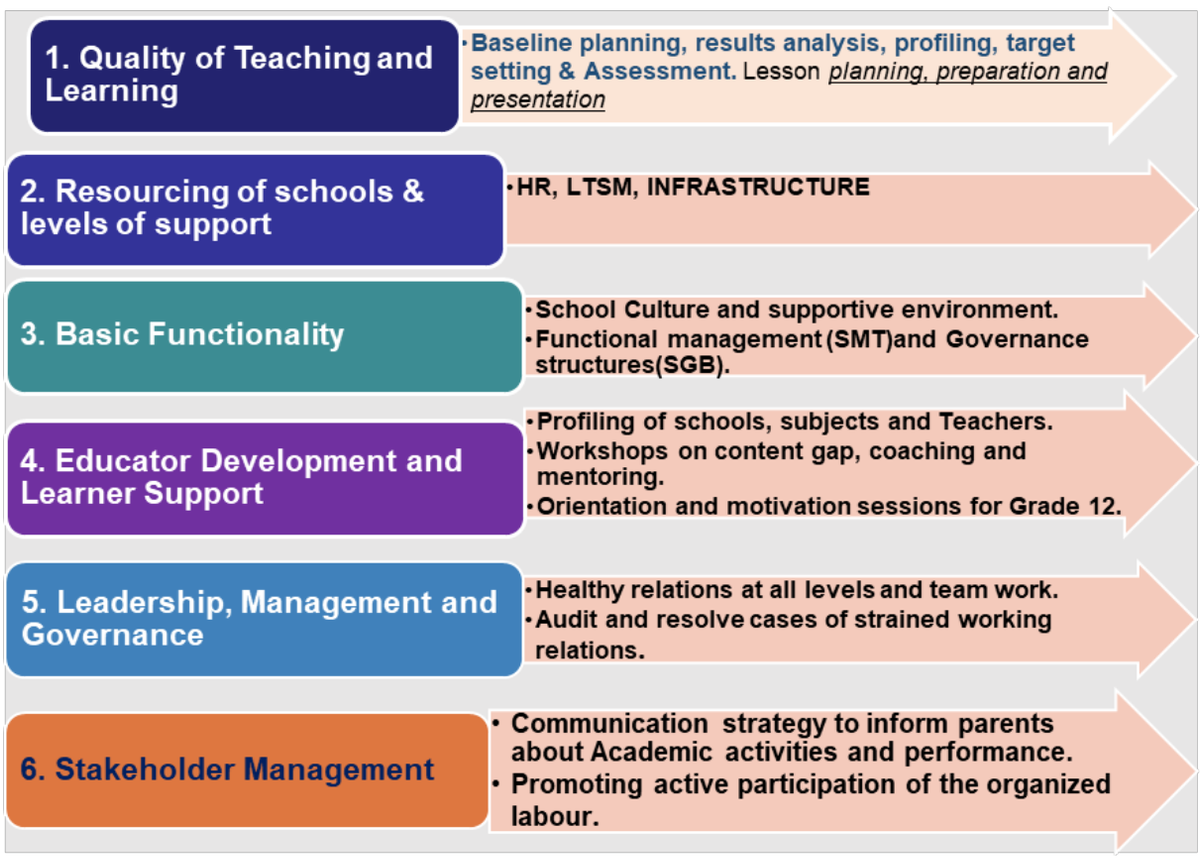
1.6.1 STAKEHOLDER PARTICIPATION AND MANAGEMENT

Focus Area	Activities
1.1.3.7. PARENTAL INVOLVEMENT	• Communication strategies are in place to ensure that parents are informed about school academic activities (Grade 12 parents' meetings, signing of academic targets) • Parents to monitor learners written work daily. Attendance by parents in quarterly feedback session on learner performance

1.6.2 STAKEHOLDER PARTICIPATION AND MANAGEMENT

Focus Area	Activities
1.1.3.8. STAKEHOLDER INVOLVEMENT	• Organise school/ circuit imbizo to promote stakeholder involvement. • Integration of programmes by organised labour/ NGOs with school/circuit/ district programme to enhance learner attainment and educator development. Promote active participation of all stakeholders in QLTC structures

In Summary Covering the Basic provides the Pillars that focus on things that are basic for teaching and Learning, the baseline.



2. DIFFERENTIATED SUPPORT

2.1 Identification of schools for support

The level of support given to schools must be according to the need based on the performance in the previous year's NSC examination. To this end, the province has three categories of schools for targeted support. Firstly, are school that performed at 90% and above and deemed educationally self-sustaining and therefore need minimal disruption and must receive low level support. Secondly, are schools that performed between 75 and 90% that must receive moderate support as explained in the table below. Lasty, are schools that performed below 75% that must be targeted for high level and specialized support.

LEVEL OF SUPPORT	% PASS OF SCHOOL	NO OF SCHOOLS BASED ON 2022 NSC	TYPE OF SUPPORT
LEVEL 1	**90-100%**		• **Low level support to school: allowing school their own intervention program. Learners encouraged with 6 days of self-study p/w (x2hrs p/d), exposure to resources and practice of question papers especially (higher order questions). Monitor x1 time per term**
LEVEL 2	**75-90%**		• **Moderate Support with Extra Tuition needed to identify and address problem areas in subjects.** • **Daily self-study and practice of questions after every topic. Monitor x1 time per term**

LEVEL OF SUPPORT	% PASS OF SCHOOL	NO OF SCHOOLS BASED ON 2022 NSC	TYPE OF SUPPORT
LEVEL3	**below 75%**		• **High level and Specialized Support: with targeted Extra Tuition by district.** • **Targeting key exam topics per subject. Addressing learning deficits in these topics. Practice low to medium level questions in topics.** • **Arrange supervised study programs and weekly tests. Expose learners to model answers. Learners encouraged with 6 days of self-study p/w (x2hrs p/d), exposure to resources Monitor x2 times per term**

2.1 Target setting

The province has set a target of 80% pass for 2023 NSC. This target is based on historical performance of each district. Each district is required to institutionalise its target through setting up targets for the units within the district. That is, each CMC, circuit and school must have targets that will cumulatively culminate into the district target, at the minimum. Target setting needs to be followed up by target support for every unit according to its need.

	2022 NSC			2023 NSC	
District	Target	Achievement		Target	Achievement
ALFRED NZO EAST	77,0%	77,0%		82.00%	
ALFRED NZO WEST	77,0%	82.7%		87.00%	
AMATHOLE EAST	78,0%	78,0%		83.00%	
AMATHOLE WEST	79,0%	78,3%		83.00%	
BUFFALO CITY	83,0%	81,5%		86.00%	
CHRIS HANI EAST	74,0%	79,6%		84.00%	
CHRIS HANI WEST	76,0%	72,0%		77.00%	
JOE GQABI	73,0%	71,7%		76.00%	
NELSON MANDELA	82,0%	80,4%		85.00%	
OR TAMBO COASTAL	72,0%	71,2%		76.00%	
OR TAMBO INLAND	74,0%	76,8%		81.00%	
SARAH BAARTMAN	76,0%	75,5%		80.00%	
Province	77,0%	77,3%		80.00%	

2.2 Identification of learners for support

Learners, even if they are in the same grade, rarely exhibit the same level of cognitive development, even though they learn and progress at similar rates. Consequently, it is crucial to provide appropriate support to learners whenever they require assistance. Various learning needs exist across a wide range, requiring support which is at the subject level at times. In this strategy, the three extremes are identified. One group are those learners who did not meet the proportion requirements in the previous grade and were progressed to the next grade. These learners are considered not be ready for the grade they are in and therefore, there is a need for targeted support to see them through NSC. On the other extreme end of the continuum, are leaners who are academically competent and whose support is aimed at improving the quality of performance. Lastly, are special need learners who are in between these extremes and must always be accommodated.

ADDITIONAL SUPPORT/INTERVENTION PROGRAMMES ARE PROVIDED FOR THE DIFFERENT CATEGORIES OF LEARNERS IN GRADES 12		
PROGRESSED	**HIGH ACHIEVERS**	**LEARNERS WITH SPECIAL NEEDS**
• **Districts to keep record of progressed learners per subject.** • **Progressed learners to be prioritised in daily extra classes.** • **Ensure learners have access to textbooks, past question papers.** • **Specialised radio lessons** • **Development of low order questions for high-risk learners** • **Ensure learners work through the Grade 11 bridging programme.** • **Mediate the QUICK WINS concept.**	• **Access to on-line Olympiads, debates, quizzes, public speaking competitions,** • **Specialised webinars. Radio lessons and video lessons, voice over Power Point lessons, Specialised WhatsApp groups** • **Material development on how to answer high order questions.** • **Incubation of high-risk learners and high-flyers in different places.** • **Revision classes targeted at higher order questions.** • **Peer teaching**	• **Directorate SCM to collaboration with Dir: IE to assist with curriculum differentiation, provisioning of sign language interpreters for workshops etc.** • **As well as the conversion of any support material into braille, e.g., study tips for success**

3. MONITORING, SUPPORT AND ACCOUNTABILITY

Individual schools conduct their own intervention Programmes whilst Districts and the Provincial office also run parallel intervention programmes to assist schools. Despite these interventions, there is no visible impact on learner performance. The 2023 Implementation Plan adopts a multi-disciplinary approach for the constant monitoring, support and accountability which are central drivers of LAIS activities.

Monitoring is critical and of high priority for building strong evidence around implementation and assessing the effectiveness of interventions being implemented. It helps to determine exactly whether an intervention is on track and when changes will be needed. It also provides a more robust basis for effective utilisation of LAIS funds and influence education policies. Reports that will be generated will contribute to transparency and accountability which allow lessons to be shared amongst Districts. The strategy will include the following:-

- Strengthen Monitoring and Support at all levels, school-based classes, district/ Jenn supported classes.
- Evaluation of previous year results and target setting.
- Strengthen monitoring in January focusing on curriculum matters.
- Promote integration of activities where all district sections support and school visit. (multi-disciplinary teams).
- Provide monitoring tools for work coverage and reporting for informal and formal Assessment, expected number per- term and actual written as per learner files.
- Term report sessions in Principals meeting and stakeholder meetings.

The annexures below are a guide to the monitoring and reporting on the interventions being implemented.

Annexure A1: LAIS Activities that are run by the school.

Morning classes: • Duration • Grades and learner enrolment attending per subject	Afternoon classes: • Duration • Grades and learner enrolment attending per subject	Evening classes • Duration • Grades and learner enrolment attending per subject	Resident week-end classes: • Duration • Grades and learner enrolment attending per subject.	Non-resident week-end classes: • Duration • Grades and learner enrolment attending per subject	Autumn classes: • Duration • Grades and learner enrolment attending per subject	Number of the previous year's question papers distributed to learners (state the year and the number distributed to learners)

Annexure A2: Availability of LAIS Timetables for different Programmes to enhance learner performance.

No	Required timetable	Is it available? (yes or no)	If yes, is the timetable used? (yes or no)	Remarks based on evidence
6.2.1	Timetable for morning classes			
6.2.2	Normal daily timetable			
6.2.3	Afternoon classes timetable			
6.2.4	Afternoon studies timetable			
6.2.5	Evening classes timetable			
6.2.6	Evening studies timetable			
6.2.7	Day and week-end timetable			
6.2.8	Resident week-end timetable			

Annexure A3: Own initiatives to improve results in 2023

NO	NAME OF THE INITIATIVE	AIM OF THE PROJECT	HOW IS IT DONE?	START DATE	REMARKS
INITIATIVE 1					
INITIATIVE 2					
INITIATIVE 3					

Annexure A4: Subjects with no teachers as per 2023 staff establishment

GRADE	SUBJECT/S	NO OF LEARNERS	REMARKS
GRADE 3			
GRADE 6			
GRADE 9			
GRADE 11			
GRADE 12			

SUMMARY OF LAIS EXECUTION PLAN 2023

- First Push Programme.
- Monitoring syllabus coverage.
- Administration of mid-year exams in all grades.
- Vacation classes.
- Quarterly analysis of learner performance.
- Last Push Programme.
- Evaluation of LAIS implementation and impact thereof.

✓ Provide Calendar of Events and Annual Activity Plan through Project Management approach. (Activities, Target group, Time Frames and Responsible officials).

✓ Promote integration of activities where all district sections support and visit schools through Multi-disciplinary teams.

✓ The plan provides detailed key deliverable/ Focus areas, time frame and Resources.

✓ Strengthen school readiness visits focusing on curriculum matters.

✓ Strengthen Monitoring and Support at all levels.

✓ Evaluation of previous year results and target setting.

CALENDAR OF LAIS ACTIVITIES

2023 School Calendar

Term 1: 18 January to 31 March 2023

Term 2: 12 April to 23 June 2023

Term 3: 18 July to 29 September 2023

Term 4: 10 October to 13 December 2023

NO	ACTIVITIES	TIMEFRAMES	Responsibility
1	School readiness visits	18 - 26 Jan	District Coordination/ IMD&G
2	One-day meeting with all principals on LAIS Improvement Plans for 2023	10 Jan - Cluster B 11 Jan - Cluster A	CDs: SG Office District Coordination
3	Orientation of 2023 Grade 12 learners to LAIS Improvement Plans in centralized venues: • Presentation of 2022 Grade 11 analysis of results • NSC pass requirements. • Pledge by each learner with evidence • Motivation of learners • Assignment for the 1st quarter • Motivation of teachers and learners to honour teaching and learning time	February	District Directors
4	Organise focused extra tuition classes. • Morning and evening classes • Study periods • Week-end camps	01 Feb to Nov	Schools
	Tracking of curriculum coverage	Jan to Nov	Provincial & Districts
	Adopt-a-school Programme	Jan to December	Head Office & District
	Autumn vacation schools (Modularized learners)	01 – 08 April	Schools & Districts
	Submission of quarterly learner performance per grade per school.	March, June, September and December	District Director

NO	ACTIVITIES	TIMEFRAMES	Responsibility
	Principals' meetings • Analysis of results • Monitor and track learner pledges and setting of the realistic goals. • Advocacy of Modularisation	End of Term 2 End of Term 3	CCDs
	Accountability sessions	Quarterly	All levels
	Mid-year push Programme: • Term1 results analysis • Refocusing Grade 12 learners on examination skills and on their target • Planned focused and differentiated Winter school Programme: grouping bright sparks, levels 1s & 2s and average learners	April to June	District Director
	Last push Programme • Launch of the Programme Last Push implementation and monitoring • Addressing Grade 12 learners • Term 2 result analysis • Differentiated Spring School Programme	July July to Nov	SLMC CCDs

MANAGEMENT STRUCTURES OF LAIS

Level	Name of the Structure	Coordinator	Frequency of Meetings
Head Office	Head Office Steering Committee	CD – SG	Monthly
Cluster Level	Cluster Steering Committee: CCDs and District Directors	CD-Distr. Coord.	Monthly
District Level	District Steering Committee: DMT, DEF, QLTC	DD	Monthly

The Guide to establish structures will be informed by contextual factors including the following:

❑ STRUCTURES/ COMMITTEES

- Head Office as Steering Committee.
- Cluster –led by Cluster Chief Director.
- District (DEF, QLTC, District management Team)
- LAIS Committee- CES Curriculum
- SCM and Finance provide support for procurement and budget utilization.
- HR give guidance on stipend rate as per PAM document and new salary changes/ collective bargaining.

❑ SUPPORT SYSTEMS FOR LAIS

- Circuit Based Support – *Collective Agreement 4 of 2017 –Roles and Responsibilities*
- Standard Operating Procedures (SOP) to be developed.
- Enhanced accountability at all levels of the system.

3 The LAIS implementation plan

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
Key Deliverable					
1.QUALITY OF TEACHING AND LEARNING					
1.1. Curriculum Planning					
1.1.1 Planning sessions for 2023/24 with Subject Planners	• All Subject Planners develop an Operational Plan for their subject. • The Directorate collates all plans into a year planner for 2023/24. • Director mediate plans with districts.	Chief Directorate: Curriculum Management	November 2022	November 2022	Nil (Virtual Meeting)
1.1.2 Planning Sessions for 2023/24 with Curriculum Managers and DCES Phase Coordinators	Curriculum Managers mediates plans with Subject Advisors who mediates plans with subject teachers	Chief Directorate: Curriculum Management	November 2022	November 2022	Nil (Virtual Meeting)
1.1.3 Planning Data	Provision of accurate planning information through SASAMS (Provision of working tools to District Coordinators)	Director: EMIS	Quarterly	Quarterly	R750,000.00

Milestone Description		Activity Description	Completion Date			
			Responsibility	Start Date	End date	Estimated Budget
1.1.4	Curriculum Planning by SMT	Assist SMTs to produce Portfolio of evidence (File) with all the documents required for curriculum planning.	Revitalization Unit	Term 1 2023	Term 4 2023	R20 000
1.1.5	Strengthening meetings, Curriculum delivery and learner performance	Conduct Curriculum Focus group meetings to attend and discuss all Curriculum related matters pertaining to learner performance.	CD: Cluster A & B	Feb 2023	March 2024	R0.00
1.1.6	Utilisation of ICTs in Schools	Monitoring, support and intensify the use of ICTs in teaching, learning for results improvement.	CD: Curriculum CD: Cluster A& B	Quarterly	Quarterly	R150 000.00
1.2.	Curriculum Implementation					
1.2.1.	Subject Planners' Accountability sessions	• Director ensures that Subject Planners have Analysed the Term 4/2022 learner performance, • Set Subject Targets Identified gaps in subjects and developed Subject Plans for 2023	Chief Directorate: Curriculum Management	April 2023 July2023 October 2023	April 2023 July2023 October 2023	R6000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.2.2. Provincial Standard Setting Meetings	Director FET holds Standard setting meetings with subject advisors to: • Review of 2022/23 curriculum operations/activities results: Provincial • Term 4 2022 analysis of District • Subject Advisors' accountability • Mediate the Chief Marker's and Diagnostic Reports ○ Set Targets Provincial and District targets for each subject. • Discuss the First Push Activities and plan activities. • Develop and distribute the Subject Improvement Plans to district. • Develop and distribute to schools the Programme of Assessment for the year. • Develop and distribute the Circular: CD01/2023 on the Grade 12 Readiness Assessment to all schools. • Collate results from schools and disseminate it to Circuit Mangers and Subject Advisors to support schools. • Mediate the Subject Advisory	Chief Directorate: Curriculum Management	10April 2023	11 April2023	R1500 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	Services Manual with districts. • Select the Provincial Subject Committees Present the 2023/24 Provincial deliverables				
1.2.3. District Standard Setting Meetings:	• Review of 2022/23 curriculum • operations/activities with SAs • Discuss Grade 11 Term 4 2022 analysis of results: o District analysis o Provincial analysis • SAs to: • Hold Teacher accountability sessions. • Mediate the Chief Marker's and Diagnostic Reports with teachers. • Set subject targets. o Provincially o District based. o School based • Present the District Subject Improvement Plans • Select District Subject Committees Present the Provincial deliverables for 2023/24 and the SBA Plans with Districts	Chief Directorate: Curriculum Management	17 April 2023 31 July 2023	1902 August 2023 April 2023	R1 200 000 (x2)

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.2.4. District Visits:	• School based monitoring to assess the implementation of the following curriculum activities: • Progress of Subject Committees • The implementation of CAPS • Subject Improvement Plans. • Verification of 2023/24 Annual Teaching Plans (ATP) mediation • Progress of content gap workshops • Progress on co-curricular activities • Progress on learners' intervention programmes • availability of LTSM • hold accountability meeting with Subject Field Managers (DCESs) and Subject Advisors Verification of Term 1&2 SBA Moderation	Chief Directorate: Curriculum Management	02 May 2023 14 August 2023	05 May 2023 18 August 2023	R250 000 (x2)
1.2.5. Training and Development of Gr12 teachers in key subjects	The identified gaps in subjects becomes the key focus for the training and development of Grade 12 teachers in key subjects. • Training is listed in the TD Prospectus for 2023/24	Chief Directorate: Curriculum Management	June 2023	July 2023	

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	• Subject Advisors develop content based on gaps identified in subjects. • Training planned for the management of the curriculum with Departmental Heads • An Orientation of novice teachers is planned.		September 2023	October 2023	
1.2.6. Information sharing with relevant stakeholders	Mediation of reports from TIMMS & G9PLMPS	QP&S (QEPO)	8 May 2023	12 May 2023	R27 920.00
1.2.7. Strengthening of NSC exit Grades results analysis and early implementation which will inform APIP, SIPs, DIPs.	Monitor development of Data base on learner performance.	CD: Cluster A & B	Jan 2023	Feb 2023	R00
1.2.8. Strengthening meetings Curriculum delivery and learner performance	Conduct Curriculum Focus group meetings to attend and discuss all Curriculum related matters pertaining to learner performance.	CD: Cluster A & B	Feb 2023	March 2024	R0.00
1.2.9. Utilisation of ICTs in Schools	Monitoring, support and intensify the use of ICTs in teaching, learning for results improvement.	CD: Curriculum CD: Cluster A & B	Quarterly	Quarterly	R150 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.2.10. Adherence on 3 streaming Curriculum Model.	Analysis on current situation of Curriculum streaming in districts/schools	Cluster A & B	March 2023	April 2024	R0.00
1.3. Curriculum Assessment					
1.3.1. Utilization of exams reports by subject advisory services and educators.	• Printing and distribution of Chief Markers reports • Provision of Diagnostic reports • Mediation of Chief Markers' reports and Diagnostic reports	CD: Exams CD: Curriculum	01/02/2023	24/02/2023	R800 000.00
1.3.2. Utilization of previous years' question papers	Printing and distribution of Past Exam Papers and Memoranda	CD: Exams	01/02/2023	24/02/2023	R800 000.00
1.3.3. Evaluating impact of standardized assessment instruments.	Results analysis of schools' performance in the provincially set examinations	CD: Exams and Curriculum and HOD – Data analysis Unit	July 2023	October 2023	R50 000.00
1.3.4. Standardization of Mid-year assessment tasks	Provincially set Grade 12 June Common Examination	CD: Exams CD: Curriculum	29/05/2023	17/06/2023	R19 000 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.3.5. Registration of grade 12 learners for end of the year exams and subject changes	Monitoring of the registration stability in schools with subject changes and high Grade 12 enrolments of more than 100 learners.	CD: Exams	Term 1	Term 3	R60 000.00
1.3.6. Standardization of Trial assessment tasks	Grade 12 Preparatory examination	CD: Exam	22/09/2023	23/10/2023	R25 000 000.00
1.3.7. Regulating School-Based Assessment management & Administration	School Based Assessment - SOP	CD: Exam CD: Curriculum	22/04/2023	22/04/2023	R80 000.00
1.3.8. Monitoring and verification of SBA/PAT moderations	Support visits to selected Cluster Moderation sites and schools offering subjects with PATS for the 'just on time SBA verification.	CD: Exams CD: Curriculum	1st term 2023	3rd Term 2023	R50 0000.00
1.3.9. Managing SBA moderations	School Based Assessment Provincial Moderation- Phase 1	CD; Exam CD: Curriculum	23/06/2023	28/06/2023	R 2 500 000.00
1.3.10. Managing SBA moderations	School Based Assessment Provincial Moderation- Phase 2	CD; Exam CD: Curriculum	29/09/2023	06/10/2023	R 2 500 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.3.11. Standardization and management of End of the year grade 11 examinations	Grade 11 Final Examination selected subjects	CD; Exam	30/10/2023	24/11/2023	R 23 000 000.00
1.3.12. Standardization and management of End of the year grade 10 examinations	Grade 10 Final Examination in selected subjects.	CD; Exam	30/10/2023	24/11/2023	R 25 000 000.00
1.3.13. Creating an environment for credible and irregularity-free examinations	Examination Roadshows	CD; Exam	17/04/2023	12/05/2023	R 600 000.00
1.3.14. Creating an environment for credible and irregularity-free examinations	Chief Markers/Moderators training	CD: Exam	28/09/2023	29/09/2023	R700 000.00
1.3.15. Creating an environment for credible and irregularity-free examinations	Examiners/Moderators training	CD: Exam	24/08/2023	25/09/2023	R900 000.00
1.3.16. Creating an environment for credible and irregularity-free examinations	Chief Invigilators/Monitors' training	CD: Exam	11/09/2023	27/09/2023	R600 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.3.17. Creating an environment for credible and irregularity-free examinations	Grade 12 Learners pledge signing	CD: Exam	20/10/2023	20/10/2023	R200 000.00
1.3.18. Monitoring and management of grade 12 final examinations	Grade 12 NSC Examination	CD: Exam	24/10/2023	06/12/2023	R30 000 000.00
1.3.19. Implementation of GEC pilot project	Grade 09 GEC Examinations - Pilot projects	CD: Exam	01/11/2023	24/11/2023	R6 000 000.00
1.3.20. Availing quality assessment reporting systems	Results Analysis through analysis data and DDD.	Director: EMIS	Quarterly	Quarterly	R0.00
1.3.21. Tracking learner performance using quarterly results.	Results analysis for exit Grades.	CD: Cluster A & B	Quarterly	Quarterly	R0.00
1.4. Curriculum Management					
1.4.1. Revitalization of SMTs on Curriculum Management	Revitalize the School Management Teams of Rural & Township schools (SMT) of Primary and Secondary Schools on Curriculum Management as identified by the CMCs. Focusing on:	Revitalization Unit	Quarterly	Quarterly	R25 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	1. diagnostic approach, depending on the school identified. • Underperformance in Grade 1-7 emphasizing the DBE regarding Grade 3, 6 and 7 on Language and Mathematics • Underperformance in Grade 8-12 2. followed by reflection on the impact of strategies applied throughout the year and making recommendations to schools on learners who qualify for concessions.				
1.4.2. Accountability at all levels of underperforming schools	Accountability sessions at all levels starting from learners, educators, SMTs, Principals per Term: Term 1: Principals accounting on previous year's results and	Revitalisation Unit	Quarterly	Quarterly	R30 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	feedback from 2022 schedules (across the grades) with special emphasis on retention forms in collaboration with ESSS. Term 2: SMT's on Term 1 results (Departmental Heads accounting on their departments) Term 3: Subject Educators on Term 2 Results Term 4: all accounting on Term 3 results and Trial Examination				
1.4.3. Monitor and Support SMTs of underperforming Rural and Township schools	Support SMTs on drawing their own tools on Curriculum Management relevant to specific situations	Revitalisation Unit	February 2023	March 2023	R40 000.00
1.4.4. Advocacy for Schools of Skills	Re-purposing schools where some learners are challenged academically. Advising schools on the 3 Stream Model emphasizing skills for those learners.	Revitalisation	Quarterly	Quarterly	R50 000.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	Schools of skills-3 Stream Curriculum Model (i) Academic pathway (Tertiary) (ii) Technical Vocational (Artisans) Technical Occupational (World of Work) with GCE Certificate				
1.4.5. Monitoring and support of high learner enrolment districts in implementation of their customized results improvement strategies	Close monitoring and support of OR Tambo District Municipality based education district's curriculum management programme implementation.	CD: Cluster A & B	April 2023	Sep 2023	R25, 000
1.4.6. Strengthening of NSC & exit Grades results analysis and early implementation which will inform APIP, SIPs, DIPs.	Data base on learner performance is developed.	CD: Cluster A & B	Term 1,2,3,4	Term 1,2,3,4	R00
1.4.7. Thorough supervision by Departmental Heads (DHs).	Capacitate appointed DHs on Curriculum Management.	CD: Cluster A & B	April	June	R70 000
1.5. School Readiness					

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.5.1. School Readiness Visits	• Finalisation of learner admissions and confirmation of LTSM delivery in schools . • Confirmation of schools to be visited by Portfolio Committee. • In collaboration with IDDO, develop the ECDOE team to accompany ECPL members . • Consolidate, quality assured progress reports on findings made. • Conduct pre and post -visits to schools visited by the Portfolio Committee to provide feedback and plans to address Portfolio Committee findings and recommendations.				
1.6. Management of Under Performance					

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.6.1. Management of underperformance of schools in terms of the provisions of Section 58 (B) of the Act, 1996 (Act 84 of 1996) Accountability Letters to section 58B schools	Provide analysis of NSC results for all districts across the grades	CD: Cluster A & B and Examinations	Feb 2023	Feb 2023	
1.6.2. Management of underperformance of schools in terms of the provisions of Section 58 (B) of the Act, 1996 (Act 84 of 1996) Accountability Letters to section 58B schools	Collaborate with IDDO on issuing of accountability letters to section 58B schools. Mediation of Circular D2 of 2017 to all section 58B schools	CD: Cluster A & B, Director: IDDO and Director: QP&S	Feb 2023	Feb 2023	
1.6.3. Management of underperformance of schools in terms of the provisions of Section 58 (B) of the Act, 1996 (Act 84 of 1996) Accountability Letters to section 58B schools	In collaboration with IDDO conduct accountability sessions to assess and evaluate progress in implementation of School Performance Improvement Plans	CD: Cluster A & B Director: IDDO	April 2023	July 2023	R55, 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.6.4. Management of underperformance of schools in terms of the provisions of Section 58 (B) of the Act, 1996 (Act 84 of 1996) Accountability Letters to section 58B schools	Compile, consolidate and quality assure provincial report to the Minister as specified in Circular D2 of 2017.	CD: Cluster A & B Director: IDDO	Feb 2023	March 2023	R0, 00
1.7. Intervention Programme					
1.7.1. First Push	Analysis of NSC 2022 Results and 2021 Grade 11 results potential learners identified for support. Promote the development of differentiated plans and set targets for every school with focus on schools with over 100 Grade 12 learners. Ensure that districts orientate of all grades 12 learners focusing on: • Promotion requirements	CD: Cluster A & B and Districts	Term 1	Term 4	R48,045,917 (inclusive of Saturday, Autumn, Winter, Spring and Incubation classes for all six districts of Cluster B. R55 500 848

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	• Subject weighting • Study tips • Individual personal Timetables • Target setting Provide teachers with analysis of results and promote development of Subject Improvement Plans School Improvement Plans and Academic Improvement Plans Ensure all Grade 12 learners have qualified teachers or tutors or utilization of Visualisers and deliver *Tips for Success* to all schools and mediate contents with learners. Ensure that all districts develop Costed LAIS Plans Monitoring of Autumn classes and provide motivation sessions.				Cluster A district plans costs

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.7.2. Second Push	Collaboration with Examination Head Office focusing on School-based Assessment. Established a Task Team from sections within the district to drive NSC Improvement Plan Ensure that all districts have developed detailed plans for Winter Schools Developed easy to read timetable of telematics, radio and TV lessons. Monitor teacher and learner attendance. Collaborate with Curriculum to ensure that all learners have Tips for Success	CD: Cluster A & B and Head Office Examinations	Term 2	Term 4	

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	Collaborate with Curriculum to ensure revisioning of past exam papers in big enrolment subjects. Monitoring of Winter school classes and provide motivation classes				
1.7.3. LAST PUSH	Finalize plans for Spring Schools and Saturday classes. Communicate 'The Last Push' Plan to officials, stakeholders and schools. *Ensure that learner in districts is in possession of Tips for Success* for all Gr 12 learners. *Ensure that learner in districts is in possession of Past Exam Paper Books* for all Gr 12 learners. Monitored schools under 75% with more than 100 Grade 12 learners.	CD: Cluster A & B	Term 3		

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	Monitoring of Spring, Incubation classes and provide motivation sessions				
1.8. Institutional Attainment					
1.8.1. Strengthen support	Provide cluster dedicated meeting focusing on Learner / Institutional Attainment virtually or physically. Reinforcement of Curriculum Head Office Intervention Plans to districts Conduct focus group meeting to district and CMC accountability session	CD: Cluster A & B	Monthly	End December 2023	Transport claim
1.9. E-Learning and Teaching					
1.9.1. Increase usage on online learning	Ensure that districts participate during the session as provided by Stellenbosch University Encourage districts that all Telematics centres are functional and provide timetable for the lessons	CD: Cluster A & B, E-Learning and Districts	Term 1	Term 4	R0.00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
1.10. Accountability Sessions					
1.10.1. District Monitoring and Support	Conduct Cluster FINCOM meeting to monitor district financial expenditure inclusive of NCS funds. In collaboration with line function managers (HO) convene focus group meetings (teacher development, curriculum management, governance and administration, corporate services. Conduct district and CMC accountability sessions. Districts provide 60% of accountability to Curriculum delivery, Implementation and 40% to all other functions, key participants as CMC Heads, CES Curriculum, ESSS CESes All districts are caused to set up district targets based on historical	CD: Cluster A & B	Monthly	Dec 2023	R0, 00

21

Milestone Description	Activity Description	Completion Date		End date	Estimated Budget
		Responsibility	Start Date		
	Cluster achievement (key participants as CMC Heads, CES Curriculum, ESSS CESes)				
1.11. Cluster Management meetings					
1.11.1. District Support	Provide support to all district directors online function directives, National Provincial and cluster based focussed areas	CD: Cluster A & B	Monthly	December	Transport claims
2. PROVISION OF CRITICAL RESOURCES (HR, LTSM, INFRASTRUCTURE)					
2.1. Educator Provision					
2.1.1. Learner Numbers for PPN Calculation	Assist HR with Accurate baseline data to inform Post Provisioning Norms in the department	Director: EMIS	July 2023	October 2023	R0.00
2.1.2. Implementation of PPN 2023 the Management Plan in district	Monitor and report on districts progress report on implementation of PPN 2023.	CD: Cluster A & B	Jan 2023	Sept 2023	R0,00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
2.1.3. Management of additional educators by all districts	Identification and placement of additional educators in post of appropriate grading that match their personal profiles. Developing HR Strategy on management of unplaced additional educators	District Directors Chief Director – HRM & D	Feb 2023	Jun 2023	Relocation expenditure
2.1.4. Filling of all FET PL1 vacancies that require scarce skills or not readily available from the pool of existing additional educators	Appointment of appropriately qualified educators subject to availability of funds and applicable prescripts	District Directors	Mar 2023	Sep 2023	COE budget
2.1.5. Provision of growth posts to all schools to address learner enrolment increases in schools	Issuing of growth of posts to qualifying schools not later than 31 March 2023	Chief Director : HRM& D	Mar 2023	31 Mar 2023	COE budget
2.1.6. Filling of the vacancies for Circuit Managers and Subject Advisors.	Priorities the filling of districts vacancies of Circuit Managers and Subject Advisors that were created	Chief Director : HRM & D	Mar 2023	30 Apr 2023	COE budget

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	through natural attrition in 2022/23 financial year.				
2.1.7. Provision of special intervention to assist small schools with curriculum coverage challenges	Special request to be made to the head of department for permission to retain or provision of relief educators	District Director	Mar 2023	30 Apr 2023	COE budget
2.1.8. Ensure that substitute educators are appointed in the place of educators on accouchement and log sick leave.	Appointment of substitute educators to replace indisposed educators on account of prolonged illness in terms of the PILIR	District Director	Jan 2023	30 Sep 2023	District allocation
2.2. LTSM Provision					
2.2.1. 2.1. LTSM Planning Data from SASAMS	Provisioning of LTSM Planning Data from SASAMS	Director: EMIS	Quarterly	Quarterly	R0.00
2.2.2. Timeously delivery of LTSM to Schools	Collecting of requisitions and placing orders in time	Directorate: SRP, EMIS, SCM	1 May	November	5000 million

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
2.2.3. Adequately Resourced Schools.	Auditing of Existing resources and procurement of needed resources	Directorate: SRP, Budget, Asset Management	January	December	200 000
2.2.4. 2.1. Efficient / Effecting procurement model for the best LTSM Provision	Organize Advocacy programmes and Indaba	All relevant stakeholders	End February	End June	R500 000
2.2.5. Provision of study guided and teaching material for educators in schools	Actual procurement of teaching material	Directorate SRP/ Curriculum and SCM	January	October	100 000
2.2.6. Provision of adequate learner and educator furniture to schools	Procurement of adequate and relevant furniture for learners and educators	Directorates: SRP/ SCM and Budget	May	November	80 million
2.3. Infrastructure Provision					
2.3.1. 2Adequate Sanitation	Provision of ablution facilities to 44 schools	CD PRM	Dec ‘22	Jun ‘23	R15m
2.3.2. Provision of high specification fencing	Fen 191 schools	CD PRM	Oct ‘22	May ‘23	R89m

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
2.3.3. School Furniture	Provision of school and learner furniture to 151 schools	CD PRM	Jan ‘23	May ‘23	R60m
2.3.4. Additional classrooms/offices to existing schools	Provision of modular classrooms 151 schools	CD PRM	Jan ‘23	May ‘23	R49m
2.3.5. Beautification of 180 schools	Minor maintenance to dilapidated 180 high performance schools	CD PRM	Feb ‘23	Apr ‘23	R120m
2.3.6. Desludging of ablutions	Desludging of VIP toilets in 426 (DOE) & 507 (IDT)	CD PRM	Jan’23	Mar ‘23	R23,5m
2.3.7. 2.3.6. Major repairs and additional classrooms	Major repairs and additional classrooms to 12 schools	CD PRM	Oct ‘22	May ‘23	R11,4m
2.3.8. 2.3.7 Address the shortages or lack of learner and educator furniture in schools	Grade 12 learners are prioritised for provision of appropriate furniture	Chief Director : RSA	April 2023	Sep 2023	TBA
2.3.9. Resourcing of technical and other focus schools	Auditing of existing and shortages of technical equipment and	Chief Director : RSA	April 2023	Sep 2023	TBA

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	machinery requirement in focus schools.				
2.3.10. Provision of water and sanitation	Provision of water tanks for rain harvest to needy schools particularly small schools. Repairing and maintenance of existing bore holes in schools.	Chief Director : PRM	March 2023	Nov 2023	TBA
3. BASIC FUNCTIONALITY					
3.1. Functional School Environment					
3.1.1. . Implementation of Circular D2 of 2017	Issuing of accountability letters to underperforming schools.	Director: IDDO	Feb 2023	March 2023	R173 000.00
3.1.2. Strengthen accountability and support	Conduct accountability sessions for principals of chronic underperforming secondary schools (2020 – 2022)	Director: IDDO	April 2023	August 2023	R126 360.00

27

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
3.1.3. Support underperforming schools	Conduct support sessions to SMT's of chronic underperforming secondary schools (2020 – 2022)	Director: IDDO	May 2023	August 2023	R469 840.00
3.1.4. Strengthen support	Conduct school monitoring and support visits	Director: IDDO	May 2023	September 2023	R74 260.00
3.1.5. 3.1.2. Quality Assurance of school improvement documents.	Quality assurance of SIPs and APIPs in 186 Serial Underperforming Secondary Schools.	Director: QP&S	Feb 2023	March 2023	R800 000.00
3.1.6. 3.1.3, Whole School Evaluation (WSE) in Circular D2 schools.	Conduct WSE in 186 underperforming secondary schools.	Director: QP&S	Feb 2023	June 2023	
3.1.7. - 3.1.14, Whole School Evaluation (WSE) in Circular D2 schools.	Conduct WSE in 20 underperforming secondary schools. (There are 103 serial underperforming schools that needs to be evaluated but could not be evaluated due to financial and human resources constraints)	Director: QP&S (WSE)	April 2023	February 2024	

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
Whole School Evaluation (WSE) in Circular D2 schools.	Conduct pre-evaluation onsite visit in all the schools to be evaluated.	Director: QP&S (WSE)	April 2023	June 2023	
	Conduct onsite external Whole School Evaluation.	Director: QP&S (WSE)	April 2023	February 2024	
	Present and mediate reports (findings and recommendations) to evaluated schools.	Director: QP&S (WSE)	April 2023	February 2024	
	Mediate and administer availability of school Governing Body Functionality Tools inn schools to CM and Principals	Directorate SA	18 January	30 November	R50 000
	Schools submit Portfolio of Evidence and Departmental Officials monitor the implementation of the following basic governance tools to strengthen school governance: SGB constitution, School mission statement, admission	Directorate SA	18 January	30 November	R25 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	policy, language policy, religious observance policy, code of conduct for learners, SGB correctly constituted, office bearers, SGB meetings, SGB meetings, Finance meetings, Finance committee, finance budget, school budget, LTSM, Audited financial States and school property, buildings and grounds				
3.1.8. Improve school functionality	Mediate and administer the availability of the basic management documents in schools to circuit managers and principals	Directorate SA	18 January	13 November	R50 000
3.1.9. Strengthen monitoring and support	Schools submit Portfolio of Evidence and strictly monitored the implementation of the following basic management documents to strengthen effective school management	Directorate SA	18 January	14 December	R 20 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	and accountability to increase the learner performance: AAPR, SIP, Curriculum Monitoring tools, Setting Realistic targets, Quarterly Learner Achievement Data, Tracking learners performance instrument, composite school timetable, classroom timetables, teachers timetables, admission register, learner attendance register, period registers, educator attendance register, educator leave register and LTSM register				
4. TEACHER DEVELOPMENT AND SUPPORT					
4.1. Teacher Development					

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
4.1.1. Orientation on content and methodology in different subjects that need attention.	• Facilitation of training on subject content on topics that are under-performing in terms of 2022 matric results analysis. • Examiners reports, diagnostic reports and Gr.11 subject performance have been read and analysed to inform the priority list of subjects to be offered for training. • ICT integration into teaching & learning through digital skills training. Ensure Type 1 CPTD is engaged on through www.dbe-tpd.org and monitoring thereof (a reading educator easily keeps abreast of contemporary strategies to impact improved performance).	Teacher development, EDCs, Curriculum, Training providers.	Jan 2023	March 2024	R6 921 600
4.1.2. Implementation of 1 + 19 strategy.	• Identifying serially under-performing subject teachers to attend mentoring sessions 1 day in a month but different subjects once every week. • This will be led by subject advisors or lead teachers in discussing approaches to topics	Teacher development, Lead teachers, Curriculum advisors,	Feb 2023	Oct 2023	

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	of the month and assessment strategies according to ATP.				
4.1.3. Induction program	• A database of 2420 newly appointed teachers have been obtained. • Induction programmes will be held for the new teachers as they report in schools for different subjects at different times.	Teacher development, EDCs, Curriculum, Circuit managers	Jan 2023	Oct 2023	R971 200
4.1.4. Establishment/Revival of PLCs	• Establish functional Professional Learning communities for support. • Revive dysfunctional PLCs to support and scaffold struggling teachers.	Teacher development, EDCs, Curriculum advisors, Circuit managers	Jan 2023	Nov 2023	Nil
4.1.5. Implementation of section 58B provisions as per Circular D2 of 2017	• 186 Under Performing Schools have been identified for 2022 Academic year. • Enrolling SMT members of Section 58B schools on the SMT training containing Effective Instructional Leadership as one of the five modules.	Teacher development, EDCs, Circuit managers	Jan 2023	Oct 2023	R800 880

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	• Utilisation of Top Performing Schools, twinning them with Under – Performing Primary and Secondary Schools				
4.1.6. SGB training	• SGBs will be trained on financial planning (budget, procurement, and auditing processes). • Annual plans for SGBs and RCLs to strengthen school governance	Teacher Development & EDC Managers, School Administration	Feb 2023	Nov 2023	R948 000
4.1.7. Implementation of DDD	• Training of Circuit Managers in DDD	Director EMIS/IDDO/Teacher Dev	Quarterly	Quarterly	R 60 000.00
4.1.8. Induction on new responsibilities	• Identification of newly appointed principals, deputies, and departmental Heads for orientation and induction	Directorate RSA	April 2023	December 2023	R20 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
4.1.9. Capacitation of SMTs	• Identification of school management teams for FET and Feeder schools for capacitation on instructional leadership	Director RSA	Jan	December 2023	R20 000
4.1.10. Financial Management	• Identification of Principals for training in managing finances for the benefit of learners both in the academic and Welfare programmes	Directorate RSA	January	December	R50 000
4.1.11. Sharing of best practices	• Twinning of performing schools with underperforming schools	Director RSA	March	January	R10 000
4.1.12. Continuous capacity building on utilisation of ICTs.	• Monitoring development of teachers in districts on ICT integration in teaching and learning.	CD: Curriculum CD: Cluster A & B	April 2023	February 2024	R3000.00
4.1.13. Establishment of PLC in districts.	• Information Sharing in underperforming schools through PLCs	CD: Cluster A & B	April 2023	March 2024	R30 00
4.2. Learner Support					
4.2.1. RCL Capacitation	Identification of Representative Councils of Learners for capacity	Director RSA	March	April	R 20 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	building programmes to enhance support of the school management and welfare of the learners				
4.2.2. Monitor learner attendance	Mobilize learners to attend extra classes, Autumn and Winter Schools	Directorate RSA	March	September	00
4.2.3. Close monitoring and support of high learner enrolment schools	Monitoring and support the rendering of target learner social support programme in districts (Career Expo, Motivational Speakers, social services)	CD: Cluster A & B	Apr 2023	Sep 2023	R250, 000
4.2.4. Available e-content in DTDC	Monitor utilisation of District Teacher Centre on e-Content available for learners.	CD: Cluster A & B	Quarterly	Quarterly	R0.00
4.2.5. Support of 2023 Schools with High enrolment.	- Develop intervention programmes for FET schools with High learner enrolment - St. Johns College, Toli, Nyanga, Makhawula, Nongeke .	CD: Cluster A	Quarterly	Quarterly	R500 000.00
4.2.6. Support 2023 underperforming schools in GET & FET band.	- Monitor and support 2023 underperforming schools - More support to critical underperforming schools through revitalisation of Community of school & Community of Practice programmes.	CD: Cluster A & B	Quarterly	Quarterly	R200 000.00
4.2.7. Collaboration with ECDoE partners	- Monitor and support programmes by JENN, NECT	CD: Cluster A & B	Quarterly	Quarterly	

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
4.2.8. Planned Sessions with Special School	- Monitor & Support Special Schools, Full-Service Schools in Curriculum related programmes	CD: Cluster A & B	Quarterly	Quarterly	R70 000.00
4.2.9. Special attention to Critical Underperforming subjects.	- Develop intervention programme for Mathematics & Physics teachers, Tech Maths & Tech Sciences.	CD: Cluster A & B	Quarterly	Quarterly	R150 000.00
5. LEADERSHIP, MANAGEMENT, GOVERNANCE AND SUPPORT					
5.1. School Planning					
5.1.1. Strengthen School Functionality	Issue memo on Basic Annual Management Process (BAMP) to districts and schools	Directorate RSA	February	First Quarter	-
5.1.2. 5.1.2. Planning to improve performance	Advise principals and Circuit managers to investigate Input versus output of learners – admission versus dropouts. Feasibility study (Research) • Admissions of Grade1 versus output of Grade 7 (numbers) • Performance of English & Maths in grades 3, 6 & 7 versus Grade 8, from which primary schools	Revitalisation Unit	February	December	R60 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
	• Admissions of Grade 8 versus Grade 12 output, from which primary schools • Analysis of individual Grade learning area performance (Grade 8 &9) • Grade 10-12 subject analysis				
5.2. Target Setting					
5.2.1. Guide on target setting	Identification of school management teams and capacitate on how to conduct target setting using previous Grade performance, educator performance	Director :RSA	18 January-31 March	50 000	
5.2.2. Setting realistic targets	Revitalize SMTS of Primary and secondary underperforming on how to set realistic targets of underperforming schools.	Revitalization Unit	Quarterly	Quarterly	R25 000. 00
5.2.3. Quantitative and qualitative target setting	• Focusing on four -fold target setting by everyone: • Pass percentage (Quantity) • Average (quality) • No of bachelors (Pass at 50%) Distinctions per subject	Revitalization Unit	Quarterly	Quarterly	Nil

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
6. LEADERSHIP, MANAGEMENT, GOVERNANCE AND SUPPORT					
6.1. Accountability/ Consequence Management					
6.1.1. Circuit Management Accountability sessions	Conduct quarterly accountability sessions for CMC heads and circuit managers.	Director: IDDO	March 2023	Sept 2023	R843 750.00
6.1.2. Strengthen support and accountability	Conduct district on-site support visits	Director: IDDO	March 2023	Sept 2023	R424 800.00
6.1.3. Monitor the implementation and management of Quality Management Systems in schools	Conduct school visits to all underperforming schools to verify report and support schools	Cluster Chief Directors: A &B	March 2023	Dec 2023	R30,000
6.1.4. Districts and Circuit Management accountability sessions	Cluster supported by line function managers to conduct individual district-based accountability sessions.	Cluster Chief Directors: A & B	Quarterly	Mar 2024	R50,000
6.1.5. Recognition and appreciation of school good performance	Develop an incentive reward system to recognise good performance for schools	Cluster Chief Directors: A & B		Mar 2024	R0,00

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
6.1.6. Manage poor performance	Implement the Code of Good practice in dealing with poor performance	District Directors	Continuous		R0, 00
6.1.7. Instil discipline, work ethics and culture across all levels of the department	Develop and implement a change management programme to introduce new service ethos and culture	CD: Cluster A & B CD: IOM	Apr 2023	Mar 2024	R125, 000
6.2. Relationships					
6.2.1. Building relations to promote high academic performance in schools, circuits, and districts	Roll out capacitation programme for CMC heads and circuit managers for enhanced competency	Director: IDDO	May 2023	Sept 2023	R843 750.00
6.2.2. Strengthening Education Delivery Oversight	Strengthen education delivery oversights, support and reporting	Director: IDDO	March 2023	March 2024	R136 000.00
6.2.3.	ECDoE and SGB associations train SGBS on their roles and responsibilities to support teaching and learning.	Directorate RSA	18 January	31 October	R150 000
6.2.4. Strengthen relationship between Primary and secondary schools	Interact with CMC management and School Principals through meetings advocating the programme of revitalization.	Revitalization Unit	February 2023	December 2023	R25 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
6.2.5. Management of admissions, dropouts and data analysis	Advise principals and Circuit managers to investigate Input versus output of learners – admission versus dropouts. Data analysis • Admissions of Grade1 versus output of Grade 7 (numbers) • Admissions of Grade 8 versus Grade 12 output • Performance of English & Maths in grades 3, 6 & 7 versus Grade 8, from which primary school comes the best or worst performing learners. Follow up in Term 1 from their respective primary schools. • Individual Grade learning area performance analysis (Grade 8 &9) Emphasis on Grade 10-12 subject analysis.	Revitalisation Unit	Term 1	Term 4	R40 000
7. STAKEHOLDER PARTICIPATION AND MANAGEMENT					
7.1. Parental Involvement					

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
7.1.1.	Capacitate parents on the importance of supporting education of their learners and monitor parents' meetings	Directorate RSA	18 January	31 October	R150 000
7.1.2. Motivation of parents	• Motivate parents during parents meeting to take their positions in their children education. Identify and advise against distractors (cell phones, TV loitering, drugs, teenage pregnancies) that may lead to poor/underperformance.	Revitalisation Unit	Quarterly	Up to term 4	R20 000
7.2. Stakeholder Involvement					
7.2.1.	ECDoE and SGB association train SGBs on their roles and responsibilities to support teaching and learning	Director SA	18 January	31 October	R150 000
7.2.2. Expedite the reconfiguration of the size and shape of the schooling system for optimal resource management, distribution, and school landscape	Mobilize stakeholders towards the implementation of rationalization, realignment, expansion, and retention of 34 Secondary schools with consistent low enrolment	SRRP Project Unit	1 April	November	R7 000

Milestone Description	Activity Description	Completion Date			
		Responsibility	Start Date	End date	Estimated Budget
management within applicable norms and standards for public schools	figures for the past 5 years up to and including 2022.				
7.CHIEF DIRECTORATE IMPLICATIONS Understaffing and delayed appointments impact negatively on learner performance. Therefore, improvement of results is compromised					

LIST OF ABBREVIATIONS AND ACRONYMS

AAPR	Annual Academic Performance Report
APIP	Academic Performance Improvement Plan
APP	**ANNUAL PERFORMANCE PLAN**
ATP	Annual Teaching Plans
CAPS	Curriculum and Assessment Policy Statement
CBST	**CIRCUIT BASED SUPPORT TEAM**
CIP	Continuous Improvement Plan
CMC	Circuit Management Centre
COE	**COMPENSATION OF EMPLOYEES**
CPTD	Continuing Professional Teacher Development
DBST	District Based Support Teams
DBE	Department of Basic Education
DDD	Data Driven District
DEF	District Education Forum
DH	Departmental Head
DIP	District Improvement Plan
DMT	**DISTRICT MANAGEMENT TEAM**
ECDoE	Eastern Cape Department of Education
EEA	Employment Educators Act
EMIS	Education management Information System
ESSS	EDCUATION SOCIAL SUPPORT SERVICES
FET	Further Education and Training
GET	General Education and Training
GEC	**GENERAL EDUCATION CERTIFICATE**
HR	Human Resources

HRM	Human Resource Management
ICT	Information and Communication Technology
IDDO	Institutional Development and district oversight
IMD&G	**INSTITUTIONAL MANAGEMENT DEVELOPMENT AND GOVERNANCE**
IOM	institutional Operations Management
LIAS	Learner Attainment Improvement Strategy
LSEN	Learners With Special Education Needs
LTSM	**LEARNER TEACHER** Support Material
NECT	National Education Collaboration Trust
NGO	Non- Governmental Organisation
NSC	National Senior Certificate
PAM	Personnel Administration Measures
PLC	Professional learning Communities
PPN	POST PROVISIONING NORMS
PRM	Physical Resource Management
QLTC	Quality Learning and Teaching Campaign
QP & S	Quality Promotion & Standards
RCL	Representative Council of Learners
RSA	Resourcing & School Administration
SA	School Administration
SAPIP	Schools Academic Perfomance Improvement Plan
SASAMS	South African Schools Administration and Management Systems
SBA	School- Based Assessment
SBST	School Based Support Team
SCM	**SUPPLY CHAIN MANAGEMENT**
SDT	School Development Team
SGB	School Governing body

SIP	**School Improvement Plan**
SIP	**Subject Improvement Plan**
SLMC	**SENIOR LEADERSHIP MANAGEMENT COMMITTEE**
SOP	**Standard Operating Procedure**
SRP	**School Resource Planning**
SRRP	**School Rationalisation and Re- Alignment Programme**
TIMMS	**Trends in International Mathematics and Science Studies**
WSE	**Whole School Evaluation**

Approval and Sign Off

The Learner Attainment Improvement Strategy was approved by the Head of Department as a document that will guide the Department towards improving and accelerating curriculum delivery throughout the Province. It is through this strategy that all sections of the Department will put in a concerted effort which will ultimately lead to achievement of the 80% targeted pass rate.

Dr AS Nuku

Acting Head of Department

Eastern Cape Department of Education

Date: 23/06/23

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