



Republic of Namibia

MINISTRY OF EDUCATION, ARTS AND CULTURE

**JUNIOR SECONDARY PHASE
SENIOR SECONDARY PHASE**

**NATIONAL SUBJECT POLICY GUIDE FOR
COMMERCIAL SUBJECTS**

GRADES 8-12

2017

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National Subject Policy Guide for Commercial Subjects Grades 8-12

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TABLE OF CONTENTS

1.	Introduction	1
2.	Aims of the National subject policy guide	1
3.	Subject-specific issues	2
3.1	The composition of phases and appropriate grades	2
3.2	Time–tabling	2
3.3	Syllabuses.....	2
3.4	Schemes of work.....	3
3.5	Written lesson preparation	3
3.6	Homework.....	3
3.7	Maximum time on task	4
3.8	Teaching and learning materials	4
3.9	Assessment	6
3.10	Marking and moderation.....	6
3.11	Learner-centred education (LCE)	6
3.12	Continuous professional development.....	7
4.	Subject management issues	7
4.1	Line management	7
4.2	Monitoring learners’ written work/homework.....	9
4.4	Managing subject/phase materials	10
4.5	The Senior Education Officers (SEOs) in the regions	10
4.6	Cluster subject groups.....	10
4.7	Teachers’ Resource Centre (TRC) and school library	10
4.8	School-based studies	10
5.	Operational files	11
5.1	Preparation file	11
5.2	Administration file	11
5.3	Resource file	12
5.4	Subject file	12
5.5	Question paper file	13
	Annexe 1: Example of a year planner.....	14
	Annexe 2: Example of lesson preparation format	16

1 INTRODUCTION

Subject/phase teachers should regularly consult this document to ensure that they teach within the guidelines of the Ministry.

The success of a teaching programme to a large extent depends on effective subject management. The purpose of this subject policy document is to guide subject management in the school, but it simultaneously strives to leave scope for each individual teacher to take initiative, especially in presenting subject content and facilitating learning.

This subject policy guide is applicable to Accounting, Business Studies, Entrepreneurship, Economics and Office Practice in the Junior Secondary and Senior Secondary phases in all government schools in Namibia. It is essential for subject teachers to consult the *National Curriculum for Basic Education (2017)* constantly to ensure that they teach within the guidelines of the Ministry.

Apart from the guidelines in this document, there are certain issues which will be dealt with in each school's own internal subject policy, e.g. guidelines concerning the submission of examination and test papers, moderation and typing of papers or any other relevant issues.

2 AIMS OF THE NATIONAL SUBJECT POLICY GUIDE

This document is the official subject policy guide for commercial subjects. It makes provision for a well-organised and practically orientated programme in the teaching and management of commercial subjects in the school and aims to:

- provide guidelines for subject managers in controlling teaching and learning activities
- guide teachers in organising their administrative duties and in planning teaching and learning to meet the expectations of the *National Standards and Performance Indicators*

3 SUBJECT-SPECIFIC ISSUES

3.1 The composition of phases and appropriate grades

The time allocation for commercial subjects is as follows:

SUBJECT	GRADES	5 DAY CYCLE 40 minutes	7 DAY CYCLE 40 minutes
Accounting Junior Secondary Ordinary Level Higher Level	8-9 10-11 12	4 periods	5 periods 8 periods 8 periods
Business Studies Ordinary Level Higher Level	10-11 12	4 periods	5 periods 8 periods
Entrepreneurship Junior Secondary Ordinary Level Higher Level	8-9 10-11 12	4 periods	5 periods 8 periods 8 periods
Economics Ordinary Level Higher Level	10-11 12		8 periods 8 periods
Office Practice Junior Secondary Ordinary Level	8-9 10-11	4 periods	5 periods 8 periods

N.B. Apply the cycle which is applicable to your school (see the *National Curriculum for Basic Education*).

3.2 Time–tabling

Ideally Entrepreneurship should have at least one double period per week to allow for practical activities. In Accounting and Office Practice (Grades 8–12) a double period per week is recommended, but not compulsory.

3.3 Syllabuses

A syllabus is a course description for a subject within the curriculum. It is a concise and general statement of intended learning which describes the following:

- the purpose of the subject - these are the rationale and aims which give the reason for and direction of the course
- the content of the subject - this is described in terms of themes and topics
- general objectives, defined in terms of what learning is intended to happen at the level of a subject
- specific objectives are the significant cognitive operations, skills, attitudes and values which all learners should be able to demonstrate, and which can be assessed
- assessment describes how learner achievement will be assessed and how the course will be evaluated

Teachers should be well-acquainted with the syllabus content and teach the syllabus, not the textbook. All syllabuses of a subject/phase should be in the Subject file. However, only the syllabuses of the grades the teacher teaches should be in the teacher's Preparation file.

3.4 Schemes of work

A scheme of work is used by the subject teacher to plan teaching and learning for the year and is divided into terms. A year planner (see annexe 1) can be used as a tool for planning the scheme of work. The scheme of work must be developed from the syllabus and not from the textbook. If the syllabus changes the scheme of work must be adapted. Schemes of work must be developed/revised at the beginning of the year and each grade should have an own scheme of work for each of the commercial subjects. Teachers sharing the same subject in the same grade should liaise with each other to cover the same content per term.

The scheme of work should be kept in the Preparation file and a copy for reference in the Subject file. Provision should be made in the scheme of work to mark off subject matter completed, and this should be done on a weekly basis. Management should monitor progress regularly.

3.5 Written lesson preparation (Sample format in Annexe 1)

Written lesson preparation is compulsory for every teacher, irrespective of experience. Daily or weekly written preparation should be done on the template provided by the school, well in advance of delivery in the classroom. Subject/phase teachers can do lesson planning together.

A successful lesson plan should include the date, time/duration, theme and topic, teaching and learning materials, general objectives and specific objectives to be achieved. Compensatory teaching and continuous assessment should be part of the lesson plan. It could include differentiated written work, tasks, assignments, exercises and homework activities. Provision should be made in every subject for activities to improve learners' skills in English reading, writing and spelling (i.e. English across the curriculum).

After lesson delivery the teacher should write critical reflections on the lesson, noting how teaching strategies could be changed to meet the lesson objectives. The lesson should then be filed for future adaptation.

3.6 Homework

Quality homework is a very important tool for academic success. It strengthens the teacher's efforts in class and enhances the learning process. The principal, in collaboration with the hostel superintendent concerned, must arrange study periods for hostel learners. Learners should get well-planned homework every day which is in line with the expected standard. Homework must be monitored and marked by the teacher.

In Office Practice specified topics in the syllabus should be researched, typed, proofread and marked and learners should learn rules and theory where applicable.

3.7 Maximum time on task

Success in the commercial subjects' classes depends on maximum time on task and it is expected that:

- the teacher and learners attend every class as indicated on the timetable
- the teacher and learners arrive punctually in the morning for school and for every class
- lessons are planned so that there is as much time on task as possible
- the principal and management set the example as far as quality time on task is concerned

3.8 Teaching and learning materials

Teachers in commercial subjects should be creative and innovative to produce their own teaching and learning materials linked to practice.

3.8.1 Teachers' manuals/guides

This is a very important official document that guides teaching and learning in the classroom and should be fully utilised. For the commercial subjects there is only a Teachers' Guide available for Entrepreneurship and a Directives for Office Practice (2 parts).

3.8.2 Other resources (including ICTs)

The school should develop policy procedures for accessing, returning and storing resources (apparatus, equipment, etc.) provided by government or purchased through the school development fund/Universal Secondary Education grant. Teachers should use these to enhance learning and make teaching fun. A list of available items should be part of the school policy and updated regularly.

3.8.3 Classroom displays

Wall displays are pictures, wall charts and/or artefacts displayed on the walls of the classroom that make learning interesting. Learners will learn better because they can see the same thing over a period of time, which makes it easier to remember and understand. Ideas for wall displays:

- pictures should be selected to stimulate learners to ask questions or begin working
- learners should make some displays themselves
- you can display learners' class or homework
- displays should be changed regularly and adopted according to topics being taught
- reading corner with interesting subject related articles/materials

Wall displays can be combined with displays on tables of books or items of interest from the environment. When learners spend time reading and discussing ideas in an interesting display, learning is better and more fun. Encourage learners to add to the display, and change displays regularly.

Office Practice: Class rules (no bags at the work stations, no eating) etc.
 The alphabet (letters in lower case and upper case)
 Margins for different assignments
 Speed graph
 Sitting posture
 Poster with hardware
 Computer functions

Manuscript signs
Posters with examples of different topics

3.8.4 Textbooks

The ideal situation is that every learner has a textbook for each of the commercial subjects. Proper control should be exercised over the textbooks. Learners should be educated to look after their textbooks and respect them as very important resources. Textbooks should be covered with plastic. A list of textbooks in use and other equipment should be available in the Subject file. Office Practice textbooks are to be kept in the classroom and not taken home by learners.

3.8.5 Exercise books

Schools will make their own arrangements regarding files/exercise books for notes, homework and tests. Exercise books should be covered (with name, grade and title displayed on the outside).

In Accounting learners can work in exercise books which are lined for book-keeping purposes. Ideally each learner should have a General Ledger, Two-money column and Three-money column book. Alternatively they can be provided with loose sheets of lined paper or pre-printed answer sheets, but then each learner should have a file to keep the exercises in.

In Entrepreneurship it is expected of each learner to have a portfolio file (which can be self-made).

In Office Practice an A4 lever arch file with dividers (1-10) and a table of contents for each grade.

3.8.6 Specialised equipment

For Office Practice the following equipment is needed:

- internet connection,
- air conditioner
- tiles (not carpets) on the floor
- wall clock
- curtains
- hardware: server, computer with a keyboard, projector, white board and laser printers
- licensed software: Microsoft Office 2007 or later and for the visually impaired candidates the Job Access With Speech (JAWS) program.

At the end of each year a backup of the information on the server should be made and the server sent in early January to National Educational Technology Service and Support Centre (NETS) for service. No teachers are allowed to type or print in the computer lab while classes are in progress. Ideally the computer lab should not be used for teaching non-computer subjects. Special care should be taken on the use of external devices to curb the risk of viruses. A virus-protection software should be installed. No learners should be left without supervision in the lab and the use of internet should be monitored.

3.9 Assessment

A record of learners' marks and test should be kept in the teacher's Administration file. Proof of test, examinations and assignments for project purposes as well as their mark schemes should always be available in the resource file. The following documents should guide assessment in commercial subjects:

- the subject syllabus
- Towards improving Continuous Assessment in schools: a Policy and Information Guide (a NIED document)
- guidelines in the Teachers' Manual (where applicable)
- DNEA directives
- Formal Education circulars on assessment and promotion
- Grade 10 and 11 at least two (2) tests and one (1) assignment which can be used for forecast marks
- a form for recording learners' test and assignments should be kept in the learners' file/book that parents can sign to be updated with their children's performance
- for Office Practice all tests and examinations of learners should be saved in soft copy

3.10 Marking and moderation

Guidelines on the marking and moderation of tests, examination scripts, projects and assignments:

- all tests, examination papers and assignments should be moderated by the subject head or HOD
- marking should be done by the teacher in red
- marking for Office Practice should be done in red for accuracy and blue for display
- tests and examination scripts should be marked and handed back to the learners according to the schools internal assessment policy
- the HOD/subject head will moderate a sample of at least 5 % of the marked scripts in green

3.11 Learner-centred education (LCE)

Learner-centred education sometimes requires that learners have space to move around or work in small groups. This might be challenging in overly large classes, and teachers will need to be creative to ensure that teaching and learning is learner-centred. Principles for learner-centred education can be found in the following publications:

- the subject syllabus
- *Learner-Centred Education: A Conceptual Framework*
- *How Learner-centred are you?*

Documents are available for downloading from the NIED website www.nied.edu.na

3.12 Continuous professional development

The school should partner and share the responsibility for continuous professional development (CPD) activities like in-service training of staff members. Workshop materials and handouts must be kept in the Resource file and remain the property of the school. Applicable parts should be kept in the Administration file of the subject teacher. Teachers should share information, experiences and strategies they were equipped with during training. In the Subject file a record sheet will indicate the dates, venues and names of teachers who attended workshops in commercial subjects.

4 SUBJECT MANAGEMENT ISSUES

4.1 Line management

4.1.1 *The principal*

The principal is accountable for the effective management of every subject in the school and the attainment of satisfactory results. The principal may, by way of delegation, assign managerial responsibilities for the subject to the Head of Department, subject head or senior teacher.

4.1.2 *Head of department (HOD)*

The HOD is not necessarily a teacher of a commercial subject. The following are some of the responsibilities of the HOD:

- diagnose and appraise school development programmes
- lead and guide teaching and learning in school to improve the quality of learning
- facilitate and implement programmes and recommendations for improvement
- develop and empower self and other staff members
- assure quality and secure accountability through strong managerial skills, e.g.
 - ✓ ensure that subject heads and subject teachers keep deadlines
 - ✓ implement and control the subject budget
 - ✓ order, control and keep records of equipment, resources and textbooks
- monitor, evaluate and implement the curriculum - conduct classroom observations, compile reports and provide follow-up support
- work with and for the community and maintain good public relations with all stakeholders

4.1.3 *Subject head*

All duties assigned to the subject head to be assigned to the head of department. Only in cases where there is no head of department or they don't have subject knowledge than the subject head can take over.

The subject head is a member of staff who is responsible for instructional leadership, mainly through co-ordinating the curriculum implementation of a subject or a group of related subjects, and by facilitating and creating opportunities for team building and continuous professional development in order to improve the teaching competence of the teachers involved. The position of subject head is not an official appointment. The role of the subject head can be performed by the principal, vice-principal, head of department or senior teacher. Specific responsibilities of the subject head may include the following:

Planning

- promote a conducive teaching and learning environment in every classroom
- ensure that all the latest subject/phase-related documents and textbooks are available at the school
- plan for the ordering of subject related materials and servicing of equipment
- develop and implement an assessment policy according to guidelines in the teachers' manual
- review internal test/examination results and plan actions to improve on weaknesses
- implement Key Areas 2 and 3 of the *National Standards and Performance Indicators*
- be involved in planning and implementing the Plan of Action for Academic Improvement (PAAI) for the school
- allocate teachers according to their specialisation
- identify needs for support from Advisory Teachers (SEO's) and arrange with Regional Office for input
- study Advisory Teacher's and examiner's reports and implement the recommendations
- identify the subject/phase's financial needs and submit these to the budget committee of the School Board

Organising

- expect full accountability for academic performance from subject/phase teachers and learners
- influence, enhance and sustain the academic performance of commerce teachers
- establish effective communication within commercial subjects
- ensure that the latest subject-related documents are available and in use
- establish and maintain proper subject administration
 - ✓ Preparation file
 - ✓ Administration file
 - ✓ Resource file
 - ✓ Subject file
 - ✓ Question paper bank
- conduct regular subject meetings
- ensure that sufficient textbooks, teachers' resources and learning materials are available
- establish and monitor a practical textbook-control system
- create a positive working environment for the commerce teachers
- establish and maintain good discipline

Leading and guidance

- discuss the outcome of the Teacher Self-Evaluation (TSE) with individual teachers and give support, guidance and assistance to commerce teachers
- assist new and beginner teachers in all respects
- guide teachers to set academic targets for themselves and for learners
- assist teachers to achieve improved academic targets
- defuse internal conflicts between subject teachers
- ensure full implementation of the internal school subject policies and procedures
- encourage teamwork and recognise good work
- provide for specialist assistance to the subject teachers, e.g. by advisory teachers, cluster subject groups, etc.
- promote the image and status of the subject

- allocate mentor teachers to beginner teachers and conduct an effective induction programme for new teachers
- provide school-based staff development programmes to the subject teachers

Monitoring

- establish and implement continuous monitoring and control of prescribed files
- moderate tests, examination papers, marking grids, mark schemes and answer scripts
- coordinate the setting of question papers of different teachers of the same grade
- monitor the quantity and quality of continuous assessment marks, written work, tests and tasks
- monitor record-keeping and ensure their accuracy
- conduct classroom observation visits, write reports and provide follow-up support
- control compensatory teaching
- establish a disciplined teaching and learning environment

4.1.4 The subject teacher

The commerce teacher as the classroom manager has, inter alia, the following responsibilities:

- strive towards the achievement of the objectives contained in the *National Standards and Performance Indicators* for Schools
- create a conducive environment in the classroom for quality teaching and learning
- establish a disciplined teaching and learning environment in the commerce class
- meet the requirements of the curriculum and the commercial subjects' syllabuses
- facilitate teaching and learning both inside and outside the classroom in order for the learners to acquire the necessary knowledge and skills
- develop an effective and efficient scheme of work
- establish positive attitudes among learners towards commercial subjects
- promote the establishment of project work in commercial subjects
- be creative and innovative in daily/weekly lesson preparation and the production of own teaching and learning materials
- consult the nearest resource centre in connection with training opportunities and sources of information, and teaching and learning materials
- liaise with the subject head with regard to the smooth running of the subject
- control and mark learners' written work and give feedback
- plan special activities to improve the English reading, writing and spelling skills of learners
- communicate with parents

4.2 Monitoring learners' written work/homework

The HOD/subject head/senior teacher should monitor learners' written work at least once per term. The commerce teacher should:

- control the written work of learners regularly, paying special attention to grammar (e.g. using full sentences), spelling, neatness, format and display
- mark written/typed assignments, exercises, tasks and worksheets - feedback from the teacher is immediate, praising, encouraging, positive and informative

4.3 Subject meetings

Subject meetings for commercial subjects will be held regularly, at least once per term. An agenda will be followed; minutes will be kept and stored in the Administration file. The purpose of the meetings will not only be administrative, but may include activities such as planning, guest speakers, sharing of ideas, lesson presentations (model lessons), improvement of results, improvement of methodology, feedback on workshops, etc.

4.4 Managing subject/phase materials

Procedures should be developed for the ordering of textbooks, materials, control of materials, storage, distribution, collecting and annual stocktaking. A textbook-control system will be put in place. One person should be identified by management to be responsible for this task.

Detailed procedures should be developed for the subject in terms of setting, typing, duplicating, marking and moderation of worksheets, tests and examination scripts, storing of the same, etc.

4.5 The Senior Education Officers (SEOs) in the regions

SEOs in the regions have extensive knowledge of the relevant subject areas and their responsibilities are, amongst others, to ensure quality in education through rendering of liaison services and subject guidance. The school should fully utilise the expertise provided by SEOs.

4.6 Cluster subject groups

The purpose of cluster subject group meetings is to improve efficiency, build capacity and empower teachers. Attending and participating in cluster subject activities can play a positive role in collaborative development and improving quality teaching and learning.

4.7 Teachers' Resource Centre (TRC) and school library

Teachers are encouraged to utilise the resources and facilities offered at TRCs. If a certain item is not available at the local/regional TRC, it is possible to make inter-library or inter-TRC loans with the help of the TRC manager. Procedures for the use of facilities and the lending of resources can be obtained from the TRC manager. A list of TRC contact persons and an annual time-table of training programmes should be kept by the HOD.

If the school has a school library, a list of resources and books available for lending should be provided to staff members, as well as the rules and procedures for class visits to the library. It is advisable to have procedures for project work and possible use of the Internet.

4.8 School-based studies

School-based experience is an essential component of teacher training, giving the student teacher the knowledge, awareness and practice of the range of roles of a teacher. Throughout teacher training the theoretical and practical aspects are interrelated. Preparation and experimentation of teaching and learning are carried out in structured classroom observation, school visits, and project work. School-based studies will be undertaken in selected support or professional development/practice schools, and organised within teams consisting of students, support teachers, teacher educators, advisory teachers and inspectors.

During school-based studies, the class teacher plays a crucial role in assisting the student teacher and modelling good practice. Student teachers are required to analyse and reflect critically on their teaching experiences, and evaluate their own learning with a view to improving their teaching ability. In this way they will develop appropriate subject knowledge and concepts.

5 OPERATIONAL FILES

5.1 Preparation file (Responsibility: Every subject/phase teacher)

Written lesson preparation is compulsory for all subject teachers in Namibia. This file contains the written preparation done by a teacher, and includes all relevant information. It is the responsibility of management to monitor these files once a week.

Content of the Preparation file

- control sheet
- table of contents
- the teacher's personal time-table
- syllabus for all the subjects taught this year (the latest editions)
- schemes of work for all the subjects taught this year (neatly typed)
- up-to-date daily/weekly written lesson preparation
- teacher's commitment to PAAI

5.2 Administration file (Responsibility: Every subject teacher)

The administration file is the file that every subject teacher keeps with important subject information and any other school-related information. (Please use the word administration file. A personal file (according to the Act) is a personal file with the teacher's ID, appointment letter, etc. that is being held in the office of the principal).

Content of the Administration file

- control sheet
- table of contents
- organisation:
 - ✓ personal time-table
 - ✓ the register class's time-table
 - ✓ time tables for tests/examinations
 - ✓ official school calendar of the Ministry of Education, Arts and Culture (MoEAC)
- register class list
- mark sheets with continuous assessment, test and examination marks
- planning: PAAI. In this document management should set academic targets to be achieved by every subject teacher
- policies:
 - ✓ the *Code of Conduct for Teachers*
 - ✓ the school's internal Subject Policy for the subject(s) taught by the teacher
 - ✓ teacher's manual/guide for the subject (If applicable and practical)
 - ✓ copies of the *National Standards and Performance Indicators*
 - ✓ the Teacher's Self-Evaluation Instrument (TSE)
 - ✓ the Classroom Observation Instrument (COI)

- meetings: minutes of staff, departmental, subject and cluster meetings
- circulars and reports from the MoEAC, Regional Office and SEOs
- textbook control
 - ✓ list of numbered textbooks in learners' possession OR
 - ✓ textbook inventory of register class

5.3 Resource file (Responsibility: Every subject teacher)

- control sheet
- table of contents
- worksheets
- projects, assignments, topic tasks, practical investigations, artefacts, including marking criteria
- course material and workshop handouts
- information on compensatory teaching in the subject

5.4 Subject file (Responsibility: Subject head)

For any subject to be taught and administered successfully it is essential to be well organised. A functional subject file should be put in place. The file should be used regularly and kept up to date continually, and accessible to all subject teachers. When there is uniformity in a subject it does not only simplify the administration thereof, but also makes control by the school management easier.

The subject file serves as a source file for the subject teachers of a specific subject, and is the property of the school. It is aimed at promoting effective organisation and management of the subject at school. Subject files should be created for the senior primary phase, the junior secondary phase and the senior secondary phase separately.

Requirements of the Subject file

- it should be planned systematically
- it should be at the school at all times as part of the school's filing system
- it should be accessible to all subject teachers at all times
- it should be kept up to date on a continual basis

Content of the Subject file

- control sheet (explain purpose)
- table of contents
- the National Curriculum for Basic Education
- subject Policies:
 - ✓ the National Subject Policy Guide for the subject (a NIED document)
 - ✓ the school's internal Subject Policy
- a copy of the completed Plan for Academic Improvement (PAAI) document
- subject teachers' information:
 - ✓ names and the grades they teach
 - ✓ timetables of teachers teaching the subject
 - ✓ personal information: qualifications and experience
- latest syllabus(es) applicable to the subject/phase

- schemes of work for all the grades (clean copy)
- minutes of subject/departmental meetings
- minutes of cluster meetings
- Advisory Teacher reports
- subject-related circulars and correspondence
- textbooks
 - ✓ list of textbook titles available in the school: used by learners; available to the teachers as resource material
 - ✓ copy of relevant pages from Textbook Catalogue
- inventory of other teaching and learning materials applicable to the subject
- promotion marks for the last three years and an evaluation thereof
- teacher's Manual/Guide for the subject (if applicable and practical)
- record sheet with dates, venues and names of teachers who attended workshops

5.5 Question paper file
(Responsibility: Subject head)

- control sheet
- table of contents
- specimen papers and mark schemes (where applicable)
- question papers and mark schemes per grade/test/examination
- marking grids/test specification grids (where applicable)
- JSC/NSSC Examiners' Reports for the past three years, for subjects where applicable

Annexe 1: Example of a year planner

YEAR : 20__ GRADE : _____ SUBJECT : _____ SUBJECT TEACHER: _____
 (Teaching Time = 22-30 weeks)

TERM 1	Week 1: Jan.....	Week 2: Jan.....	Week 3: Jan.....	Week 4: Feb.....	Week 5: Feb.....	Week 6: Feb.....	Week 7: Feb.....
	Schools Reopen.....						
	Week 8: March.....	Week 9: March	Week 10: March.....	Week 11: March.....	Week 12: April.....	Week 13: April.....	Week 14: April.....
							Schools Close.....
TERM 2	Week 15: May.....	Week 16: May.....	Week 17: June.....	Week 18: June.....	Week 19: June.....	Week 20: June.....	Week 21: July.....
	Schools Reopen.....						

	Week 22: July.....	Week 23: July.....	Week 24: July.....	Week 25: July.....	Week 26: Aug.....	Week 27: Aug.....	Week 28: Aug.....
							Schools Close.....
TERM 3	Week 29: Sept.....	Week 30: Sept.....	Week 31: Sept.....	Week 32: Sept.....	Week 33: Oct.....	Week 34: Oct.....	Week 35: Oct.....
	Schools Reopen.....						
	Week 35: Oct.....	Week 36: Oct.....	Week 37: Nov.....	Week 38: Nov.....	Week 39: Nov.....	Week 40: Nov.....	Week 41: Dec.....

Annexe 2: Example of lesson preparation format

Teacher:	Grade:	Date:
Subject:		Time/duration:
Theme and topic:		
Teaching materials and resources to be used:		
General objectives: Learners will:		
Specific objectives (Refer to syllabus): Learners should be able to:		
Presentation of the lesson: 1. Monitoring of homework done: 2. An appropriate short introduction: 3. Presentation of subject matter and learning activities:		

4. Consolidation:

5. Assessment / homework / tasks / exercises

English across the curriculum:

Reading activities:

Writing activities:

Compensatory teaching:

Reflections:



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