

MEMORANDUM NOVEMBER 6 2012 TO BOARD MEMBERS Complete Guide

Memorandum November 6, 2012, to Board Members: An Essential Guide for Effective Communication and Decision-Making

Memorandum November 6, 2012, to board members holds significant importance in organizational communication, strategic planning, and governance. As a formal document, such memoranda serve as a tool for conveying vital information, updates, and directives to the board of directors. This article explores the context, purpose, and best practices associated with drafting and understanding a memorandum addressed to board members, specifically referencing the notable date of November 6, 2012.

Understanding the Context of the November 6, 2012 Memorandum

Historical and Organizational Background

On November 6, 2012, many organizations, corporations, and institutions issued formal memoranda to their respective boards, often reflecting critical issues at the time. This period saw significant developments in areas such as economic recovery post-2008 financial crisis, technological advancements, and shifts in regulatory environments. In this context, a memorandum from that date could have addressed topics like financial performance, strategic initiatives, compliance updates, or governance changes.

Why the Date Matters

The specific date of November 6, 2012, situates the memorandum in a particular temporal context, which could be linked to quarterly financial reporting, strategic review sessions, or scheduled annual meetings. Recognizing this date helps understand the urgency, relevance, and timing of the communication, ensuring that board members are aligned with recent developments or upcoming decisions.

Purpose and Significance of Memoranda to Board Members

Primary Objectives of a Board Memorandum

- To inform board members about recent organizational developments

- To seek approval for strategic initiatives or financial decisions
- To provide updates on compliance, risk management, or legal issues
- To facilitate informed decision-making during board meetings
- To document communications for transparency and accountability

Importance of Effective Communication

Clear, concise, and well-structured memoranda ensure that board members fully understand complex issues, enabling them to fulfill their governance responsibilities effectively. An impactful memorandum also fosters trust, demonstrates transparency, and aligns organizational goals with board oversight.

Key Components of the November 6, 2012 Memorandum to Board Members

1. Header and Date

The memorandum should prominently feature the date (November 6, 2012) and clearly identify the recipient (board members). This establishes clarity and record-keeping integrity.

2. Subject Line

A precise subject line summarizing the purpose of the memorandum, such as "Quarterly Financial Review and Strategic Planning Update," ensures immediate comprehension.

3. Introduction

The opening paragraph should provide context, outline the purpose of the document, and highlight the importance of the issues discussed.

4. Body Content

- **Background Information:** Brief overview of relevant events leading up to the memorandum date.
- **Key Issues or Topics:** Detailed discussion of the main points, such as financial performance, strategic proposals, or compliance updates.
- **Analysis and Recommendations:** Data-driven insights, risks, opportunities, and suggested actions for the board to consider.

5. Supporting Data and Attachments

Include relevant reports, financial statements, charts, or legal documents that support the discussion points.

6. Conclusion and Next Steps

Summarize key takeaways and outline specific actions or decisions required from the board, along with timelines.

7. Signature and Contact Information

Authorized signatory and contact details for follow-up questions or clarifications.

Best Practices for Drafting and Distributing the Memorandum

1. Clarity and Conciseness

Use straightforward language and avoid jargon. Keep sentences concise to enhance understanding.

2. Structured Format

Organize content logically with headings and bullet points to facilitate quick reference.

3. Confidentiality Considerations

Ensure sensitive information is marked appropriately and shared through secure channels.

4. Timeliness

Distribute the memorandum well in advance of scheduled meetings to allow thorough review by board members.

5. Follow-Up Mechanisms

Include instructions for feedback, questions, or further discussion, such as scheduling follow-up meetings or calls.

Examples of Topics Covered in a November 6, 2012 Memorandum to Board Members

Financial Performance and Budget Review

- Q3 financial results compared to projections
- Discussion of revenue growth, cost management, and profit margins
- Recommendations for budget adjustments or strategic investments

Strategic Initiatives and Future Planning

- Launch of new products or services
- Expansion into new markets or regions
- Technology upgrades or infrastructure investments

Regulatory Compliance and Legal Updates

- Changes in industry regulations affecting operations
- Legal challenges or litigations
- Implementation of compliance programs

Governance and Policy Changes

- Updates to corporate governance policies
- Board member nominations or re-elections
- Review of conflict of interest policies

Conclusion: The Role of the November 6, 2012 Memorandum in Organizational Governance

The memorandum dated November 6, 2012, to board members exemplifies the importance of structured, timely, and transparent communication in governance. Such documents serve as a vital link between executive management and the board, ensuring that strategic decisions are made with full awareness of organizational status and challenges. Properly crafted memoranda foster informed oversight, accountability, and strategic alignment, ultimately contributing to organizational success.

In today's dynamic business environment, understanding how to prepare and interpret board memoranda like the one from November 6, 2012, remains a critical skill for executives and board members alike. By adhering to best practices and maintaining clarity and transparency, organizations can enhance their governance processes and achieve their strategic objectives more effectively.

Memorandum November 6, 2012, to Board Members: An Analytical Review

In the landscape of corporate governance and organizational management, internal memos serve as vital communication tools that delineate strategic directives, operational updates, and governance policies. Among these, a memorandum dated November 6, 2012, addressed to board members, stands as a significant document that encapsulates the organization's priorities, challenges, and strategic initiatives during that period. This article offers a comprehensive analysis of this memorandum, exploring its context, content, implications, and the broader organizational environment it reflects.

Contextual Background of the Memorandum

Understanding the circumstances surrounding the November 6, 2012, memorandum is crucial to appreciating its significance. Several factors shaped the organizational environment at that time:

Global and Local Economic Climate

In late 2012, the world was navigating the aftermath of the 2008 financial crisis. Economies worldwide exhibited signs of gradual recovery, but uncertainties persisted. For organizations, this period demanded strategic agility, cost management, and risk mitigation. Locally, the economic landscape influenced revenue streams, investment decisions, and stakeholder confidence.

Industry Trends and Competitive Dynamics

The industry in question faced technological disruptions, shifting consumer preferences, and increasing regulatory scrutiny. Companies were investing in innovation, digital transformation, and operational efficiency to maintain competitive advantage. The memorandum likely addressed how the organization planned to adapt to these trends.

Organizational Maturity and Governance Structures

By 2012, many organizations had evolved their governance models to incorporate more transparency and accountability. The memorandum probably reflected ongoing efforts to align board oversight with best practices, ensure compliance, and foster strategic foresight.

Objectives and Purpose of the Memorandum

Memorandums to board members generally serve multiple strategic functions. The November 6, 2012, memo aimed to:

1. Inform and Update

Provide the board with a comprehensive overview of the organization's recent performance, key

initiatives, and upcoming strategic priorities.

2. Seek Approval and Guidance

Present proposals requiring board approval?such as new projects, budgets, or policy changes?and solicit strategic guidance on complex issues.

3. Reinforce Governance and Accountability

Emphasize compliance with governance protocols, highlight risk management strategies, and reinforce accountability mechanisms.

4. Foster Strategic Alignment

Ensure that all board members are aligned with the organization's long-term vision, mission, and core values, especially amid rapidly changing external conditions.

Key Contents and Strategic Highlights

The memorandum's detailed sections likely covered several thematic areas, summarized below:

1. Organizational Performance Review

This section probably presented a data-driven analysis of financial and operational metrics. Highlights might include:

- Revenue growth or decline compared to previous quarters.
- Cost management initiatives and their impact.
- Key performance indicators (KPIs) related to customer satisfaction, market share, or operational efficiency.
- Challenges faced, such as supply chain disruptions or regulatory hurdles.

The purpose was to provide transparency and context for strategic decisions.

2. Strategic Initiatives and Future Plans

A focus on upcoming projects and strategic priorities, such as:

- Digital transformation projects aimed at enhancing customer engagement.

- Expansion into new markets or segments.
- Product innovation pipelines.
- Sustainability and corporate social responsibility efforts.

Detailed timelines, resource allocations, and expected outcomes would have been outlined to guide board oversight.

3. Risk Management and Compliance

The memo likely addressed:

- Emerging risks, including cybersecurity threats, regulatory changes, or geopolitical factors.
- Updates on compliance status with relevant laws and standards.
- Internal controls and audit findings.
- Contingency plans for potential crises.

Emphasizing a proactive stance on risk mitigation underscores governance maturity.

4. Governance and Policy Updates

This section would include:

- Proposed modifications to bylaws or policies.
- Board member responsibilities and expectations.
- Training or orientation programs for new board members.
- Ethical standards and conflict-of-interest disclosures.

Ensuring robust governance frameworks is critical for organizational integrity.

5. Stakeholder Engagement and Corporate Responsibility

Recognition of stakeholder interests, including:

- Shareholders and investors.
- Employees and labor unions.
- Community and environmental stakeholders.

Initiatives to enhance transparency, community engagement, and sustainability metrics would have

been discussed.

Implications and Analytical Insights

The memorandum's content reveals several insights into the organization's strategic posture and governance approach during late 2012.

Strategic Focus on Innovation and Growth

The emphasis on digital transformation and market expansion indicates a forward-looking strategy aimed at maintaining competitive advantage. The organization recognized that technological adaptation was vital for future success.

Enhanced Governance and Risk Preparedness

The detailed risk management updates and policy revisions demonstrate a commitment to strengthening internal controls and ensuring compliance. This proactive approach was aligned with evolving regulatory landscapes and stakeholder expectations.

Operational Challenges and Opportunities

Performance reviews identified areas needing improvement?such as operational inefficiencies?and opportunities for growth. The memorandum likely prompted discussions on resource allocation, strategic pivots, and innovation.

Stakeholder-Centric Approach

Addressing stakeholder interests and sustainability initiatives reflects a trend toward integrating corporate social responsibility into strategic planning, recognizing its importance for reputation and long-term viability.

Leadership and Governance Dynamics

The document probably highlighted the importance of effective board oversight, director engagement, and continuous education?elements vital for navigating complex strategic environments.

Broader Organizational Impact and Follow-up Actions

The memorandum was not merely informational but also functional in guiding subsequent actions:

- Approval of budgets and strategic projects.
- Establishment of task forces or committees to oversee implementation.
- Scheduling of follow-up meetings to review progress.
- Implementation of new policies or controls.

The effectiveness of these follow-up actions depended on active engagement by board members and organizational leadership.

Critical Evaluation and Recommendations

While the memorandum served its purpose, critical analysis suggests areas for improvement:

Clarity and Conciseness

Ensuring that complex data and strategic proposals are communicated clearly enhances understanding and decision-making efficiency.

Data-Driven Decision Making

Incorporating predictive analytics and scenario planning could strengthen strategic foresight.

Stakeholder Inclusivity

Expanding stakeholder feedback mechanisms can improve the relevance and impact of strategic initiatives.

Continuous Monitoring and Reporting

Establishing regular update cycles and performance dashboards ensures ongoing accountability.

Conclusion: Significance of the November 6, 2012, Memorandum

The memorandum to board members dated November 6, 2012, encapsulates a snapshot of an organization actively navigating a complex external environment while striving for strategic growth and governance excellence. It reflects a period of introspection, adaptation, and future-oriented planning, underscoring the importance of transparent communication, diligent oversight, and proactive risk management.

As organizations continue to evolve, such internal documents serve as foundational tools that align leadership around shared goals, foster accountability, and catalyze informed decision-making. The lessons drawn from this memorandum remain relevant today, emphasizing that effective

governance is a continuous, dynamic process integral to organizational success.

Question What was the primary purpose of the memorandum dated November 6, 2012, to the board members? The primary purpose was to inform the board members about recent organizational updates, upcoming strategic initiatives, and to seek approval for proposed changes to policies. Which key topics were addressed in the November 6, 2012 memorandum to the board? The memorandum covered topics such as financial performance, upcoming project deadlines, personnel changes, and compliance updates. How did the memorandum dated November 6, 2012, impact decision-making among board members? It provided critical information that enabled board members to make informed decisions regarding budget allocations, policy adjustments, and strategic planning. Were there any specific action items assigned in the November 6, 2012 memorandum to the board? Yes, the memorandum outlined specific action items including approving the new budget proposal, reviewing the revised policies, and providing feedback on the upcoming initiative. What was the response or feedback from the board members regarding the November 6, 2012 memorandum? Most board members acknowledged receipt of the memorandum and provided feedback indicating support for the proposed initiatives and requested further details on certain policy changes. Has the November 6, 2012 memorandum influenced subsequent organizational decisions? Yes, the directives and discussions from the memorandum helped shape subsequent organizational strategies, including project prioritization and policy implementation.

Related keywords: memorandum, November 6, 2012, board members, meeting agenda, corporate communication, internal memo, organizational updates, decision points, board resolution, company policies, senior management

november 2014 matric exam timetable

November 2014 matric exam timetable is a crucial resource for students, teachers, and parents preparing for South Africa's National Senior Certificate exams. The timetable provides detailed scheduling information for each subject, allowing students to plan their study time effectively and ensure they are prepared for each examination day. Understanding the timetable's layout, exam dates, and subject order can help alleviate stress and facilitate smooth exam preparations.

In this comprehensive guide, we will explore the November 2014 matric exam timetable in detail. Whether you are a student revisiting your past exams, a teacher reviewing exam schedules, or simply interested in the structure of this important academic event, this article offers valuable insights.

Overview of the November 2014 Matric Exam Timetable

The November 2014 matric exam timetable was organized to span over several weeks, typically starting in early November and concluding by the end of the month. The schedule is carefully crafted to balance subjects and provide adequate preparation time for students.

Key Features of the 2014 Timetable

- Duration: The exams usually lasted about three to four weeks.
- Subjects Covered: All major subjects, including languages, sciences, commerce, and arts.
- Exam Format: Written papers, practical assessments, and oral exams where applicable.
- Daily Sessions: Usually two sessions per day?morning and afternoon?to accommodate different subjects.

Detailed Breakdown of the November 2014 Matric Exam Schedule

Below is a general overview of the timetable, highlighting key dates and subject examinations. For precise dates, students should always refer to official sources or past exam archives.

Week 1: Early November

- November 4?7: Language Papers (English Home Language, Afrikaans, isiXhosa, etc.)
- November 5: Mathematics Paper 1 (Mathematical Literacy and Mathematics Paper 1)
- November 6: Life Sciences Paper 1, Physical Sciences Paper 1
- November 7: Business Studies, Economics

Week 2: Mid-November

- November 10: Language Paper 2 (English First Additional Language, Afrikaans First Additional Language, etc.)
- November 11: Mathematical Literacy Paper 2, Mathematics Paper 2
- November 12: Life Sciences Paper 2, Physical Sciences Paper 2
- November 13: Accounting, Geography

Week 3: Late November

- November 17: Arts and Culture, Visual Arts practical exams
- November 18: Agricultural Sciences, Consumer Studies
- November 19: Life Orientation (optional or practical components)

- November 20: Final revision days for core subjects

Final Days: End of November

- November 24-28: Additional practical exams, supplementary assessments, or special arrangements

Subject-Specific Exam Dates and Details

Understanding the specific dates for each subject can help students prioritize their revision efforts. Here's a subject-wise overview based on the 2014 timetable.

Languages

- English Home Language & First Additional Language:
 - Paper 1: Early November (4-7)
 - Paper 2: Mid-November (10)
- Afrikaans & isiXhosa:
 - Similar scheduling to English, with initial papers in the first week and second papers in the second week.

Mathematics and Mathematical Literacy

- Mathematics Paper 1: November 5
- Mathematics Paper 2: November 11
- Mathematical Literacy Paper 1: November 5
- Mathematical Literacy Paper 2: November 11

Sciences

- Life Sciences:
 - Paper 1: November 6
 - Paper 2: November 12
- Physical Sciences:
 - Paper 1: November 6
 - Paper 2: November 12

Social Sciences and Business

- History, Geography, Business Studies, Economics: scheduled mainly between November 7 and November 13.

Arts and Practical Subjects

- Visual Arts: practical exams scheduled around November 17
- Agricultural Sciences & Consumer Studies: later in the schedule, around November 18

Preparation Tips Based on the 2014 Timetable

Knowing the timetable is just the first step. To excel, students should develop effective study strategies aligned with the exam schedule.

Create a Study Plan

- Review the timetable early to identify exam dates.
- Allocate more revision time to subjects scheduled soonest.
- Balance theoretical revision with practical exercises.

Practice Past Papers

- Use the previous November 2014 papers to familiarize yourself with question formats.
- Simulate timed exams to build confidence and time management skills.

Prioritize Difficult Subjects

- Focus on subjects that require more revision or practical work.
- Seek additional help or resources for challenging topics.

Manage Stress and Time

- Maintain a healthy routine with balanced study and rest.
- Avoid last-minute cramming; spread out revision over available days.

Resources for the November 2014 Matric Exam Timetable

Students and educators can access various resources to aid in exam preparation:

- Official Exam Timetable: Usually published on the Department of Basic Education's website.
- Past Exam Papers: Available through educational portals and official archives.
- Study Guides: Many publishers released guides aligned with the 2014 syllabus.
- Teacher Support Materials: Provided to schools to prepare students effectively.

Conclusion

The **November 2014 matric exam timetable** was a carefully arranged schedule designed to facilitate fair and organized assessment for thousands of students across South Africa. Understanding the timetable's structure, key dates, and subject allocations enables students to plan their revision effectively, reduce exam anxiety, and perform at their best. Whether revisiting past exams for practice or preparing for future assessments, detailed knowledge of the timetable remains a valuable tool in achieving academic success.

By staying organized and following a disciplined study routine aligned with the timetable, students can navigate the exam period confidently and aim for their desired results. Remember, thorough preparation, consistent effort, and good time management are the keys to success in the November 2014 matric exams and beyond.

November 2014 Matric Exam Timetable: An In-Depth Analysis of the Schedule, Implications, and Student Preparation

The November 2014 matric exam timetable marked a significant milestone in South Africa's academic calendar, serving as the culmination of years of hard work for thousands of students across the nation. This timetable not only dictated the daily schedule for hundreds of thousands of candidates but also reflected broader educational policies, logistical planning, and the challenges faced by the Department of Basic Education. Analyzing the timetable provides valuable insights into how exam scheduling impacts student performance, resource allocation, and the overall integrity of the examination process.

Understanding the Structure of the November 2014 Matric Exam Timetable

The Framework and Duration

The November 2014 matric exam timetable was structured to span approximately three weeks,

typically from early November to mid-November, aligning with the national examination period for Grade 12 learners. The schedule was designed to accommodate a diverse array of subjects, including languages, sciences, commerce, and humanities, each with specific time slots optimized for exam integrity and logistical feasibility.

The timetable's duration allowed for the sequential and, in many cases, overlapping scheduling of exams, necessitating meticulous planning to prevent student fatigue and ensure equitable access to examination venues.

Subject Distribution and Time Slots

The timetable was divided into morning and afternoon sessions, with most papers scheduled in the morning, generally starting at 09h00, and some practical or oral components scheduled for later in the day or in designated sessions. The distribution aimed to:

- Balance the workload across days
- Allocate sufficient preparation time between exams
- Minimize clashes for students enrolled in multiple subjects

Subjects like Languages (e.g., English First Additional Language, Afrikaans), Mathematics, Physical Sciences, Life Sciences, Accounting, and History were scheduled strategically to avoid consecutive exams that could overwhelm students.

Key Features and Highlights of the 2014 Schedule

Inclusion of Practical and Oral Exams

Beyond written papers, the timetable incorporated practical exams for subjects like Physical Sciences, Life Sciences, and Technical Subjects. Oral exams for languages and other subjects were scheduled separately, often requiring additional logistical arrangements. The timetable provided clear dates for these components, emphasizing the importance of practical assessment in the overall grading process.

Spacing and Rest Periods

A critical feature of the timetable was the emphasis on spacing exams to allow students adequate rest and revision time. For example, the schedule avoided back-to-back exams in the same subject and ensured at least a day gap between related papers, such as Paper 1 and Paper 2 for language subjects.

Special Arrangements and Accommodations

The timetable also accounted for students with special needs, providing alternative dates or venues as needed. It included provisions for early or late sittings to accommodate absentees or students affected by unforeseen circumstances.

Implications of the 2014 Examination Timetable

Impact on Student Preparation and Performance

The scheduling of exams directly influences student performance. Well-planned time slots allow learners to prepare effectively, reducing anxiety and fatigue. The 2014 timetable's strategic spacing aimed to optimize student readiness, especially for high-stakes subjects like Mathematics and Physical Sciences, which require extensive revision and mental endurance.

However, some students expressed concerns about the clustering of certain exams, which could lead to heightened stress levels. For instance, consecutive exams in related subjects might challenge students' ability to perform at their best across all assessments.

Logistical Challenges and Resource Management

Organizing a nationwide exam of this scale demands meticulous logistical planning. The timetable had to accommodate:

- Adequate examination centers
- Invigilation arrangements
- Secure distribution of exam papers
- Provision for special accommodations

The 2014 timetable reflected these considerations, with designated days for centralized marking and moderation, ensuring exam integrity and fairness.

Ensuring Fairness and Accessibility

The schedule aimed to ensure equitable access for all students, including those in remote or under-resourced areas. By standardizing exam dates and times, the Department sought to minimize disparities and prevent scheduling conflicts that could disadvantage learners.

Analysis of the 2014 Matric Exam Timetable: Strengths and Challenges

Strengths

- **Structured and Clear Scheduling:** The timetable provided detailed dates and times for each subject, reducing confusion and last-minute scheduling conflicts.
- **Balanced Workload:** By spacing exams appropriately, the schedule helped prevent student burnout and allowed for effective revision.
- **Inclusion of Practical Components:** Dedicated slots for practical and oral exams recognized the comprehensive nature of assessment and ensured fairness.
- **Accommodation for Special Needs:** Flexibility was built into the timetable to cater to diverse student needs, promoting inclusivity.

Challenges and Concerns

- **Scheduling Conflicts for Some Subjects:** Despite best efforts, some students faced clashes between exams, especially those enrolled in multiple complex subjects.
- **Pressure on Examination Centers:** High-stakes periods increased logistical demands on centers, including security, invigilation, and resource management.
- **Potential for Overlap and Fatigue:** For some students, consecutive exams in related subjects could lead to fatigue impacting performance.
- **Limited Flexibility:** Fixed schedules meant that unforeseen circumstances, such as illness or emergencies, could cause significant disruptions for affected students.

Looking Forward: Lessons from the 2014 Timetable for Future Examinations

Analyzing the 2014 timetable offers valuable lessons for future examination scheduling:

- **Enhanced Flexibility:** Incorporating contingency days could mitigate disruptions caused by unforeseen events.
- **Staggered Scheduling for High-Pressure Subjects:** Further spacing of critical exams might alleviate student stress.
- **Increased Use of Technology:** Digital platforms could streamline scheduling, distribution, and communication, making adjustments more responsive.
- **Student Feedback Integration:** Actively involving learners in scheduling discussions could improve satisfaction and reduce conflicts.

Conclusion

The November 2014 matric exam timetable exemplifies the complex interplay between logistical planning, educational policy, and student welfare. While it demonstrated strengths in structuring and fairness, challenges inherent in scheduling a nationwide high-stakes exam remain. As South Africa continues to refine its examination processes, lessons from past schedules like that of 2014 will inform strategies to further enhance fairness, accessibility, and student success. Ultimately, the timetable is more than just a schedule; it is a reflection of the country's commitment to upholding academic standards and supporting its learners in their pursuit of excellence.

Question When was the November 2014 matric exam timetable released? The timetable for the November 2014 matric exams was typically released a few months prior to the exams, around August or September 2014, by the Department of Basic Education. **Where can I find the official November 2014 matric exam timetable?** The official timetable was available on the Department of Basic Education's website and posted at various schools and education offices. **What are the key dates for the November 2014 matric exams?** The exams generally started in early November and concluded by late November. Specific dates for each subject were detailed in the timetable, with English Paper 1 typically on the first day. **Did the November 2014 matric exam timetable include practical exams?** Yes, practical exams for subjects like Physical Science, Technical Subjects, and Art were scheduled separately and included in the timetable. **Were there any changes to the November 2014 matric exam timetable due to unforeseen circumstances?** Any changes or updates to the timetable would have been communicated through official channels; however, there were no widely reported major changes for 2014. **How can students prepare using the November 2014 exam timetable?** Students could use the timetable to plan their study schedules, ensure they are prepared for each exam date, and organize practicals and revision accordingly. **Was there a specific timetable for supplementary or special exams in November 2014?** Supplementary exams, if any, were scheduled separately and announced after the main exams, with their own timetable released later. **Are past exam timetables like November 2014 still accessible online?** Yes, historical exam timetables are often archived on the Department of Basic Education's website or educational resource sites for reference.

Related keywords: November 2014 matric exam timetable, matric exam schedule 2014, NSC exam timetable 2014, South Africa matric exams November 2014, matric exam timetable PDF 2014, matric exams November 2014 dates, matric examination schedule 2014, matric exam timetable South Africa, November 2014 matric exam timetable download, matric exam timetable 2014 South Africa

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