



## MINISTRY OF EDUCATION, HERITAGE AND ARTS



# ANNUAL BUSINESS PLAN 2015

"INVESTING IN QUALITY EDUCATION"



**MINISTRY OF EDUCATION, HERITAGE AND ARTS**  
**SENIOR STAFF**



**2014 PLANNING WORKSHOP**



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## 1.0 MESSAGE FROM THE PERMANENT SECRETARY FOR EDUCATION, HERITAGE AND ARTS



The 2015 Business Plan of the Ministry of Education is significant as it unfolds the plans for 2015 - 2018 Education Strategic Sector Development Plan. In fact the Business Plan documents the operational activity of the ministry as stated in the Annual Corporate Plan of 2015.

The Business Plan stipulates information regarding outputs that the ministry officials need to capitalize on and is also designed to enhance the delivery of services at the Ministry's head-quarters.

While the SFCCO ratings have been hitting 90% for the last three years, it is still evident that a lot of work needs to be put in from all sections under the ministry to provide effective and efficient service to our customers and stakeholders.

It is crucial to have an effective monitoring system whereby evidences are readily available for verification. It is also vital that proper records are kept and reports on all activities are produced on time and disseminated to relevant authorities for their necessary actions.

All officers are advised to read and comprehend the plan well so to be able to map out their individual plan and assess their own performances.

Members of each Sections and Units will need to focus on a common vision and goal for the completion and successful achievement of tasks at hand.

I do anticipate a Fruitful 2015 where the Vision of "Quality Education for Change, Peace and Progress" will be realized.

I sincerely wish each officer a productive and successful working year.

A handwritten signature in blue ink, appearing to read 'Kelera Taloga'. The signature is fluid and cursive.

Kelera Taloga (Mrs)  
Acting Permanent Secretary for Education, Heritage and Arts



### **Our Vision**

"Quality Education for Change, Peace and Progress"

### **Our Mission**

"To provide a holistic, innovative, responsive, inclusive and empowering education system that enables all children to realize and appreciate their inheritance and potential contributing to peaceful and sustainable Fiji"

### **Our Values**

The Ministry's values are derived from Fiji's 2013 Constitution and are relative to Administration, Citizenship and Character. These are:

Accountability, Transparency, Fairness, Honesty, Integrity, Commitment, Impartiality, Loyalty, Teamwork, Patriotism, Peace, Perseverance, Compassion, Cooperation, Respect, Tolerance, Civic Pride and Environmental Ethics.

### **Guiding Principles**

- In education, the child is the centre of everything that we do. In all other services we provide, our customers are of high priority. The delivery of all services is guided by our commitment to:
- Recognize the importance of strong and healthy partnerships with all stakeholders
- Maintain a high level of professionalism in all that we do
- Ensure relevance and responsiveness as required characteristics of all endeavours
- Maintain high levels of quality and excellence
- Improve access, equity, accountability and transparency in education and respect our constitutional rights and responsibilities

### **Our Roles and Responsibilities**

We are specifically tasked to conduct and deliver education services to the following: Pre-schools, Primary and Secondary, Special Schools for children with special needs and Vocational Schools, students in the years of compulsory schooling (Year 1-Year 12) and those participating in Year 13 studies, students in vocational education and training programmes, teaching personnel, school management committees and controlling authorities.

Together with the above, the Ministry also looks after the Implementation of the Higher Education Promulgation 2008 [through the Fiji Higher Education Commission], Coordination of the Culture Sector in the country and responsible for the preservation and promotion of Fiji's cultural diversity and unique heritages, Identification and address problems arising out of drug and substance abuse [through the National Substance Abuse Advisory Council], Provision of library services to schools and communities and Modernization and provision of archival services to government and the citizens of Fiji.



**DEPARTMENT OF NATIONAL  
HERITAGE, CULTURE & ARTS**

### Vision

National Identity that celebrates and promotes Fiji's cultural diversity and unique traditional Culture in all its forms.

### Mission

The Department of Culture and Heritage in partnership with Industry stakeholders will facilitate and lead the cultural development of our people by:

- ➔ Co-ordinating at the national level to direct and guide development in the culture and heritage sector.
- ➔ Developing national policy and an over-arching legislative framework.
- ➔ Preserving, promoting and developing cultural heritage in its moveable, immovable, tangible and intangible forms
- ➔ Supporting and developing cultural practices
- ➔ Promoting creativity and participation in cultural and heritage activities
- ➔ Developing and enhancing institutional linkages internally and externally
- ➔ Providing efficient corporate services;
- ➔ Develop cultural infrastructure

### Values/Principles

Our values/principles are:

1. Respect the culture and Heritage of the indigenous community and other ethnicities in Fiji
2. Respect the ITaukei cosmos and how they relate their oral traditions with the eco-systems and surrounding environment
3. Maintain that the traditional knowledge and cultural expressions depicted is the intellectual property of the ITaukei and the ethnic group with which it originates or continuously practices.
4. The traditional custodians of the land ought to be recognized, valued and respected in any decisions made regarding land use
5. Promote creativity and innovation in the pursuance of excellence in culture, art and heritage in Fiji
6. ITaukei and other Fijian communities have a right to Government support in the protection and maintenance on their cultural heritage and expression
7. The ITaukei community has the right to accrue benefits from any activities that use their cultural heritage, art and expression
8. Envisaging youth participation in revitalization and cultural entrepreneurship
9. Equal opportunities available to all genres of culture, heritage and the art
10. Promote cultural inclusivity and the need for continuity of cultural knowledge, art and heritage traits.

### Roles of the Department

The Department was established in 2000 to facilitate safeguarding, preservation of Fijians rich cultural diversity and promotes culture as a vector of generating income and employment for sustainable living. The Department will focus on the following areas:

- ➔ Mainstreaming culture, heritage and arts into national social and economic development planning and policy
- ➔ Leveraging national sites to international status and recognition.
- ➔ Acknowledging the importance of Intangible Cultural Heritage, connection to the land, ocean our identity and traditions
- ➔ Culture as a vector for economic development and a means of sustainable livelihood for people
- ➔ Develop and maintain cultural sites, spaces and infrastructure to enhance and the promotion of culture and arts.
- ➔ Mainstreaming art, heritage and culture in the national education curriculum
- ➔ Data policy analysis, leveraging resources, cultural rights and protection, culture and arts participation
- ➔ Data on the situation of culture for tracking progress and focusing action.
- ➔ Professional development programmes for education opportunities through scholarships, training and workshops.
- ➔ Capitalise on the use of media and digital technology for visibility.

# MINISTRY'S OUTPUTS AND PERFORMANCE TARGETS

## OUTPUT 1: ACCESS, RETENTION AND COMPLETION

### Priorities

- Establishment of new ECE Centers
- Strengthening of ECE and Special Ed. Initiatives
- Distance Education Mode implemented in more schools
- Implementation of poverty alleviation initiatives
- Improve access to technology and ICT
- Improve infrastructure and facilities in schools
- One Learning Device per Child
- Increased number of Infant schools
- Improved attendance
- Improved enrolment
- Ensuring quality in education
- Improved library resources
- Teaching aid and infrastructure to be student friendly and inclusive
- Increased number of secondary schools.
- Safety of ECE centers and schools
- Preparedness for disasters and emergencies

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Access, retention progression, completion and quality education at all levels improved (ESSDP 1.1)	Establishment of new ECE centres in primary schools.	Number of ECE centres established in primary schools	35	40	Process application for establishment / registration of kindergarten Collate data from Returns Completion of EA2 and EA3	Committee meeting reports / Certificate of establishment / registration.	DAMU	Quarter 1 - 4 AMU budget
	Improve Infrastructure standards by December 2015.	Number of ECE Centers upgraded	25	25	Prepare 2014 acquittals Selected ECE Centers for 2015 assistance Process application for approval by PSE and RIE Prepare payments and make monitoring visits.	Approved list of centres for assistance / Signed MOU / Payment vouchers / Monitoring report .	DAMU DPE	Quarter 1 - 4 AMU budget
		Quarterly Reports on the number of ECE schools upgraded	4	4	Collation of evidences and summary of upgrading work done on ECE schools	Reports provided	DAMU	Quarter 1 - 4 AMU budget
		Quarterly Reports on the ninety dilapidated schools renovated through donors or communities	NA	4	Reports on activities and updates from schools and districts	Quarterly reports	DPE Districts / Divisionals	Quarter 1-4 Primary and District Budget
	Strengthen support to improve access through the provision of education resources to deserving students by Dec 2015.	Number of school improvement projects completed.	725P 22S	731P 24S	Monitoring of projects and acquittal requirements.	Monitoring repots	DAMU Districts / Divisionals	Quarter 1 - 4 AMU budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Access, retention progression, completion and quality education at all levels improved (ESSDP 1.1)	Strengthening support towards equal access to education by Dec 2015	Number of infant schools established	4	2	Advise on proper documentation for EA2 and EA3 requirements Processing of documents Tender process/ Request for waiver of Tender Prepare Contract Agreement Monitoring	Visit reports Payments vouchers	DAMU	Quarter 1 - 4 AMU budget
		Number of schools assisted through lease renewals	8	7P 25	Notification of lease expiry Processing of Offer Letter from iTLTB Process payments after approval from MoL	Reports and List of schools assisted	DPE Districts / Divisionals	Quarter 1 - 4 Primary Budget
		Number of schools issued with trialed textbooks	NA	600	Printing and dispatching of trialed textbooks to schools	List of schools and Textbooks dispatched	DCAS	Quarter 1-4 CAS Budget
		Quarterly Reports on the improvement of schools using the TFFG	NA	4	Monitoring and collation of Reports on the improvement of schools using TFFG	Quarterly Reports and submission from Districts	DAMU DCS DSE DPE Districts / Divisionals	Quarter 1-4 MoE Budget
		Number of enrolment criteria for schools approved that are not discriminatory.	218	731	Assess year 1-4 enrolment criteria for each school Compile Reviewed enrolment criteria for all schools	Update record of enrolment criteria approved	DAMU	Quarter 1 - 4 AMU Budget
		Number of EDA schools assisted.	5	5	Consultation and dialogue between MoE and school management. Project implementation/monitoring visits/ Acquittal requirements	Monthly progress reports	DAMU	Quarter 1 - 4 AMU Budget
		Number of new EDA schools project completed.	4	3	Scoping/Processing of application by contractors/ signing of contracts/processing payments and conduct monitoring visits.	Monthly progress Site visit reports	DAMU Districts / Divisionals DSE	Quarter 1-4 AMU Budget
	Improve quality of access through strengthening of ICT and Distance Learning by 2015	Number of schools participate in the OLDPC pilot project. with feedback reports on implementation	33	50	OLDPC pilot in selected primary schools	Progress Update report	DPE	Quarter 1 - 4 Primary budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Access, retention progression, completion and quality education at all levels improved (ESSDP 1.1)	Improve quality of access through strengthening of ICT and Distance Learning by 2015	Quarterly reports on the secondary schools interacting actively on the Secondary Schools' Website platform	NA	4	Collation of information on the interaction of schools on the website platform	Quarterly reports From schools	DSE PEO Districts	Quarter 1 - 4 Secondary Budget
	Improve adherence of ECE Teachers to FTRA promulgation by Dec 2015	Number of ECE Teachers registered or renewed registration with FTRA	1300	1400	ECE teachers register or renew registrations with FTRA.	FTRA registrations	CEO FTRA	Quarter 1 - 4 FTRA budget
	Ensure education access through the provision of education initiatives to disadvantage areas by Dec 2015.	Monthly Reports on students receiving bus fare assistance and implementation of Transport Assistance	NA	12	Process Bus fare assistance to identified students in need. Monitoring of the implementation of transport assistance	Monthly progress update.	TAU	Quarter 1 - 4 TAU Budget
		Number of schools assisted with free textbooks	721	800	Distribution of printed textbooks to schools	Records of schools assisted and texts dispatched	DCAS	Quarter 1-3 CAS Budget
	Implementation of Zoning Policy	Number of urban school zoning policies reviewed and endorsed by MoE	NA	218P 84S	Collection and Monitoring of reviewed school zoning policies	Zoning Policy Report	DSE Districts / Divisionals	Quarter 1-4 Secondary Budget
		Monitoring Reports of urban schools' implementation of Zoning Policy	NA	2	Monitoring of urban schools on the implementation of the School Zoning policy	Monitoring Report	DPE DSE	Quarter 1-4 Secondary and Primary Budget
	Facilitate inclusion and mainstreaming of students with special needs by Dec 2015.	Number of students enrolled in special schools at all levels	1100	900	Collate data on number of students with special needs / disabilities enrolled in all schools / those who have no access	FEMIS/Feedback reports	DPE	Quarter 1 - 4 Special Ed Budget
		Number of students who successfully transition from special schools into mainstream programs	25	30	Conduct inclusive education awareness and survey in schools	FEMIS/Feedback reports	DPE	Quarter 1 - 4 Special Ed Budget
		Number of schools implementing inclusive education	NA	10	Identify schools for Inclusive Education Support provided to the identified special/ inclusive education schools	List of schools supported	DPE	Quarter 1 - 4 Special Ed Budget
		Number of ECE students enrolled	NA	15000	Collection of data on ECE enrollment from ECE Centers	Records of Student Enrollment	DPE	Quarter 1-4 ECE Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Access, retention progression, completion and quality education at all levels improved (ESSDP 1.1)	Improvement in enrollment of students	Bi-annual Report on the Gross and Net Enrollment of Primary and Secondary Students	NA	2	Generation of data and enrolment figures from school entries on FEMIS database	Records of Student enrolment in Primary and Secondary Schools	DCS PEO HRM	Quarter 1-4 CS Budget
	Improve level of student retention in schools by 2015.	Quarterly reports on the average attendance of students in Districts as generated from FEMIS database  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	NA	4  MoE Budget and Staff	Generation of data on attendance from FEMIS database	Reports of average attendance district-wise	DCS PEO HRM Districts / Divisionals	Quarter 1-4 MoE Budget
Safety and care of students in schools improved (ESSDP 1.2)	Capacity building on the Planning, EIE and Safer Schools initiative	Number of ECE Teachers and Management trained on Planning, EIE and Safer Schools awareness	100	200	Awareness and training conducted for ECE teachers and management on EIE/Safer schools and Planning.	Awareness reports	DPE DAMU	Quarter 1 - 4 ECE and AMU budget
		Number of ECE with Disaster Management Plans in place	400	450	Identification of ECE with no DMP Provide training Review existing DMPs	DMPs formulated and sent List of ECEs.	DAMU	Quarter 1-4 AMU Budget
		Number of ECE Centers attached to primary schools and complying with Safer School Standards.	100	500	New ECE Centers attached to primary schools that comply with safer school requirements Monitoring of Safer School Compliance	List of Schools Monitoring Reports	DPE DAMU Districts / Divisionals	Quarter 1-4 ECE and AMU Budget
		Quarterly Reports on ECE Centers committing through Safer School Initiatives and compliance with EEP and DMP	NA	4	Compilation of Reports from ECE Centers and from visitations	Quarterly Reports	DAMU DPE	Quarter 1-4 AMU and ECE Budget
	Ensure school preparedness to disasters and emergencies situations through compliance with Safer School minimum requirements by December 2015	Number of schools with EEP/DMP	350	731(P) 150(S)	Audit on the schools with EEP and DMP Assist in the coordination of the in-school drills and simulations	School safety audit and monthly Report.	DAMU Districts / Divisionals	Quarter 1 - 4 AMU Budget
		Number of schools identified, graded and mapped as Evacuation Centers	NA	100(P) 50(S)	Work with FEMIS system and NDMO on identifying schools as evacuation centers Assist schools in reaching NDMO minimum standards for evacuation center	Map and list of schools as evacuation centers	DAMU Districts / Divisionals	Quarter 1-4 AMU Budget
	Assisting schools in reaching MoE standards for WASH	Number of schools assisted through WASH programmes	NA	15	Identify and catalogue 15 schools for WASH programme	Maps of schools and reports of progress	DAMU	Quarter 1-4 AMU Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Safety and care of students in schools improved (ESSDP 1.2)	Provision of water harvesting solutions to schools to support students' needs and ensure disaster and emergency preparedness by Dec 2015	Number of schools assisted through water tanks and boreholes	80	96(P) 90(S)	Selection of school, scoping, quoting for tanks and installation of tanks Provision of boreholes	Reports of Installation List of schools assisted	DAMU Districts / Divisionals	Quarter 1-3 AMU budget
	Implementation of Drug Free School action Plan by Dec 2015.	Increased Number of Schools declared as Tobacco Free and Drug Free Schools [DFS], based on the HPS Criteria	NA	20(P) 10(S)	Consultations with schools and HPS Coordinator Putting up Billboards on Tobacco and DFS	HPS & Drug Free Schools	DNSAAC	Quarter 1 - 4 NSAAC Budget
		Number of schools commemorating IDADAIT.	200	300(P) 100(S)	Consultation with stakeholders on sponsorship and planned activities.	Questionnaires, photos, report & analysis of Evaluation Forms.	DNSAAC	Quarter 1 - 4 NSAAC Budget
	Conduct TOT on Drugs, HIV & AIDS, & Elimination of Child Abuse by Dec 2015.	Number of Teachers and Peer Educators trained in Drugs, HIV/AIDS & Elimination of Child Abuse and violence against girls	60	75 (P) 150(S)	Conduct training and evaluate programmes. Implement, Evaluate & Report.	Training Reports and Monthly Updates.	DNSAAC	Quarter 1 - 4 NSAAC Budget
	Improve compliance to Child protection Policy by 2015.	Number of CPO's and Divisional Counsellors trained and retained on the Child Protection Policy.	100	150	Training and awareness conducted for schools	Workshop Report	DCS PEO HRM	Quarter 1 - 4 CS Budget
	Implementation of Age Appropriate IEC programmes by Dec 2015.	Number of new IEC	5	6	Consultation with target groups and the production of educational materials on drugs and child abuse. Distribution of new IEC	Number of new IEC distributed	DNSAAC	Quarter 1 - 4 NSAAC Budget
	QRP and PD awareness programmes conducted by Dec 2015	Number of QRP and PD awareness programs conducted by staff and volunteers	NA	100	Provide Age-appropriate IEC Resources on Drugs and Elimination of Child Abuse, HIV/AIDS Prevention, LSRD and SRGBV eness.	Data, Photo & report collection and Analysis of evaluation forms.	DNSAAC	Quarter 1 - 4 NSAAC Budget
	Increased access and awareness on HIV Policy conducted by Dec 2015	Number of schools implementing HIV & AIDS Policy	100	40	Consultation and awareness conducted. Monitoring of the implementation of HIV & AIDS Policy in schools	Questionnaires, photos, report & analysis of Evaluation Forms.	DNSAAC	Quarter 1 - 4 NSAAC Budget
		Number of schools reached and accessing HIV & AIDS Policy	50	100	Consultation and awareness conducted.	Consultation Reports.	DNSAAC	Quarter 1 - 4 NSAAC Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Safety and care of students in schools improved (ESSDP 1.2)	Increased number of schools implementing DFS programmes	Number of Schools actively implementing DFS program on Drugs, HIV & Elimination of Child Abuse	155	160	Monitoring of school programmes. Conducting awareness sessions in schools. Review of School Drug Policy	Monthly Update Report.	DNSAAC	Quarter 1 - 4 NSAAC Budget
	Implementation of safety and care Programmes by Dec 2015	Number of schools conducting Implementation of Safety & Care Programmes	50	500(P) 100(S)	Conduct and monitor Safety and Care Programmes in schools.	Monthly Update Reports	DPE DSE Districts / Divisionals	Quarter 1-4 Primary , Secondary and District Budget
	Strengthen character building programmes and counseling services by Dec. 2015	Number of cases resolved in Divisions	15	15	Counselling services undertaken at the Division offices.	Counselling reports.	DSE Districts / Divisionals	Quarter 1 - 4 MOE Budget
		Number of Basic Skills in Counselling Training conducted	N/A	3	Training coordinated and conducted	Training Reports and list of participants	DNSAAC	Quarter 1-4 DNSAAC Budget
		Number of teachers undergoing Basic Counselling training	NA	50	Reports on the training conducted for teachers	Training Reports and List of participants	DSE	Quarter 1-4 Secondary Budget
		Establishment of Counselling services in the Districts	NA	5	Reports of Counselling Services in the Education Districts	Counselling Reports	DSE Districts / Divisionals	Quarters1-4 Secondary Budget
		Quarterly Reports on the provision of Voluntary Counselling Services to students	NA	4	Implementation of preparatory works on the identification of students and obtaining consent Consultation with Principals Counselling conducted	Quarterly Reports Success Stories	DNSAAC	Quarter 1 - 4 NSAAC Budget
	Improved awareness and monitoring of drug free school policy.	Analysis of data on Reduction in School Drugs offences	NA	1	Analyse data on drug usage offences.	Monthly update record.	DNSAAC	Quarter 1 - 4 NSAAC Budget
		Quarterly Reports on schools actively implementing Peer Education Program on Drugs, HIV/ AIDS and Elimination of Child Abuse & Violence against Girls and Women	NA	4	Develop Materials Conduct Peer Education Programs	Implementation and Evaluation Report	DNSAAC	Quarter 1 - 4 NSAAC Budget
	Improve school transport infrastructure	Number of special and inclusive schools assisted with school improvement grant	NA	20	Develop Special Education Grant distribution formula Monitoring of grant progress	SEG Agreement Forms Audit Reports	DPE	Quarter 1 - 4 Special Ed Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Safety and care of students in schools improved (ESSDP 1.2)	Improve school transport infrastructure	Number of students requiring assistance in school transportation	NA	100	Conduct Disability audit on children requiring an accessible means of transport to schools	Students Analysis Audit Report	DPE	Quarter 1 - 4 Special Ed Budget
		Number of school transport vehicles that are accessible for children with disabilities	NA	8	School Bus audit on accessibility and number	School Bus Audit Report	DPE	Quarter 1 - 4 Special Ed Budget
		Quarterly Reports on School Bus audit for the number of students requiring assistance in transportation and on the provision of assistance to such students.	NA	4	Collation of reports from schools on students requiring assistance	Quarterly Reports	DPE	Quarter 1-4 Special Ed Budget
	Improved infrastructure standards for government schools	Number of government schools maintained	12	2(P) 11(S)	<ul style="list-style-type: none"> <li>General maintenance and upgrading works [ACS/ RKS/ QVS NSS/.SGS/ Sila/ Natabua/ Bucalevu/ LPS/ Vunisea/ Labasa College/ Delainamasi and Natabua Prim]</li> <li>Tender Process/ Waiver of Tender Contract Agreement</li> </ul>	Approval from MTB Copies of award documents Payment vouchers Capital projects monitoring reports	DAMU	Quarter 1-4 AMU Budget
	Increase staff establishment in schools to support teaching and learning of students with special needs by Dec 2015	Number of Support Staff in special and mainstream schools	NA	50	Recruit and Appointment of Support Staff	List of staff members	DPE	Quarter 1-4 Special Ed Budget
		<u>Timelines</u> Activities timely completed by December 2015 <u>Costs</u> <u>FTE Staff</u>	MoE Budget and Staff					

## OUTPUT 2 : QUALITY CURRICULUM AND ASSESSMENT

### Priorities

- Emphasis on values and inclusive education
- Strengthening teaching of curriculum perspectives for holistic education
- Monitoring of literacy and numeracy levels at all levels
- Strengthen learning and teaching of culture, tradition, arts and heritage
- Support language development
- Strengthen teaching of Mathematics, PEMAC and Science
- Implementing external examinations at certain Year levels
- Setting standards and benchmarking
- Monitoring and evaluation of ESD programmes

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Quality curriculum implemented (ESSDP 2.1)	ECE curriculum guidelines implemented in all kindergarten centers by Dec 2015.	Number of ECE teachers trained in the curriculum guidelines	150	200	Ongoing training for teachers in the curriculum Monitor progress on the new curriculum implementation.	Monitoring visit reports, workshop Attendance List, M&E report on implementation.	DPE	Quarter 1 - 4 ECE Budget
		Quarterly reports of ECE teachers being trained in the curriculum guidelines and effectively implementing them	NA	4	Reports collated on the Training of ECE teachers on the new curriculum	Quarterly reports	DPE	Quarter 1 - 4 ECE Budget
		Number of ECE Centers effectively implementing the Curriculum	NA	200	Ongoing training and monitoring on the curriculum, its content and implementation	Monitoring Visit Reports	DPE	Quarter 1 - 4 ECE Budget
		Effective implementation of ECE Curriculum and Feedback Reports from ECE Teachers collated bi-annually	NA	2	Collation of feedback reports from ECE teachers on the implementation	Bi-annual Reports	DPE	Quarter 1 - 4 ECE Budget
	Progressive Review and development of syllabi to improve teaching and learning in schools	Number of schools trialled on revised syllabus for Years 5-8	14	600	Printing of revised syllabi/ Trialling in selected Primary schools/ Feedback process and improvement of Syllabi contents	Quarterly Updates	DCAS	Quarter 1-2 CAS Budget
		Number of schools trialled on revised syllabi for Years 10-12	14	170	Printing of revised syllabi/ Trialling in selected Primary schools/ Feedback process and improvement of Syllabi contents	Quarterly Updates	DCAS	Quarter 1-2 CAS Budget
		Feedback Report from schools after trialling the revised Year 5-8 syllabi and resources.	NA	2	Collection of reports from schools on the trialled syllabi and resources	Bi-annual reports	DCAS	Quarter 1-2 CAS Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Quality curriculum implemented (ESSDP 2.1)	Quality Assurance measures for quality development of resources	Feedback report from schools after trialling the revised syllabus for Year 10 - 12.	NA	2	Collection of reports from schools on the trialled syllabi and resources	Bi-annual reports	DCAS	Quarter 1-2 CAS Budget
		Number of schools trialled with the developed resources	NA	600 (P) 170 (S)	Printing of revised syllabi/ Trialling in selected schools/ Feedback process and improvement of Textbook contents	Quarterly Updates	DCAS	Quarter 1-2 CAS Budget
		Benchmarking of secondary subject content with selected countries to ensure quality and relevancy	NA	17	Mapping and contrast our subject content with selected countries	Quarterly Updates	DCAS	Quarter 1-3 CAS Budget
	Increased awareness on the NCF	Number of teachers for Year 5-8 and Years 10-12 trained on the NCF and the reviewed syllabi	500	1200(P) 1000(S)	Workshops conducted and the monitoring of the implementation in schools	Training Reports	DCAS	Quarter 1-2 CAS Budget
	Monitor the implementation of NCF	Quarterly Reports on schools implementing NCF	NA	4	Collation of feedbacks and reports from schools on the implementation of the NCF	Quarterly Reports	DCAS	Quarter 1-4 CAS Budget
	Increased production of resources and broadcast programmes to complement curriculum	Number of new students' and teacher-focussed programmes completed and aired	500	500	Collaboration with Curriculum officers on broadcast material Inclusion of reading programmes for broadcast	Monthly Reports	DCAS	Quarter 1-4 CAS Budget
		Monthly reports on the new students and teacher focused programmes completed and aired	NA	12	Summary of programmes aired for students and teachers	Monthly Reports	DCAS	Quarter 1-4 CAS Budget
	Development of Year 13 syllabus and resources for all Subjects	Number of Year 13 Syllabus and Resources developed	NA	12(S) 12(R)	Consultation meeting with relevant stakeholders Resource Development	Quarterly Updates	DCAS	Quarter 1-4 CAS Budget
	Improved resources and programmes for Careers Education by Dec 2015	Quarterly Report on Number of Careers resources developed and Expos organized	NA	4	Development of Careers resources Organizations of Carrers Exposition	Quarterly Updates	DTEST	Quarter 1-4 CAS Budget
		Number of students who have a quality IEP	NA	100	IEP Training Conducted Facilitate IEP formulation process	IEP Sample and Matrix Report	DPE	Quarter 1-3 Spec. Ed Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Quality curriculum implemented (ESSDP 2.1)	Facilitate relevant adaptations and modifications of the current curriculum to meet needs of students with special needs	Number of students who sit exams with reasonable accommodation	NA	20	Collate data on eligible students and capable of participating in school/national examinations with accommodation	Data of students	DPE	Quarter 1-3 Spec. Ed Budget
		Number of students with special needs accessing quality curriculum specific to their learning needs	NA	20(B) 30(SL)	Profile/List students meeting the definition Conduct audit on vision/hearing Braille and Sign Language Workshop	List of Students/ Assessment and Workshop Report	DPE	Quarter 1-3 Spec. Ed Budget
	Timely printing and dispatching of resources to schools as and when required by Dec 2015	Quarterly Reports on the copies of resources printed and dispatched to primary and secondary schools by ERC  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	NA	4  CAS Budget & Staff	Printing of resources as requested by CAS and TEST Timely dispatch to schools	Records of printing schedules and dispatch	DCAS DTEST	Quarter 1-4 ERC Budget
Strengthened assessment for, as and of learning to improve students competencies (ESSDP 2.2).	Strengthen literacy and numeracy strategies to improve learning	Number of schools supported using LANS	NA	350	Collaboration work with EAU on Jolly Phonic strategy Explore cognizant with other strategies Monitor their effectiveness	Quarterly Updates	DCAS	Quarter 1-3 CAS Budget
	Effective and coordinated effort with EAU for examination preparation	Quarterly Reports on Quality external examination preparation process for Year 6, 10, 12 and 13 external examinations and Common Annual Examination Papers	NA	4	Submission of External Examination requirements • Examiners Lists • Training of examiners and Markers • Markers' List • Moderation of Exam Papers • Review Meeting • Markers' meeting • IA Moderated Markers • Establishment of Question Banks for different levels	Monthly Updates and Quarterly Reports	DCAS DEAU	Quarter 1-4 CAS/ EAU Budget
	Effectiveness of Internal Assessment Implementation	Increased percentage of students completing Year 12 education in 2015	83.5%	85%	Report on the comparison of student enrolments in Year 12 2015 compared to Year 11 2014	Report	DSE	Quarter 1 DSE Budget
		Percentage of students enrolled in Year 9 in 2012 and completing Year 12 in 2015	85%	87%	Report on the comparison of enrolment	Report	DSE	Quarter 1 DSE Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Strengthened assessment for, as and of learning to improve students competencies (ESSDP 2.2).	Provide disaggregated data on examination results by schools, district and national by April 2015	Number of secondary schools submitting Projects requirements for national moderation and verification by September 2015	170	170	Conduct National Moderation of Projects Use Software to extrapolate marks and report to schools Production of certificates	List of schools submitting Projects Summary of Moderated and Extrapolated marks	DCAS	Quarter 1 - 4 CAS Budget
		Percentage of students enrolled in Year 1 in 2008 and completing Year 8 in 2015	NA	90%	Report on the primary completion and retention rate	Report	DPE	Quarter 1 DPE Budget
		Number of reports on Disaggregated data for FY12CE and FY13CE of 2014	2	2	Analysis of examination results	Exam Analysis Report	DEAU	Quarter 1 EAU Budget
		Report on improved administration of national Examinations: FY12CE & FY13CE	2	2	Analysis of examination results	Exam Analysis Report	DEAU	Quarter 1 EAU Budget
		Report on disparities in passes in FY12CE and FY13CE are at least reduced from						
		i. 24% to 15% between rural and urban students	1	1	Analysis of examination results	Exam Analysis Report	DEAU	Quarter 1 EAU Budget
		ii. 3% to 1% between male and female students	1	1	Analysis of examination results	Exam Analysis Report	DEAU	Quarter 1 EAU Budget
	Implement Fiji Islands Assessment Framework through capacity building for teacher's improvement on LANA processes and Literacy & Numeracy Strategies (LANS)	Review of LANA Programme	1	1	Survey and Questionnaire to schools on the review of LANA Program	Review Report	DEAU	Quarter 1 EAU Budget
		Training Reports on the training conducted for teachers on LANA Processes and Literacy and Numeracy Strategies (LANS)	NA	5	Planning and Organization of training conducted for teachers	Training Reports and Attendance List	DEAU	Quarter 1 EAU Budget
	All primary schools to register and administer LANA within timeframe	Number of schools Administering LANA successfully	721 [CIs 4,6 &8]	730 [Year 4,6 & 8]	Timely submission of complete & accurate registration forms of students Timely submission of marked LANA Answer Sheets	Record of schools with complete and accurate LANA registration forms and record of submission of Answer Sheets from schools	DEAU	Quarter 1 – 4 EAU Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Strengthened assessment for, as and of learning to improve students competencies (ESSDP 2.2).	Improve LANA Processes & Reporting	Improved administration of LANA processes	Timely Completion	Timely completion	Use of FEMIS to collate school registration <ul style="list-style-type: none"> <li>Processing of Registration Forms</li> <li>Item Writing &amp; Analysis of Trial Items</li> <li>Preparation of LANA test</li> <li>Printing of LANA papers</li> <li>Packing and Dispatch of LANA papers</li> <li>Assisting in administering of LANA Assessment in schools</li> </ul>	Records of registration reports [CER] LANA test scripts Record of Packing Nos.	DEAU	Quarter 1 - 4 EAU Budget
	Detailed analysis of Data	Timely & detailed analysis of LANA data	1	1	Improve the timeliness & quality of data input, data processing & reporting	Reports of consultations and Awareness Programs	DEAU	Quarter 1 - 4 EAU Budget
		Improved LANA Reporting	1	1	Analysis of data by Districts and National Implement new reporting template with benchmark	Timely release of LANA Reports to schools Disaggregated analysis of the 2014 data	DEAU	Quarter 1 - 4 EAU Budget
	Survey and Evaluate LANA processes	Quarterly Progress Report on LANA Review acquired	12	4	Improve on quality of items in the LANA test	Record of iterative LANA meetings with literacy/ numeracy and specialists to vet items	DEAU	Quarter 1 - 4 EAU Budget
	Improved Student Learning	Number of schools visited for improvement in Student Learning  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	58	80  CAS, Sec, Prim & EAU Budget & Staff	Visitation of schools for advisory purposes	Reports of visits	DCAS	Quarter 1 - 4 CAS Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Responsiveness of curriculum to ESD initiatives to complement students learning. (ESSDP 2.3)	National Implementation of <b>FinEd</b> in all schools by 2015.	Quarterly Reports of schools implementing <b>FinEd</b> .	NA	4	Research conducted on effectiveness of FinEd programmes	Quarterly Reports on Findings	DCAS	Quarter 1 - 4 CAS Budget
		Number of teachers re - trained on FinEd	300	200	Training and awareness conducted for Eastern and Northern teachers	1 training report	DCAS	Quarter 1 - 4 CAS Budget
	Declaration of <b>HPS</b> schools to improve sanitation, hygiene and health programmes by Dec 2015.	Quarterly Reports on the schools implementing <b>HPS</b> programme monitored and evaluated	NA	4	Research conducted on effectiveness and monitoring of HPS programmes	Quarterly Reports on Findings	DCAS	Quarter 1 - 4 CAS Budget
	Monitor the implementation of the Money Smart and Invest Samrt Programmes	Quarterly Report on the feedbacks from schools on the implementation of the program	NA	4	Research and Survey on benefits of program to students and schools	Quarterly Report	DCAS	Quarter 1 - 4 CAS Budget
	Implementation of Citizenship programmes in schools	Bi-annual Reports on Feedback from schools on the trialing of the curricular resources on Citizenship Education	NA	2	Survey and compilation of Feedbacks on the implementation of resources on CE	Bi-Annual Report and feedbacks from schools	DCAS	Quarter 1 - 4 CAS Budget
	Equipping school libraries with relevant resources/furniture to supplement curriculum	Quarterly reports on the resources and furniture distributed to school libraries to complement learning	NA	4	Survey to determine resources and priorities of school libraries Distribution of equipment and resources	Quarterly Reports	DLSF	Quarter 1 – 4 LSF Budget
		Number of school libraries set up and standardized appropriately for maximum literacy outcomes	NA	90	Cluster school zones and teams./ Submission for approval/ Selection and listing of relevant resources [books and furniture] for school distribution./ Inform schools on dates for library set-up/ Carry out school library organisation/ Reporting	School Visits and Report	DLSF	Quarter 1 – 4 LSF Budget
	Strengthen Lesson Study Model implementation	Number of Primary Schools using the LESSON STUDY MODEL	100 Maths 50 S/Stud 100 Science	250	<ul style="list-style-type: none"> <li>• Collaboration with schools on the implementation of LSM</li> <li>• Monitoring of implementation in schools</li> <li>• Survey on its effectiveness</li> <li>• Inclusion of language in the LSM</li> </ul>	Monthly Updates	DCAS	Quarter 1 - 4 CAS Budget
	Compulsory teaching of Vosa vakaviti and Hindi languages	Number of secondary schools teaching conversational Vosa vakaviti and Hindi	Hindi – 100 VV – 80	Hindi – 152 VV – 104	<ul style="list-style-type: none"> <li>• Monitor effectiveness of implementation</li> </ul>	Monthly Updates	DCAS DSE Districts / Divisionals	Quarter 1-4 Secondary, CAS and District Budget
	Implementation of Family Life in all secondary schools	Quarterly Report on the teacher training and implementation of Family Life	NA	4	Workshops organized and conducted for FL Teachers/ implementation of FL in schools	Quarterly Report of activities	DCAS	Quarter 1-3 CAS Budget
		<b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>			MoE Budget & Staff			



## OUTPUT 3 : STUDENTS' WELFARE

### Priorities

- Strengthening Standards Monitoring and In spectorate System
- Programmes that enhance social cohesion and national identity
- Strengthen programmes that address social issues like reproductive health, HIV/AIDS, substance abuse, child protection and elimination of violence against women and girls
- Improve and strengthen Counseling, guidance and student support services
- Provide a supportive and inclusive learning through formal and non-formal education
- Registration into Scouts, Girl Guides, Cadets and Duke of Edinburgh programmes
- Provision of 250ml of milk per day to all Year 1 students
- Wellness programmes promoted in schools
- Administration and Management of Tuition Fee Free Grant
- Citizenship Education implemented in schools

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Responsiveness of schools to meet students' and national needs improved (ESSDP 3.1).	Enhance students understanding of lifelong skills by December 2015.	Number of new schools that are registered as practicing Scouts.	50	200	Register schools that are practicing Scouts Provide awareness, support and guidance to schools	List of schools Report of activities	DPE Districts Divisionals	Quarter 1-4 Primary Budget
		Number of new schools that are registered as practicing Girl Guides and Brownies	50	200	Registration of schools practicing Girl Guides Provide Awareness and Guidance to schools	Report of schools registering Girl Guides and Brownies	DPE Districts Divisionals	Quarter 1-4 Primary Budget
		Number of schools participating in the Duke of Edinburgh Award Program	30	40	Register schools as part of DEAP Assist in support and furtherance of program	Update reports on the schools involved in DEAP	DSE Districts Divisionals	Quarter 1-4 Secondary Budget
		Number of schools participating in cadet program	25	30	Assist and Register schools taking part in cadet program	Update reports of schools taking part in Cadet program	DSE Districts Divisionals	Quarter 1-4 Secondary Budget
	Sustain students' understanding of national and cultural identities in 2015	Increase number of schools implementing teaching of cultural programmes	120	600	Culture input in the curriculum process Close collaboration with Department of culture Monitoring of implementation in schools	Monthly Updates and Reports of activities	DCAS DSE DPE Districts Divisionals	Quarter 1-4 Primary, Secondary and CAS Budget
		Number of school that celebrate religious festivals	100	300	Reports on organized activities in schools to celebrate religious festivals	FEMIS inspectorate Report Questionnaire	DPE DSE Districts Divisionals	Primary, Secondary and District Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Responsiveness of schools to meet students' and national needs improved (ESSDP 3.1).	Teaching of Vosa Vaka-Viti and Hindi languages in all schools by December 2015	Number of new schools promoting Vosa-vakaViti and Hindi languages at Year 9	80	20	Survey and Report on schools teaching vernacular languages for the first time at Year 9	Feedabck Reports from schools	DCAS DSE Districts Divisionals	CAS, Secondary and District Budget
		Number of schools that are implementing the Conversational Language programme.	721	731-P 170-S	Reports on the implementation of the Conversational languages program in schools	Questionnaire and Feedback from schools	DCAS DPE DSE Districts Divisionals	Primary, Secondary and District Budget
	Implementation of Drug Free School Action Plan by Dec 2015.	Quarterly Reports on Tobacco Free and Drug Free Schools (DFS) based on the HPS Criteria	NA	4	Reports on consultations, activities on schools meeting HPS criteria to be DFS	Quarterly Reports	DNSAAC	Quarter 1-4 NSAAC Budget
		Number of schools commemorating IDADAIT	200	250	Preparations and organizations for the commemoration of IDADAIT	Reports from Schools	DNSAAC	Quarter 1-4 NSAAC Budget
		Number of schools reached or accessing HIV/AIDS Policy	100	40	Awareness Training conducted and schools assisted with implementation of HIV/AIDS Policy	Questionnaires and Reports of implementation	DNSAAC	Quarter 1-4 NSAAC Budget
	Conduct TOT and Awareness on Drugs, HIV & AIDS, & Elimination of Child Abuse by Dec 2015	Quarterly Reports on Proactive Measures taken to deal with Substance Abuse, HIV/AIDS, Elimination of Child Abuse and Violence against Girls in schools	NA	4	Reports on activities, trainings conducted, IEC prepared and awareness conducted to make schools be proactive	Quarterly Reports	DNSAAC	Quarter 1-4 NSAAC Budget
		Number of Basic Counseling Skills Training conducted	3	3	Preparations and Organization of trainings conducted for School Counsellors and teachers	Attendance Registers/ Training Reports	DTEST DSE	Quarter 1-4 Secondary Budget
		Quarterly reports on the Provision of Voluntary Counseling services to students	NA	4	Preparation for counseling by volunteers/ Counseling Reports	Quarterly Report	DNSAAC	Quarter 1-4 NSAAC Budget
		Number of Peer Education Training Conducted	NA	20	Development of training materials to suit target groups/ consultation with districts and schools/ organization of training	Training and workshop reports	DNSAAC	Quarter 1-4 NSAAC Budget
	Strengthened Child development and growth Initiatives	Monthly Reports on the provision and distribution of milk to all Year 1 students by Dec 2015	NA	12	Logistic and Preparation for the Distribution of 250ml milk in districts	Monthly Reports	DPE Districts Divisionals	Quarter 1-4 Primary and District Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Responsiveness of schools to meet students' and national needs improved (ESSDP 3.1).	Strengthen Awareness and program on social issues	Number of Wellness programs organized in schools	300	500	Reports from schools on the implementation of the Schools' Wellness programmes	Progress Reports	DSE DPE Districts Divisionals	Quarter 1-4 Secondary, Primary and District Budget
	Strengthen Awareness and program on social issues	Number of Oratory and Debates on social issues organized at District level	27	18	District Reports on any organized debates and oratory contests in the Districts	Progress Reports	DSE DPE Districts Divisionals	Quarter 1-4 Secondary, Primary and District Budget
	Implement measures that address PSC code of conduct compliance.	Number of schools that display and create awareness on code of conduct and Public Service values.  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	700	800  All Sections Budget & Staff	<ul style="list-style-type: none"> <li>Distribute posters of PSC code of conduct and value and create awareness.</li> <li>PD for schools</li> </ul>	Record of schools displaying posters and Reports of PD sessions	DSE DPE Districts Divisionals	Quarter 1-4 Primary, Secondary and District Budget
Schools standards monitored for improvement (ESSDP 3.2)	Improve school responsiveness to meet school needs and compliance with government regulation through Inspection visits	Quarterly Feedback Reports on schools visited and planned strategies to address mediocre performances	NA	4	Planning and Organization for visits	Visits Reports	DCAS Districts Divisionals	Quarter 1-4 CAS, and District Budgets
	Improve effectiveness of school improvement planning process and to meet school targets set by Dec 2015.	Number of school leaders and Inspectors trained and re-trained on the revised Standard Monitoring Template	500(P) 170(S)	50 (P) 20(S)	<ul style="list-style-type: none"> <li>Training on the changes factored to the reviewed revised Standard Monitoring Template</li> </ul>	Training reports	DAMU	Quarter 1-4 AMU Budget
		Number of School strategic /annual plans submitted.	597	700 (P) 150 (S)	<ul style="list-style-type: none"> <li>Training of School Heads on development of Strategic, Annual Plans</li> <li>Monitor standard development of strategic and annual plan</li> </ul>	Monthly Progress reports List of schools submitting Plans	DAMU Districts Divisionals	Quarter 1-4 AMU and District Budget
		Number of school Constitutions reviewed	450	100 (P) 50(S)	<ul style="list-style-type: none"> <li>Monitor implementation of School Constitutions.</li> </ul>	School Constitutions	DAMU Districts Divisionals	Quarter 1-4 AMU and District Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Schools standards monitored for improvement (ESSDP 3.2)	Adoption of academically underperforming schools	Number of schools implementing and reporting against their School Plans	500	500(P) 130 (S)	Reports of Monitoring of School Plans	Monthly Reports	DAMU Districts Divisionals	Quarter 1-4AMU and District Budget
		Number of Underperforming schools adopted  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	30	25  All Sections Budget & Staff	Identification of Underperforming Schools and adopting strategies for improvement	Monitoring Reports on the strategies to Improve performances of underperforming schools	DSE DCAS	Quarter 1-4 Secondary and CAS Budget
Administration and management of grants (ESSDP 3.3).	Ensure efficiency, effectiveness and transparency in distribution of grants to schools, teachers and students	Secondary schools termly grants disbursed on a timely basis Tuition (T) Boarding (B) Supplementary (S)	T -154 B – 157 S – 57	T – 170 B – 65 S – 55	Effectiveness of grants distribution and acquittals processed	Analysis of Returns, audit financial records and report  Teacher information, records of disbursement	DSE	Quarter 1-4 Secondary Budget
		Quarterly Report with details and updates of Pre-School teachers receiving the salary grant based on the revised formula.	NA	4	Collect information from teachers to allow for the distribution of ECE teachers' salary	Payment records of Hostel Allowance for teachers	DPE	Quarter 1-4 ECE Budget
		Number of eligible teachers receiving Hostel Allowance	400	400	Processing and distribution of hostel allowance for teachers	Payment records of salary grants for license teachers	DPE	Quarter 1-4 Primary Budget
		Number of language teachers receiving licence teacher salary grants	145	145	Processing and distribution of allowance to license teachers	Monitoring Reports	DPE	Quarter 1-4 Primary Budget
	Ensure good governance in the management of grants	Quarterly Reports on issues emanating from the Quality of schools' Audited Financial Reports	NA	4	Compilation of issues raised from AFRs of schools and strategies developed to meet challenges	Monitoring Reports	DPE DSE	Quarter 1-4 Primary and Secondary Budget
		Quarterly Reports on the distribution and monitoring of the Tuition Free Fee Grant from by Dec 2015	NA	4-S 4-P 3-ECE	Monitoring of TFFG coordinated and strategies developed to meet issues and challenges from schools	Analysis of submitted AGM minutes	DSE DPE DF DCS	Quarter 1-4 MoE Budget
		Number of schools that conduct Annual General Meetings	730 (P) 168(S)	731(P) 170(S)	Monitor submission of schools' AGM Minutes for financial requirements and reports		DPE DSE Divisionals Districts	Quarter 1-4 Primary and Secondary Budget
		<b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>		All Sections Budget & Staff				

## OUTPUT 4: PRODUCTIVE WORKFORCE

### Priorities

- Capacity building for Ministry Officials through training and work attachments
- Development of Leadership capacity
- Appropriately qualified, competent and committed workforce
- Registration of teachers, teacher administrators and teacher educators
- Implementation of the Teachers and Leaders' Competency Frameworks
- Formulation of HR Manual
- Monitoring of Workforce Plan, Succession Plan and Learning and Development Plan

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Capacity building and Professional Development enhanced (ESSDP 4.1)	Improve competency level for quality service delivery by 2015	Quarterly Reports on the teachers, Teacher Educators and Teacher Administrators registered with FTRA	NA	4	Processing of registrations of all teachers teaching in ECE, Primary, Secondary, Teacher Educators and Administrators	FTRA Database	CEO FTRA	Quarter 1-4 FTRA Budget
		Number of personnels approved with Limited Authority to Teach	NA	100	Process and Registration of personnel with LATT	FTRA Database	CEO FTRA	Quarter 1-4 FTRA Budget
		Quality Reports on Awareness Programmes conducted for registration of teachers	NA	4	Preparations and conducting of awareness activities with regards to FTRA functions	Reports on workshops and awareness conducted	CEO FTRA	Quarter 1-4 FTRA Budget
	Facilitate opportunities for capacity building for teachers and MOE Administration staff both locally and overseas by December 2015	Quarterly Report on capacity building for teachers and administrators locally and overseas	NA	4	Promotion of training opportunities/ Registration of personnels trained locally and overseas	Training Reports by organizers and participants	DHR PEO HRM DPE	Quarter 1-4 HR and Special Ed. Budget
		Termly Reports and Updates of teachers successfully completing Future Leaders' and Current Leaders' Programmes	NA	3	Selection of current and Future leaders Planning and Organization of Workshops	List of participants Training Report	DHR PEO HRM	Quarter 1-4 HR Budget
		Number of women officers successfully completing the Current/Future Leaders programmes at school level	70	110	Selection of qualified women to be part of the Current/Future Leaders' program	List of women participants and tracking reports	DHR PEO HRM	Quarter 1-4 HR Budget
		Number of women officers provided with equal training opportunities in schools and at the central office	100	150	Compile reports of women officers provided with training opportunities	List of women sent on training	DHR PEO HRM	Quarter 1-4 HR Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Capacity building and Professional Development enhanced (ESSDP 4.1)		Number of Conferences organised for ECE teachers	NA	1	Prepare and facilitation of Conference	Conference Report	DPE	Quarter 1-4 ECE Budget
		Number of ECE teachers training workshops conducted	NA	9	Facilitate training for ECE teachers.	Workshop reports	DPE	Quarter 1-4 ECE Budget
		Number of IST degree qualifications for Special & Inclusive education.	3	3	Facilitate local training recruitment and study leave processes	FEMIS/FESA Training Reports	DPE	Quarter 1-3 Special Ed Budget
	Improve financial Management Competency for school principals, head teachers and school management by December 2015	Quarterly reports of principals, head teachers and management being re-trained or refreshed through Financial Management training	NA	4	Planning, organization and conducting of training pertaining to the implementation of TFFG	Workshop reports	DHR DAMU PEO HRM Divisionals Districts	Quarter 1-4 MoE Budget
	Provide a range of appropriate support and training for teachers.	Number of teachers that upgrade skills and knowledge through PD sessions.	3500	4000	PD organized, conducted and registered.	PDs and Workshop reports	DHR PEO HRM	Quarter 1 - 4 HR Budget
		Number and location of teachers that pursue Professional Development at their own costs [Certificates, etc]	100	150	Register teacher certificates and programmes and update training database.	Registration Reports and Examination Results	DHR PEO HRM	Quarter 1-4 HR Budget
	Facilitate, update and advise school clusters during their organised meeting.	Number of school clusters functioning effectively	62	62	Organise school clusters to promote professional relationships.	Records and reports of cluster meetings and workshops conducted	DPE Divisionals Districts	Quarter 1 - 4 Primary Budget
	Develop appropriate competency frameworks and standards for all offices at the ministry	Quarterly Report on Implementation of the Teachers and Leaders Competency Framework	NA	4	Collection of information from schools on the use of the TCF and LCF	Survey and Report on findings	DHR PEO HRM	Quarter 1-4 HR Budget
					Processing of appointments and transfers Corresponding sections notified and allowances paid.			
	Strengthen efficiency of school library services through training of school library personnels	Number of training conducted	NA	6	Develop standard library training manual/ clustering schools and conduct training	Attendance and training report	DLSF	Quarter 1-4 LSF Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
		<u>Timelines</u> Activities timely completed by December 2015  <u>Costs</u> <u>FTE Staff</u>		All Sections Budget & Staff				
Enhanced Workforce management and administration (ESSDP 4.2)	Improve processing of appointments, transfers and payments of MoE employees by Dec 2015	Appointments and Transfers timely processed	6000	6000	Verify appointment and pegged appointee's salary according to qualification attained	FESA audit Workflow approvals	DHR PAS [HR]	Quarter 1-4 HR Budget
	Ensure the approved number of establishment is maintained by Dec 2015.	Number of new appointments processed within the 2015 academic year.	400	500	Collate evidences and report on the new appointments and transfers processed timely in each month	Monthly reconciliation of Status Report	DHR PAS [HR]	Quarter 1-4 HRBudget
		Monthly reports of the number of new appointments and transfers processed in time	NA	12	Facilitate application for advertised post and promotions processes	Monthly Report	DHR PAS(HR)	Quarter 1-4 HRBudget
	Improve processing of promotions for MoE employees by Dec 2015	Number of advertised posts and promotions processed.	300	300	Summaries of posts advertised and promotions processed in a month	Monthly updates and Reports	DHR PAS [PPU]	Quarter 1 – 4 HRbudget
		Monthly reports of advertised pposts and promotions processed	NA	12	Processing of applications and appointments	Monthly updates and Reports	DHR PAS(HR)	Quarter 1 – 4 HR budget
	Increase in teacher establishments	Number of teachers appointed to new establishments	NA	348	Section OHS committees formed Audit forms designed, distributed and collected by MOE OHS Committee	Report on Workflow approvals and appointments	DHR DSE DPE PEO [HR]	Quarter 1 MoE Budget
	Improve compliance with OHS policies and regulation by Dec 2015.	Number of OHS workplace assessment reports completed and actioned.	4	5	Form MOE OHS Committee and compliance to all requirements	Audit reports	Section Heads	Quarter 1 MoE Budget
		Number of MOE OHS meetings conducted	3	3	Preparation for and conduct of meetings	Meeting Reports	MoE OHS Committee PEO HRM	Quarter 1 MoE Budget
		Number of evacuation drills and activities carried out in the Ministry	NA	2	Planning for and organization of OHS drills	Activity Report	MoE OHS Committee	Quarter 1-4 MoE Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Enhanced Workforce management and administration (ESSDP 4.2)	Effective implementation of Service Excellence tools by Dec 2015	Number of Quality Circles that are registered and functional at HQ and at the Districts	15	15	Establishment of QC teams/ Reporting of activities for improvement purposes	QC Reports	DHR Divisionals Districts	Quarter 1-4 MoE Budget
		5S implementation in the Ministry	NA	5	Employment of 5S as a tool for the enhancement of services	Quarterly Reports	DHR PEO HRM	Quarter 1-4 Corporate Services Budget
	All PD's reviewed by 2015.	PDs reviewed/stored at Human Relations Unit for all officers.	1	1	PD reviewed and stored for all levels	Reviewed PDs.	Section Heads	Quarter 1 MoE Budget
	Improved understanding and reporting against IWP and Business Plan	IWP completed and submitted to Section Heads by Week 2 of February.	5000	7000	Organised reporting and assessment of IWPs Develop 2015 IWP.	IWP filing and recording	Section Heads	Quarter 1 MoE Budget
	Implementation of MOE PSC deliverables as articulated in Table 3 of the ACP.	Quarterly Report of PSE's deliverables for each platform in Table 3 of ACP	NA	4	Distribution of responsibilities, collection of data and strategiising on the various PSC related deliverables	Quarterly progress reports	DHR PEO HRM PAS[HR] Section heads	Quarter 1 - 4 Corporate Services Budget
	Streamline library processes using automation	Number of libraries to be automated  <b>Timelines</b> Activities timely completed by December 2015  <b>Costs</b> <b>FTE Staff</b>	NA	1  All Sections Budget & Staff	Procurement of necessary equipment and software	Progress reports	DLSF	Quarter 1 - 4 LSF Budget

## OUTPUT 5: TECHNOLOGY, EMPLOYMENT AND SKILLS TRAINING

### Priorities

- Increase access and retention of students
- In-service training of teachers
- Improvement in infrastructure through the provision of industry standard equipment
- Human resource development and capacity building
- Modular system of learning
- Competency based training curriculum to enhance employability and lifelong skills
- Outcome based curriculum
- Increase access and retention of students
- In-service training of teachers

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
To improve the quality and strengthen the capacity of TEST (ESSDP 5.1)	Create a UnifiedTVET system to fulfill its general obligations towards the Fijian Society	<b>Quantity</b> Recognition of TVET Programs by Fiji Higher Education Commission	NA	3	Designing and upgrading programmes to meet the FHEC Criteria of recognition	Reports	DTEST PEO [TEST]	Quarter 1 - 4 TEST Budget
	Create a unified TVET system to fulfill its general obligations towards the Fijian society	Reform/Restructure of the whole TVET System  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	NA	1  TEST Budget & Staff	Questionnaire sent to all stakeholders Thorough consultation Drafting of the reforms Vetting – SG's office Final Write up Submission to PSE	Progress Reports	DTEST PEO [TEST]	Quarter 1 - 4 TEST Budget
Promote career pathways leading to higher education. (ESSDP 5.2)	Provide a framework and structure for the training offered by the technical colleges	Prospectus Developed for the Technical Colleges	NA	1	Development of the prospectus with the inclusion of the structure of the Technical Colleges, Programme structures etc.	Reports	DTEST PEO [TEST]	Quarter 1-4 TEST Budget
	Develop appropriate training packages	Certificate Level 1 & 2 Courses developed in consultation with the Industries	NA	10	Development of the Unit standards Consultation with Industries Final vetting of the unit standards	Reports	DTEST DFHEC	Quarter 1-4 TEST Budget
	Appoint qualified, skilled and competent trainers	Appointment of qualified and competent trainers at the Technical Colleges  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	NA	50  TEST Budget & Staff	Advertisements and selection of vocational teachers with industrial experience.	Appointments, Reports	DTEST	Quarter 1-4 TEST Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
5.3 Improved effective programmes, curriculum and technology for quality TVET delivery. Resources (ESSDP 5.3)	Review of TVET curriculum and assessment programmes to meet the changing demands of labour market locally and internationally.	Syllabi reviewed and developed which integrate appropriate technology and ESD Green concepts	14	5 [Year 12 Agr, H.Ec., OT, CE, IA]	Consultation with stakeholders Curriculum work group writings Vetting of syllabi Curriculum Council	Reviewed Syllabi	DTEST	Quarter 1-4 TEST Budget
		Development of Primary Computer and Enterprise Education curriculum	NA	4 [Years 3 & 4]	Contract writers for the development of text books	Feedback reports	DTEST	Quarter 1-4 TEST Budget
		Development of Text books and modules for the BEST Programs	8	5 [Year 12 Agr, H.Ec., CE, OT, IA]	Consultation with stakeholders Vetting and final editing Curriculum Council	Completed textbooks	DTEST	Quarter 1-4 TEST Budget
	Review and implementation of Common Assessment Task in Year 11 by Dec 2015.	Number of Common Assessment Tasks Developed / Reviewed.	NA	BEST Modules for Agr., OT, C&J, C&T and AE	Development of Internal assessment and moderation of tasks Development of a common reporting format with EAU Training of teachers	Developed tasks Moderation conducted CAT and CBA submitted	DTEST	Quarter 1-4 TEST Budget
	Implementation of Internal Assessment Tasks by Dec 2015.	Number of Moderation conducted	NA	10	Planning and organization of Moderations by TVET advisors	Moderation Reports/ Students marks	DTEST	Quarter 1-4 TEST Budget
		Number of schools submitting Projects (TVET subjects) requirements for national moderation and verification.  <b><u>Timelines</u></b> Activities timely completed by December 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA	100         TEST Budget & Staff	Monitoring of the programme. Conduct moderation of Projects and use software to extrapolate marks and report to schools	Attendance Register and List of schools Training report	DTEST	Quarter 1-4 TEST Budget
Improved human resource development for TEST (ESSDP 5.4)	Develop the skill, competencies and qualification of TVET teachers	Teachers trained in Cert IV in training and Assessment	NA	20	Identification of teachers to be trained Proposal submitted	Qualifications Upgraded	DTEST	Quarter 1-4 TEST Budget
	Develop the qualifications of TEST officers/administrators	TEST officers/ administrators upgrade qualification	NA	3	Identify officers to be trained Proposal, approval Training and certification	Quarterly Reports	DTEST	Quarter 1-4 TEST Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Improved human resource development for TEST (ESSDP 5.4)	Develop the qualifications of TEST officers/administrators	<p>Quarterly Reports on TEST Officers/ administrators qualification upgraded and on links established with educational institutes from other countries for work attachment purposes</p> <p><b>Timelines</b> Activities timely completed by December 2015</p> <p><b>Costs</b> <b>FTE Staff</b></p>	NA	4	Compilation of updates on TEST teachers and administrators sent on training nad work attachments		DTEST	Quarter 1-4 TEST Budget
Improved adequate infrastructure for quality TESTdelivery (ESSDP 5.5)	Quality infrastructure and facility to meet industry standards.	Renovation of existing structures and building of new structures to meet industry standards	NA	3	Scoping work to be carried out Layout and floor plan finalized Three quotations from three contractors	Progress reports	DTEST DAMU	Quarter 1-4 TEST Budget
		Quarterly Reports on facilities, infrastructure and resources upgraded to meet industry standards	NA	4	Compilation of reports on updates on upgrading of facilities and resources	Quarterly Report	DTEST	Quarter 1-4 TEST Budget
	Relevant and quality equipment and tools that meet industry standards.	Establishment of Technical Skills Training Colleges in education divisions by Dec 2015	NA	2	Facilitation of establishment of Technical Colleges/ Staffing Issues	Establishment Progress	DTEST	Quarter 1-2 TEST Budget
		<p>Quality equipment &amp; tools purchased which meet industry standards</p> <p><b>Timelines</b> Activities timely completed by December 2015</p> <p><b>Costs</b> <b>FTE Staff</b></p>	NA	3	Three quotations obtained Tender process Procurement	Report Purchased tools report	DTEST	Quarter 1-2 TEST Budget

## OUTPUT 6: STAKEHOLDER PARTNERSHIP

### Priorities

- Community Education Awareness Framework
- Development Partner coordination
- Community Libraries
- Community awareness and empowerment
- Strengthen partnership with stakeholders and Donor Agencies
- Women involvement in School Management
- Community service projects
- Environment commitment

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
6.1 Community Empowerment (ESSDP 6.1)	Strengthen community support and ownership in the delivery of education services by December 2015.	Quarterly reports on Sch. Com., & Parents Organizations participating in TOT on DFS, HIV AIDS & elimination of Child Abuse and violence against girls	NA	4	Coordination of Community participation activities in TOT on DFS, HIV AIDS and elimination of Child Abuse and violence against girls.	Quarterly reports	DNSAAC	Quarter 1-4 NSAAC Budget
		Number of community leaders trained on DFS, HIV/AIDS and Elimination of Child Abuse and Violence against women and girls	20	30	Participation in TOT on DFS Consultation with school heads and relevant stakeholders	Success Story/ Reports and Collection of Evaluation Forms	DNSAAC	Quarter 1-4 NSAAC Budget
		Number of new IEC Resources produced for community training	5	5	Production of relevant materials for communities	Samples of new IEC	DNSAAC	Quarter 1-4 NSAAC Budget
		Quarterly Reports of Career Expos, exhibitions, Outreach, National Events and Roadshows Organized	NA	4	Career expos, outreaches and roadshows organized.	Quarterly reports	DCS PEO ESU All Sections	Quarter 1-4 Careers & CS Budget
		Quarterly reports on National Library Events organised	3	2	World Book & National Library Week organised and celebrated	Reports of events	DLSF	Quarter 1-4 LSF Budget
		Community Education Awareness Framework developed and implemented	1	1	Community Education Awareness Framework developed.	Framework developed	DAMU	Quarter 1-4 AMU Budget
		Quarterly report on increased number of females from the community participating in school management	NA	4	Gender parity focus in policies AGM Reports of women selected into school Management	Quarterly report	DAMU Districts / Divisionals	Quarter 1-4 AMU Budget
	Provision of information access to rural communities through the setting up of rural libraries	Number of community libraries established	NA	5	Libraries established in the community	Establishment Reports	DLSF	Quarter 1-4 LSF Budget
		Quarterly Report on programs carried out in communities to assist in cultivating literacy skills through book-based activities	NA	4	Training/ Workshops and Programmes to improve literacy skills	Quarterly report	DLSF	Quarter 1-4 LSF Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
6.1 Community Empowerment (ESSDP 6.1)	Training and upskilling of community library personnels  Strengthen community support and ownership in delivery of activities to minimize incidents of drug use, HIV/AIDS and Child Abuse  Strengthen Policy frameworks, manuals, training and awareness.  Build community understanding of EIE and school policy including SOP of MOE in times of disaster, and roles and responsibilities of MOE and Schools	Number of resources acquired to meet demands of library uses	NA	70,000	Preparation of list to schools/public libraries/ community libraries	Evaluation of needs and reports of distributions	DLSF	Quarter 1-4 LSF Budget
		Number of trainings conducted	NA	5	On the job training manual developed Training conducted	Training report	DLSF	Quarter 1-4 LSF Budget
		Number of QRP and Professional Development conducted	30	20	Conduct QRP and PDs	QRP Reports and Monthly Updates	DNSAAC	Quarter 1-4 NSAAC Budget
		Quarterly reports on participation of prison officers and inmates in training and counseling	NA	4	Trainings and counseling sessions conducted Collection of evaluation forms	Quarterly Reports	DNSAAC	Quarter 1-4 NSAAC Budget
		Development and finalisation of Community Education Awareness Framework	NA	1	Consultation Awareness training on framework Funding proposal/Training logistics Developing manual/Printing	Submission of CEAF manual	DAMU	Quarter 1-4 AMU Budget
		Number of information sessions held on EIE and School Safety Policy with communities, Civil society and other ministries.	22	25	Rollout handbook explaining EIE Policy and conduct session with vulnerable communities on school safety	Number of handbooks distributed	DAMU Divisionals Districts	Quarter 1-4 AMU Budget
		Number of information sessions held on WASH nad school safety policy with communities, CSOs and other organization	NA	15	Handbook on WASH in schools rollout	Awareness reports handbooks distributed	DAMU	Quarter 1-4 AMU Budget
		Feedback Report from stakeholders and analyzed for trends with the relevant diagnostics conducted  <b>Timelines</b> Activities timely completed by December 2015  <b>Costs</b> <b>FTE Staff</b>	NA	12	Feedback from stakeholders analyzed	Reports	DCS ESU	Quarter 1-4 HR Budget
6.2 Development Partner Coordination (ESSDP 6.2)	Improve Donor Agencies Support to Education by December 2013	Number of Donors supported programs during the year	NA	6	Donor programmes supported	Reports	DHR PEO HRM Divisional Districts	Quarter 1-4 HR Budget
		Donor Sectoral Meeting conducted	1	1	Donor Sectoral meeting coordinated Meeting Minutes	Donor Sectoral meeting Report Reports	DHR PEO HRM	Quarter 1-4 HR Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
6.2 Development Partner Coordination (ESSDP 6.2)	Improve Donor Agencies Support to Education by December 2013	Number of international volunteers on attachment arrangement  <b>Timelines</b> Activities timely completed by December 2015  <b>Costs</b> <b>FTE Staff</b>	20	5  All Sections Budget & Staff	International volunteers engaged		PEO HRM DPE DSE	Quarter 1-4 Primary, Secondary and HR Budget
6.3 Public and Private Stakeholder partnership (ESSDP 6.3)	Actively participate in Environmental related activities	Number of new environmental initiatives carried out	NA	3	Preparation of agenda, minutes and activity reports.	Monthly update	Section heads	Quarter 1-4 CAS Budget
	Strengthened partnerships and coordination processes	Quarterly report on the Ministry projects assisted by development partners	NA	4	Coordination of activities supported by Development partners	Stakeholders involvement & participation in education	DCS PEO HRM All Sections	Quarter 1-4 CS Budget
	Enhance collection development in public libraries	Number of resources distributed to public and community libraries	NA	2000	Resource distribution reports	Analysis of Evaluation Forms	DLSF	Quarter 1-4 LSF Budget
	Update and consult with major stakeholders on key initiatives and policies of the MoEHA	DSMB and Education Forum Organized	15	12 (DSMB) 3 (EF)	Education Forum and DSMB coordinated and feedback actioned	Forum reports	DPE Divisionals Districts	Quarter 1-4 DPE Budget
	Promote MoEHA full participation in community and environment project work by Dec 2015	Number of Corporate Service Responsibility projects conducted	3	3	Corporate activities coordinated and conducted	CSR reports	ESEC Committee Section Heads DCS	Quarter 1-4 ESEC budget
		Number of new initiatives on environmental issues carried out	2	2	Environment activities coordinated Civic participation	Environment /Community Visits reports	ESEC Committee Section Heads DCS	Quarter 1-4 ESEC budget
		Energy Saving practices conducted in all Sections at the Ministry	NA	14	Lights put out during lunch break Power shut down from switch each day Utilization of natural light	Energy Saving reports	Section Heads	Quarter 1-4 MoE Budget
	Collaboration with development partners for education and training support	Number of Fijian students selected to further education overseas through donors.	NA	10	Students selected through sponsorship programmes	Training reports	DHR PEO HRM	Quarter 1-4 NA
		Number of MOEHA officers securing scholarship, training and work attachment support at tertiary and education institutions overseas  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	NA	10  All Sections Budget & Staff	Officers selected through sponsorship programmes	Training reports	DHR PEO HRM	Quarter 1-4 NA



## OUTPUT 7: PROCESSES AND SYSTEMS

### Priorities

- Training Framework for schools management
- Leadership and management training
- Strengthening Financial Management
- Efficiency of Communication
- Implementation and Review of Policies, Plans and Legislations
- Improved data quality management
- Improved timeliness and quality of planning and reporting
- Best Management Practices
- Monitoring and Evaluation

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
7.1 Effectiveness of policies, plans and legislations facilitated (ESSDP 7.1)	Formulate or review of relevant policies and legislations in strategic priority areas by December 2015.	Number of policies reviewed or developed that meet government requirements.	15	12	Policies being reviewed based on timelines New policies developed addressing emergent needs	Reviewed and developed policies	Section Heads	Quarter 1-4 MoE Budget
		Quarterly Reports on the implementation of Policies at the Ministry	NA	4	Quarterly reports compiled	Reports	D/HR PEO HRM	Quarter 1-4 HR Budget
		Standard Operating Procedures developed and/or reviewed for Ministry processes	17	20	SOPs developed by Sections for various work processes and systems	SOPs completed and diagrammatic representation displayed	Section Heads	Quarter 1 MoE Budget
		Number of Cabinet Papers developed and approved by the Minister	2	3	Compilation of Cabinet Papers/ Tabled and approved for submission to Cabinet	MM Papers tabled and Cabinet Papers presented and adhered to upon endorsement	All Section Heads	Quarter 1-4 Section Budgets
	Facilitate and promote education research and its impact on current educational programs and new initiatives by Dec 2015	Quarterly Reports on Researches done within the Ministry to determine impacts of government initiatives and programmes	NA	4	Quarterly reports of Research	Reports	D/HR PEO HRM	Quarter 1-4 HR Budget
		Formation of the Fiji National Research Council of Fiji	NA	1	Meetings conducted towards the formation of the national Research Council of Fiji	Reports	D/HR PEO HRM	Quarter 1-4 HR Budget
		Number of Research Applications approved by the Ministry Research and Ethics Council	25	25	Vetting of Researches	Research reports	D/HR PEO HRM	Quarter 1-4 HR Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
7.1 Effectiveness of policies, plans and legislations facilitated (ESSDP 7.1)	Compile and promote the Ministry's Service Level Agreement and Customer Service Charter by Dec 2015  Review of the Ministry plans by Dec 2015	Number of research surveys conducted in identified areas of need for education enhancement	2	2	Research area identified Survey conducted	List of researches Research papers	D/HR PEO HRM	Quarter 1-4 HR Budget
		Identified Research being listed and relevant research presented to Management towards Policy decisions	1	1	Compiled list of researches	Research report	D/HR PEO HRM	Quarter 1-4 HR Budget
		Service Level Agreement developed for the Ministry	1	1	Service Level Agreement developed	SLA report	D/HR PEO HRM	Quarter 1-4 HR Budget
		Customer Service Charter developed and distributed	NA	1	Customer Service Charter developed	Customer Service Charter reports	D/HR PEO HRM	Quarter 1-2 MOEHA Budget
		Quarterly report on the Consultation and review conducted on the Ministry Plans with Sections and Districts	NA	4	Evaluation and review of 2015 – 2018 ESSDP, 2015 ACP and 2015 ABP	Reviewed plans	D/HR PEO HRM	Quarter 1-4 HR Budget
		Number of MOEHA plans meeting government priorities and requirements	3	2	Consultation, workshops and printing	Reviewed plans	D/HR PEO HRM	Quarter 1-4 HR Budget
		Finalized Section Business Plans by end February 2015 and reviewed every quarter/term  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	19	20  All Sections Budget & Staff	Development and adherence to Business Plans for Districts and Sections	Finalized Business Plans	DHR Section Heads	Quarter 1-4 MoE Budget
7.2 Strengthening Financial Management and compliance at all levels. (ESSDP 7.2)	Facilitate better understanding and compliance on government policies, procedures, rules and regulations by Dec 2015.	Quarterly Report on measures taken to reduce cases of non-compliance to government policies, procedures, rules and regulations	NA	4	Measures undertaken to reduce non-compliance to policies, procedures, rules and regulations.	Reports	D/HR PAS[HR]	Quarter 1-4 HR Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
7.2 Strengthening Financial Management and compliance at all levels. (ESSDP 7.2)	Improve processing of appointments, transfers and payments of MoE employees by Dec 2015	Quarterly report on the resolving of disciplinary cases relating to Students	4	4	Disciplinary measures enforcement and awareness conducted.	Reports	D/HR PAS[HR]	Quarter 1-4 HR Budget
		Appointments and Transfers timely processed	6000	6000	Processing of appointments and transfers Corresponding sections notified and allowances paid.	FESA audit Workflow approvals	D/HR PAS[HR]	Quarter 1 – 4 HR budget
		Number of new appointments processed within the 2015 academic year.	400	500	Verify appointment and pegged appointee's salary according to qualification attained	Monthly reconciliation of Status Report	D/HR PAS[HR]	Quarter 1 – 4 HR Budget
	Ensure the approved number of establishment is maintained by Dec 2015.	Monthly reports of the number of new appointments and transfers processed in time	12	12	Collate evidences and report on the new appointments and transfers processed timely in each month	Monthly Report	D/HR PAS[HR]	Quarter 1 – 4 HR Budget
		Number of government schools reconciliation report submitted by due date.(monthly)	14	13	Awareness of heads of section, Government school Principals, Head Teachers, and Bursars on government policies, procedures, rules and regulations	Awareness reports Monthly reconciliation Finance audit	D/F PAO	Quarter 1 Corporate Services budget
		Number of schools adhering to the new Financial Management procedures on the fee free tuition grant	896	900	School visits and monitoring on compliance of schools to new financial procedures	Reports on school compliance	D/HR PAO DAMU Section Heads	Quarter 1-4 CS Budget
		Quarterly Reports on Monitoring and Support provided to schools for the implementation of the Tuition Fee Free Grant	NA	4	Quarterly reports on visitations done, red-flag schools and compliance	Quarterly Reports	D/HR PAO	Quarter 1 – 4 Corporate Services budget
		Financial Management Reform Awareness conducted for Officers at the Ministry.	5	5	Monitor and evaluate compliance levels of Finance procedures and activities.	Awareness reports	D/F PAO	Quarter 1 – 4 Corporate Services budget
		Quarterly Report on Reduction in finance audit queries.	4	4	Conduct awareness on government policies.	Audit reports	D/F PAO	Quarter 1 -4 Corporate Services budget
		Facilitate better understanding and compliance on government policies, procedures, rules and regulations by December 2015						

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
7.2 Strengthening Financial Management and compliance at all levels. (ESSDP 7.2)	Facilitate better understanding and compliance on government policies, procedures, rules and regulations by December 2015	Quarterly report on the Number of new non-compliance cases against government policies, procedures, rules and regulations reduced	NA	4	Strengthen internal control processes at all levels Processing of non-compliance cases / Conduct investigation on all reported cases of non-compliance. Awareness Conducted on school discipline	Monthly reports Investigation Reports	DHR PAS HR	Quarter 1 – 4 Corporate Services budget
	Improve processing of promotions for MoE employees by Dec 2015	Number of advertised posts and promotions processed.	300	300	Facilitate application for advertised post and promotions processes	Monthly updates and Reports	D/HR PAS [PPU]	Quarter 1 – 4 CS budget
	Increase in teacher establishments	Monthly reports of advertised posts and promotions processed	NA	12	Summaries of posts advertised and promotions processed in a month	Monthly updates and Reports	D/HR PAS(HR)	Quarter 1 – 4 CS budget
	All PD's reviewed by 2015.	Number of teachers appointed to new establishments	NA	348	Processing of applications and appointments	Report on Workflow approvals and appointments	D/HR DSE DPE PEO [HR]	Quarter 1 CS Budget
	Improve understanding and reporting against IWP and Business Plan by Dec 2015	PDs reviewed/stored at HR for all officers.	1	1	PD reviewed and stored for all levels	Reviewed PDs.	Section Heads	Quarter 1 MOE budget
		IWP completed and submitted to Section Heads by Week 2 of February.	3000	5000	Organized reporting and assessment of IWPs Develop 2014 IWP.	IWP filing and recording	Section Heads	Quarter 1 MOE budget
	Awareness on Policies conducted	Number of Awareness Programs conducted on new MoENHCA Policies in Districts	NA	9	Awareness on the new Ministry Policies conducted in all the Districts	Awareness Programme Reports	D/HR PAS[HR] PEO HRM	Quarter 1-4 HR Budget
		2014 Annual report approved and printed.  <b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>	1	1	Compilation of 2014 Annual Report.	Annual Report copy.	D/HR PEO HRM	Quarter 1-2 MoE Budget
				All Sections Budget & Staff				



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Efficiency of coordination and communication at all levels improved (ESSDP 7.3)	Improve the quality and timeliness of speeches produced for the minister and PSE by Dec 2015.	<b>Quality</b> Number of media statements released	50	200	Conduct a thorough research , compose drafts, ensure quality checks with editing and polishing statements.	Monthly Update Reports	DCS PEO ESU	Quarter 1 - 4 CS budget
		Monthly Reports on the number of media statements released	NA	12	Report on the number, type and content of media statement released	Monthly reports	DCS PEO ESU	Quarter 1-4 CS Budget
		Number of speeches for the Minister and PSE.	NA	50	Conduct a thorough research , compose drafts, ensure quality checks with editing and polishing of speeches	Monthly summary Reports of Speeches	DCS PEO ESU	Quarter 1 -4 CS budget
	Improve the updates on the revamped MOE Website by Dec 2015.	MOE website regularly updated.	NA	24	Regular maintenance and update of MOE Website.	Monthly update Reports	D/HR PEO HRM PEO ESU	Quarter 1 -4 CS budget
		Quarterly reports on the updates on the MoEHA website	NA	4	Summary reports on the maintenance and updates on revamped website	Quarterly report	DCS DHR PEO HRM PEO ESU	Quarter 1 -4 CS budget
	Improved quality of feedback on educational queries by Dec 2015.	Number of Correspondences processed	10500	10000	Feedback provided on all Education queries.	Monthly update Reports.	All sections D/HR	Quarter 1 -4 HR Budget
		Quarterly Reports on the Complaint s /Feedback received and timely addressed	NA	4	Receiving and addressing complaints at the Ministry	Database done Monthly Reports	DCS ESU Section Heads	Quarter 1 -4 CS Budget
	Strengthening of public library services through the provision of ICT facilities and media by Dec 2015	Number of Public libraries to have internet access	NA	4	Surveys conducted Connection of Internet	Reports	DLSF	Quarter 1-4 LSF budget
		Education programmes conducted through the use of mainstream and social media	NA	3	Education programmes conducted using the mainstream media and social media	Re-engineered process	CAS DLSF	Quarter 1-4 CAS & LSF budget
	Re-engineering of processes at the Ministry	Number of Ministry processes Re-engineered	2	2	Facilitate and Re-engineer processes at the Ministry		D/HR Section Heads	Quarter 1 – 4 CS Budget
		<b>Timelines</b> Activities timely completed by December 2015 <b>Costs</b> <b>FTE Staff</b>		All Sections Budget & Staff				

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Effectiveness of quality assurance and reporting process improved (ESSDP 7.4)	Improve quality of data and data use for improvements by Dec 2015	Quarterly reports of all schools training, issues and challenges regarding the use of the new FEMIS database	4	4	FEMIS statistics collated and analyzed	Quarterly report	DHR PEO HRM	Quarter 1-4 FEMIS/ HR budget
		Re-Training conducted for FEMIS	NA	10	All data analyzed for enhancement of delivery	Reports	All Section Heads	Quarter 1-4 FEMIS/ HR budget
		Data analysis at the Ministry conducted and trended with comparisons done towards diagnostic and proactive purposes.	NA	14	Data collected and analyzed	Data analysis reports	All Section Heads	Quarter 1-4 MoE Budget
	Improve quality and effectiveness of SOPs by Dec 2015	SOPS developed and/or reviewed for effectiveness, efficiency and quality	NA	28	SOPS developed or reviewed	Reviewed or developed SOPs	All Section Heads	Quarter 1-4 MoE Budget
	Strengthening of Monitoring and Evaluation at the Ministry by Dec 2015	Quarterly reports on the monitoring of the Free Education Grant in Schools by district	NA	4	Monitoring of FEG utilization in schools	Quarterly reports	D/HR PEO HR	Quarter 1-4 HR Budget
		Consultation conducted and draft for Monitoring and Evaluation Framework developed for the Ministry	NA	1	Consultation feedback	Monthly Reports	D/HR PEO HRM PEO HR	Quarter 1-4 HR Budget
	Facilitate opportunities for capacity building for MOE Administration staff both locally and overseas by December 2015	Quarterly reports on the review of the Ministry's Strategic, Corporate and Business Plan	NA	4	Review conducted of the Plans	Quarterly reports	D/HR PEO HRM	Quarter 1-4 HR Budget
		Number of training application registered with PDU that are processed through MOE Accounts	100	100	Processing of training requests by the MoE Accounts section	Training application reports TNA and Planning report	D/HR PEO HRM	Quarter 1-4 CS Budget
		Number of MoE Professional / support staffs undergo local and overseas training in identified areas of need	260	200	Training plan designed Update of training database	List of scholarship recipients Training reports List of officers selected and passing exams	D/HR PEO HRM	Quarter 1-4 HR Budget
		Quarterly Reports of training applications registered with PDU that are processed through MOE Accounts	NA	4	Collation of all training applications registered with PDU and processed through accounts	Quarterly reports	D/HR PEO HRM	Quarter1 – 4 HR Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Effectiveness of quality assurance and reporting process improved (ESSDP 7.4)	Facilitate opportunities for capacity building for MOE Administration staff both locally and overseas by December 2015	Number of participants trained that are applying training knowledge and skills.	250	300	Coordinate Monitoring and evaluation of impact of MoE training	Transfer Evaluation forms completed	D/HR PEO HRM	Quarter 1 – 4 CS budget
		Quarterly Reports of participants trained that are applying training knowledge and skills  <b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>	NA	4  All Sections Budget and Staff	Collation of evaluation from supervisors of training participants	Quarterly Reports	D/HR PEO HRM	Quarter 1 – 4 CS budget
7.4 Effectiveness of quality assurance and reporting process improved (ESSDP 7.4)	Financial management training and re-training for relevant Committee personnel by Dec 2015	Training programmes rated by participant as satisfactory or better	584	350	Facilitate receipt of training feedback from participants	Evaluation forms feedback report	D/HR PEO HRM	Quarter 1 – 4 CS budget
		Quarterly reports of Principals, Head teachers and management being retrained or refreshed through Financial Management Training	NA	4	Compilation of Reports at end of quarter for training provided to relevant participants	Quarterly Reports	DAMU Divisionals Districts	Quarter 1-4 AMU Budget
	Improved efficiency and effectiveness of systems, processes and productivity initiatives to improve quality of service delivery by Dec 2015.	Number of teacher information updated on FESA .  <b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>	6800	7000  AMU, HR, Districts Budget and Staff	FESA details for Teachers updated.	FESA monthly report	DPE Divisionals Districts School Heads PEO HRM	Quarter 1-4 HR Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Effectiveness of quality assurance and reporting process improved (ESSDP 7.4)	Improved efficiency and effectiveness of systems, processes and productivity initiatives to improve quality of service delivery by Dec 2015.	Number of MAR submitted on time. (Primary / Secondary / Sections)	P – 400 S – 100 S – 10	P – 400 S – 100 S – 10	Monitor MAR submission	Monthly Update Report	DHR DSE DPE Divisionals Districts School Heads	Quarter 1 –4 HR budget
		Number of APA submitted. (Primary / Secondary / Sections)	10311	10 400	Monitor APA submission	Monthly Update Report	DHR Section Heads PAS[HR]	Quarter 1 –4 HR budget
		Leave queries timely attended to	10, 300	10, 300	Address leave queries in a timely manner	Monthly update	DHR Section Heads PAS[HR]	Quarter 1 –4 HR budget
		Customer Service rated as satisfactory or better at the Ministry  <b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>	10,000	10, 000  All Sections Budget and Staff	Evaluate all Customer feedback	Monthly or weekly analysis of feedback	Section heads Divisionals Districts	Quarter 1 –4 MoE Budget
7.5. Strengthening of processes and systems	Promote Innovation and best Management Practices to enhance delivery by Dec 2015	Service Excellence Champion selected	NA	14	Service Excellence Champions to spearhead SEA practices at each section	SEA section reports	All Section Heads	Quarter 1-4 MoE Budget
		Service Excellence practices followed at the different Sections and districts as per the Ministry's 2014 Feedback Report. ▪ desktop folder ▪ analysis and trending of data ▪ quarterly review of plans ▪ Suggestion boxes and analyses conducted periodically ▪ rewarding of staff, etc	NA	23	Service Excellence practices conducted OFI's addressed	Service Excellence report	All Section Heads	Quarter 1-4 MoE Budget
	Effective implementation of Service Excellence tools by Dec 2014	Quartely Reports of Quality tools like Quality Circles and 5S employed by the Ministry for enhancement of services	NA	4	Management tools coordinated with training conducted	QC and 5s Reports	All Section Heads	Quarter 1-4 MoE Budget



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
7.5. Strengthening of processes and systems	Effective implementation of Service Excellence tools by Dec 2014	Number of Quality Circle projects implemented and functional at HQ and Districts	13	15	QC Committee formed Identify QC Improvement projects and complete them.	Reports	D/HR PEO HRM Divisionals Districts	Quarter 1 - 4 MoE Budget
		Number of social clubs formed in sections and districts  <b><u>Timelines</u></b> Activities timely completed by Dec 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA	10  All Sections Budget and Staff	Social Clubs formed to facilitate service delivery and community outreach	Reports of activities compiled	Section Heads	Quarter 1-4 MoE Budget



## OUTPUT 8: HERITAGE AND ARTS

### Priorities

- Mainstreaming culture, heritage and arts into national, social and economic development planning and policy
- Leveraging national sites to international status and recognition
- Acknowledging the importance of intangible and tangible cultural heritage, connection to the land, and ocean
- Government Records Management Training
- Increase inscriptions on local, national, regional international registers of UNESCO Memory of the World Program
- Promoting cultural plurality
- Cultural research and access enhanced
- Improve safety and accessibility of Fiji's audio visual heritage
- Continued usability of historical documents
- Implementing relevant record-keeping standards
- Enforcement of Legal Deposit Act

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Developing and implementing national cultural policies and legislative frameworks (ESSDP 8.1)	Develop policies and strategies to preserve, promote and increase awareness of culture for posterity and increase coordination of relevant strategies.	Number of frameworks, strategies and policies developed and finalized	4 NA	4 7	Consultation and developmenet of new policies and frameworks	Final Policies, Frameworks and Strategies	DHA DNAF	Quarter 1-4 HA and NAF Budget
	Protect and promote cultural rights of all peoples	Number of implementation measures and ratification of international cultural instruments including UNESCO Conventions	3	3	1972 World Heritage Levuka Activities' implementations	Reports of Implementation	DHA	Quarter 1-4 HA Budget
	Improving the Preservation and accessibility of Historical AV Materials	Quarterly Reports on the restoration of images and AV footages in the National Archives	NA	4	Microfilm preservation/ Security of microfilms ensured/ other activities required for restoration of images	Quarterly Reports of activities	DNAF	Quarter 1-4 NAF Budget
	Assist Agencies in the implementing of relevant record-keeping standards	Number of Agencies surveyed for record-keeping compliance	NA	40	Consultation with agencies/ Conduct survey and complete questionnaire/ compile feedback reports	List of Agencies Feedback reports	DNAF	Quarter 1-4 NAF Budget
		Increased coverage of Recordkeeping training	NA	8	Collation of information leadingto the conducting of training	Training Reports	DNAF	Quarter 1-4 NAF Budget
	Assist agencies and other cultural institutions in the implementation of their development policies and strengthen their supporting infrastructure through appropriate Forums established.	Stakeholder endorsement of NHCA & Agencies propositions at Forums – 80% per session.	NA	15	Fiji Arts Council Board Fiji Museum Board of Trustees National Trust of Fiji Council 6 MCC Committees	Consulation Reports and Meeting Minutes	DHA	Quarter 1-4 HA Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Developing and implementing national cultural policies and legislative frameworks (ESSDP 8.1)	Support evidence-based decision making on access to heritage documents	Release of archival evidence to enable policy formulation and accurate decision making	NA	30	Assist agencies and departments in accessing archival evidence	List of agencies assisted and archival evidence requested	DNAF	Quarter 1-4 NAF Budget
		Accurate valuation of the holdings of Fiji's archival heritage  <b><u>Timelines</u></b> Activities timely completed by Dec 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA	1  HA and National Archives Budget and Staff	Report of activity organized	Final valuation report	DNAF	Quarter 1-4 NAF Budget
Developing measures to protect the natural, tangible and intangible cultural heritage and increase resources for the development and strengthening of national and regional cultural initiatives (ESSDP 8.2)	Develop and strengthen Fiji Arts Council, Fiji Museum, Multi-Cultural Centre and National Trust of Fiji to increase their effectiveness.	Quarterly Reports on the Grants disbursed to agencies with analysis of reconciliation reports and cultural activities in defining a strong cultural brand for Fiji	NA	4	Submission received from agencies/ Grants disbursed timely/ reconciliation and acquittals	Quarterly Reports	DHA	Quarter 1-4 HA Budget
		Quarterly reports of the nine Agencies achieving activities that meet MOU Outputs	NA	36	Timely submission of reports by agencies as per deadline and in compliance with finance requirements on first submission	Quarterly Reports	DHA	Quarter 1-4 HA Budget
	Improved awareness of the importance of Fiji's documented heritage	Number of inscription records onto Fiji's UNESCO Memory of the World Register and commemorate inscriptions to raise awareness	NA	5 2	Awareness conducted/ preparations for the activities for inscriptions on Register	Implementation Reports and Records	DNAF DHA	Quarter 1-4 NFA and HA Budget
	Promoting cultural plurality	Number of projects and initiatives supported and participated emphasizing cultural revitalization, cross-cultural exchange and integration.  <b><u>Timelines</u></b> Activities timely completed by Dec 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA	3  HA and National Archives Budget and Staff	National projects supported promoting / emphasizing multiculturalism.	Project Reports	DHA	Quarter 1-4 HA Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Facilitate and promote research/ studies/ surveys on impact of current and new cultural programs. (ESSDP 8.3)	Cultural Research supported and access enhanced	Number of databases, directories, registers and lists developed to enhance documentation, archival and access to various cultural data	2	2	Training Database/ Heritage Register/ Cultural Statistics Database/ Artists Directories	Database entry document and report	DHA	Quarter 1-4 HA Budget
		Number of Researches/studies/ surveys conducted by units/ agencies or outsourced in identified areas of need	2	2	Research/studies/surveys on cultural programs/ Develop database, directories, registers on cultural activities and programs	Research and Survey Reports	DHA	Quarter 1-4 HA Budget
		Quarterly Reports on the provision of archival records, microfilms, publications and the facilitation of historical research	NA	4	Provision of archival records and published information/ production of microfilm for increased accessibility	Quarterly Reports	DNAF	Quarter 1-4 NAF Budget
		Number of users assisted with in-depth archival research services	NA	100	Assistance provided to library users for indepth researches	Summary and log of assistance provided	DNAF	Quarter 1-4 NAF Budget
		Quarterly Report on the thematic exhibitions on premises and guided tours for students and groups	NA	4	Preparations and staging of exhibitions/ facilitation of school and group tours	Quarterly Reports	DNAF	Quarter 1-4 NAF Budget
		Number of Criteria and pre-requisites for information entered into inventories developed and approved.	NA	3	Developing criteria	Approved criteria and guidelines	DHA	Quarter 1-4 HA Budget
	Ensure the safekeeping and continued usability of historical documents	Quarterly Reports on the materials/documents restored and conservation methods employed in the National Archives	NA	4	Utilisation of scientific conservation methods in the restoration of historical items/ documents restored	Quarterly Report	DNAF	Quarter 1-4 NAF Budget
	Grow Fiji's knowledge base by enforcing Legal Deposit Act with all publishers	Number of different materials published in Fiji acquired as knowledge resources for the government and the Fiji public	NA	1600	Acquire materials from publishers	List of documents and materials	DNAF	Quarter 1-4 NAF Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		HA and National Archives Budget and Staff				



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Culture as a vector for sustainable economic development. (ESSDP 8.4)	Seeking venture capital and access to credit for small and medium-sized cultural enterprises and initiatives, including through the disbursement of culture support funds	Increased number of Cultural Projects and Initiatives supported and monitored	10	10	Implement CG project Implement WH projects	Approve MoA and MoU	DHA	Quarter 1-4 HA Budget
		Number of culture, heritage, art projects supported through other grants of NHCA	NA	2	Evaluation of projects and monitoring of implementation of grants	Progress Reports	DHA	Quarter 1-4 HA Budget
		Number of cultural grants initiatives/projects supported promoting conservation or sustainable cultural resource development in partnership with local resource owners.	NA	2	Collection of data and reports from local resource owners	Approved MOA/MOU (Grants)	DHA	Quarter 1-4 HA Budget
		Number of cultural grants projects supported providing initial capital for cultural enterprises set-up or assist through further enhancement of existing enterprises.	NA	2	Disbursement of grants Monitoring of the utilization of grants and evaluation of projects	Project Proposals, Post-Assessment report/ Project reports	DHA	Quarter 1-4 HA Budget
	Contribution of culture to national development and economic growth ascertained.	Number of indicators identified and adoption formalized by technical working committees  <b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>	NA	10  Heritage and Arts Budget and Staff	Research and surveys for domains	Project Proposals, Post-Assessment report/ Project reports	DHA	Quarter 1-4 HA Budget
Develop and maintain cultural sites, spaces and infrastructure (ESSDP 8.5)	Assist Agencies in the implementation of their development policies and strengthen their supporting infrastructure.	Number of heritage site facilities and schools developed/improved.	5	5	Identification of projects/ disbursement of funds for implementation and logistics for projects	Project Monitoring Reports	DHA DAMU	Quarter 1-4 AMU and HA Budget
		Number of archaeological impact assessment conducted.	NA	5	FM AIA visits and mapping	AIA Report	DHA	Quarter 1-4 HA Budget
		Implement site assessments of heritage sites and cultural projects at the national level	NA	3	Site assessments updates Projects report	Site Assessment Report	DHA	Quarter 1-4 HA Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Develop and maintain cultural sites, spaces and infrastructure (ESSDP 8.5)	Assist Agencies in the implementation of their development policies and strengthen their supporting infrastructure.	Increased archaeological sites mapped meet visitor attractions status	NA	5	Heritage records of mapped sites	Progress Reports	DHA	Quarter 1-4 HA Budget
		80% of resource owners assessed meet standards for best practices in the marketing of cultural resources.	NA	2	Identification and assessment of resource owners	Evaluation Report	DHA	Quarter 1-4 HA Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		AMU, HA Budget and Staff				
Leveraging national sites to international status and recognition (ESSDP 8.6)	Conservation works on Levuka as a World Heritage Site facilitated.	Quarterly Reports on the projects/ activities pursued to facilitate work on safeguarding of Levuka's 'Outstanding Universal Value'	NA	4	Assessment of ongoing projects Implement work for safeguarding of Levuka Implementation of Levuka World Heritage Projects	Project Reports	DHA	Quarter 1-4 HA Budget
		Number of schools visited for Heritage in Young Hands	NA	5	Analysis of schools visited through Heritage in Young Hands and APNET Programmes	Progress Report on activities in schools	DHA	Quarter 1-4 HA Budget
		Number of schools visited for APNET Programmes	NA	1	Coordinate with school on APNET Programmes	Progress Report	DHA	Quarter 1-4 HA Budget
		Number of National festivals/ celebration for Levuka as a World Heritage Site	NA	1	Preparations and activities for celebrations of national festivals for Levuka	Festival Reports	DHA	Quarter 1-4 HA Budget
		Projects completed meet World Heritage Committee conditions for inscription of Levuka as WHS till 2015.	NA	2	Planning and implementation of projects for inscription of Levuka as WHS	Progress reports on project implementation	DHA	Quarter 1-4 HA Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		HA Budget and Staff				

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Mainstream arts, heritage and culture in education and training (ESSDP 8.7)	Cultural Heritage and arts curricula for primary and secondary education levels for inclusion into the formal education curricula developed.	Number of schools with an established cultural program and using formalized cultural practitioners in their classes	30	30	Liaise with MOE Secondary and Primary Section and get records of all schools with established cultural programmes	List of schools and reports of activities	DHA	Quarter 1-4 HA Budget
		Number of programmes /activities/ initiatives in education and cultural institutions that reflects UNESCO ESD priorities	NA	13	Liaise with MOE ECE /Primary /Secondary and Higher Education and Cultural Institutions that support ESD in their core activities.	Completed activities reflecting UNESCO ESD priorities	DHA	Quarter 1-4 HA Budget
		Number of schools accessing cultural and heritage infrastructure (museums/sites/ Libraries)	NA	20	NTF data for heritage sites visited by schools FM data for heritage infrastructure visited by schools	Schools' cultural Program Survey	DHA	Quarter 1-4 HA Budget
		Number of New students enrolling at Multi-Cultural Centres around the country	NA	10	MCC data for classes quarterly	MCC Report	DHA	Quarter 1-4 HA Budget
	Improve safety and accessibility of Fiji's Audio Visual heritage	Quarterly Report of the maintenance of the audio visual heritage in National Archives	NA	4	Photo digitization overhaul/ photos cleaned, sorted , scanned and catalogued	Quarterly Report	DNAF	Quarter 1-4 NAF Budget
		Compilation of Historical DVD Boxset of Educational Materials for Schools	NA	1	Collection of Education materials to be compiled into DVD Box-Set	Progress reports on the compilation of	DNAF	Quarter 1-4 NAF Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		HA and NAF Budget and Staff				
Capacity development and professional management (ESSDP 8.8)	Professional development programmes	Quarterly Reports on the trainings organized for teachers, crafts people and practitioners and heritage rangers in culture and heritage related fields.	NA	4	Receive training and make nominations for local, regional and overseas capacity building. Prepare for and organize training Updating training database	Training and Workshops Report	DHA	Quarter 1-4 HA Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Capacity development and professional management (ESSDP 8.8)	Professional development programmes	Number and area of capacity building offered to cultural officials, policy makers and personnel in the sector	NA	25	Data from NHCA training database.	Training Reports from cultural officers	DHA	Quarter 1-4 HA Budget
		Number of internal Training of Staff conducted	NA	1	Preparation of TNA/ Preparations and trainings conducted	Training Report	DNAF	Quarter 1 NAF Budget
	Improved Whole of Government Records Management Training	Overhauled government Records Management training in line with professional standards (PARBICA Recordkeeping for Good Governance Toolkit)	NA	1	Communications with agencies/ preparation and organization of training/workshop	Training Report	DNAF	Quarter 1-4 NAF Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		HA and National Archives Budget and Staff				
Enhancing partnership with cultural industry stakeholders (ESSDP 8.9)	Leverage Culture through building partners, networking and information sharing	Number of partner organizations established.	1	5	Consultations with other organizations Signing Agreement of Establishment	Approved MOA/MOU	DHA	Quarter 1-4 HA Budget
		Number of stakeholder awareness visits, facilitation and attendance.	10	10	Stakeholders awareness visits and attendance reports	Awareness reports/ Attendance Sheet/ Facilitation Documents	DHA	Quarter 1-4 HA Budget
		Reports on initiatives and outcomes of meetings, conferences, workshops and external initiatives where NAF input is sought	NA	4	Preparations for and attendance to meetings, conferences and workshops	Reports of Meetings/ conferences and workshops	DNAF	Quarter 1-4 NAF Budget
		Report of tracking done on initiatives and outcomes to demonstrate value of collaboration and information sharing	NA	1	Follow up on initiatives and collaborations	Progress Report	DNAF	Quarter 1-4 NAF Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		HA and NAF Budget and Staff				



Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Media and digital technology and process automation	Cultural Standard-setting tools developed and re-engineered	Quarterly Reports on the promotional and awareness tools developed	NA	4	Development of posters, brochures, banners, pamphlets, radio and TV advertisements for awareness and promotions	Progress Reports	DHA DNAF	Quarter 1-4 HA and NAF Budget
		Quarterly Reports on Updates on website  <b><u>Timelines</u></b> Activities timely completed by Dec 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA	4  HA and NAF Budget and Staff	Updates of activities/ Forms and information onto HA Website	Quarterly Reports	DHA	Quarter 1-4 HA Budget





## OUTPUT 9 : HIGHER EDUCATION

### Priorities

- Recognition and Registration of Higher Education Institutions
- Embedding of HEI Qualifications onto the FQF
- Initiatives to enhance recognition of tertiary education in Fiji
- Encouragement to HEI to offer national qualifications
- Accreditation to overseas Qualification Agencies
- Development of policies and legislations
- Implementation of Funding Model
- Strengthening of Industry Standards Advisory Committees
- Aligning HEI Programmes to needs of industries.

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Quality, relevance and consistency of education and training across the nation ensured (ESSDP 9.1)	Develop, maintain and review Quality Assurance processes and systems to facilitate a culture of continuous improvement by December 2015	Number of new policies developed, passed by FQC and endorsed by FHEC to ensure the quality assurance of processes	3	2	Formulation of new policies and review of other policies Submitted to FQC and FHEC for approval	Copies of Policies Minutes of Meetings approving of new/reviewed policies	DFHEC	Quarter 1-4 FHEC Budget
	Increase efficiency in the registration and accreditation of HEIs by December 2015	Monthly Reports on the updates relating to the recognition and registration of HEIs and accreditation of their programs onto the FQF	NA	12	Collection of Application Forms and evidences of HEIs compliance when applying for HEI registration and accreditation of programs	List of HEIs and Programs accredited	DFHEC	Quarter 1-4 FHEC Budget
	Outcomes-based assessment and curriculum be encouraged in line with international best practices	Number of advocacy and awareness for outcomes-based assessment	NA	2	Planning, logistics and organization of the advocacy awareness programmes	Survey Report	DFHEC	Quarter 1-4 FHEC Budget
		Number of training and registration of new assessors and moderators	NA	20	Assessment review workshops conducted Assessors' workshops planned and conducted	Review and Progress Reports Data Listing	DFHEC	Quarter 1-4 FHEC Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		FHEC Budget and Staff				
Education and training is internationally recognized (ESSDP 9.2)	Promote Fiji's interests in international forums and ensuring that the FHEC stakeholders' interests are well represented and Fiji qualifications are formally recognized.	Quarterly reports on the affiliation and professional linkages of Fiji to Accrediting institutions ;gaining recognition of the qualifications offered in the country	NA	4	Partial and full membership of international bodies APQN, INQAAHE, SPBEA, TQF, Asia Pacific Convention Review and establish links	Workshops, meetings and Conference and Progress Reports	DFHEC	Quarter 1-4 FHEC Budget

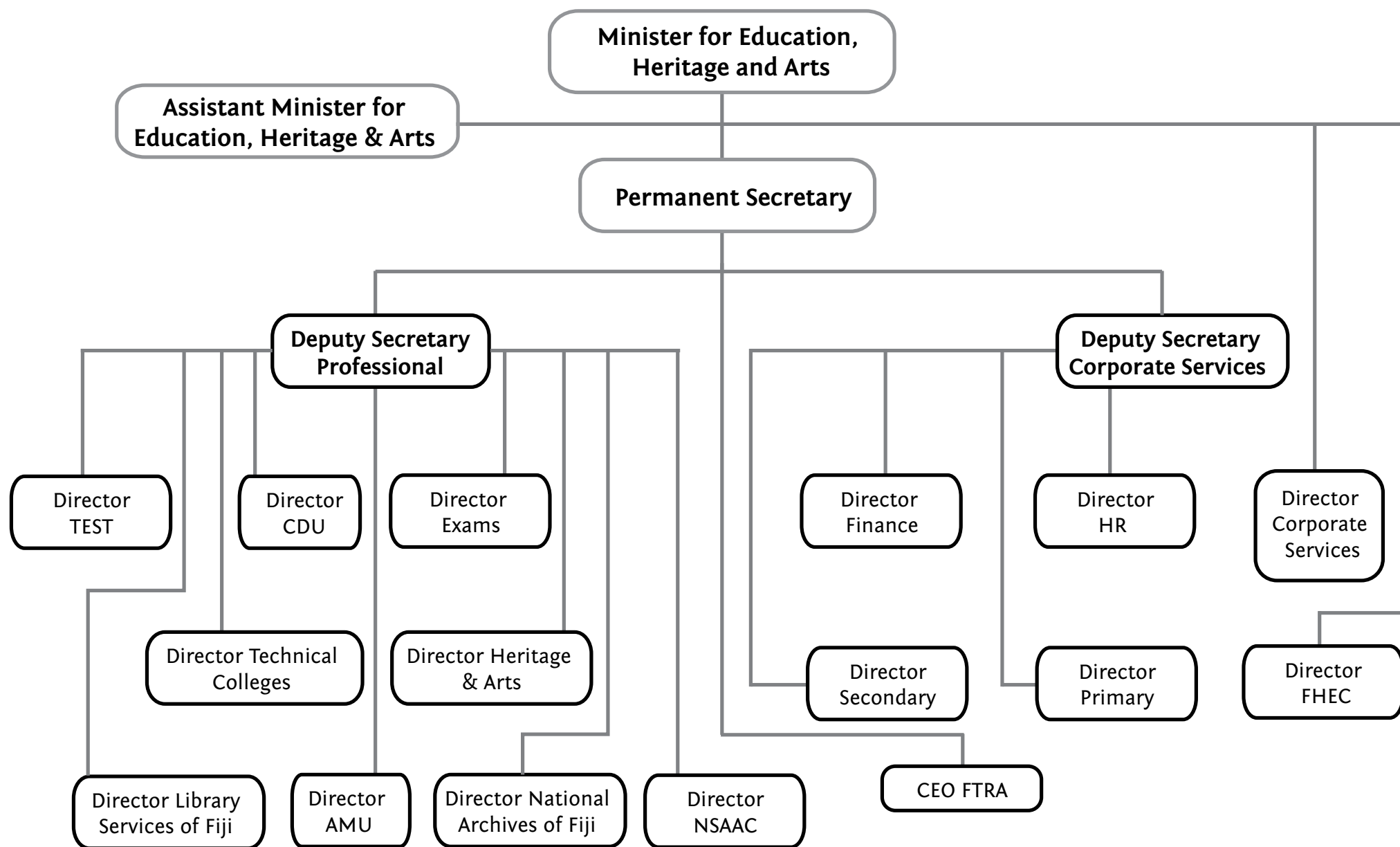
Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Education and training is internationally recognized (ESSDP 9.2)	Promote Fiji's interests in international forums and ensuring that the FHEC stakeholders' interests are well represented and Fiji qualifications are formally recognized.	Formal Recognition and statement by SPBEA on accreditation in the region including Australia and New Zealand	NA	1	Consultation and planned collaborations with SPBEA	SPBEA Reports	DFHEC	Quarter 1-4 FHEC Budget
		Review and re-establish links with Transnational Qualifications Framework (TQF) under Commonwealth of Learning (COL)	NA	1	Consultations and collaborations with TQF	TQF Progress Reports	DFHEC	Quarter 1-3 FHEC Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		FHEC Budget and Staff				
An Informed and progressive Fijian society (ESSDP 9.3)	Raise awareness of opportunities created by embedding programs onto the FQF for pre-employment education and training, for employers and employees and for training providers	Quarterly Reports on the increased adoption of Levels 1-4 national qualifications onto the FQF and increased HEIs offering National Qualifications.	NA	4	Planned consultations with HEIs on the adoption of L1-4 national qualifications	Progress Reports	DFHEC	Quarter 1-4 FHEC Budget
		Number of Technical Colleges identified and assisted to roll out national qualification levels 1 and 2	NA	2	Consultations with TEST section of MoE on the rolling out of national qualifications Levels 1 and 2 at Technical Colleges Recognition and Registration of Technical Colleges	Progress Reports/ Information Kits/ MoU with stakeholders	DFHEC	Quarter 1-4 FHEC Budget
		Coordination of the Record of Learning database	NA	1	Collection and vetting of the ROL data from HEIs	Updated ROL Database	DFHEC	Quarter 1-4 FHEC Budget
		Number of Advocacy and Awareness on learning pathways for all communities through the FQF	NA	3	Continuity of advocacy programmes through TV, radio and print media	Quarterly Reports/ e-portfolio/ feedback reports	DFHEC	Quarter 1-4 FHEC Budget
		<b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>		FHEC Budget and Staff				

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
Sustained economic growth supported by key capability development (ESSDP 9.4)	Strengthen the Industry Standards Advisory Committees (ISACS) that is up to date with modern practices in areas of strategic significance for the advancement of industries in Fiji	Quarterly Reports on the membership of ISACS identified and endorsed by respective industries and of the roles in the establishment of standards for the industry	NA	4	Identification and organization of ISACs meeting Registration of ISACs members MOU with employers	Quarterly Reports	DFHEC	Quarter 1-4 FHEC Budget
	Better alignment of qualifications development to skills demand	Number of new qualifications identified and developed	NA	47	Consultation with National Strategic Human Resource Development Committee Strengthening systems to identify qualifications that will need to be developed based on national needs	Progress Reports/ Minutes/ Updated NQ Database	DFHEC	Quarter 1-4 FHEC Budget
	Meeting Industry productivity and strategic sector development requirements	Number of Research and meetings conducted with stakeholders  <b>Timelines</b> Activities timely completed by Dec 2015 <b>Costs</b> <b>FTE Staff</b>	NA	1 (R) 3 (M)  FHEC Budget and Staff	Production of research report on skills and competencies that graduates must possess Convene meetings with training providers and industries	Research Report Meetings Minutes	DFHEC	Quarter 1-4 FHEC Budget
An education and training culture based on continuous improvement (ESSDP 9.5)	Fair and equitable deployment of Funds for PSET is ensured by Dec 2015	Bi-Annual report on the Timely disbursement and monitoring of government grants to eligible HEIs	NA	2	Ensure compliance by HEIs Quality checks on the collation of data for new Funding model Disbursement and monitoring of grants	Progress Reports Data collation	DFHEC	Quarter 1-4 FHEC Budget
		Bi-annual reports on the CAUQ's meetings and formulation of Terms of Reference	NA	2	Facilitation of CAUQ's meetings to formulate TOR and review process to reflect less programme duplication	Progress Reports Minutes	DFHEC	Quarter 1-4 FHEC Budget
	Capacity building of Staff	Quarterly Reports on the training conducted and capacity building for staff of FHEC	NA	4	Staff Trainings/ Work Attachments organized	Reports of Training and Attachments	DFHEC	Quarter 1-4 FHEC Budget
	Enhance the quality of services delivered by FHEC	Quarterly Reports on the efforts to improve efficiency in the operations of the FHEC	NA	4	Analysis of Customer Evaluation Forms Analysis of feedback from Commissioners	Analysis Reports Evaluation Forms	DFHEC	Quarter 1-4 FHEC Budget

Sub Outputs	Strategies and Timeframe	Output Indicators	2014 Actual	2015 Target	Activities	M&E strategy	Responsible for Implementation	Due date / Budget
An education and training culture based on continuous improvement (ESSDP 9.5)	Relevant Policies and Manuals completed by Feb 2015	Formation of OHS Committee and compliance with OHS requirements  <b><u>Timelines</u></b> Activities timely completed by Dec 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA	1  FHEC Budget and Staff	Establishment of OHS Committee and aligning FHEC office towards an appropriate working environment	Progress Report of activities	DFHEC	Quarter 1-4 FHEC Budget
Continuing improvement on its performance as a Quality Assurance Agency of the Higher Education Sector (ESSDP 9.6)	Enhancement of the contribution of Corporate Services to a culture of continuous improvement	Number of HR Policy and HR Manual adopted  Finance Manual completed and timely submission of Finance Reports  Quarterly reports on the activities and processes in the Corporate Services section  <b><u>Timelines</u></b> Activities timely completed by Dec 2015 <b><u>Costs</u></b> <b><u>FTE Staff</u></b>	NA  NA  NA	2  3  4  FHEC Budget and Staff	Compilation of HR Policy and HR Manual  Compilation of Finance Policy Submission of Finance Reports to Commissioners  Continuous review/ innovative processes in administration, finance and HR services	Copies of HR Policy and HR Manual  Finance Policy Finance Reports  Quarterly reports	DFHEC  DFHEC  DFHEC	Quarter 1-4 FHEC Budget  Quarter 1-4 FHEC Budget  Quarter 1-4 FHEC Budget

# MINISTRY OF EDUCATION, HERITAGE & ARTS

## MANAGEMENT ORGANIZATIONAL STRUCTURE





# DEPARTMENT OF HERITAGE AND ARTS ORGANIZATION STRUCTURE

