



MINISTRY OF EDUCATION, HERITAGE & ARTS

# ANNUAL CORPORATE PLAN



2017-2018 FINANCIAL YEAR



# MINISTRY OF EDUCATION, HERITAGE & ARTS



2017 PLANNING WORKSHOP

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## PERMANENT SECRETARY'S STATEMENT



Bula Vinaka, Namaste, Assalamu Alaikum, Noaia and warm greetings to you all.

I am pleased to present the Annual Corporate Plan 2017 – 2018. This document brings into focus the priorities of the education sector in achieving its set targets, performance measures and outcomes. This plan is the most vital component aligning the ministry activities to the National Development Plan and puts the education ministry on the road to achieve the Sustainable Development Goals.

In the Ministry of Education, Heritage and Arts Planning workshop, the Honourable Minister for Education emphasized that Education is the driving strength towards achieving success and prosperity. The more knowledge we get, the more we grow and develop in life. We believe that it is the youths and their ideas that have potential to change Fiji's future. Being well educated does not only mean to pass exams or earn Certificates in school and get a good salary from reputed organizations. Quality education is being prepared for

the 21st century needs and being innovative to meet the demands of a complex society.

It is often said that what you learn in school lasts a lifetime, implying that the contents of education is extremely important not only for us but also for the future generation as well. The Education Sector is focusing more on the 21st Century Competencies such as critical and inventive thinking, digital literacy, child centered learning and teaching, emphasis on research and data, civic education, appreciation of human rights and soft skills such as communication and cultural awareness. At the core of education curriculum are values and character.

The four pillars of reform being educational content review and development, teacher delivery, infrastructure improvement and parental engagement are very well reflected in the Annual Corporate plan and will continue to be implemented throughout the year.

As part of its commitments to inclusive and equitable learning, the Ministry of Education has implemented various reforms and initiatives to ensure that its long term goals and targets are met. The Government has invested heavily in making quality education accessible for all. The National Budget for the financial year has once again prioritized education and allocated more than 22 percent of the national budget to the provision of quality education. Apart from an increase in overall education budget, there is increase in budget for the recruitment of more

teachers in ECE, primary and secondary school to improve teacher student ratio. Over FJD \$180 million dollars has been provided to rebuild and repair schools before this fiscal year ends. There has been increased allocation and policy changes to TELS and National Toppers scholarships to increase the eligibility of students and make it more accessible.

Being the largest ministry, recent Government policy changes such as introduction of Open Merit Recruitment and Selection system and Job Evaluation Exercise posed its fair amount of challenges and issues. However this exercise is a crucial step towards achieving good Governance, decentralization of responsibilities and achieving quality education for all. All teachers and Heads of Schools have received a substantial increase in their salaries and are expected to perform to their level best to develop teachers and students alike to their full capacity.

This Annual Corporate Plan is designed to ensure that all performance indicators are met and linked to the macro plans of the Government and the Sustainable Development Goals. I wish the Education fraternity the very best for the upcoming year in trying to achieve the Plan's laid out targets and goals.

May GOD bless us all.

Iowane Ponipate Tiko (Mr)  
Permanent Secretary

## MINISTRY BUDGET OVERVIEW

### BUDGET BREAKDOWN - SEG (Opex)

2016-2017	DESCRIPTION	2017-2018
287,372,070	ESTABLISHED STAFF	321,439,007
3,978,010	GOVERNMENT WAGE EARNERS	5,442,838
1,942,880	TRAVEL AND COMMUNICATIONS	2,025,880
2,784,773	MAINTENANCE AND OPERATIONS	2,962,773
23,301,061	PURCHASE OF GOODS AND SERVICES	21,434,553
103,322,370	OPERATING GRANTS AND TRANSFER	105,850,782
2,230,600	SPECIAL EXPENDITURES	3,089,000
<b>424,885,370</b>	<b>TOTAL OPERATING EXPENDITURE</b>	<b>462,245,291</b>

### BUDGET BREAKDOWN - SEG (Capex)

2016-2017	DESCRIPTION	2017-2018
4,992,952	CAPITAL CONSTRUCTION	3,875,261
4,583,541	CAPITAL PURCHASE	2,299,716
10,479,585	CAPITAL GRANTS AND TRANSFER	18,486,107
20,066,058	TOTAL CAPITAL EXPENDITURE	24,661,084
3,577,100	VALUE ADDED TAX	3,209,300
<b>448,528,428</b>	<b>TOTAL EXPENDITURE</b>	<b>490,115,675</b>



COP 23 - Oratory Competition Winners

# ABOUT US



DEPARTMENT OF HERITAGE & 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 PRINCIPAL GOALS:

- 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 VISION:

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

## OUR MISSION:

The Department of Heritage & Arts 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
- Developing cultural infrastructures, respect our constitutional rights and responsibilities

## OUR CUSTOMERS:

The scope of our customer base is quite comprehensive and it includes children in formal and non-formal education, teachers, school administrators, parents, faith-based organisations, private sector organizations, public sector ministries, cultural practitioners, heritage managers, resource owners, development partners and other educational organizations locally and abroad.

## 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.

## FUNCTIONS OF THE PERMANENT SECRETARY

Subject to Section 127 (3), (7) and (8) of the 2013 Constitution of the Republic of Fiji, the Permanent Secretary has the following functions-

- (a) Responsible to the Minister (of Education, Heritage and Arts) for the efficient, effective and economical management of the Ministry
- (b) Have the authority to appoint, remove and institute disciplinary action against all staff of the ministry with the agreement of the Minister and
- (c) With the agreement of the Minister, determine all matters pertaining to the employment of all staff in the ministry, including:
  - (i) the terms and conditions of employment
  - (ii) qualification requirements for appointment and the process to be followed for appointment which must be open, transparent and competitive selection based on merit;
  - (iii) salaries, benefits and allowances payable in accordance with the approved budget; and
  - (iv) total establishment or the total number of staff that are required to be appointed in accordance with the approved budget.

## CORE FUNCTIONS OF THE MINISTRY

The MoEHA is responsible for the design, implementation, monitoring and evaluation of educational legislations, policies and programs in Fiji. We provide the structures, human resources, budget and administrative and management support to ensure that the quality of service delivery is maintained at a high level.

We are specifically tasked to conduct and deliver education services to the following:

- Early Childhood Education
- 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
- Vocational education and training programmes
- Technical and Skills education through the Technical College of Fiji
- Professional Development and training of teachers
- Training for school managers and controlling authorities. 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



## LEGISLATIVE FRAMEWORKS

The Ministry of Education, Heritage & Arts is responsible for the following legislations and regulations:

No.	Description
1.	Education Act (Cap 262)
2.	Examinations Act (Cap 262 A)
3.	Fiji National University Decree 2009
4.	Higher Education Promulgation 2008
5.	Libraries (Deposit of Books) Act (Cap 109)
6.	Substance Abuse Advisory Council Act 1998
7.	Tertiary Scholarship and Loans Decree 2014
8.	University of Fiji Decree 2011
9.	University of the South Pacific Act (Cap 266)
10.	Fiji Museum Act (Cap 263)
11.	National Trust of Fiji Amendment Act (Cap 265)
12.	Preservation of Objects or Archeological and Paleontological Act (Cap 264)
13.	Fiji Teacher's Registration Board Promulgation 2008
14.	Legal Deposit Act (Cap 109)
15.	Public Records Act (Cap 108)

## 2016 - 2017 APPROVED OUTPUTS

No.	OUTPUTS
1.	Access, Retention and Completion
2.	Quality Curriculum and Assessment
3.	Students' Welfare
4.	Productive Workforce
5.	Technology and Employment Skills Training
6.	Stakeholder Partnerships
7.	Processes and Systems
8.	Heritage and Arts
9.	Higher Education

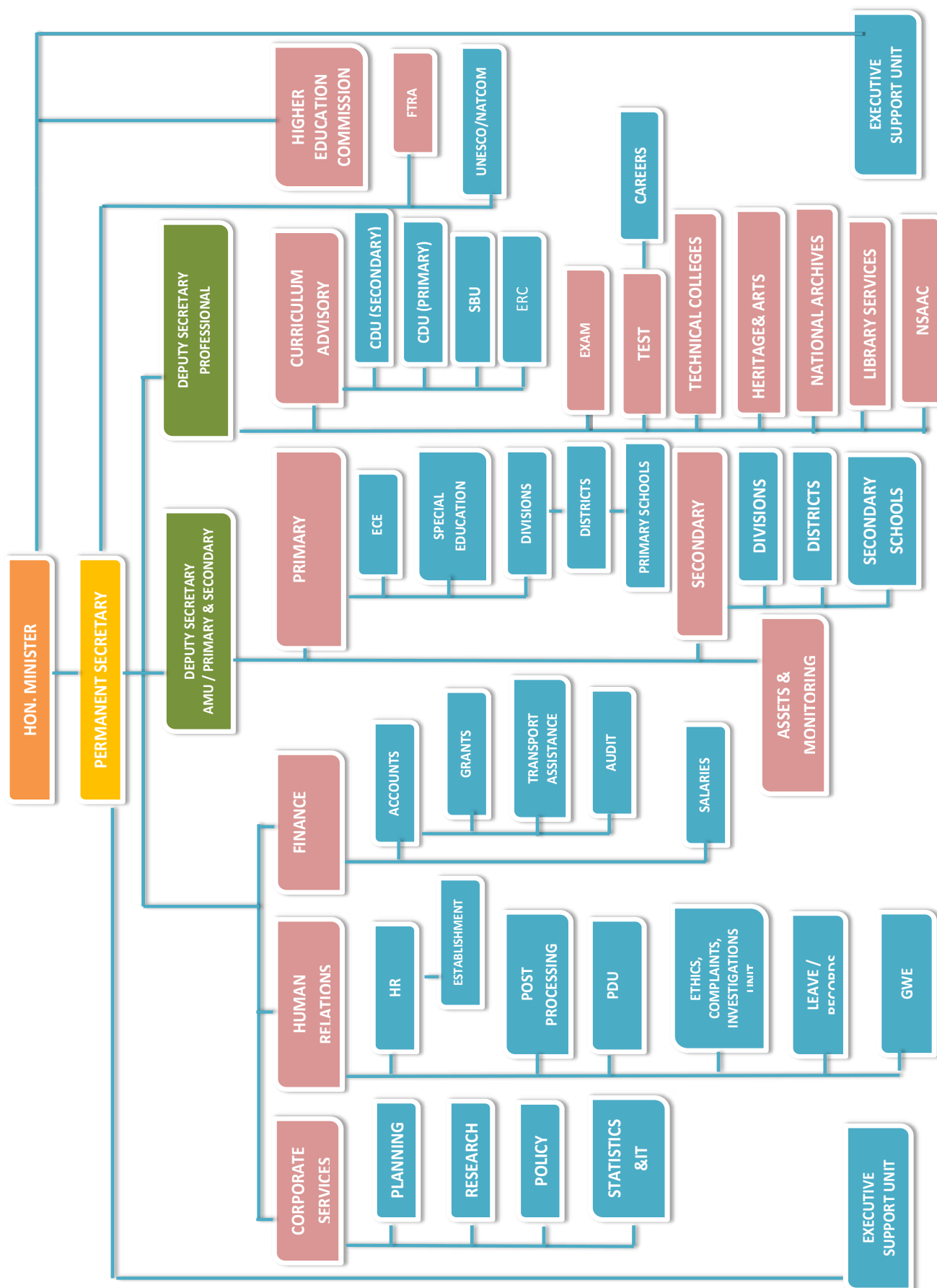




## ABBREVIATIONS AND ACRONYMS

ABP	-	Annual Business Plan	IDADAIT	-	International Day against Drug Abuse and Illicit Trafficking
ACP	-	Annual Corporate Plan	ISACs	-	Industry Standard Advisory Committee
AMU	-	Assets Monitoring Unit	LANA	-	Literacy and Numeracy Assessment
AV	-	Audio Visual	LSF	-	Library Services of Fiji
CAS	-	Curriculum Advisory Services	MAR	-	Monthly Absence Return
CPO	-	Child Protection Officer	MOEHA	-	Ministry of Education, Heritage and Arts
CPP	-	Child Protection Policy	MOU	-	Memorandum of Understanding
CS	-	Corporate Services	NAF	-	National Archives of Fiji
DEAP	-	Duke of Edinburgh Award Program	NA	-	Not applicable/available
DFS	-	Drug Free School	PARBICA-	-	Pacific Regional Branch of the International Council on Archives
DL	-	Digital Literacy	PCCPP	-	Peoples Charter for Change, Peace and Progress
DMP	-	Disaster Management Plan	PDU	-	Professional Development Unit
EAU	-	Examination and Assessment Unit	NCF	-	National Curriculum Framework
ECE	-	Early Childhood Education	NSAAC	-	National Substance Abuse Advisory Council
EDA	-	Educationally Disadvantage Area	OER	-	Open Educational Resource
EEP	-	Emergency Evacuation Plan	OLDPC	-	One Learning Device per Child
EIE	-	Education in Emergencies	QA	-	Quality Assurance
ERC	-	Education Resource Center	RDSSSED	-	Roadmap for Democracy and Sustainable Socio – Economic Development
ESSDP	-	Education Sector Strategic Development Plan	TCF	-	Technical College of Fiji
FEG	-	Free Education Grant	TEST	-	Technology and Employment Skills Training
FEMIS	-	Fiji Education Management Information System	TFFG	-	Tuition Fee Free Grant
FESA	-	Fiji Education Staffing Appointment	TVET	-	Technical Vocational Education and Training
FHEC	-	Fiji Higher Education Commission	UNESCO	-	United Nations Scientific Cultural Organization
FQF	-	Fiji Qualifications Framework			
FinEd	-	Financial Education			
FTRA	-	Fiji Teachers Registration Authority			
HA	-	Heritage and Arts			
HEI	-	Higher Education Institution			
HPS	-	Health Promoting School			
HR	-	Human Resources			
ICH	-	Intangible Cultural Heritage			
ICT	-	Information and Communication Technology			

# ORGANIZATION STRUCTURE



## TABLE 1: PRIORITY OUTCOMES OF GOVERNMENT

The Ministry's Outcomes are aligned to pertinent outcomes in the People's Charter for Change, Peace and Progress [PCCPP] and the Roadmap for Democracy and Sustainable Socio-Economic Development [RDSSD 2009-2014], 2013 Fiji constitution, the manifesto of the Government of the day and the draft National Development Plan. The main outcomes are tabulated below. Although the PCCPP and RDSSD have come to their conclusions, the living aspirations contained in those documents which are relevant to the Ministry, are carried on in this Annual Corporate Plan.

DOCUMENT	DESCRIPTION	TARGETED OUTCOME
(1) Roadmap for Democracy and Sustainable Socio-economic Development [RDSSD] 2009-2014. (2) People's Charter for Change, Peace and Progress [PCCPP]	Pillar 1 - Ensuring Sustainable Democracy and Good and Just Governance	<ul style="list-style-type: none"> <li>The Accountability Framework [Strengthened and transparent democratic and accountability institutions]</li> </ul>
	Pillar 2 - Developing a Common National Identity and Building Social Cohesion	<ul style="list-style-type: none"> <li>A peaceful, non-racial, inclusive and united society</li> <li>Protection and management of our Culture and Heritage for current and future generations</li> </ul>
	Pillar 3 - Ensuring Effective, Enlightened and Accountable Leadership	<ul style="list-style-type: none"> <li>Effective, enlightened and accountable Leadership</li> </ul>
	Pillar 4 - Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery	<ul style="list-style-type: none"> <li>Public Sector Reform</li> <li>Financial services and accountability</li> <li>Capacity building</li> </ul>
	Pillar 8 - Reducing Poverty to a Negligible Level	<ul style="list-style-type: none"> <li>Social Justice</li> <li>Poverty Reduction</li> </ul>
	Pillar 9 - Making Fiji a Knowledge based Society	<ul style="list-style-type: none"> <li>Education and Training [Educating the Nation for Peace and Prosperity]</li> </ul>
2013 Constitution of the Republic of Fiji	Section 31 (1) - (5) The Right to Education	<ul style="list-style-type: none"> <li>The right to free early childhood, primary, secondary and further education</li> <li>Education for persons who were unable to complete their primary and secondary education</li> </ul>
Government of the Day Manifesto	Initiatives for Education, Health and Training	<ul style="list-style-type: none"> <li>Provision of 250ml of Milk a day to All Year 1 Students</li> <li>Strengthening of Tertiary Scholarship and Loans Scheme</li> <li>Extension of free education currently for primary and secondary students to include ECE students</li> <li>Review basic Literacy and Numeracy skills and prioritize their improvement</li> <li>Ensuring students have the right qualifications and relevant skills to proceed to tertiary level</li> <li>Establishment of Technical College of Fiji.</li> <li>Digital literacy</li> </ul>
Draft National Development Plan [NDP]	Providing equal access to quality education at all levels.	<ul style="list-style-type: none"> <li>Provide a more balanced program for both academic and practical courses</li> <li>Continue to review and assess the school curriculum</li> <li>Increase access to education at all levels particularly for rural and urban disadvantaged areas</li> <li>Improve infrastructure of schools</li> <li>Enhance technical, vocational and lifelong skills training at all levels</li> <li>Need to enhance and strengthen the support for Higher Education Institutions</li> <li>Increase access to relevant, inclusive, quality print and digital information, and strengthen sustainability of modern school library services to support learning of all students.</li> </ul>
	Culture and Heritage	<ul style="list-style-type: none"> <li>Review, develop and implement new legislation</li> <li>Development and finalization of Natural Cultural Statistics Framework</li> <li>Strengthening of participation of resource owners</li> <li>Develop and upgrade infrastructure for and capacities of institutions that promote cultural heritage</li> <li>Cultural Mapping program</li> <li>Protection and promotion of Fiji's diverse cultural heritage for sustainable development.</li> </ul>
Sustainable Development Goal [SDG] 2015 - 2030	SDG 4 - Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	<ul style="list-style-type: none"> <li>Review, amend and implement existing legislations</li> <li>Improved literacy and numeracy at all levels</li> <li>Strengthen incentives for higher education institutions</li> <li>Quality ECE, Primary and secondary education</li> <li>Equity and gender equality</li> <li>Education for Sustainable Developments [ESD]</li> </ul>
	SDG 6 - Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> <li>Review, amend and implement policies and SOPs</li> <li>Improved water resources, sanitation, hygiene and menstrual hygiene management in schools</li> <li>Improve school ecosystems and cleanliness</li> <li>Improved water quality, treatment and access in schools</li> <li>Educate school communities on WASH through cooperation and participation</li> </ul>



**TABLE 2 : MINISTRY'S OUTPUTS AND PERFORMANCE TARGETS OUTPUT SPECIFICATION AND PERFORMANCE**

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 1 : ACCESS, RETENTION AND COMPLETION</b>					
Access and retention to education at all levels improved (ESSDP 1.1)	Establishment of new ECE centers in primary schools by July 2018	Number of ECE Centers newly attached to primary schools	29	30	DAMU DPE
		Proportion of ECE Centers meeting the minimum quality Standard Requirement	N/A	25%	DAMU DPE
	Improve Infrastructure standards by July 2018	Number of ECE centers upgraded	24	20	DAMU DPE Divisions
		Biannual Reports on the dilapidated schools renovated through donors or communities	2	2	DPE Divisions
	Improvement in enrollment of ECE students	Number of ECE students enrolled	14,000	16,000	DPE
	Improved level of student retention in schools by 2018.	Bi-annual Report on the Gross and Net Enrollment of ECE, Primary and Secondary Students	2	2	DCS
		Quarterly reports on the average attendance of students in Districts as generated from FEMIS database	NA	4	DCS
		Reduction in Drop-out rates in Primary Schools	8%	5%	DCS
		Reduction in Drop-out rates in Secondary Schools	NA	2%	DSE
		Percentage of student dropouts assisted under the 'No-Child Left Behind strategy' and integrated back into school system	30%	50%	DCS
	Strengthen support to improve access through the provision of education resources to deserving students by July 2018	Quarterly Report on the free textbooks delivered to schools by districts for Primary and Secondary	4	4	DCAS
		Termly Reports on the improvement of schools using the TFFG	NA	3	DSE DPE Divisions
		Monthly report on the Primary Schools assisted with furniture	NA	12	DAMU

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 1 : ACCESS, RETENTION AND COMPLETION</b>					
Access and retention to education at all levels improved (ESSDP 1.1)	Improve school library standards by aligning to National School Library Policy	Number of e-books made available to schools and library users	400	1,000	DLSF
		Number of resources acquired, catalogued, classified, processed and distributed to Schools, public and community libraries	35,000	35,000	DLSF
	Strengthen support to all students especially those that are disadvantaged to access quality education by July 2018	Number of ECE resources and furniture acquired, processed and distributed to ECE centres	20,000	20,000	DLSF
		Number of EDA schools assisted	5	6	DAMU
		Number of Special Educational resources acquired, processed and distributed to Special Schools	NA	1,500	DLSF
		Monthly reports on students receiving bus fare assistance and provision of 24 boats and engines to schools through the implementation of Transport Assistance Scheme	12	12	DF
		Number of schools assisted through lease renewal	28	25	DAMU
	Facilitate inclusion and mainstreaming of students with special needs by July 2018.	Number of students enrolled in special and inclusive schools at all levels	1,272	1,200	DPE
		Number of new special students who successfully transitioned into mainstream programs from special schools	51	30	DPE
		Number of schools implementing inclusive education	20[Pri] 4[Sec]	10 [ECE] 30[Pri]	DPE
	Improve adherence of Teachers to FTRA promulgation by July 2018	Number of Primary/ Secondary Teachers, Teacher Administrators and Teacher Educators registered with FTRA	2,000	2,000	CEO FTRA
	Increased rates of retention of students in schools	Increased percentage of students completing Year 12 education in 2017	85%	89%	DSE
		Percentage of students cohort enrolled in Year 9 in 2015 and in Year 12 in 2018	87%	89%	DSE
		Percentage of students cohort enrolled in Year 1 in 2011 and in Year 8 in 2018	95.5%	95%	DPE
		Timeliness Activities timely completed by July 2018		AMU, FTRA, Corporate Services, Primary, Secondary, CAS and LSF Budget	
		Costs FTE Staff			

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 1 : ACCESS, RETENTION AND COMPLETION</b>					
Safety and care of students in schools improved (ESSDP 1.2)	Capacity building on the EIE and Safer Schools initiative	Number of Teachers and Management trained on EIE and Safer Schools awareness by Districts at ECE, Primary and Secondary school level	200	500	DAMU
	Ensure school preparedness to disasters and emergencies situations through compliance with Safer School minimum requirements and School Based Disaster Risk Resiliency by Jul 2018	Number of schools conducting drills aligned to EEP/DMP	731[P] 168[S] 200[S/A ECE]	729[P] 171[S] 200[S/A ECE]	DAMU DPE DSE Divisions
	Strengthen school based Disaster Risk Resiliency and Preparedness	Number of schools able to develop and execute Disaster Risk Plans	NA	100	DAMU
		Number of National and District Education Officers trained and are able to support schools in their districts with DRR planning and execution.	NA	10	DAMU
		Creation of an On-line School Safety and Disaster Preparedness Self-assessment tool kit in FEMIS	NA	1	DCS
	Assisting schools in reaching MoEHA standards for Water, Sanitation and Hygiene [WASH]	Number of schools assisted through WASH Programs	70	70	DAMU
	Provision of water tanks to schools to support students' needs and ensure disaster and emergency preparedness by July 2018	Number of schools assisted through provision of water tanks	209[P] 51 [S]	200[P] 80[S]	DAMU Divisions
	Increased awareness and monitoring of Drug Free School Policy	Number of schools commemorating and reporting on IDADAIT activities	361 [P] 82 [S]	500 [P] 100 [S]	DNSAAC
		<b>Timeliness</b> Activities timely completed by July 2018  <b>Costs</b> <b>FTE Staff</b>		AMU, Corporate Services, FTRA, NSAAC, Primary Budget and Staff	DPE
Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 2 : QUALITY CURRICULUM AND ASSESSMENT</b>					
Quality Curriculum Implemented (ESSDP 2.1)	ECE curriculum guidelines implemented in all kindergarten centers by Jul 2018.	Number of ECE Resources developed	NA	3	DCAS
		Number of untrained ECE teachers upskilled with basic ECE training and the curriculum guidelines	1,410	165	DCAS DPE Divisions
		Number of educational cartoons for ECE developed	5	5	DCS



Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 2 : QUALITY CURRICULUM AND ASSESSMENT</b>					
Quality Curriculum Implemented (ESSDP 2.1)	Progressive review and development of syllabi and resources to improve teaching and learning in schools by Jul 2018	Number of syllabi developed using NCF	12	4 Y12 -2 Y13-2	DCAS
		Number of resources developed to support the reviewed syllabus	12	4	DCAS
		Number of subject curriculum reviewed through stakeholder meetings	23	25	DCAS
	Increased production of resources and broadcast programs to complement curriculum and improve capacity of teachers by Jul 2018	Number of new students' and teacher-focused programs completed and aired	NA	450	DCAS
	Training on the implementation of the revised Fiji National Curriculum Framework	Increased number of administrators and Year 13 teachers trained to implement the NCF	NA	1500	DCAS
	Monitor the implementation of NCF	Biannual Reports on schools implementing NCF	NA	2	DCAS
	Facilitate relevant adaptations and modifications of the current curriculum to meet needs of students with special needs.	Number of students with special needs accessing quality curriculum specific to their learning needs e.g. Braille and Sign Language	20 [Braille] 30 [Sign Language]	20 [Braille] 50 [Sign Language]	DPE
	Improve quality of access through strengthening of ICT and Distance Learning by July 2018	Number of schools set up for Distance Learning	NA	7	DTEST
		Development of a Digital Literacy Strategy for Schools	NA	1	DCS
		On-line Digital Literacy platform for national assessment on Sustainable Development	1	2	DCS
		Number of students benefitting from the Distance Learning Program	NA	500	DTEST
		<b>Timelines</b> Activities timely completed by July 2018		CAS, ECE, TEST and CS Budget and Staff	
		<b>Costs</b> <b>FTE Staff</b>			
Strengthened assessment for, as and of learning to improve students competencies (ESSDP 2.2)	Quality external examination preparation process for Year 6 - 13 examination	Quarterly Reports on quality external examination preparation process for Year 6 - 13 external examinations	4	4	DEAU

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 2 : QUALITY CURRICULUM AND ASSESSMENT</b>					
Strengthened assessment for, as and of learning to improve students competencies (ESSDP 2.2)	Quality external examination preparation process for Year 6 - 13 examination	Number of examination papers prepared, formatted and moderated for review	NA	138	DCAS DTEST
	Capacity building for improved quality of internal and national examination administration	Report on the efficient administration of national examinations for Year 6,7,8,9, 10, 11, 12 and 13 external examinations.	NA	1	DEAU
		Number of supervisors trained on exam administration procedures	350	Primary - 700 Sec - 300	DEAU
	Effective implementation of eExamination to schools with good connectivity	Number of schools receiving e copies of the examination papers for Year 6, 7, 8, 9, 10, 11 levels	Primary - 340 Secondary - 150	Primary - 350 Secondary - 120	DEAU
	Streamlining LANA reports for better understanding and planning of effective intervention measures	LANA benchmark reports on a fixed level of proficiency in functional literacy and numeracy skills and by gender	2	2	DEAU
	Ensuring improved administration of the LANA process	Number of school representatives trained for improved LANA administration	NA	300	DEAU
	Maintaining an updated result and analysis to define pathway for improvement	Provision of internal and standard examination marks update on FEMIS for Fy6E - Fy13E	NA	730 [P] 168[S]	DEAU
		<b>Timelines</b> Activities timely completed by July 2018  <b>Costs</b> <b>FTE Staff</b>		EAU, CAS, CS, Primary and Secondary Budget and Staff	
Responsiveness of curriculum to ESD initiatives to complement students' learning (ESSDP 2.3)	National Implementation of FinEd in all schools by 2018	Number of schools effectively implementing FinEd	NA	141	DCAS
	Effective Implementation of HPS, Education Human Values (EHV) programs by July 2018.	Biannual reports on the Increased number of students benefitting from HPS, and EHV in schools.	NA	2	DCAS
	Implementation of Citizenship programmes in schools	Biannual Report of the increased number of schools monitored which are integrating citizenship education	2	2	DCAS
	Compulsory teaching of conversational Vosa vakaViti and Fiji Hindi languages	Biannual Reports on the teaching of conversational Vosa vaka Viti and Fiji Hindi in primary and secondary schools	NA	2	DCAS DPE
	Monitoring of the Cultural Education in related subjects by July 2018	Number of teachers trained for Cultural Education for classroom learning and dissemination	369	500	DCAS
		<b>Timelines</b> Activities timely completed by July 2018  <b>Costs</b> <b>FTE Staff</b>		CAS and Secondary Budget & Staff	

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 3 : STUDENTS' WELFARE</b>					
Responsiveness of schools to meet students' and national needs improved (ESSDP 3.1).	Enhance students understanding of lifelong skills by December 2016.	Number of primary schools that are registered as practicing Programs like Scouts, Girl Guides, Red Cross or any other clubs by districts.	560	700	DPE Divisions
		Number of secondary schools participating in programs like the Duke of Edinburgh Award, Cadet or any other Clubs by districts.	108	110	DSE Divisions
	Sustain students' understanding of national and cultural identities in 2018	Number of schools implementing teaching of multi-cultural programs by districts.	171[S] 700[P]	171 [S] 700[P]	DSE DPE Divisions
		Number of school that celebrate religious festivals	171 [S] 731 [P]	171[S] 730[P]	DPE DSE Divisions
	Implementation of Drug Free School Action Plan by 2018	Number of Teachers trained in Drugs, HIVAIDS & Elimination of Child Abuse	135[P] 97[S]	100 [P] 50 [S]	DNSAAC
	Conduct TOT and Awareness on Drugs, HIV & AIDS, & Elimination of Child Abuse by Jul 2018	Quarterly report on provision of voluntary/ referral counselling services conducted to student at risk and teachers	NA	4	DNSAAC
		Number of student leaders trained in identifying students at risk with social issues	200	200	DNSAAC
	Implementing measures that address Civil Service Code of Conduct compliance	Number of schools organizing programs on values, virtues and civic education	171[S] 729[P]	171[S] 730[P]	DSE DPE Divisions
	Strengthened Child development and growth Initiatives	Termly Reports on the provision and distribution of milk to all Year 1 students by July 2018	NA	3	DF
	Improve compliance to Child protection Policy by July 2018	Number of CPOs and Divisional Counselors trained on the Child Protection Policy	150	200	DCS
		Number of stakeholders trained on Inter Agency Guidelines on Child Abuse and Neglect	500	200	DCS
	Strengthen character building programs and counseling services by Jul. 2018	Number of teachers trained in Basic Skills in Counseling	326	350	DNSAAC
		<u>Timelines</u> Activities timely completed by Jul 2018  <u>Costs</u> <u>FTE Staff</u>		Primary, Secondary, Corporate Services, Districts and NSAAC Budget and Staff	



Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
OUTPUT 3 : STUDENTS' WELFARE					
School standards monitored for improvement (ESSDP 3.2).	Adoption and assistance offered to academically Underperforming schools	Reduction in the Number of underperforming schools identified and assisted with strategies to improve performance	NA	2% [S] 30% [P]	DSE DCAS DPE
		<u>Timelines</u> Activities timely completed by Jul 2018  <u>Costs</u> <u>FTE Staff</u>		Secondary, Primary, CAS and District Budget and Staff	
Administration and Management of grants improved (ESSDP 3.3)	Ensure efficiency, effectiveness and transparency in distribution of grants to schools	Number of Schools grants disbursed by Week 6 of each term Tuition (T) Boarding (B) Primary (P)	T – 170 B – 65 S – 55	T-168 B-61 P- 731	DF
		Quarterly Report with details and updates of Pre-School teachers receiving the salary grant based on the revised formula.	NA	4	DF
	Ensure good governance in the management of grants	Quarterly FEMIS and Audit Reports on the monitoring of the Tuition Free Fee Grant by Jul 2018	NA	4	DF
		<u>Timelines</u> Activities timely completed by Jul 2018  <u>Costs</u> <u>FTE Staff</u>		Primary, Secondary, and Finance Budget and Staff	
OUTPUT 4 : PRODUCTIVE WOKFORCE					
Capacity building and Professional Development enhanced (ESSDP 4.1)	Improve competency level for quality service delivery by Jul 2018	Number of Pre –training and Post-training induction Programs implemented for new teachers to ensure thorough understanding of the educational context and the professional standards for teaching in Fiji	4	10	CEO FTRA
		Number of consultations with teacher training institutions for the inclusion of OHS, First Aid in their curriculum	NA	2	DCAS
		Number of teachers assisted during organised training sessions for Primary English and Maths	NA	500	DCAS

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 4 : PRODUCTIVE WOKFORCE</b>					
Capacity building and Professional Development enhanced (ESSDP 4.1)	Strengthening school librarian skills for improvement of school library service delivery	Number of trainings conducted for school librarians	8	8	DLSF
	Facilitate opportunities for capacity building for teachers and MOE Administration staff both locally and overseas by July 2018	Quarterly Report on capacity building for teachers and administrators locally and overseas	4	4	DHR
	Adoption and assistance offered to academically Underperforming schools	Number of women officers provided with equal training opportunities in schools and at the central office	50	50	DHR
	Provide a range of appropriate support and training for teachers.	Number of Subject Content Workshop for new teachers and/or refreshing training for existing teachers.	NA	3	DCAS
		Number of schools with First Aid and OHS qualified teachers by districts	400	150	DHR
		<b>Timelines</b> Activities timely completed by Jul 2018		FTRA, CAS, HR Budget and Staff	
		<b>Costs</b> <b>FTE Staff</b>			
Workforce management and administration strengthened (ESSDP 4.2)	Facilitate equal opportunities for promotion women in MoEHA	Number of women leaders promoted to positions of responsibilities in Primary, Secondary and the administration cadre	79	100	DHR
	Increase in teacher establishments	Number of new teachers appointed to establishments	100[S] 250[P]	50[S] 200[P]	DPE DSE DHR
		Number of new departments established in secondary schools	30	10	DSE
	Improve processing of appointments, transfers and payments of MoEHA employees by July 2018	Termly report on the distribution and monitoring of Location and Rural Allowance for Teachers and Officers	NA	3	DHR DF
		<b>Timelines</b> Activities timely completed by July 2018 <b>Costs</b> <b>FTE Staff</b>		HR, Primary, Secondary Budget and Staff	

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation	
OUTPUT 5 : TECHNICAL & EMPLOYMENT SKILLS TRAINING						
Quality TVET programs implemented (ESSDP 5.1)	Create a unified TVET system to fulfill its general obligations towards the Fijian society	Increased number of students attending the Technical College of Fiji	1,500	2,300	DTCF	
		Increased number of students Graduating from TCF	NA	1,000	DTCF	
		Termly reporting of the Distribution and Monitoring of Tuition Fee Free Grants for technical students	3	3	DTCF	
		Quarterly reports on the drive for Registration of Technical College of Fiji by the Fiji Higher Education Commission	4	4	DTCF	
		Development of a Student Management System of Technical College	1	1	DTCF	
		Development and review of relevant Policies	TVET policy developed	NA	1	DTEST DTCF DFHEC
			Number of TEST Policies reviewed and developed	1	1	DTEST
			<u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>		TEST and TCF Budget and Staff	
	Establish and promote career pathways leading to higher education. (ESSDP 5.2)	Appropriate training packages organized and aligned to higher education	Number of new National Qualification programs offered at TCF	1	1	DTCF
			Number of linkages developed with industries	2	2	DTCF
			Training packages developed for Careers, E learning, Entrepreneurship skills	3	3	DTEST
		Create awareness on the programs offered by Technical College of Fij	Number of Short Courses Developed and offered as per industry needs	2	4	DTCF
		Number of industries accepting TCF attaches	50	50	DTCF	
	Strengthening of Career education in schools and communities by the end of the fiscal year	Number of Career Awareness Programs organized for schools and communities	12	10	DTEST	
		<u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>		TEST, TCF Budget and Staff		



Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 5 : TECHNICAL &amp; EMPLOYMENT SKILLS TRAINING</b>					
Improved effective programs, curriculum technology and infrastructure for quality TVET delivery (ESSDP 5.3)	Review of TVET curriculum and assessment programs to meet the changing demands of labour market locally and internationally	Quarterly Reports on the number of teaching and assessment resources reviewed in consultation with FHEC and industries	4	4	DTCF
		Number of Syllabi reviewed and developed which integrate appropriate technology and ESD Green concepts	8	8	DTEST
		Number of resources developed for new Initiatives: (2017 Nutrition – Activity Book for Nutrition, Enterprise Education – A teaching resource	2	8	DTEST
		Number of teaching resources reviewed and developed for TEST Subjects (Yr 9 Agr Sc, Home Ec, OT, BT, BGT, Yr 11 CS – Teaching resource	5	10	DTEST
		<b>Timelines</b> Activities timely completed by Jul 2018  <b>Costs</b> <b>FTE Staff</b>		TEST and TCF Budget and Staff	
Improved human resource development for TVET (ESSDP 5.4)	Develop the qualifications of TEST/TCF officers/ administrators	Number of teachers trained on specific areas in the curriculum	90	300	DTEST
		Number of trainings organized for TCF teachers and officers	3	3	DTCF
		Number of Teachers trained in the new syllabi	132	500	DTEST
		Training of Cooks in boarding schools	5	10	DTEST
		<b>Timelines</b> Activities timely completed by July 2018  <b>Costs</b> <b>FTE Staff</b>		TEST and TCF Budget and Staff	
Improved adequate infrastructure for quality TVET delivery (ESSDP 5.5)	Quality infrastructure and facility to meet industry standards	Quarterly reports on the Renovation of existing structures and building of new structures to meet industry standards.	4	4	DTCF
		Number of Technical College of Fiji campuses established in education divisions by January 2018	5	2	DTCF
	Relevant and quality equipment and tools that meet industry standards.	Quarterly report on Quality equipment & tools purchased which meet industry standards	4	4	DTCF
		<b>Timelines</b> Activities timely completed by July 2018  <b>Costs</b> <b>FTE Staff</b>		TCF Budget and Staff	

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 6 : STAKEHOLDER PARTNERSHIPS</b>					
Community awareness, training and support facilitated (ESSDP 6.1)	Increased Level of participation by School Committee, Parents & Community Leaders in DFS, HIVAIDS & the Elimination of Child Abuse:	Number of Sch. Com., & Parents participating in TOT on DFS, HIV AIDS & elimination of Child Abuse & Violence against girls & women & Basic Counselling Skills	30	50	DNSAAC
		Quarterly reports on the provision of voluntary counseling services to community members	4	4	DNSAAC
		Quarterly Reports of Career Expos, exhibitions, Outreach, National Events and Roadshows Organized	NA	4	All Sections Careers
	Strengthen community support and ownership in the delivery of education services by July 2017	Number of females from the community participating in school management	70[P] 20[S]	70 [P] 10[S]	DPE DSE Divisions
		Completion of educational videos for maximum awareness	1	2	DCS
		Bi-annual impact assessment of programs and services provided in community libraries	2	2	DLSF
	Provision of information access to rural communities through setting up of rural libraries Development and review of relevant Policies	Quarterly report on resources distributed to community and public libraries	4	4	DLSF
		Number of trainings conducted to empower women with acquisition of lifelong skills through book-based activities	NA	6	DLSF
		<b>Timelines</b> Activities timely completed by July 2018 <b>Costs</b> <b>FTE Staff</b>		NSAAC, CS, Primary, Secondary, Divisions and LSF Budget and Staff	
	Partnership with and network with stakeholders strengthened (ESSDP 6.3)	Number of Education Forums organized	3	3	DCS
		Number of MoU and MoA signed with partners and stakeholders for capacity building, exchange and programs	3	3	DCS
		Number of consultations and awareness programs of MOEHA Policies organized with stakeholders	12	6	DCS
		Number of MOEHA officers securing scholarship, training and work attachment support at tertiary and education institutions overseas	NA	20	DHR
		Increased number of overseas experts to bridge deficiencies and areas of need	NA	10	DCS
		<b>Timelines</b> Activities timely completed by July 2018 <b>Costs</b> <b>FTE Staff</b>		HR, CS Budget and Staff	

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 7 : PROCESSES AND SYSTEMS</b>					
Effectiveness of policies, plans and legislations facilitated (ESSDP 7.1)	Formulate or review of relevant policies and legislations in strategic priority areas by Jul. 2018.	Number of policies reviewed or new ones developed that meet government requirements.	10	12	DCS
		Education Act finalized and submitted to Cabinet	NA	1	DCS
		Quarterly Reports on Researches done within the Ministry to determine impacts of government initiatives and programs	4	4	DCS
	Facilitate and promote education research and its impact on current educational programs and new initiatives by Jul 2018	Number of research done by the Ministry	4	2	DCS
		Launching of the Online Research portal	NA	1	DCS
		<b>Timelines</b> Activities timely completed by Jul 2018  <b>Costs</b> <b>FTE Staff</b>		Corporate Services Budget and Staff	
Compliance with Public Sector Reforms and Government Regulations. (ESSDP 7.2)	Facilitate better understanding and compliance on government policies, procedures, rules and regulations by July 2018	Quarterly reports on cases dealt with PSDT in compliance with new Discipline Guidelines	NA	4	DHR
		Monthly report on the resolving of disciplinary cases relating to Students	NA	12	DHR
	Ensure compliance of all MoE staff with government finance regulations by July 2018	Quarterly Audit Matrix on Monitoring and Support provided to schools for the implementation of the Tuition Fee Free Grant	NA	4	DF
		Creating On-line Chart of Accounts for calculation of accurate distribution of Grants to schools through FEMIS	NA	1	DCS
		<b>Timelines</b> Activities timely completed by July 2018  <b>Costs</b> <b>FTE Staff</b>		HR, Finance, Corporate Services Staff and Budget	
Efficiency of coordination and communication of information at all levels improved (ESSDP 7.3)	Re-engineering of processes at the Ministry	Number of school files and PF scanned and documented at Records Management Unit	NA	500	DHR
		Development of FEMIS User Manual for Schools	NA	1	DCS
		Development of Standard Operating Procedures [School Library/Finance/FESA	NA	3	DLSF DF DHR

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
OUTPUT 7 : PROCESSES AND SYSTEMS					
Efficiency of coordination and communication of information at all levels improved (ESSDP 7.3)	Re-engineering of processes at the Ministry	Revamping of MOEHA Website	NA	1	DCS
		Number of officers trained on FEMIS	NA	300	DCS
		Development of module for Inclusion of HEI data in FEMIS	NA	1	DCS
		Development of Literacy and Numeracy Assessment tracker module for Years 2 and 3	NA	1	DCS
		Development of Reports on Indicators for SDG 4 and SDG 6	NA	1	DCS
		Development of e-Transport/ e-Ticketing module in FEMIS	NA	1	DCS
		Integrating Ministry of Youth and Sports school-based data into FEMIS	NA	1	DCS
		Development of On-line HR Job Eligibility Test for school administrators and Heads	NA	1	DCS DHR
		Development of SDG 6 [WASH] module in FEMIS	NA	1	DCS
		Digitalizing new salary structure in FESA	NA	1	DCS
		Digitalization of Technical College data in FEMIS	NA	1	DCS
		<u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>			HR,CS, Primary and Secondary Staff and Budget
OUTPUT 8 : HERITAGE AND ARTS					
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	3[HA] 2[NAF]	3[HA] 2[NAF]	DHA DNAF
	Protect and promote cultural rights of all peoples	Number of implementation measures and ratification of international cultural instruments including UNESCO Conventions	3	3	DHA
	Improving the Preservation and accessibility of Historical AV Materials	Quarterly Reports on the restoration of images and AV footages in the National Archives	4	4	DNAF
	Assist Agencies in the implementing of relevant record-keeping standards	Number of Agencies surveyed for record-keeping compliance	170	60	DNAF
	<u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>			HA and National Archives Budget and Staff	



Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 8 : HERITAGE AND ARTS</b>					
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. Promoting greater cultural understanding	Number of the Grants disbursed to agencies with analysis of reconciliation reports and cultural activities meeting MOU Outputs	NA	40	DHA
	Promoting greater cultural understanding	Number of projects and initiatives supported and participated emphasizing cultural revitalization, cross-cultural exchange and integration	7	5	DHA
	Improved awareness on the importance of Fiji's documented heritage	Increased number of inscription records onto Fiji's UNESCO Memory of the World Register and commemorate inscriptions to raise awareness	2	1	DNAF
		<u><b>Timelines</b></u> Activities timely completed by July 2018  <u><b>Costs</b></u> <u><b>FTE Staff</b></u>		HA and National Archives Budget and Staff	
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	5	2	DHA
		Number of Researches/ studies/surveys conducted by units/agencies or outsourced in identified areas of need	5	4	DHA
		Number of cultural maps produced from Spatial and GEO database	3	4	DHA
		Quarterly Reports on the provision of archival records, microfilms, publications and the facilitation of historical research	4	4	DNAF
		Number of thematic exhibitions on premises and guided tours organized for students and groups	NA	12	DNAF
	Ensure the safekeeping and continued usability of historical documents	Quarterly Reports on the materials/documents restored and conservation methods employed in the National Archives	4	4	DNAF
	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	2,397	2,400	DNAF

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 8 : HERITAGE AND ARTS</b>					
Facilitate and promote research/ studies/ surveys on impact of current and new cultural programs. (ESSDP 8.3)	Contribution of culture towards economic growth ascertained	Number of TOR for Technical Working Committee and consultant approved  <u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>	NA	2  HA and National Archives Budget and Staff	DHA
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  <u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>	NA  Heritage and Arts Budget and Staff	1	DHA
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/schools developed/ improved.  Establishment of sub-centres and coordinators for ICH Safeguarding of communities around Fiji.  Number of archaeological impact assessment conducted reported and analyzed  <u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>	4  10  7	3 (HA) 1 (AMU)  4  5	DHA DAMU  DHA  DHA
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'  <u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>	4	4  Heritage and Arts Budget and Staff	DHA
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	50	50	DHA DPE DSE

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
OUTPUT 8 : HERITAGE AND ARTS					
Mainstream arts, heritage and culture in education and training (ESSDP 8.7)	Cultural Heritage and arts curricular for primary and secondary education levels for inclusion into the formal education curricula developed.	Number of cultural sessions conducted by formalized cultural practitioners as resource people in schools	50	25	DHA
		Number of education districts organizing cultural festivals, performing arts and visual arts exhibitions.	NA	3	DHA DPE DSE
	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	DNAF
		Number of schools assisted with Historical DVD Boxset to support Educational Materials for Schools	NA	60	DNAF
		<u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>		National Archives, Heritage and Arts Budget and Staff	
Capacity development and professional management (ESSDP 8.8)	Professional development programmes	Number of people trained and area of capacity building offered to cultural officials, policy makers and personnel in the sector	50	50	DHA
	Improved Whole of Government Records Management Training	Overhauled government Records Management training in line with professional standards (PARBICA Recordkeeping for Good Governance Toolkit)	1	1	DNAF
		<u>Timelines</u> Activities timely completed by July 2018  <u>Costs</u> <u>FTE Staff</u>		HA and National Archives Budget and Staff	
OUTPUT 9 : HIGHER EDUCATION					
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.	Increase in the number of provider qualifications accredited and registered on the FQF	NA	40	DFHEC
		Number of Competency Based Training and Competency Assessment conducted	NA	15	DFHEC
		Number of HEI programs mapped and matched to National Qualifications	NA	5	DFHEC
	Outcomes-based assessment and curriculum be encouraged in line with international best practices	Number of international skills packages assessed	NA	10	DFHEC

Sub-Outputs	Strategies and Timeframe	Output Indicators	2016 - 2017 Actual	2017 - 2018 Target	Responsible for Implementation
<b>OUTPUT 9 : HIGHER EDUCATION</b>					
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	Development and implementation of an employers' survey in conjunction with FCEF and other Government agencies	NA	1	DFHEC
	Improve the range of information available to assist in decision-making	Development of module to allow Integration of HEI data in FEMIS	NA	1	DFHEC
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	Number of sectors and Qualification ISACs established	NA	2	DFHEC
		Quarterly report on the role of industry in standard setting and shaping qualifications.	4	4	DFHEC
An education and training culture based on continuous improvement (ESSDP 9.5)	Provide strategic direction and leadership for the government on higher education sector	Development of a Higher Education Strategy (HES)	1	1	DFHEC
Continuing improvement on its performance as a Quality Assurance Agency of the Higher Education Sector (ESSDP 9.6)	Enhancement of the relevant skills of FHEC staff ensuring the fulfilment of the roles of the FHEC	Development and implementation of an organizational risk management policy and register	1	1	DFHEC





**TABLE 3:  
PSE DELIVERABLES AND INDICATORS**

OUTCOME/ CONSTITUTIONAL POWER	STRATEGIES	KEY PERFORMANCE INDICATORS (KPIs)	TIMELINE	RESPONSIBLE SECTION
PLATFORM 1 : HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT				
Appointment	Monitoring and Review of Policy and Implementation of OMRS [Open Merit Recruitment and Selection]  Compliance with PSC Values and Code of Conduct	Formulation of OMRS Policy	Quarter 2	CS
		Reports on the implementation of OMRS reform	Reports submitted bi-annually	HR
		Agency Disciplinary Report	Reports submitted bi-annually	HR
Discipline	Monitoring and Review of Policy and Implementation of new Discipline Guidelines	Formulation of new Policy on Discipline Guidelines	Quarter 2	CS
		Reports on the implementation of OMRS reform	Reports submitted bi-annually	HR
Staff Development	Effective Human Resource Planning and Development	Implementation, Monitoring and Review Report	Reports submitted bi-annually	HR
	Aligned Agency Learning & Development [L&D] Plan	Revised L&D Plan	Revised LDP submitted by October 2017	PDU (HR)
		Agency Training Policy	If Policy needs to be reviewed	
		Agency Training Plan	October 2017	
Human Resources Management	Compilation and Standardization of HR Management Procedures	Review of HR Manual	January 2018	HR
Staff Establishments	Report on the budgeted staff establishment	Staff Establishment Register 2017-2018	Submitted Quarter 3	HR
Training and NTPC Levy Grant Compliance	Effective Administration of training activities in accordance with NTPC Levy and Grant Scheme & Training Policy	Submission of Agency payroll updates for NTPC Levy Payment	List for 1st payment by 30th September 2017	PDU (HR)
			List for 1st Payment by 31st March 2018	
PLATFORM 2 : ORGANIZATIONAL MANAGEMENT				
Effective Planning and Accountability	Planning and Accountability Framework Compliance	Strategic Development Plan		CS
	Formulation, implementation, monitoring and reviewing of: -Strategic Development Plan -Annual Corporate Plan	Annual Corporate Plan	Implementation of ACP from August 2017  2017-2018 ACP draft by 30th September 2017	
		-Agency 2015 Annual Report	Draft unaudited 2016-2017 Annual Report	
		Agency 2016 Audited Annual Report	Audited 2016-2017 AR by November 2017	

### PLATFORM 3 : PRODUCTIVITY MANAGEMENT

Adherence to Service Charter	Formulation, implementation, monitoring and reviewing of Agency Service Charter for improved service delivery against service standards	Agency Service Charter	Service Charter reviewed by 31st November (if necessary)	CS
Effective Business Process Re-engineering	Documentation and review of business processes for improved performance substantially on key processes for consistent, high quality and cost effective services for customer satisfaction	Review Standard Operating Procedures (if necessary)  At least three (3) BPR implemented	Documentation of BPR processes by Quarter 2  BPR implemented by July 2018	ALL SECTIONS  CS Section Heads



**TABLE 4 :  
CAPITAL PROJECTS**

SEG	PROJECTS		COST
8. Capital Projects	Maintenance & Upgrading Of Schools & Inst Quarters [R]	DAMU	\$1,000,000
	Cyclone Rehabilitation: Boarding Facilities For Primary Schools[R]	DAMU	\$415,000
	It Infrastructure	DTCF	\$200,000
	Upgrade & Maintenance Of College Building	DTCF	\$600,000
	Construction Of Workshop	DTCF	\$1,660,261
9. Capital Purchases	Boat And Outboard Motor Engine For Schools	DF	\$450 000
	Cyclone Rehabilitation: Purchase Of Furniture For Damaged Schools [R]	DAMU	\$676,400
	Purchase Of Furniture & Equipment For New Bau Central College[R]	DAMU	\$252,631
	Primary School Water Tank	DAMU	\$277,075
	Water Tanks - Secondary Schools	DAMU	\$143,610
	Specialised Equipment	DTCF	\$500,000
10. Capital Grants	Completion Of New Bau Central College [R]	DAMU	\$1,287,508
	Foundation For The Education Of Needy Children (FENC) [R]	DAMU	\$200,000
	Building Grant - Resilience School Programme [R]	DAMU	\$2,000,000
	Building Grant For Registered Non-Govt Junior Secondary Schools [R]	DAMU	\$2,750,000
	Sigatoka Methodist College [R]	DAMU	\$ 850,000
	Cyclone Rehabilitation: Building Grant For ECE Centres [R]	DAMU	\$3,095,245
	Building Grant - Nailou Infant School [R]	DAMU	\$476,434
	Cyclone Rehabilitation: Building Grant For Non-Government Primary [R]	DAMU	\$5,122,821
	Cyclone Rehabilitation Building Grant For Non-Govt Sec Schoools [R]	DAMU	\$1,298,649
	Fiji Museum Upgrade [R]	DHA	\$466,500
	Cyclone Rehabilitation:Upgrade Levuka World Heritage Structures [R]	DHA	\$150,000
	Rehabilitation Of Thurston Garden [R]	DHA	\$698,950
	Yadua Taba Crested Iguana Sanctuary [R]	DHA	\$90,000
TOTAL			<b>\$24, 611, 084</b>

(R) – Funds under Requisition



SEG:8	NAME OF PROJECTS: Maintenance & Upgrading Of Schools & Inst Quarters [R], Cyclone Rehabilitation: Boarding Facilities For Primary Schools [R], It Infrastructure, Upgrade & Maintenance Of College Building, Construction Of Workshop					
STRATEGIES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE			
			Q1	Q2	Q3	Q4
Project Management	Adherence to Key Administrative Processes involved in Project Management	(i) Number of RIEs to be submitted according to RIE Checklist				
		(ii) Number of Tender to be submitted according to standard time period by the Fiji Procurement Office				
Project Implementation	Implementation against work programme	(iii) Number of Activities to be undertaken during the period				
		(iv) Projected Funding to be utilized during the period				
TOTAL BUDGET			\$3, 875, 261.00			

SEG:9	NAME OF PROJECTS: Boat And Outboard Motor Engine For Schools, Cyclone Rehabilitation: Purchase Of Furniture For Damaged Schools [R], Purchase Of Furniture & Equipment For New Bau Central College [R], Primary School Water Tank, Water Tanks - Secondary Schools, Specialised Equipment					
STRATEGIES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE			
			Q1	Q2	Q3	Q4
Project Management	Adherence to Key Administrative Processes involved in Project Management	(i) Number of RIEs to be submitted according to RIE Checklist				
		(ii) Number of Tender to be submitted according to standard time period by the Fiji Procurement Office				
Project Implementation	Implementation against work programme	(iii) Number of Activities to be undertaken during the period				
		(iv) Projected Funding to be utilized during the period				
TOTAL BUDGET			\$2,299,716.00			

SEG:10	NAME OF PROJECTS: Completion Of New Bau Central College [R], Foundation For The Education Of Needy Children (FENC) [R], Building Grant - Resilience School Programme [R], Building Grant For Registered Non-Govt Junior Secondary Schools [R], Sigatoka Methodist College [R], Cyclone Rehabilitation: Building Grant For ECE Centres [R], Building Grant - Nailou Infant School [R], Cyclone Rehabilitation: Building Grant For Non-Government Primary [R], Cyclone Rehabilitation Building Grant For Non-Govt Sec Schoools [R], Fiji Museum Upgrade [R], Cyclone Rehabilitation:Upgrade Levuka World Heritage Structures [R], Rehabilitation Of Thurston Garden [R], Yadua Taba Crested Iguana Sanctuary [R]					
STRATEGIES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE			
			Q1	Q2	Q3	Q4
Project Management	Adherence to Key Administrative Processes involved in Project Management	(i) Number of RIEs to be submitted according to RIE Checklist				
		(ii) Number of Tender to be submitted according to standard time period by the Fiji Procurement Office				
Project Implementation	Implementation against work programme	(iii) Number of Activities to be undertaken during the period				
		(iv) Projected Funding to be utilized during the period				
TOTAL BUDGET			\$18,486,107. 00			



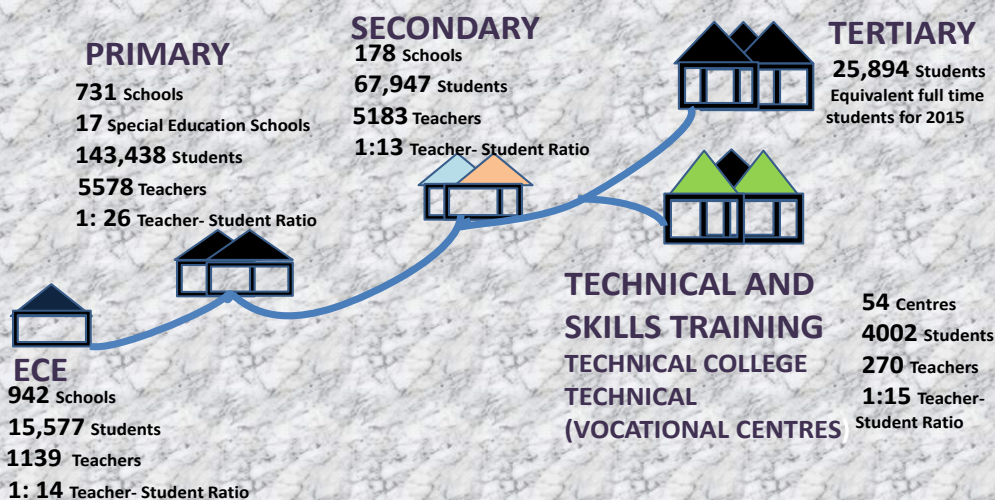
# TABLE 5 : MINISTRY OF ECONOMY DELIVERABLES AND INDICATORS

MoF DELIVERABLES	STRATEGIES	KEY PERFORMANCE INDICATORS	TIMELINE	RESPONSIBLE SECTION
Planning and Management of Budget Compliance	Budget Request Formulation	Budget Request Submission	3rd Quarter	ACCOUNTS
	Requests to Incur Expenditures (RIE)	Timely and Efficient Management of RIE	As and when before closing of accounts in Finance Circular	ACCOUNTS
	Control of expenditure of public money	Budget Utilization Report	Bi-annually	ACCOUNTS
Financial Performance Compliance	Bank Lodgment Clearance -TMA -RFA -Wages -CFA -Trust -Salaries -IDC -SLG 84	Monthly reconciliation	15th of every month	ACCOUNTS
Agency Revenue Arrears	Collection of arrears of revenue	Quarterly Revenue Returns	Within one month after the end of each quarter	ACCOUNTS
Asset Management	Annual Stock take/ Board of Survey	Physical Stock take against Inventory/ Board of survey Summary Reports	31 January of the following year/ Bi-annual Summary reports	ACCOUNTS
	Vehicle Returns	Quarterly vehicle Returns	1st week after every Quarter	ACCOUNTS
	Fixed Asset Register	Quarterly Reconciliation Submission of Fixed Asset Register	Within one month after the end of each Quarter	ACCOUNTS
Internal Audit Compliance	Implementation of agreed Audit recommendations	Number of agreed audit recommendations implemented	Bi-annual Progress Report	ACCOUNTS
Procurement Compliance	Bi-annual Reports to MoF	Reports submitted on Procurement in line with Procurement Regulation 2010	2nd week after half yearly end	ACCOUNTS

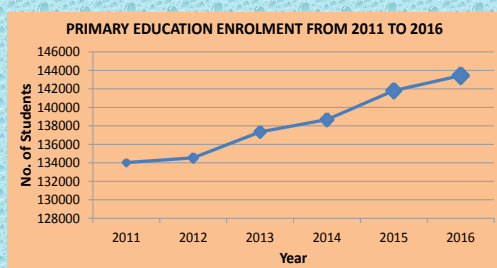




## MINISTRY OF EDUCATION, HERITAGE & ARTS EDUCATION AT A GLANCE - 2016



### PRIMARY ENROLMENT

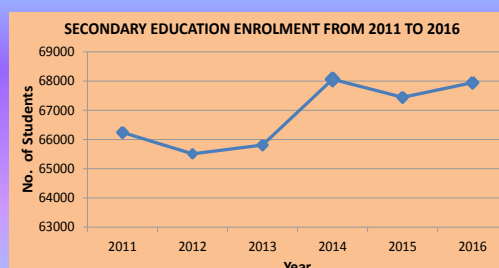


Primary Education Enrolment from 2011 to 2016

Year	2011	2012	2013	2014	2015	2016
Enrolment	134029	134538	137347	138672	141813	143438



### SECONDARY ENROLMENT

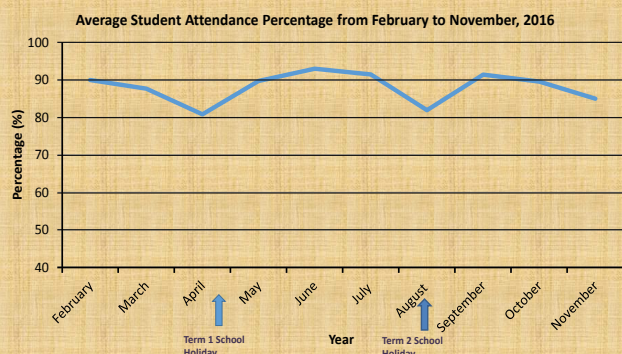


Secondary Education Enrolment from 2011 to 2016

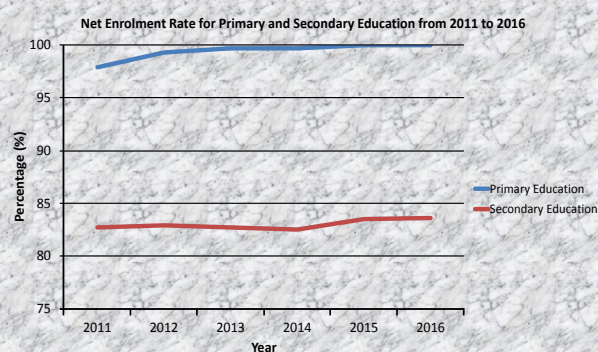
Year	2011	2012	2013	2014	2015	2016
Enrolment	66244	65509	65810	68063	67447	67947



### ATTENDANCE RATES



### NET ENROLMENT RATE



For comments and enquiries regarding the Annual Corporate Plan:

Contact Director Corporate Services; Ms Releshni Karan - [releshni.karan@govnet.gov.fj](mailto:releshni.karan@govnet.gov.fj) or  
SEO Planning; Mr Isoa Wainiqolo - [isoa.wainiqolo@govnet.gov.fj](mailto:isoa.wainiqolo@govnet.gov.fj)









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