GOUVERNMENT DE LA REPUBLIQUE DE VANUATU

MINISTERE DE L'EDUCATION

BUREAU DU DIRECTEUR GENERAL Sac De Courier Privé 028 Port Vila, Vanuatu Fax 23289



GOVERNMENT OF THE REPUBLIC OF VANUATU

MINISTRY OF EDUCATION

OFFICE OF THE DIRECTOR
GENERAL
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Port Vila, Vanuatu
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This Ministry of Education <u>Annual Work Plan</u> is for 2012 calendar year. It commences on 1st January 2012 and ends on the 31st of December 2012.

The <u>Annual Work Plan</u> is prepared by respective units of the Ministry of Education on the basis of three intended objectives and twenty outputs identified in the <u>Corporate Plan</u> of the Ministry of Education. It sets out activities organized around outputs and is aligned with the Ministry of Education budget structure and the Government of Vanuatu education sector priorities as set out in the <u>Vanuatu Education Road Map 2010 – 2012</u>, <u>Priority Action Agenda</u>, the <u>Four Year Matrix</u>, the <u>Vanuatu Education Sector Strategy</u> and the key policy priority decision of phasing out fees in primary schools.

The three objectives of the corporate plan are;

Objective 1: To increase equitable access to education for all people at all levels of education in

Vanuatu.

Objective 2: Improve the quality of education

Objective 3: Improve planning, fiscal and financial management

The twenty two outputs of the corporate plan are;

- 1. Grants are paid to schools.
- 2. Scholarships are awarded and paid according to approved criteria.
- 3. School facilities and equipment are improved.
- 4. Teachers are provided in schools.
- 5. Teaching and learning materials are distributed to schools.
- 6. Barriers to access to education are reduced.
- 7. Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing employment).
- 8. Quality of teaching is improved.
- 9. Quality of facilities is improved.
- 10. Quality teaching and learning materials and equipment are provided to schools.

- 11. National curriculum is provided to schools.
- 12. Examinations and assessments are conducted.
- 13. A quality assurance program assesses all aspects of the education system.
- 14. Deliver school curriculum and teaching methods which are specific to Vanuatu.
- 15. Provide stronger leadership to the education system.
- 16. Policy and planning of the education system are provided.
- 17. Data, information and reports are provided.
- 18. Financial management of the education system is provided.
- 19. Human Resource Management is provided within the education system.
- 20. Logistical management is provided for the education system.
- 21. Education system assets are managed.
- 22. Administer compliance with the Education Act and Education Orders.

The main funding for this <u>Annual Work Plan</u> is pooled under the tripartite Grant Financing Agreement between the Government of Vanuatu and the Governments of Australia and New Zealand and the Country Program Action Plan signed between the Government of Vanuatu and the United Nations Children's Fund. This agreement supports the Ministry of Education in implementing the <u>Vanuatu Education Road Map</u> which has been incorporate with the Ministry of Education's Corporate Plan 2012 - 2014. The combine AusAID, NZAID and UNICEF contributions under the Grant Funding Arrangement over a three year period from 2010 to 2012 amounts to over VUV2,000,000,000, of which VUV 1,024,545,000 is directly available in the Development Fund Account in 2012 for the implementation of this <u>Annual Work Plan</u> and VUV 258,745,000 is available for technical assistance in the Donor Reserved Funds.

The implementation of the plan will use existing Government of Vanuatu processes and procedures.

The overall monitoring of the implementation of the <u>Annual Work Plan</u> will be under the responsibility of the Director of Policy and Planning and the Director General.

Education Partners Group

Donor Pool Partners

Australia Agency for International Development (AusAID) New Zealand Agency for International Development (NZAID) United Nations Children's Fund (UNICEF)

Donor Non Pool Partner

Signatories of the Joint Partnership Arrangement

European Union The Peace Corps The World Bank United Nations Educational, Scientific and Cultural Organization

Non Signatories of the Joint Partnership Arrangement

Agence Française de Développement Secretariat of the Pacific Community The Government of France, represented by the Embassy of France The Government of Japan, represented by the Embassy of Japan

Programme Period:

1st January 2012 to 31st December 2012

Programme Components:

School grants and support for school grants Quality Management Facilities

Title: Ministry of Education Annual Work Plan

Budget Code: 54

Duration: 12 months

Annual budget and allocated resources:

Government of Vanuatu Education Recurrent Budget: VUV 3,904,962,695

Donor pooled fund (AusAID/NZAID/UNICEF) VUV 1,024,545,000

Donor Reserved Fund (AusAID/NZAID/ UNICEF)

VUV 258,745,000

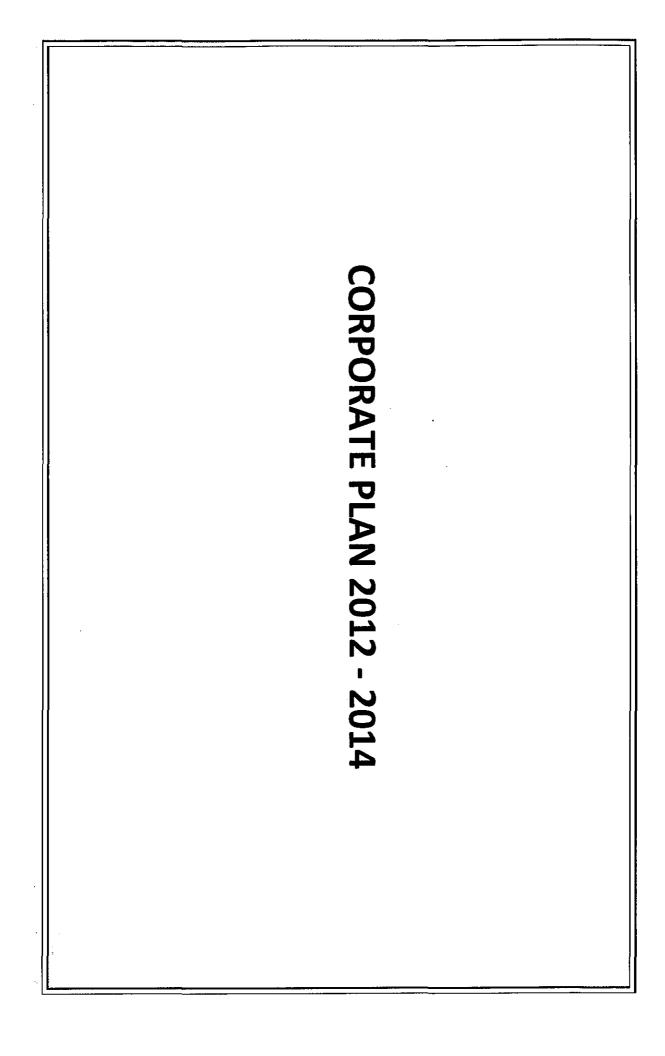
Total Pooled Partner Support

VUV 1,283,290,000

Donor non pooled fund Yet to be confirmed

Agreed by (Director General of Education)	Mirester General Directeur General
Name: VESSE Dick TOE	Signature Dene hik
Agreed by (Director of Finance, MFEM)	STALIC OF VANCE I THE PLEASE IN THE PLEASE I
Name: Pony A Sewen	Signature DEVANTEMENT DES FINANCES ET TRÉSORIE TRÉSORIE TRÉSORIE TRÉSORIE TRÉSORIE TRÉSORIE TRÉSORIE TRÉSORIE TRÈSORIE T
Agreed by (Director of Strategic Policy and	Planning, PMO)
Name: Johnson Vora	Signature ** STRATEGIC POLICE PLANNING & AND COCCREMATION
Agreed by (Donor Pool Partner(s)):	PARTOUE DE VANO
AusAID	
Name: BELYNDA MC NAUGH	PSignature B. M. Naughton
New Zealand	
Name: BENJAMIN MKENZIE	Signature
UNICEF	
Name:	Signature

Date: 28 December 2011



MINISTRY OF EDUCATION CORPORATE PLAN 2012 - 2014

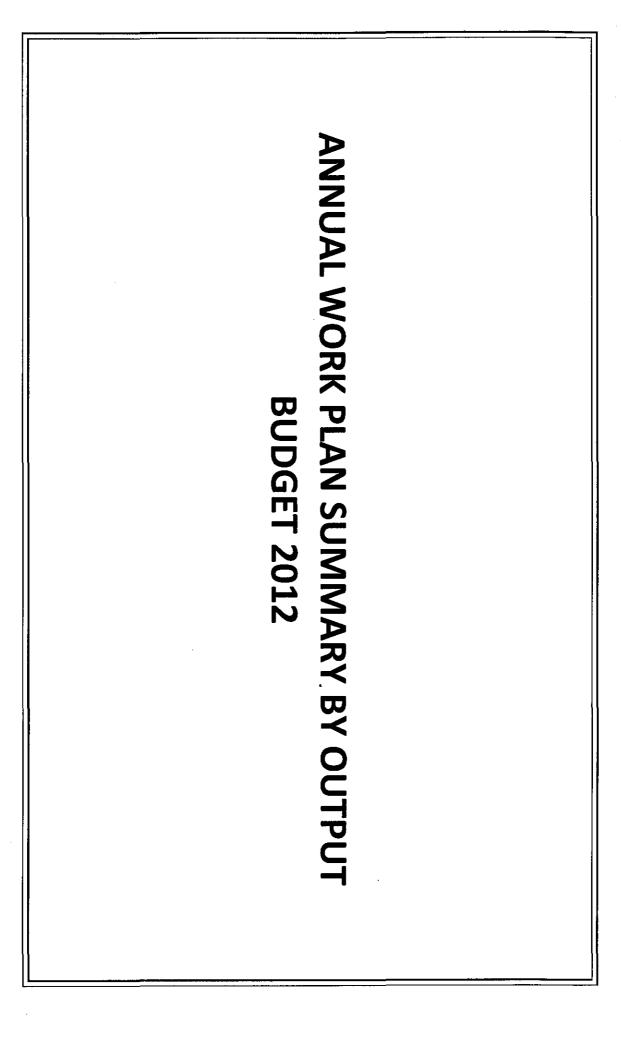
Objectives	Expected Output	Performance Indicators
 To increase equitable access to education for all people at all levels 		 i. Net Enrolment Rate (NER) by gender, Province, school type and grade and urban/rural ii. Ratios of girls to boys in primary, secondary and tertiary education (University of the South Pacific enrolments)
of education in Vanuatu.		iii. Transition Rate from year 6 to year 7 (%) iv. Percentage of primary schools (government and government assisted) receiving full school grant on annual basis. v. Primary schools using Government-approved bank accounts (%) vi. Primary school parental contributions (Vt / yr, range)
	1.2 Scholarships are awarded and paid according to approved criteria	i. Percentage of graduates (by gender, field of study and by province) per annum ii. Percentage of scholarship students who do not meet tertiary continuation criteria
	1.3 School facilities and equipment are improved	i. Total number of classrooms constructed (by province and urban/rural) ii. Pupil: classroom ratio by school type, by province and urban/rural iii. Percentage of schools with clean, safe water iv. Percentage of primary schools meeting National infrastructure Standards (by province and urban/rural)
	1.4 Teachers are provided in schools	i. % of qualified ECE teachers ii. Pupil: teacher ratio (by province, EA, school type and urban/rural)

1.5 Teaching and learning materials are distributed to schools	i. Pupil to textbook ratio by EA, province, rural/urban and by school type
1.6 Barriers to access to education are reduced	 i. Gender Parity Index (GPI) for Gross Enrolment Rate (GER) by school type and grade ii. Gender Parity Index (GPI) for Net Enrolment Rate (NER) by school type and grade iii. No of schools with disaster management plans iv. No of provinces with provincial disaster management plans
1.7 Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing employment)	i. % of registered Schools with TVET in School

2. Improve the quality of education	2.1 Quality of teaching is improved	i. Year 4, 6 and 8 literacy level -Anglophone (L3+) (%), Francophone (L3+) (%) ii. Year 4, 6 and 8 numeracy level -Anglophone (L3+) (%), Francophone (L3+) (%) iii. Repetition rate iv. Primary Completion Rate (Proportion of students starting Year 1 who reach Year 6) v. Early grade reading (Anglophones schools only at this stage) Grade 1 (%), Grade 2 (%), Grade 3 (%)						
	2.2 Quality of facilities are improved	i Percentage of schools that meet 50% of the Minimum Quality Standards for Schools						
	2.3 Quality teaching and learning materials and equipment are provided to schools	i. Percentage of schools that have implemented the National Curriculum ii. No. of readers per student						
	2.4 National curriculum is provided to schools	i. Percentage of schools that have implemented the National Curriculum						
	2.5 Examinations and assessments are conducted	i. % of schools that offer year 12 national examinations and assessment ii. % of teachers trained in internal assessment and examinations						
	2.6 A quality assurance program assesses all aspects of the education system	i. Number of schools visited and reported on each year by School improvement officers by zone and by province ii. Number of schools visited and reported on each year by Internal Audit Officers (IAO) by zone and by province iii. Number of schools and teachers visited and reported on each year by the Zone Curriculum Advisors (ZCA) by zone and by province.						
	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	i. National Policy on Assessment developed in line with curriculum reform ii. % of teachers trained in use of new curriculum (pre-service and in-service)						

3 Improve	3.1 Provide stronger leadership to the education	i. % of Annual Work Plan activities completed - by budget and performance						
planning, fiscal	system	targets						
and financial management	3.2 Policy and planning of the education system are provided	ii. Approved sub-sector policy statements i. Medium Term Expenditure Framework (MTEF) by sector by 2015 ii. Number of education sub-sector policy papers developed in line with list of agreed number of policies to be developed iii. Percentage of schools that publish development plans and policies during						
		the year						
	3.3 Data, information and reports are provided	i. Percentage of School Survey Returns						
	3.4 Financial management of the education system is provided	i. % of education budget for non- payroll costs ii. Percentage variation to budget - payroll and non-payroll iii. An increased proportion of government budget allocated for operational expenditure						
	3.5 Human Resource management is provided within the education system	i % of qualified and skilled staff (administration and teaching) in the education sector by province and by gender ii % of funded positions that are vacant						
	3.6 Logistical management is provided for the education system	i. Frequency of procurement and timely distribution of school materials to schools						
	3.7 Education system assets are managed	 i. Percentage of schools with secure land tenure ii. Percentage of school buildings in each condition category - by building type. 						
	3.8 Administer compliance with the Education Act and Education Orders	i. No. of partnership agreements negotiated and service delivery partnerships in operation (church, NGO, etc) ii. Number of schools not using the national curriculum but maintain their registration						

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MINISTRY OF EDUCATION SUMMARY BY OUTPUT BUDGET 2012

Objectives	Expected Output	GoV	PP	Non PP	PP TA	PP excl TA
1. To increase						
equitable	1.1 Grants are paid to schools	, , ,	245,450,000		4,000,000	241,450,000
access to	1.2 Scholarships are awarded and paid		0			-
education for	according to approved criteria					
all people at						
all levels of	1.3 School facilities and equipment are		133,150,000		5,400,000	127,750,000
education in	improved					
Vanuatu.	1.4 Teachers are provided in schools		1,000,000			1,000,000
İ						
	1.5 Teaching and learning materials are		12,600,000		12,600,000	-
	distributed to schools					
	1.6 Barriers to access to education are		18,345,000		3,500,000	14,845,000
	reduced					
	1.7 Provide more student places for		4,000,000		4,000,000	-
	secondary and TVET in School (TVET in					
	Schools works towards government					
	priority of increasing employment)					
1						

2. Improve the quality of	2.1 Quality of teaching is improved	199,100,000	45,000,000	154,100,000
education	2.2 Quality of facilities are improved	56,000,000		56,000,000
	2.3 Quality teaching and learning materials and equipment are provided to schools	144,000,000	4,000,000	140,000,000
	2.4 National curriculum is provided to schools	202,300,000	72,000,000	130,300,000
	2.5 Examinations and assessments are conducted	45,800,000	18,000,000	27,800,000
	2.6 A quality assurance program assesses all aspects of the education system	0		-
	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	3,000,000		3,000,000

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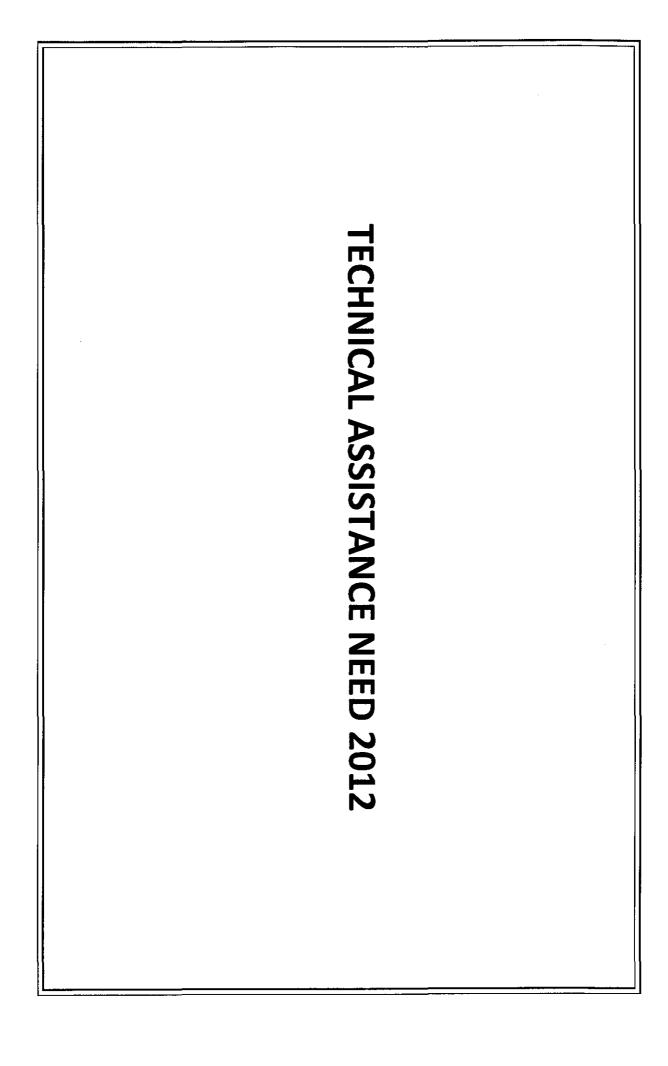
3 Improve	3.1 Provide stronger leadership to the	10,000,000		10,000,000
planning, fiscal	education system	1		
and financial	3.2 Policy and planning of the	75,800,000	18,000,000	57,800,000
management	education system are provided			
	3.3 Data, information and reports are provided	18,900,000	13,900,000	5,000,000
	3.4 Financial management of the	28,000,000	28,000,000	-
	education system is provided			
	3.5 HR management is provided within	17,845,000	16,345,000	1,500,000
	the education system			
	3.6 Logistical management is provided	18,000,000		18,000,000
	for the education system			
	3.7 Education system assets are	41,000,000	5,000,000	36,000,000
	managed			
	3.8 Administer compliance with the	9,000,000	9,000,000	-
	Education Act and Education Orders			

1,283,290,000

258,745,000

1,024,545,000

1,283,290,000 15 lines in Vision Report

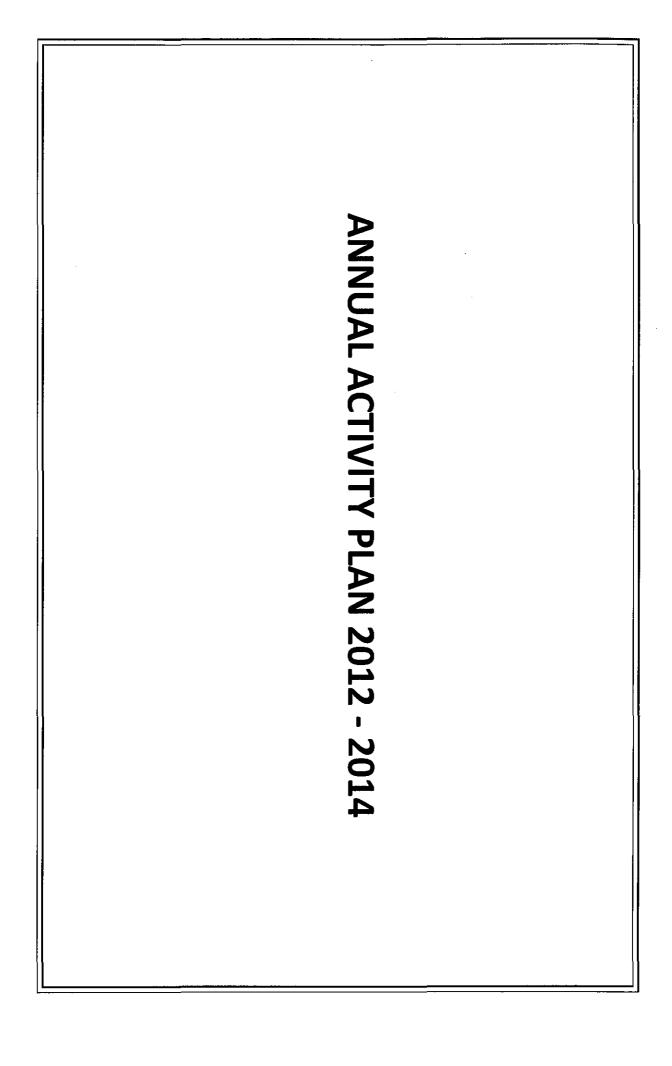


Technical Advisors Needed for Specialist Skills and/ or Capacity Development

	AWP ID	Technical Aissitance Needed						
Grants	1	Independent assessment of the impact of the school grant program - after MoE and SBM teams have finished assessing enrolments, school fees, monitoring report and survey report.		C V R				4,000,000
Costing	12	Conduct a study to review funding for secondary and technical schools, post secondary (VIT & VITE) – operating costs, grants, contributions (TA to assist)		W P R	C P R			
Facilities	24	Develop capacity of Facilities Unit staff and undertake specialised work (Facilities TA)	٧	W V R				5,400,000
Teacher Demand	36	Use individual school actual and projected enrolments to calculate how many teachers and what types of teachers are needed in each school (Teacher demand study TA at line 281)		C V R				
Legal	39	Revise legislation (TSC Act) for teacher allocation responsibility to TSC		C V R				
Procurement	49	Develop procurement unit for specification, procurement and distribution of teaching and learning equipment and materials with emphasis on science and maths equipment, people and building. (TA Procurement)	W V R	W V	٧			12,600,000
Urban growth study	60	To study urban growth in Port Vila and Luganville and report on implications for education		C V R				3,500,000
TVET study	72	Conduct a feasibility study of providing TVET in schools (2011 activity to complete in 2012) Continuation of TA including local travel associated with TA and follow-up consultation.						4,000,000
VITE strengthening	94	Strengthen management of the Vanuatu Institute of Education (VITE) with the assistance of Technical Advisor.	W R			W R		18,000,000
VITE	99	Harmonisation TA		C V				3,000,000
ISU	100	Implement curriculum component of School Support Program using reassigned Zone Curriculum Advisors (create specific work plan and budget) (Need TA academic to train and coordinate ZCA's plus funding for more travel) - to emphasise literacy, numeracy and multi-grade classes		٧	٧	W V R	٧	

SBM	107	Train School Improvement Officers and ZCA's on how to assess training needs (TA assistance needed.)	W	W	W	W	С	6,000,000
			R		V R	l V R	V R	
ISU	123	Increase staffing and other resources of In Service Training Unit to implement teacher training, including TA	W R	W V				18,000,000
Education	156	Costing of Minimum Quality School Standards with the assistance of Technical Assistance in developing the costing model. (Possible continuation of John Mellors)		C V R				4,000,000
VITE	166	Publications TA		W V R				18,000,000
CDU	167	TA to guide development of K-3 curriculum		W V R				9,000,000
CDU	168	TA to guide development of 4-6 curriculum		W V R				9,000,000
CDU	169	TA to guide development of 7-10 curriculum		W V R				9,000,000
CDU	170	TA to guide development of 11-13/14 curriculum		W VR	Τ			18,000,000
CDU	171	Senior TA for CDU		W V R				9,000,000
Examination & Assessment	187	Technical Advisor assists develop examinations and assessments and develops capacity within the Examination and Assessment Unit	V	W V R	W V			18,000,000
Budget/ Planning	249	Continue Technical Advisor Budget and Planning		C V R				18,000,000
VEMIS	261	Program developer to strengthen and improve database including expand VEMIS system to capture other data (Scholarships, Exams, TSC, payroll, TVET, VIT, VITE, etc). Review of VEMIS database will be done in 2013.	W V R	٧	٧	W V R	W V R	8,400,000

M & E	263	Develop capacity in EFA, VEMIS, MDG reporting (includes MDA) with assistance of a TA (UNESCO/ UNICEF) (VNSO also indicated to assist with a 2 weeks Training for staff)		C V				2,500,000
				R	L			
VEMIS	266	Redisign of VEMIS survey forms with the assistance of a Short Term TA		C W				3,000,000
Independent Audit	280	Obtain an annual independent audit of VERM expenditure and reporting		٧	٧	W V R	W V R	10,000,000
SBM	284	School Based Management Technical Advisor to guide planning and implementation of SBM		C V R				18,000,000
Teacher Study	293	Continue Technical Advisor teacher Distribution study (Paul Bennell)		C W				4,000,000
EIE	296	Extension of EIE Officer contract and add EIE position to structure and recurrent budget.		C R				1,345,000
HRM	298	Review job descriptions for all positions in context of organizational structure	W R					9,000,000
HRD	300	Develop MoE HR strategy and training programs (with assistance of TA)		٧	٧	٧	W V R	2,000,000
Facilities	334	TA to supervise and monitor cyclone damage repair works by schools		C V				5,000,000
Legal	353	Review VNTC, VIT and VITE Acts. PAA includes establish a higher institution to oversee all tertiary institutions. Need to create new legislation and fund awareness.		C V R				9,000,000



MINISTRY OF EDUCATION ANNUAL ACTIVITY PLAN 2012 - 2014

Objectives	Expected Output		Activities	7011	2012	2013	r i uc	#107	2015 or later	GoV Funds	PP Funds	Indicator	Responsible Division or Unit
To increase equitable access to education for all people at all	1.1 Grants are paid to school	1	Independent assessment of the impact of the school grant program - after MoE and SBM teams have finished assessing enrolments, school fees, monitoring report and survey report.		C V R						4,000,000	Finance	Finance
levels of education in Vanuatu.		2	Match grants for years 1 to 6 to be closer to operating costs in schools to replace school fees. Government contribution to year 1 to 6 school grants to increase by 25% per annum.	l۷	/ W / V : R	٧	١	/	W V R	156,250,000		i. Net Enrolment Rate (NER) by gender, Province, school type and grade and urban/ rural ii. Ratios of girls to boys in primary, secondary and tertiary education (University of the South Pacific	Finance
			Prepare options paper for Minister regarding practicality of making all primary schools fee free. Look at options including MOE approva of fees BUT only where all children are close enough to a tuition fee free school which has sufficient places – also consider how to treat Central School in particular (private, new category of semi-private, plus their treatment of teacher remuneration)		W R							enrolments) iii. Transition Rate from year 6 to year 7 (%) iv. Percentage of primary schools (government and government assisted) receiving full school grant on annual basis. v. Primary schools using Government- approved bank accounts (%) vi. Primary school parental	
		4	Provincial finance officers monitor administration and use of school grants (SBM using School Improvement Officers)	l۷	/ W / V R	V	۱ ۱	/	W V R			contributions (Vt / yr, range) vii. Net Intake Rate in year 1 viii. Apparent Intake Rate in year 1	School Based Management Team
		5	Training school heads and school councils in use of school grants (SBM using School Improvement Officers)	٧	/ W V R	۷	۱	/	W V R			ix. Gross Enrolment Rate (GER) by province, gender, school type and grade and urban/ rural	School Based Management Team

	•	_								
6	Review of school grant scheme, grant code	W	W	С					x. % of children enrolled in schools	School Based
ļ	and school financial manual (SBM from	٧		٧						Management
<u> </u>	2012)	R		R					with disabilities by type of disability	Team
7	Monitor effectiveness of school grant		W	W		W			xi. Gross Enrolment Rate by specific	School Based
	scheme in reducing parental contributions for	R	٧	٧	٧	٧			grade	Management
	years 1 to 6, and effect on enrolment (SBM)		R	R	R	R			xii. % of children entering the first	Team
ſ	Includes conducting revised survey each								grade of primary education who have	
	vear.								attended ECE	
8	Ensure that PEOs and School Improvement	W	W	W	W	W			xiii. Gross Intake Rate (GIR) national	School Based
1	Officers monitor that pupils are not excluded	R	R	R	R	R			and by province	Management
1	from attending primary school (SBM)								xiv. Net Intake Rate (NIR) national	Team
	,,,,,,,,,								and by province	
9	Review distribution of grants for years 1 – 6	W	С	\vdash					xv. % of government and government	School Based
	(rural vs urban) (SBM)	R	R						assisted schools that received school	Management
	(talai vs albali) (Sbiii)	l'`	l'`						grants by the due date	Team
10	Prepare costing of school operations after	W	С		_	⊢			xvi. % of children having access to	Finance
l '°	Minimum School Standards have been	R							zero fee primary education	i inance
	finalised	I^	l^						xvii. Proportion of education budget	
11	Conduct a study to consider grants for pre-	┢	W	C	⊢	\vdash			allocated to ECE	Finance
l ''			V	V					xviii. Dropout rate nationally and by	rinance
1	schools – assess costs and funding options		ľ	٧					province, gender, school type and	
42	and process. (ECE) Conduct a study to review funding for	┢	W	С		H			arada and urban/mural	Finance
12				Р		•			xix. Survival rate nationally and by	rmance
	secondary and technical schools, post		Р			1			province, gender, school type and	
Į.	secondary (VIT & VITE) – operating costs,		R	R		l			grade and urban/ rural	
42	grants, contributions (TA to assist)	14/	187	W	W	W			grado dila diban rata	-
13	Provision of student support for VITE	•	W V	VV		ı		15,000,000		Finance
	students.	٧	Ι'		۷	V				
1	Canaldan and dayahan a niga ta larahan and	K	R		R					Office of the
14	Consider and develop a plan to implement		1	W	W					Office of the
	compulsory education legislation	ĺ		R	R	R				Director General
15	Increased school grants for years 1 to 6 be	┢	┢	С	├	╁╾				Education
١٧	applied to years 7 and 8 with corresponding			R	ļ					Services
	decrease in school fees over time.			Γ.				,		SEI VICES
1	decrease in school lees over time.	l								
		•					i 1			Ī

1.2 Scholarships are awarded and paid according to approved criteria		Review eligibility criteria for allocation of scholarships Get decision on partially funded scholarships from NEC Get decision of proposal for bonding of	C R C R						gender, by sponsor, by field of study, by province) per annum ii. Percentage of ongoing	Training & Scholarships Training & Scholarships Coordination Training &
		scholarship awardees from NEC	R						annum iii. Percentage of graduates (by	Scholarships Coordination
	19	Advertise and conduct awareness in secondary schools of availability and eligibility criteria for scholarships			W R	W R			gender, field of study and by province) per annum iv. Ratio of new scholarships/ number	Training & Scholarships Coordination
	20	Process scholarships for government and donor funded scholarships and obtain NEC approval		R	R		W R		of eligible students who applied v. Proportion of Vanuatu Government and Non Government scholarship awarded	Coordination
		Work with Ministry of Foreign Affairs for the possibility to establish position with the Vanuatu Consulate to assist GoV scholarship students in-country (one officer in 2012 based in Fiji Office for Fiji and New Caledonia)		R				2,000,000	vi. Percentage of scholarship students who do not meet tertiary continuation criteria	Training & Scholarships Coordination
	22	Ensure that scholarships awarded are in accordance with needs identified in the NHRD Plan.			W R	W R	W R			Training & Scholarships Coordination
	23	Consult and obtain listing of tertiary study needs from stakeholders, NGOs and other government sectors until National Human Resource Development Plan exists.		C R						Training & Scholarships Coordination

1.3 School	24	Develop capacity of Facilities Unit staff and	W	W	_	Г	Г	5 400 000	i. Total number of classrooms	Facilities
facilities and	-7	undertake specialised work (Facilities TA)		٧				1 ' '	constructed (by province and	i acinties
equipment are		and of take openianous none (i dominos in)		R	Ì				urban/rural)]
improved	25	Create a prioritized list of facilities works			W	W	С	to be determined	ii. Pupil: classroom ratio by school	Asset
		needed with costing (Asset Management	V		٧	Ÿ	V	ž .	type, by province and urban/rural	Management
	1	Strategy). To include new Malampa PEO	R	R	R	R	R		iii. Percentage of schools with clean,	Strategy Team
		office, land acquisition etc as well as school		l				1	safe water	, , , , , , , , , , , , , , , , , , , ,
		classrooms.		l					iv. Percentage of primary schools	1
	26	Construct and/ or renovate facilities as	W	С				to be determined	meeting National infrastructure	Asset
		budget becomes available, strictly following	٧	٧					Standards (by province and	Management
		the Asset Master Plan. Construction and	R	R					urban/rural)	Strategy Team
	1	supervision to be outsourced. (budget and		l					v. Number of classrooms (perm/semi-	
		strategy to be agreed after assessment of		l					perm/temp) by province and	
		Hybrid Model pilot)		l		l			urban/rural	
									vi. Pupil: Toilet ratio by province,	
	27	Construct VITE classroom block by		С				100,000,000	school type, urban/rural and by	Asset
		outsourcing project management as well as	٧						gender	Management
	<u> </u>	construction	R	R	<u> </u>	_	<u> </u>		vii. Percentage of schools with access	Strategy Team
	28	Design and project Management - VITE		С				11,750,000	to power	Asset
	1	facilities		٧					viii. Pupil to computer ratio in schools	Management
	-	T. C. O. B	 	R	Ļ	┝	!	2 000 000	with computers for students	Strategy Team
	29	Tafea College water supply system (est cost		W	С		ĺ	3,000,000	ix. Percentage of Schools with proper	Asset
		3M vatu) - go inside Asset Management	1	V R	V R				land lease	Management
	L	Strategy			K	⊢	⊢	13,000,000		Strategy Team
	30	To complete incomplete classrooms funded under VERM		C V				13,000,000		Asset
		under VERW		R						Management Strategy Team
	21	Add minimum facilities (to include disabled	W		_	\vdash	⊢			Facilities
	۱"	access) and maintenance standards to	R			l				aciilles
		Minimum School Standards	l'`	l'`						
	32	Review and revise construction	W	С		┪	┢		1	Facilities
	~	specifications for different locations and		R						
		circumstances (Hybrid classroom project)	ļ ``	l .						
	33	Assess ICT needs in schools, provincial	W	W	С	厂	T		1	Information &
		offices and head office and create a cost		R						Communication
	L	plan for improvement	L	L	L	L	L			Technology
	34	Review the Asset Maintenance Manual (with			С				1	Facilities
	Į	assistance of TA)			R			 		
	35	Implement the Asset Maintenance Manual-			W		W]	Facilities
<u> </u>		distribute, train, monitor		L	R	R	R			

1.4 Teachers are	36	Use individual school actual and projected	С	ı	1	l	ı			i. % of qualified ECE teachers	Education
provided in	İ	enrolments to calculate how many teachers	R	ļ		l				ii. Pupil: teacher ratio (by province,	Services
schools	ł	and what types of teachers are needed in	l	l	į	l	ł		1	EA, school type and urban/rural)	
		each school (Teacher demand study TA)				l				iii. Pupil: Government paid teacher	1
										ratio (by province, EA, school type	
	37	Develop an incentive proposal (financial or			С					and urban/rural)	Education
		non-financial) to encourage skilled and	R	R	R	l		İ		iv. % of government paid teachers by	Services
		experienced teachers to work in remote			İ			1		province, gender, urban/rural and EA	
		areas.								v. % of pupils in multigrade classes	
	38	Assess need for relief teachers and establish		W	C	Π			_	vi. % of teachers teaching in classes	Education
		a pool of relief teachers in each province		R	R					who are not government paid by province, gender, urban/rural and EA	Services
<u>'</u>	39	Revise legislation (TSC Act) for teacher	W	С	Т	Т	Т	<u> </u>		vii. % of government paid teachers	Teaching Services
		allocation responsibility to TSC		R		l				teaching multi grade classes by	Commission
		' '	1	l		l				province, gender, urban/rural and EA	
	40	Review and revise Education Regulation	W	С			Ī			province, gender, arbatilitararia EA	Policy and
		Orders including student teacher ratios	R	R							Planning
	41	National Pre School Coordinator to travel to		W	W	C]		1,000,000]	Early Childhood
		all six Provinces to make monitoring and		٧	٧	٧			j		Education
		assessment visits.		R	R	R					
	42	Review criteria for allocation of Non teaching									Education
		heads of schools		R							Services
	43					W					Education
1		multiclasses must have trained teachers	R	R	R	R	R				Services
		Enforcement letter to be sent to head of				l					
]		schools in 2012.	<u>.</u>	Ļ	L.	<u> </u>	L				
	44	If budget is insufficient for full number of				W					Education
1		teachers, ensure distribution of teachers is	R	IR.	R	R	R				Services
		fair and equitable		ļ	141	<u> </u>	144				
	45	VITE enrolment to match projected needs				W					Education
	4	(TA for teacher demand study)	К	R	R		R			Į	Services
	46	Prepare a strategy for obtaining the number			W	C		Ì			Education
]	l	of certified teachers with the required skills	•]	٧	٧	1	1	l	j	Services
		needed by subjects (include in HRD Plan)		l	R	R	1				
		(eg volunteers from other countries in a		l		1	1				
		similar scheme to Australian Volunteers		l		1	1	1			
	17	Abroad) Assess need for special education teachers	┝	⊢	W	 _	Ͱ	 		1	Education
	4,	(remedial, disabilities etc)		l	W R	C R	1				Education
	48	Consider use of part-time teachers (eg	├	┝	W		W	 		1	Services
	40				R		R		}		Education
	ŀ	specialist teachers - language etc)	<u> </u>	<u> </u>	К	ĮΚ	ŧΚ				Services

1.5 Teaching and	49	Develop procurement unit for specification,	\$	W					12,600,000	i. Pupil to textbook ratio by EA,	Administration
earning		procurement and distribution of teaching and	۷	٧	٧	l	l			province, rural/urban and by school	ł
naterials are		learning equipment and materials with	R	R	R		1	ĺ		type	
listributed to		emphasis on science and maths equipment,			l					ii. % of school budget spent on	
chools		people and building. (TA Procurement)								teaching and learning materials.	
	50	Develop a Procurement and Distribution		С							Administration
		Manual and distribute to all schools. (TA	٧		l		1				
		Procurement to assist)	R	R							
	51	Conduct a cost benefit analysis of how best	W	С							Administration
		to obtain storage facilities considering	٧	٧	l		ĺ				
		options and costs, benefits and risks - eg	R	R	l						Ì
		whether to rent or construct a building, or			l						
		require suppliers to maintain stocks on			l]			
		behalf of MoE (TA Procurement to assist)									
	52	Assess what materials and equipment are to	W	W	С	T			 		School Based
		be funded from central budget, and which to	R	R	R	l		ł			Management
		be funded from school grants as part of	ł		l						Team
		review of school grant scheme and in costing school operations (SBM)									
	53	Revise specification of minimum standard of	W	С						i	Education
		materials, equipment, stationery, textbooks	R	R				l			services
		and readers each year in line with the new									
		curriculum and new materials available (for									1
		all levels of education)									
	54	Assess special equipment needed for	一	t	W	W	W	<u> </u>		1	Education
		students with disability and train teachers in			R	R	R				services

1.6 Barriers to	55	Identify barriers to access after one year of	C		ı	l	I	I		i. Gender Parity Index (GPI) for Gross	Administration
access to		implementation of UPE Policy (need to be	٧							Enrolment Rate (GER) by school type	
education are	Į	taken over by finance)	R				Į	l		and grade	! !
reduced	56			C			T		<u> </u>	*	Education
		BUT head of school and school council must								Enrolment Rate (NER) by school type	
		be accountable to MOE for extremes in	l							and grade	
ĺ		either direction - not enough discipline or too								iii. No of schools with disaster	ŀ
		harsh punishment – parents to have right to			ŀ					management plans	1
		information and to appeal. Also need to							Į.	iv. No of provinces with provincial	
	1	enforce need for transfer certificate.					l			disaster management plans	
			L_							v. Net Enrolment Rate (NER) of	
j	57	Use radio announcements more (free radio			W					children with disabilities	Office of the
		and TV after 1.9M vatu contribution to	R	R	R	R	R				Director General
ļ	<u> </u>	VBTC)	<u>L</u>		_		_			1	
	58	Recruit Executive officer to the DG and/ or	l	С					1		Office of the
		communications officer – this position will	l	R							Director General
ì	F	include coordination of communications	107	127	14/	147	147		 		
i	59	Assess where boarding facilities are needed,						l		i:	Policy and
		and identify where gaps need to be filled	۱۲	ĸ	R	К	K				Planning
		(use VEMIS data for Assessment analysis).	l								1
	60	To study urban growth in Port Vila and	┢╌	C		_	┢─		3,500,000		Policy and
	"	Luganville and report on implications for	l	٧					0,000,000		Planning
1	ŀ	education	l	R							rianning
	61	Design and implement strategie to		W	С					1	School Based
		communicate with all communities that	l	٧	٧						Management
		parents have responsibilities, including	l	R	R				1		Team
		some small costs and how to engage with	l								
		parents and broader community about value	l] [
Į	<u> </u>	of education. (SBM)	<u>Ļ</u>		L		_				
	62	Finalize and endorse Education in	l	С	l				2,845,000		Education In
1	ĺ	Emergencies Policy and plan. Awareness		٧							Emergency
J	J	and Monitoring of EIE policy and		R]			J	J	<u> </u>]
		implementation plan including EIE DRR					İ				i
		awareness and safety messages to schools.									
		(1,345,000vt EIE Officer)	L]	
	63	Disaster assessment.		٧	٧	٧	٧]	Education In
	<u> </u>		L.	R	R	R	R			1	Emergency
	64	Printing, translation and distribution of EIE								1	Education In
	<u> </u>	policy.	L		Ļ		_			1	Emergency
	65	Implement the gender equity in education			Ç				İ		Inclusive
I	l	policy	l	R	R	l	1		<u> </u>	1	Education
I	l	[policy	l	K,	ΙK	l	ł			1	Education

66	Coordinate with the Ministry of Health and	Γ	W	W	С	Γ		6,000,000	Inclusive
	Vanuatu Society for Disabled People - early	l	٧	٧	٧	ı			Education
	identification of children with impairments	l	R	Ŕ	R	ı			
	and establish a register and to prepare	l				ı			
	training for young children to enter schools								
67	National awareness campaign for the	W	W	W	W	W		6,000,000	Inclusive
į	Inclusive Education Policy and a Plan of	٧	٧	٧	٧	Į۷			Education
	Action to be developed	R	R.	R	R	R			
68	Develop policy for distance learning options	Γ		W	W	C			Policy and
	(liaise with MFEM IT for future	1		R	R	R			Planning
	communications facilities) to cover all levels	ı				ı			
	of education incl. VITE in-service training								
69	Prepare and implement an adult education	T	T	W	W	W			Policy and
	policy (with emphasis on literacy and	l		Р	Ρ	P	1		Planning
	numeracy)			R	R	R			
70	Identify facilities to use for adult education.			W	W	W			Policy and
				R	R	R			Planning
71	Conduct a study and prepare option paper			W	С			1	Administra
	on whether to introduce a subsidized			Р	Ρ				
	transport for students and school materials.	ı	I	R	R	ı	1	1	

1.7 Provide more	72	Conduct a feasibility study of providing TVET	W	С	Г	Г	T	Ι	4.000.000	i. % of registered Schools with TVET	Education
student places		in schools (2011 activity to complete in 2012)								in School	Services
or secondary		Continuation of TA including local travel		R			l	1 1		ii. % of certified TVET teachers	100111000
and TVET in		associated with TA and follow-up		l ``						iii. Pupil: TVET in School Teacher	
School (TVET in		consultation.				İ				ratio	
Schools works	73	Identify and translate existing TVET modules	W	W	W	W	С			iduo	Education
owards		in Bislama to French and English including				R					Services
overnment		considering offering TVET modules in		l ``	``						
riority of		Bislama to be able to teach wider section of		ļ		i					
ncreasing	1	population (also eliminates francophone vs	ĺ	İ			İ				
mployment)		Anglophone divide									ŀ
inprogrammit,		Angiophione divide									
	74	Identify and register secondary schools to	W	С	Г	T	T		_		Education
		offer TVET modules	R	R		-	1]			Services
	75	Coordinate Technology subjects in				W	W	i i			Education
		Secondary (Year 7-13) with TVET pre-			R						Services
		requisites									İ
	76	Develop TVET curriculum in consultation			W	W	W		-		Education
	_	with VNTC	R	R	R	R	R				Services
	77	Coordinate TVET in Schools with TVET in	W	W	W	W	W		_		Education
		MYDT, Agriculture, Nursing, Maritime	R	R	R	R	R				Services
		College, VIT, etc									
	78	Develop a special training package to train	Γ	W	W	W	W		_		Education
		more senior secondary cycle teachers		Р	Р	Р	Ρ				Services
		according to need. (includes qualified	1	R	R	R	R				
		teachers)									
	79	Set (and enforce) minimum class sizes for		С					_		Education
		each secondary post secondary and tertiary	R	R		l					Services
		subjects/ courses									
	80	Move equipment to other schools from				W					Education
		secondary schools where equipment is not	R	R	R	R	R	l .			Services
		being used									
	81	Reallocate financial savings to recruit			W		W				Finance
	ľ	Secondary School Inspectors/ and other	R	R	R	R	R	[[
		positions or equipment	L	L		L	<u></u>	<u> </u>			
	82	Develop school location plan to provide for		С			•				Mapping
		current and future needs and to rationalize	R	R							
	l	and categorize primary and secondary		ĺ			l				
		schools to make better use of resources									
	83	Implement school location plan				W					Education
			R	R	R	R	I R				Services

8	4 Review Education Regulation Orders (2012) and then the Principals, Headmasters, School Based Management Manuals and Mimimum School Standards – discrepancies in minimum class contact hours and minimum number of subjects and clarify working hours and standardize time per subject and time per lesson – (refer Barbara Thornton Report)	R		CR				Policy and Planning
8	5 Revise how many secondary school student places are offered	W R	W R	W R	W R	W R		Education Services
8	6 VIT and VITE to continue and expand opportunity of offering night classes to maximize services offered.	W	W	W	W	W R		Education Services
8	7 VIT or VITE facilities to be used for training untrained teachers and providing in-service training through distance mode and after hours.			W R		W R		Education Services
8	8 Assess and identify TVET modules and teach them in secondary schools	W R	C R					Education services
8	9 Train identified teachers to teach TVET modules					W R		In Service
9	Identify equipment needs to expand secondary to more students			W P	CPR			Education Services
9	Consider offering TVET in Schools as Summer School and other school holidays				W	W R		Education Services
9	2 Ensure TVET modules are offered for males and females and across all six provinces			W R		W R		Education Services

2. Improve the quality of education	2.1 Quality of teaching is improved	93	Allocate secondary school trained teachers to Year 7 and 8		W R	C R					· · ·	Education services
		94	Strengthen management and institutional capacity of the Vanuatu Institute of Education (VITE) with the assistance of Technical Advisor.	R	V R		R	₹	R			VITE
		95	Students are trained to become teachers in Primary Schools.	R	R	W R	R	₹	R		iv. Primary Completion Rate (Proportion of students starting Year	VITE
		96	The pre-service teacher training in harmonised between anglophone and francophone classes.			W R					1 who reach Year 6) v. Early grade reading (Anglophones schools only at this stage) Grade 1 (%), Grade 2 (%), Grade 3 (%)	VITE
		97	Teaching and learning resources are increased and improved in VITE.	W V	C V						vi. Promotion rate vii. Percentage of unqualified teachers (secondary)	VITE
		98	Professional development costs for VITE staff (USP fee)	W V	C V						education system ix. Pass rate (applied to exam results)	VITE
		99	Harmonisation TA		C V					3,000,000	b, 8 as per VANSTA xi. Student performance for levels 10,	VITE
		100	Implement curriculum component of School Support Program using reassigned Zone Curriculum Advisors (create specific work plan and budget) (Need TA academic to train and coordinate ZCA's plus funding for more travel) - to emphasise literacy, numeracy and multi-grade classes		W V R			/	٧		regional examinations xii. Number of modules of training delivered per teacher per year xiii. Percentage of teachers who received in-service training during the year xiv. Percentage of teachers who have	ZCA's
		101	Training of PEO's, ZCA's and Inspectors in the Minimum Quality Standards		C V R			Ī			never received in-service training xv. Percentage of education budget expended on in-service training (with	SBM
		102	Awareness and introduction of Minimum Quality Standards to every school			W V	٧	/			and without training for uncertified teachers)	SBM
		103	Conduct School Improvement Plan workshops in ten schools in Torba, Penama and Sanma		٧	W V R	V	/				SBM
		104	Monitoring of School Improvement Plan in Tafea			W V		; /				SBM

	Training of DEO's 70 No and Inchestors is	10.07	1		_			
105	Training of PEO's, ZCA's and Inspectors in	W	W	С				
	Hundred Maths basic calculation methods	Р	٧	٧				
	introduced to 5 other provinces		R	R				
106	Revise job descriptions for School	W	С					
	Improvement Officers, ZCA's and heads of	R	R					
	schools (to include performance and quality							
	review)							
107	Train School Improvement Officers and	W	W	W	W	C		6,000,000
	ZCA's on how to assess training needs (TA	R	٧	٧	٧	٧		
	assistance needed.)		R	R	R	R		
108		W	С					
	Improvement Officers and ZCA's needed	R	R					
	School Improvement Officers and ZCA's	1	W	W	W	W	•	
	produce timely reports	R	R	R	R	Ř		
110	Revise and improve teacher performance	W	С					
	appraisal forms (same form to be used by	R	R					
	Heads of Schools, School Improvement							
	Officers and ZCA's) and revise and improve			:				
	Heads of Schools performance appraisal							
	forms to be used by School Improvement							
	Officers			<u> </u>				
111	Ensure School heads produce annual	W	W	W	W	W		
!	confidential (appraisal) report for teachers,	R	R	R	R	R		
	term report and annual report							
112	Improve Monitoring & evaluation of teachers		W	W	W	W		
	performance in schools including Volunteers		R	R	R	R		
	(JOCV, Peace Corps, VSO, Gap students)							
			_			<u> </u>		
113	Heads of Schools and ZCAs to assess		W	W	W	W		
	teachers performance and School	R	R	R	R	R		
	Improvement Officer to assess Heads of							
	Schools, based on appraisal report form		_	L				
114	School Heads use a learning effectiveness	W	W	W	W	W		
•	assessment tool to assist teaching and	R	R	R	R	R		
	learning	<u> </u>	_					
115	ű ,		W	W	W	W		
	beginning from pre-school to year 13 and	l	Ρ	R	R	R		
	should include absences, exams results,	l	R					
465	etc	\vdash	Ļ	_	_	\vdash		
116	Conduct study on the causes of high drop	l	С		<u> </u>			
	out rate in secondary and high repeater		R]
	levels in primary and produce a strategy to							
	address the causes (PPU)						ł	

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117	Registration of kindergartens and licensing		W	C				
1	teachers (ECE)		٧	۷.				
1	·		R	R				
118	Training of Provincial Coordinators x 2 times		W	С			,	5,100,000
	a year to upgrade skills and knowledge on		٧	٧				
	ECCE to better manage and report on ECE		R	R				
	activities and to make visits to the							
	communities.]
119	Upgrade ECE Key Teachers & Workmen		W	W	W	C		6,000,000
	tool boxes (ECE)		V	V	v	٧		
	(,		R	R	R	R		
120	ECE ensure that pre-school centers meet	W	C		Ħ			
	Model Kindy Standard	R	V					
	,		R					i l
121	Design (2012) and implement a strategy to	W		W	W	W		
1	improve literacy and numeracy (VEPAC to	R	Р	R	R	R		
	assist in providing data and indicator to		R					
i	quide improvement actions)							
122	Complete life skills assessment tool for year	W	W	C				
	4 and 8	R	R	R				
123	Increase staffing and other resources of In	W	С	C				18,000,000
	Service Training Unit to implement teacher	R	٧	٧				
	training, including TA		R	R				
124	Teacher training TA to assist with preparing		W	W	С			
l	strategy for training in new curriculum and	l	٧	٧	٧			
1	other priorities for use of ISU resources.		R	R	R			
		L						
125	Complete Learner Centered Instruction and	W	W	W	C			
	and Assessment Module for Primary	٧	٧	٧	٧			
	Education Improvement Training (PEIT) in	R.	R	R	R			
	MALAMPA (2012), SHEFA (2013), and							
	TAFEA (2014). Literacy, numeracy							
	multigrade modules will not be achievable	l						
	with current staffing. Certified and uncertified	Ì						
	teachers are being trained in different							
	proups							<u> </u>

Early Childhood Education
Early Childhood Education
Early Childhood Education
Early Childhood Education
Education Services
Examination &
Assessment
In Service
In Service
In Service
In Service
In Service

126	Proposal to expand on above strategy		W	W	W	W		130,000,000
	implemented in 2011.Transfer 12 ZCA's to		٧	٧	٧	٧		
	ISU to become trainers. Budget is for 6		R	R	R	R		
	trainer teams to conduct 9 weeks of itensive							
	training each, with in-school observations to							
	assess effectiveness of learning. Conduct							
	training of 1 module to 1 teacher coverage of							
	up to 3200 teacher weeks. 2012 priority is							
	uncertified teachers and multi-grade							
	classroom management to relevant		li					
100	teachers	Ш		144		144		
127	Reactivate subject panels for Secondary		W	M	M	W		
100	Teachers (ISU & CDU)		R	R	R	R		
128	Train teachers in multi-grade teaching skills		W	W	W	W		1
	and methods in all provinces. Commenced		٧	V	٧	٧		
460	with SHEFA in 2012.	Н	R	R	R	R		
129	Conduct more training in use of bookflood		W	9				
	readers ???		۷	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \				
400	0 11 4 6 1 1075	141	R	R				
130			O.1		.			
	some ZCAs to ISU so that more inservice	R	R		l			1
404	training can be achieved.	187	16/	187	387	147		
151	All year 1, 2 and 3 students must have a	M	W) §	8 ر	W		
	certified teacher. Phase out use of school	R	R	R	R	R		
	paid teachers as these are most of the							
	uncertified teachers – BUT schools may							
	employ teachers aides to assist a							
122	dovernment paid teacher but not teach Phase out use of school paid teachers as	W	w	W	W	W		
192	these are most of the uncertified teachers –	vv R	R	R	R	R		
	BUT schools may employ teachers aides to	11	18	["]	1,/	"		
	assist a government paid teacher but not							
	teach			١,				į
133	Identify teacher conditions that may be	W	С		\vdash			
	affecting morale and prepare a strategy to	R	R					
	action the concerns	· `	· `					
134	Review all school paid teachers who are	W	W	С	П	П	,-,-,-,-,-	
	certified and determine whether to	R	R	R				
	recommend to TSC that they be employed]
	as a government primary teacher. Stop							
	recruiting uncertified teachers for primary.							
	' '							

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135	Review qualification and experience		W		W	W	l l	Education
l	requirements for secondary school teachers	R	R	R	R	R	l l	Services
		Ш	Ш	Ш				
136	· · · · · · · · · · · · · · · · · · ·		W		W	W		Education
	senior secondary and tertiary teachers	Р	Р	Р	P	Ρ		Services
		R	R		R	R		
137	Reinstate head of school meetings		W	W	W	W		Education
			R		R	R		Services
138	Reactivate subject panels for Secondary	П	W	W	W	W		In Service
	Teachers (ISU & CDU)		R	R	R	R		1
139	Design a strategy (2013) to train uncertified	W	W	W	W	W		In Service
	teachers currently operating in schools -	R	٧	٧	٧	٧		
j	Implement this strategy. Explore use of		R	R	R	R		ĺ
	distance education for both in-service							
	training and also to certify untrained teachers							
	(USP TA to assist)							
140	Develop school management program to be	W	W	C				Education
	included in Pre-Service and In-service	R	R	R				Services
	teacher training at VITE		\square					
141	Vanuatu Literacy Enrichment Training	П	Ŵ	W	W	W		In Service
	(VANLET) to improve teachers performance		٧	٧	٧	٧		
	for teaching and learning at all levels.		R	R	R	R	ļ l	
	Transfer this training responsibility from CDU							
	to ISU in 2012.					L		
142	In Service Training Unit to complete teacher							In Service
	training needs assessment (Including using	R	R					
	EGRA and VANSTA results and TSC							
	database)							
143	Develop (2013) and implement Effective			W	W	W		In Service
	Teacher Competency tool at all levels			Р	Р	Р]	
	(UNESCO, UNICEF and SPBEA assisting			R	R	R		İ
	ISU)							

2.2 Quality of	144	Review facilities design and specifications to								i. Percentage of schools that meet	Facilities
facilities are		be in line with Minimum School Standards.	R	R	ł					50% of the Minimum Quality	
improved	1	School specifications to include library space	ľ				ľ			Standards for Schools	Ì
		(not just book storage) and kitchen and									
		dining facilities, dormitories etc for use where									
		needed.					L_				
	145	Develop a hybrid building design for schools	W	С					, –		Asset
		with appropriate materials that are available		٧							Management
		in the local environment. School designs to		R				•			Strategy Team
		be developed for different circumstances and									1
		different materials available (eg remote									1
	1	school where cement is very expensive).									
	1	Alternate designs to be investigated to									
	1	reduce cost of each building - so can afford	l								
		more classrooms (Part of Asset	l								· I
		Management Strategy)									
	146	Specialist technician (short term) to visit all	┢	С						j	Education
		secondary schools to assess status of		٧							Services
		science laboritories and make		R							1
		recommendations to MoE - include review									
		chemicals storage, old and dangerous					l				
		chemicals etc.	L						_	1	. .
	147	Design movable partitions to create work		С					_	I	Facilities
		areas within classrooms		R						į	
	148	Leftimap ECE - conditional upon PMO		С					56,000,000	1	Early Childhood
	1	approved service agreement with a Civil	R	٧							Education
		Society Organisation	L	R		L	L			j	<u> </u>
	149	Facilities Supervisors (PMO's) to visit each			W	W	W			1	Education
	ĺ	school to advise on maintenance, carry out	R	R	R	R	R				Services
	1	school inspection, etc (consider frequency								l	
		and cost of visit)	L								
	150	Every school develop and implement		W	W	W	W			1	Education In
	1	disaster preparedness and risk management	l	R	R	R	R			i	Emergency
	1	plan (School Safety Plan)	L	٧	٧	٧	٧				

2.3 Quality	151	Perpare list of curriculum materials for		W		Γ	Τ		80	0,000,000	i. Percentage of schools that have	Curriculum
eaching and	ì	purchase for Y1-3 - readers and other	٧		٧		ı				implemented the National Curriculum	Development
earning		materials		R							ii. % of schools where teaching and	Ĺ
naterials and	152	Prepare list of curriculum materials required		W	W		T		60	0,000,000	learning materials (book and non-	Curriculum
equipment are	1	for purchase for Y11-13	٧	٧	٧	ı	1					Development
provided to	L.			R		L					Standards for Schools	
chools	153	Schools can either order equipment and	W	W	W	W	۱	W			iii. No. of readers per student	Administration
		materials through MOE, or buy direct from	R	R	R	R	П	R			iv. % of schools with libraries	•
		suppliers. Standing order prices to be	ļ			ı	ı				v. Percentage of secondary schools	[
	j .	negotiated for schools by MOE	<u> </u>								that offer all standard subjects	J
	154	Appropriate teaching and learning materials	W	W	W	W	٦	W			(including TVET in Schools)	Education
	ł	and quantities to be defined by Curriculum	R	R	R	R	1	R			(mondamy / v = v m contains)	Services
	1	Development Unit for inclusion in Minimum	Į		l	ı						
	1	School Standards. Estimate in 2011 for	Ì	l		1	Ĺ					
	1	costing Minimum School Standards to		l			ı					
	1	include list of minimum materials and		l		İ	ı	1				
	1	equipment – eg maps, art and craft		l			ı		1			
	1	materials, dictionaries, sports equipment,	l	Į	1	1	1					1
	1	agriculture, technology tools, science	Į		ľ	ı						l
		equipment_calculators (solar) etc	L				L					
	155		W			Г	Т					Education
]	minimum materials and equipment – eg	R	R		ı	ı					Services
	1	maps, art and craft materials, dictionaries,		l	•		ı					
		sports equipment, agriculture, technology		1								
		tools, science equipment, calculators (solar)			i		١					<u>.</u>
	<u></u>	etc	L	ட	L	_	1]	
	156	Costing of Minimum Quality School		C V			1			4,000,000		Education
	1	Standards with the assistance of Technical					ı					Services
	1	Assistance in developing the costing model.		R			ı					
		(Possible continuation of John Mellors)					l					
	157	Assess the relevance of existing secondary		W			t					Curriculum
	J	school readers to be used as part of	R	R	R				J			Development
		rewriting curriculum.	L	L	L	L	┸					
	158	Conduct feasibility study on the storage in		W			Τ					Asset
	1	schools (especially schools made of	٧	٧					!			Management
	1	traditional materials) (Part of Asset	R	R	R	1	ı					Strategy Tear
	1	Management Strategy)	ł		1							

2.4 National	159	Review and finalize standard format for new	Π	С		Т	Τ			i Percentage of schools that have	Policy and
curriculum is	1	policy development	l	R			ı			•	Planning
provided to	160	Complete K-3 curriculum. Review, revise,	W	W		T	1	l	20,000,000	ii Percentage of secondary schools	Curriculum
schools	1	develop support materials and seek	V	٧	٧	1	ı		1 ' ' '	that offer all standard subjects	Development
		purchase of materials for K-3 curriculum	R	R	R	ı	ı			(including TVET in Schools)	
		(2010-2014)								(
	161	Prepare K-3 curriculum for publication		W	С		Т		24,000,000	1	Curriculum
		including graphics design, layout, editing and	l	٧	٧		ı				Development
	1	printing.		R	R			1			
	162	Review, develop and publish 4-6 curriculum	W		W	С	Г		35,000,000		Curriculum
		(2011-2012. Rollout and implement (2013-	٧	٧	٧	٧	ı				Development
		2014)	R	R	R	R					İ
	163	Review, develop, publish and print 11-13	W	W	С		Г	1	39,300,000	1	Curriculum
		curriculum (2010-2013)	٧	٧	٧		ı				Development
		·	R	R	R		<u> </u>		·		
	164	Assess the relevance of existing secondary	W	W	С						Curriculum
		school texts used with Anglophone and	R	R	R		ı		ļ		Development
	1	Francophone students to be used as part of	l				ı		ł		
	1	the harmonised senior curriculum.	l		ł		ı		1		
					<u>L</u> _	<u></u>	<u> </u>				<u></u>
	165	Review and implement curriculum 7-10				W			5,000,000		Curriculum
	1	(2012-2014)	٧	٧				1	1		Development
	<u></u>		R	R	R	R	R	<u> </u>			
	166	Publications TA					[18,000,000		Curriculum
							L	J			Development
	167	K-3 TA (6 months)	l				I		9,000,000		Curriculum
						<u>L</u> .	<u>L</u>				Development
	168	4-6 TA							9,000,000		Curriculum
	L_							<u> </u>			Development
	169	7-10 TA					1		9,000,000		Curriculum
								<u> </u>			Development
	170	11-13 TA					П	1	18,000,000		Curriculum
			L		L						Development
	171	STA (6 months)							9,000,000	1	Curriculum
			L				L]	Development
	172	Support VITE to adapt teaching to match	1			W					Curriculum
		new curriculum (VITE teachers helping write	l	R	R	R	R				Development
		new curriculum)	┖	Ц.		<u> </u>	L				
	173	Communicate information about		С					1,000,000		Curriculum
		harmonization of changes to senior cycle	٧	٧			1				Development
		curriculum]	L			L	L.,			
	174	Finalise and approve Syllabus for secondary	W	С			Γ		3,000,000		Curriculum
		subjects by year level	V	٧	L		L				Development

175	Prepare implementation plan for 1-6		W	W			2,0	000,000	rriculum
	curriculum for 2013 in consultation with ISU,		٧	٧				Dev	velopment
	PEO's and ZCA's	1	R	R				·	•
176	NEC to approve (Y1-3 in 2012), (4-6 in	Γ	W	W	W	W		Cur	rriculum
	2012), (11-13 in 2013), (7-10 in 2014)	L_	R	R	R	R		Dev	velopment
177	Develop timetabling policy in consultation	W	W	С			1,0	000,000 Cur	rriculum
	with PEOs, head teachers and principals.	R	R	R				Dev	velopment
178	Support ISU to train PEO's, ZCA's, School	W	W	W	W	W		Cur	rriculum
	Improvement Officers, heads of schools and	٧	٧	٧	٧	٧		Dev	velopment
	teachers in use of new curriculum (ISU TA	R	R	R	R	R			
	needed)								
179	Add one senior curriculum coordinator	W	С					Hur	man Reso
	funded under VERM in 2011 to 2012	٧	٧		1			Mar	nagement
	recurrent budget	R			<u> </u>				
180	Senior Management (DG and Directors) to	W	С					Offi	ice of the
	make decision regarding Education	٧	٧		l			Dire	ector Gen
	Language Policy.	R	R		_			<u>·</u> _	
181	Assess curriculum for non-government	l	1	W	W	W		lnsr	pectorate
	schools for approval by NEC. Assess			R	R	R		1	
	curriculum and teaching methods of non-							i I	
	government schools to determine whether							<u> </u>	
	school should remain registered				L_			.1	

2.5 Examinations	182	Minister of Education to issue instruction for	W	lcl	Г		П		Τ	i. % of schools that offer year 12	Office of the
and assessments		all English Speaking schools to use SPBEA		R						national examinations and	Director General
are conducted		courses in 2012			<u> </u>	L	L	-		assessment	
		Create an examination web page inside		C						ii. % of teachers trained in internal	Information &
		Education website – for teachers, students	R	R				i		assessment and examinations	Communication
		and public (Information and Data under									Technology
		Management)								<u> </u>	
	184	Develop Vanuatu Qualification Framework		С							Office of the
		(SPBEA to assist)	R	Р			1				Director General
				R						ļ	
		Develop and publish an approved National		С		l			2,000,000		Examination &
		Assessment and Reporting policy		٧		l					Assessment
	_			R		<u> </u>					
	186	Prescription development for all subjects for		W	С						Curriculum
		Year 10, 12 &13 (both Anglophone and		۷	٧						Development
		Francophone) including printing and		R	R						
		distribution. This should be ready for		1							
J		implementation in 2013 (PSSC will not be			l	ļ		Į.]	
		available in 2013)	L			L]	
		Technical Advisor assists develop			W				18,000,000	{	Examination &
		examinations and assessments and	٧	٧	٧	l					Assessment
		develops capacity within the Examination	R	R	R						1
		and Assessment Unit			ļ		ļ				
		Develop a national senior secondary cycle		С					3,500,000		Examination &
		examination based on new curriculum 2012	R	}							Assessment
		(Regional PSSC will not be available in		R							
		2013)			<u></u>					_	
	189	Administer national examinations for				W					Examination &
		Francophone Years 12 &13	К	R	R	R	R				Assessment
	190	Preparation of proceures manual and		С					1,000,000	1	Examination &
		guidelines for the conduct of examinations		۷							Assessment
•		and implementation. Internal assessment workshop to train	<u>L_</u>	R	<u></u>				2.22.22		
		teachers to administer internal assessment				W]	2,300,000]	Examination &
		including designing of task for year 10, 12 &	К	٧	٧	3	Ā			ļ	Assessment
		13.		R	R	R	R				
	400		_	Ļ	<u> </u>	<u> </u>	_		0.000.000	ł	
		Capacity building through work attachments		C					2,000,000	İ	Examination &
		to study regional national examination		۷							Assessment
		processes with a neighbouring country		R							1
		(Tonga/ Fiji) on the setting of the regional									
<u>L</u>		qualification register.	L_				<u> </u>		<u> </u>	J	

444							
193	Complete and implement Assessment	W		W	Ç		6,000,000
į	Resource Tool for Teaching and Learning	٧	۷	٧	٧		
	(ARTTLe) for years 3, 5 (2012) , 7 & 9	R	R	R	R		
	(2014) to improve teachers performance for						
	teaching and learning at all levels	Ì					
		L					
194	Develop and support training programme		С				3,500,000
	with ISU to train PEO's, ZCA's, School		٧				
	Improvement Officers and Teachers in use		R				
	and understanding of ARTTLe						
195	Analyse examination and assessment	W	W	W	W	W	
	(EGRA and VANSTA) results and	R	R	R	R	R	
	communicate results to provinces, schools						
	and stakeholders including VITE and In						
	Service Training Unit.	L					 <u> </u>
196	Review resourcing for item writing and	W	W	W	W	W	
_	marking exams	R	R	R	R	R	
197	Support to VITE and ISU to provide		С		П		4,000,000
	preservice and inservice training about		٧				
	school based assessment including		R				
	headteachers and ZCAs						
198	Arrange trianing courses specifically for		W	W	W	W	1,500,000
	Chief Examiners, Moderators and Markers		٧	٧	٧	٧	
	using a contracted trainer		R	R	R	R	
199	Establish and store a pool bank of questions		W				
	for each subject (for years 10, 12 & 13) to		R				
	use for reference.						
200	Purchase Examination and Assessment		С				2,000,000
	books for Examination Office Library		٧				
		L	R				
201	To review administration of school	W	W	С			
	examination levies.	R	R	R			
202	Standardized the VEMIS School Feedback	W	W	ပ			
	Report with inclusion of examination results.	R	R	R			
	(This should be accommodate in the 2013 of						
	the system review) (STTA)_ Brian to work						}
	closely with Fabiola and Henry						
						L	
203	Vanuatu Literacy Enrichment Training		W	W.	W	W	
	(VANLET) to improve teachers performance		٧	٧	٧	٧	
	for teaching and learning at all levels		R	R	R	R	

Examination & Assessment
ISU
Examination & Assessment
Examination & Assessment ISU
Examination & Assessment
Examination & Assessment
Examination & Assessment
Examination & Assessment Vanuatu Education Management Information System
In Service

204	In Service Training Unit to complete teacher	W	W	•		l	1		In Service
1	training needs assessment by using EGRA	R	R			l			
	and VANSTA results.								
205	Change structure to include and recruit as	W	С			Γ	2,740,640		Human Resour
	an immediate need two additional staff	٧	٧			1			Management
	(Executive Officer and Clerical Assistant) to	R	R						(Check is in the
	Examination and Assessment Unit to allow			•					recurrent budge
	implementation of Examination and					l			1
	Assessment activities.								<u> </u>
206	Assess feasibility to establish Vanuatu			W	W	W			Office of the
	University (Long term plan) aligned with	l	•	Ρ	Ρ	Ρ			Director Gener
	VNTC, VITE, VIT and NEC		<u> </u>	R	R	R			
207	Complete year 2 VANEGA and develop and		Ï	С					Examination &
	administer year 8 VANSTA	ı	l	٧		l			Assessment
				R					
208	Pacific Island Literacy, Numeracy and Life	ı	l	W	W				Examination &
	Skills (PILNA 1 AND PILNA 2) (life skills	İ	l	٧		۷			Assessment
	assessment tool for year 4 and 6) Base on	ı	1	R	R	İΡ	•		1
	regional literacy and numeracy and life skills	i				ı			
	bench mark adapted by FEDMM 2009	ı				ı		1	

2.6 A quality	209	Internal Audit visit 120 schools per annum	۱۸/	۱۸/	W	1 14/	Lva	v/ 1	1	i. Number of schools visited and	A
assurance	1200	(all levels) and report on all visits.	ľ	<u>"</u>	R	R	l F	ď		P.	Audit
program	210	Review and establish procedures to action	W			۱,	╫	┧		reported on each year by School	Office of the
assesses all	1210	reports (Annual, Monthly, Work	R			l		١		improvement officers by zone and by	1 ' ' 1
aspects of the		Development Plan & Performance, Audit,	K	ľ		l		-	Į.	province	Director General
education						l				ii. Number of schools visited and	
	1	Inspection, ZCAs, Head of Schools, PEO,			l	l			•	reported on each year by Internal	}
system		Education Authorities)	<u></u>		Ļ	⊢	╄	+		Audit Officers (IAO) by zone and by	
	211	Review of VITE program by an international		W				1		province	Education
1		teachers college body (to be identified)	Ρ	Р	Ρ	ı				iii. Number of schools and teachers	Services
					R	!	╄	4		visited and reported on each year by	
	212			C		l		ı		the Zone Curriculum Advisors (ZCA)	Inspectorate
		distribute to all schools and stakeholders.	R	R		l		ı		by zone and by province.	
	<u> </u>		L	_	<u> </u>	上	┸	_		iv. % of schools submit report of self-	
	213	Revise ZCA and Inspectors Manual to			С	l				assessment against Minimum School	Education
		include minimum performance requirement	٧	٧	٧	ı	ı			Standards	Services
		related to number of school visits and	R	R	R		ı			v. Percentage of students attending	
		teachers reports.	L			<u> </u>	<u>L</u>			alternate teaching method schools -	
	214	Recognise and allocate advisory role to		С			1	1		Accelerated Christian Education	Education
1		subject Department Heads in secondary	R	R				ı		(ACE), distance education	Services
		schools				L				((OZ), diotarios dadoatori	
	215	Revise job description for ZCAs and recruit	W	С		Г		T		1	Education
		them on a 3 years contract basis.		R		Ĺ					Services
	216	Develop reporting template for all schools	W		П			П		1	Education
	1	heads (2012) to use to produce annual	R	R	1	l		ı			Services
	1	reports to PEO's and EAs for submission to		1		l	ł	ı			
		Director General.			L	<u> </u>					
	217	School Improvement Officers (Inspectors)	W	С	Γ		Т	T		1	Inspectorate
	1	must visit primary and secondary schools	R	R		l					
		that have not been visited (2012) including				l					
		schools that have issues and report on all		l		Ì					
		visits using the standard reporting template		l		ļ					
İ		(2012.		l		l	ı				
	218	School Improvement Officers (Inspectors)	T	W	W	W	W	٧		1	Inspectorate
ſ		must report on all schools visited each year.	ĺ	R	•	R		- 1		1	
ł											
	219	Plan reinstatement of annual meeting of	┢╌	w	W	W	W	v		†	Education
1		heads of departments at Provincial and		R		R					Services
	I	school levels		l'`	Ι΄`	l '`	Ι΄	, [OOI VICES
	220	Advertise and recruit heads of schools posts	┢╴	Н	W	С	十	+		1	Education
	~~~	on a 3 years contract basis		l	R	R				1	
	221	Create a Procedure Manual for PEOs and	Η-	┢	W	c		+		4	Services Education
	**				R	R	1	1			1
	Ц	Education Authority Directors	ᆫ	Ĺ	ĸ	ĮΚ			<u></u>		Services

2.7 Deliver	222	Approve (2012) and implement revised		W	W	W	С			i. National Policy on Assessment	Curriculum
school	<b>}</b>	curriculum [K - 3 & 11 - 13 (2013), 4 - 6		٧	٧	٧	٧			developed in line with curriculum	Developme
curriculum and	ł	(2014) & 7 - 10 (2015) (Senior TA needed	ŀ	R	R	R	R		ł	reform	' ' ' '
teaching		6M vatu)								ii. % of teachers trained in use of new	
methods which	223	Train ISU officers and support preparation of		W	W	W	С		3,000,000	curriculum (pre-service and in-	Curriculum
are specific to		training programs for PEOs, ZCAs, School		٧	٧	٧	٧		Ť	service)	Developme
Vanuatu		Improvement Officers, heads of schools and		R	R	R	R			iii. % of bilingual schools	1
		teachers in use of new curriculum.								, and the second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second	İ
	224	Conduct awareness of the education system	W	W	W	W	W				School Bas
		at every level in line with current changes in	٧	٧	٧	٧	٧				Manageme
		system and structure. (SBM)	R	R		R					Team
	225	VITE to conduct a study to find out		W		C			_		Education
	1	appropriate teaching methodolgy for use in		R	R	R					Services
	1	schools to achieve effective student learning									
		outcome (Vanuatu is more community			ĺ		l				
		focused and oral than western countries)									
	226	Any teachers who are not from Vanuatu				W					Education
		need to receive training in Vanuatu culture,		R	R	R	R				Services
		values, history, geography	_	Ш	┖		<u> </u>			[	
	227	Transferred teachers to receive a briefing				W					Education
	1	from the local chiefs and elders to learn		R	R	R	R				Services
]	1	about the specific cultures and values of the									
	1000	area of the new school	-	127	100	W	14/				0-110
	228	Schools to strengthen custom and cultural		R		R					School Su
	1	activities in their school program and calendar (Strengthen values, unite	l	ľ	ĸ	٦,	K				Services
		community, maintain confidence in retelling									
		custom and culture to others – eg tourists,				ŀ					
		help maintain community memory of custom	İ			ļ					
		and culture)									İ
	229	School to use local materials in construction.	W	W	W	W	W				Facilities
1	L					R			1	1	
	230	Promote and produce booklets for different				W		<del></del>	<u> </u>	1	Curriculum
		subjects of use of local materials in				R					Developme
		construction of teaching and learning									'
	1	materials			l	I			1		1

planning, fiscal and financial	3.1 Provide stronger leadership to the education system	232	Reception to be strengthened to ensure enquiries go to correct person, and by appointment only where required. Improve security over people entering  Create better understanding and stronger working relationship with line ministries	C R	W	C R					i. % of Annual Work Plan activities completed - by budget and performance targets ii. Approved sub-sector policy statements iii. % of schools with strong community support by province and	Administration  Office of the Director General
			(MFEM, PMO, IA, MOL, MOH, MYDT, MOA, MOFA) and PSC.								urban/rural iv. Number of MOE officers trained in	
			Develop capacity of Executive Officer to perform liaison role between Cabinet and Ministry (record and log requests for information, directives etc and monitor timeliness of responses)	W R	CR						leadership and management v. Corporate Plan reviewed and submitted by the due date vi. Ministry of Education Annual Report submitted by the due date	Office of the Director General
		234	Reinstate annual Principals and head of schools meeting		₩ ٧ R	V R	R	V R		10,000,000	'	Education Services
			Monthly management reports prepared and reviewed by Directors and DG		W R	W R	W R	W R				Monitoring & Evaluation
			Establish a Monitoring Framework for the Ministry of Education to track progress against MoE plans.		W R		W R	W R				Monitoring & Evaluation
		237	Monthly financial and progress reports provided to VERM Pool Partners				W R					Office of the Director General
	:	_	Annual report provided to Minister and submitted to PSC by end of March.	R	R	R	W R	R				Office of the Director General
		239	VERM Annual Report provided to VERM Pool Partners	R	R	R	W R	R	i i	_		Office of the Director General
			proper communication channels and enforce respect of channels to strengthen communication and reporting.		R		W R					Administration
			Hosting of 2012 Forum Education Ministers meeting in Vanuatu		OZR							Office of the Director General
			Conduct in house training for all staff on proper communication channels and enforce respect of channels to strengthen communication and reporting.		W		W R					Office of the Director General
		243	Reinstate MOE library and established virtual library facilities.			W R	C R					Administration

3.2 Policy and	244	Implement process of regular consultation	_	l vaz	14/	W	NA/		1	i. Medium Term Expenditure	Office of the
planning of the		with area councils and provincial councils		<u>"</u> "	<u>"</u>	<u>"</u>	R		]	Framework (MTEF) by sector by	Office of the Director General
education	245	Independent review of tertiary institutions	$\vdash$	C	<u>'`</u>	<del>  ``</del>	17	<del>                                     </del>		2015	Training &
system are	273	that scholarships for study are awarded for		۷				1	}	ii. Number of approved education	Scholarships
provided		quality of qualification and cost comparison -		R	İ						
provided		value for money. Review allowances and		~						policy papers iii. Number of education sub-sector	Coordination
i											
		costs to be paid for scholarships with a view			Į .					policy papers developed in line with	
		to being able to fund more scholarships.							ļ	list of agreed number of policies to be	
	246	School Grant Scheme to be reviewed and	\A/	W	С		⊢			developed	Singnoo
	240			R						iv. Percentage of schools that publish	Fillance
		amended (consideration to include year 7 -	٣	٦	ĸ		1			development plans and policies	
	247	13) Train provincial officers in planning and	┝╌	W	С	┡	┢		2,000,000	during the year	Policy and
	241		l	٧٧	V				3,000,000	v. Percentage of schools that publish	Planning
		monitoring	l	v R	R	l				annual budgets during the year	Planning
	240	Work with PEO's and produce Provincial	├	Ċ	K	⊢	┢	<b>-</b>		vi. % of government and government	
İ	240	Development Plans. These should tie in with	l	٧		l				assisted school that submit school	
	1	1 '		R.	ĺ	l	1			annual reports to the PEO office	
1	ł	School Development Plans. MoE will then			l	ł	l	ł		vii. % of PEO and EA annual reports	
		use these plans to prioritise resources	l							received on time by the Ministry of	
		between provinces. Would need to consult	l				ľ			Education	ŀ
	240	with SBM team. Continue Technical Advisor Budget and	┝	С	⊢	⊢	┢	<del>                                     </del>	18,000,000		Office of the
	245	-	l	V		l			10,000,000	ŀ	Director General
	ł	Planning	l	R R		l		l			Director General
	250	Policy and Planning Unit to coordinate all	۱۸/		10/	167	W	<del></del>		1	Policy and
1	230	policies		R							Planning
	251	School based management teams assist		W		<u>٦</u>	Т	<del> </del>	54,000,000	1	School Based
	201	schools with planning, budgeting and	R			l			34,000,000		
	1	, , ,	Γ.			l					Management
		monitoring (activities to be defined in more		R	ĺ	l					Team
1	252	detail) To produce, print and translate the School	┢╌	С	┢	┝	┢		800,000		Menning
	232	Population Atlas to assist with school	I	٧			1		000,000		Mapping
		location.		R						1	1
Į.	252	Identify policy areas to facilitate development	۱۸/		\AI	\A/	\٨/	<del> </del>	-	ł	Policy and
	200	of policy. Ensure all approved policies are		R		R					
		diseminated to all schools and stakeholders.	ľ	ĸ	١^	~	"		1		Planning
		diseminated to all schools and stakeholders.									
	254	Plans are developed and approved for all	W	W	W	W	W		_		Policy and
		programs and activities				R					Planning
1	<u> </u>	in a direction of the second of	<u> </u>			· · ·		<u> </u>	<u> </u>	ı	r raining

	Coordinate provincial planning documents with MoE planning documents by consultation with and inclusion of provincial planners in MoE planning workshops				R			Policy Plann	•
256	Develop School Based Management Policy	٧	C V R					I I	ool Base agemer
	PEOs and Education Authority Directors are required to submit monthly management reports in a finalized report format.	W	W	W	W R			Educa Servic	ation
	Review ZCA zoning, service delivery process and monitoring.	ŧ.	C R		t	l	1	Educa Servio	
259	Engage with provinces in education services planning, decision making and service				W R			Educa Servic	

3.3 Data,	260	Verify information in VEMIS - data validation	lw	W	۱۸/	W	١٨/	I	3 000 000	i. Percentage of School Survey	Vanuatu
information and	200	and auditing (validate school including	Ÿ			v	ľ			Returns	1
reports are	]	working withSchool Based Management			R					ii. % of Government paid teachers	Education
provided		Team, School Support Services Team and	[ ``	"	\ \	"	<b> </b>			•	Management Information
provided		Asset Strategy Team on data on school								appraisal reports submitted by head	l I
		finance, school facilities and school	l						1	of school to the PEO office by	System
		1 '								province	
	264	resources) Program developer to strengthen and	147	10/	W	147	10/		9 400 000	iii. % of teacher appraisal reports	Vanuatu
	201	, ,		٧٧	٧	V	V	]		submitted by PEO to TSC via Director	Vanuatu
		improve database including expand VEMIS			V R					Education Services	Education
		system to capture other data (Scholarships,	K	K	K	K	ĸ			iv. % of school with access to means	Management
		Exams, TSC, payroll, TVET, VIT, VITE, etc).			l					of communication (computer, internet,	Information
		Review of VEMIS database will be done in		•						telephone, radio etc)	System
	262	2013. Program developer to produce technical	W	С	┝─		<del> </del>	<del> </del>			Information &
	402	documentation of VEMIS system.	V	۷			l	]			Information & Communication
		documentation of VEIVIIS system.	R				l				1 1
	262	Develop capacity in EFA, VEMIS, MDG	ᅜ	C	-	├	├	<del> </del>	2,500,000		Technology  Monitoring &
	203	reporting (includes MDA) with assistance of		٧			l		2,500,000		Evaluation
		a TA (UNESCO/ UNICEF) (VNSO also		v R	•		l				Evaluation
							l				
ļ		indicated to assist with a 2 weeks Training		l			l				
	264	for staff) Improve collection of Data including	10/	10/	W	W	W				Vanuatu
1	204	refresher training on the use of the reviewed			R						Education
1		survey forms and new fields in the system	l``	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	\ \ \	1	ľ				
1		(Refresher training activity will happen in	1								Management
İ		2013).	l		l						Information
	265	Expand VEMIS system to capture other data	⊢	W	W	W	С				System Vanuatu
	200	(Scholarships, Exams, TSC, payroll, TVET,	l	٧	ľ	v	V				Education
		VIT, VITE, etc) and standardized the VEMIS		R		Ř	R				Management
Ì		School Feedback Report with inclusion of	l	<b>'</b> `	'`	l'\	<b>'</b> `				Information
		examination results. (This should be			İ						System
		accommodate in the 2013 of the system		1	l		Ī				System
		review) (STTA)_ Brian to work closely with	l								
į		Fabiola and HenryExpand		1							
	266	Redisign of VEMIS survey forms with the	T	С	T		Г		3,000,000		Vanuatu
		assistance of a Short Term TA		Ŵ					2,000,000		Education
			l	[``							Management
			1	I							Information
			1	1			ĺ				System
	267	Consider developing VEMIS online with or	T	С			H				Information &
		without VEMIS @ School.	l	R							Communication
		30,000	1	<b>l</b> '`			ĺ				Technology
ı			_	_			<u> </u>			1	recrimology

		_	_					
268	Dissemination of VEMIS Information (Digest,						2,000,000	Vanuatu
	analysis reports, school reports, provincial	R	R	R	R	R		Education
	reports, brouchers)							Management
								Information
								System
269	Develop and deliver MoE Annual Report					W		Office of the
		R	R	R	R	R		Director General
270	Develop a Content management Website for		W	W	W	С		Information &
	officers, teachers, students and	ĺ	٧	٧	٧	٧		Communication
	communities. Reconsider in mid 2012.		R	R	R	R		Technology
271	Maintain and improve the database record of	W	С					Teaching Services
	teacher qualifications, skills and experience	R	R					Commission
	to facilitate teacher allocations to schools							
	(Options being investigated and budget to be							1
	prepared)							
272	School Improvement Officers (Inspectors)	W	W	W	W	W		School Support
	and ZCA's to collect information for teacher	R	R	R	R	R		Services
	skills database							
273	Monitor Scholarships Record System	W	С					Training &
	database to determine whether it meets	R	R					Scholarships
	current and near future needs.							Coordination
274	Update scholarships database to collate	W	С					Training &
İ	information for monitoring and reporting.	R	R					Scholarships
								Coordination
275	Pass data to VEMIS database regarding			W				Training &
	transition from secondary to tertiary studies.	R	Ŕ	R	R	R		Scholarships
		L						Coordination
276	Introduce VEMIS @ Schools in schools			W	W	W		Vanuatu
				٧	٧	٧	<u> </u>	Education
				R	R	R		Management
								Information
		L	_		Щ	<u> </u>		System
277	Develop a proper and electronic archive			С				Information &
	system for the Ministy of Education.			٧				Communication
<u> </u>				R				Technology

3.4 Financial	278	Internal Audit examines head office systems	W	W	W	W	٧	7		i. % of education budget for non-	Audit
management of	]	and procedures	R	R	R	J R	R	١		payroll costs	j
the education	279	Internal Audit reviews school accounting				W				ii. Percentage variation to budget -	Audit
system is		processes and reports to Director, PEO and	R	R	R	R	R	ŧ I		payroli and non-payroll	
provided	L.	DG			l					iii. An increased proportion of	
	280	Obtain an annual independent audit of		W	W	W	W	7	10,000,000	government budget allocated for	Office of the
		VERM expenditure and reporting		٧	٧	١٧	١v	/		operational expenditure	Director General
		1		R	R	R	R			iv. Variation of actual expenditure to	
	281	Improve process for payments (LPO's,	W	W	W			7		budget	Finance
		imprests,)	R	R	R	R	R	1		v. Number and quantum of virements	
	282	Procurement of large items (over \$1M vatu)	W	W	W	W	N	7		and supplementary budget requests	Administration
		(TA to assist develop processes and	R	R	R	R	R	١.		vi. Number of LPO's processed	
		capacity)	V			1		1		vii. Total actual expenditure in relation	
	283	Capacity development for budgeting and			W	W	Ν	7]		to approved budget	Finance
		financial management in head office,		٧	٧	٧	٧			viii. Total payments outstanding	
		provincial offices, VITE, VIT and in schools		R	R	R	R	١		(commitments) as a percentage of	
		(TA Budget and Planning)						Į		total expenditure for the year	<u> </u>
	284	School Based Management Technical		C			Г	T	18,000,000	ix. % of government and government	School Based
		Advisor to guide planning and		٧	ĺ			١		assisted school that submit school	Management
		implementation of SBM		R						quarterly financial reports to the PEO	Team
	285	Training and development provided to heads			W	W	Ν	7	To be determined	office	School Based
		of schools and school councils to develop		٧		٧	٧	4		x. Monthly checks on the overhead	Management
		school management capacity (School Based		R	R	R	R	₹		budget reported and presented to the	Team
		Management)	L,		<u> </u>		┖	┙		senior management.	
	286	Train PEOs, ZCAs, Heads of schools and		С		ı		ı		- John Managomone.	School Based
		school councils on School Based		٧	1	ı		١			Management
		Management	L.	R		<u> </u>	辶	1			Team
	287	Stringent procedures are in place for				W					Office of the
	Į	virement and authorization of funds from	R	R	R	R	R	₹			Director General
	<u> </u>	between different chapter heads	<u> </u>	_	<u> </u>		_	4			
	288	Monitor and report expenditure against				W					Finance
	<u> </u>	budget and activity plans			R						
l	289	Senior and Executive Management review				W			ľ	1	Finance
	<u> </u>	financial and management reports			R					1	
	290	Manage cost per student of education	,			W					Finance
	<u> </u>	service delivery at each level of education	R		R						
	291					W				!	Education
		VIT and VITE and activity managers provide	R	R	R	R	R	₹ [			Services
	<u> </u>	monthly management reports	L.		_	ᆫ	L	1		1	
	292	Heads of schools to provide quarterly reports									Education
	]	to PEO and EA	R	R	R	R	R	≀]			Services

3.5 HR	293	Continue Technical Advisor teacher	Т	С		1	T	4.000.000	i. % of qualified and skilled staff	Education
management is		Distribution study (Paul Bennell)	İ	w			l	,,,,,,,,,	(administration and teaching) in the	Services
provided within	294	Review TSC structure (being actioned in	W	С	$\vdash$		Н		education sector by province and by	Teaching Services
the education		2011 review of legislation)	R				l		gender	Commission
system			ļ						ii. % of funded positions that are	001111111001011
`	295	Review the 2009 structure for MoE staffing	W	C				 	vacant	Human Resource
		requirements. Include review structure of	R					:		Management
}	]	Examination and Assessment Unit in line					ļ		iv. Number of transfers processed	
	1	with the Nationalization of the regional			ŀ				v. Number of teachers recruited	
		examinations.	L		ŀ				vi. Number of teachers dismissed	
Ì	296	Extension of EIE Officer contract and add		С				1,345,000	vii. Number of teachers suspended	Human Resource
		EIE position to structure and recurrent		R		1			viii. Percentage of teachers registered	Management
ĺ	L	budget.							ix. Number of teacher disputes lost in	
	297	Add ECE Assistant to structure and		С					court	Human Resource
		recurrent budget. (ECE)	R	R	1		1		x. Number of disciplinary cases	Management
			_	匚		匚	$oxed{oxed}$	 	reported	
	298	Review job descriptions for all positions in	İ	С		[		9,000,000	•	Human Resource
}	l	context of organizational structure	ł	٧	ł	1	l	}		Management
			<u> </u>	R		_				
-	299	Work with TSC, PSC & Finance to fill all		W						Human Resource
	1	vacant posts	R	R	R					Management
		Sanda Ma E / IS at at a sand to delay	<b>L</b>	147			ļ.,,	0.000.000		
]	300	Develop MoE HR strategy and training		W			W	2,000,000		Policy and
	ļ	programs (with assistance of TA)		V	۷	۸	V.			planning
	204	Specialised training for ICT officers.	╀╌	R W	R W	R C	R	 <u> </u>		Information 0
	301	Reconsider in mid 2012.	1	V	V	٧				Information &
	i	Reconsider in find 2012.		R	R	R				Communication Technology
	302	Training and conferences for internal	┢	W	W	W	W	1,500,000		Audit
	""	auditors		ľν	V	Ϊ́ν	ľ	1,500,000		Addit
		additors		Ř	R	R				
	303	Coordinate staff performance appraisal.	w	W		W		 <u> </u>		Human Resource
	***		R			R				Management
1	ł	ł	l'`	``	``	``	l ''			Managomork
	304	Review of teachers salary and entitlements	W	С	<b>—</b>	İТ	Г			Teaching Services
		in line with GRT determinations		R	1					Commission
	]						l			
	305	Manage processing of salaries and	W	W	W	W	W			Finance
	L	entitlements		R						
	306	Review teacher disciplinary procedure	W	W	W	W	W			Teaching Services
			R	R	R	R	R			Commission
1	<u> </u>	J	$\mathbb{L}_{-}$			]	1			

									_	
307	Register/ Licence all teachers and record on				, and			-		Teaching Services
I	central database - skills, qualifications,	R	٧				-			Commission
	experience, work history, performance		R							1
	information, etc (2012 study tour) Consider						İ			ŀ
	funding of 3,491,200 after legislation passed									
	by Parliament									
308	Coordinate workshops, training,	W	W	W	W	W				Education
	administrative tasks to be conducted during	R	R	R	R	R				Services
	school breaks (breaks are for students, not						i		:	
	teachers)			1						
309	Develop a relief teacher system – for long	W	W	O						Education
	term leave, scholarship etc	R	R	R						Services
310	Plan teacher training and workshop			W	W	W				Education
	attendance to minimize absence from	R	R	R	R	R				Services
	classrooms									
	Manage and support teacher housing	W	W	W	W	W				Education
		R	R	R	R	R				Services
312	Capacity building of PEO's, ZCAs, School			W	W	W				School Based
	Heads on management and administration	٧	٧	٧	٧	٧				Management
	of schools (SBM)	R	R	R	R	R				Team
313	Training of school heads in discipline and	W	W	W	W	W.				School Based
	counseling teachers, students and	٧	٧	٧	٧	٧				Management
	community members (SBM).	R	R	R	R	R				Team
314	Establish procedure and enforce discipline to					W				Education
	ensure teachers to be at school during	R	R	R	R	R				Services
	official hours and perform official duties.					l				
			L	<u> </u>		_				
315	Maximise use of secondary school teachers	1		W						Education
	class contact hours	R			R	_				Services
316	Principals and Head Teachers to be trained		•	W						School Support
	how to timetable and maximize teaching time	R	R	R	R	R				Services
	effectiveness.			<u> </u>						
317	Manage, monitor and evaluate Staff Work			Ŵ		W				All
	Development Plan and Work Performance	R	R	R	R	R				
			1							

3.6 Logistical management is provided for the		Finalize Procurement, Warehousing and Distribution Policy draft	W V R	٧R					i. Frequency of procurement and timely distribution of school materials to schools	Administration
education system	319	Procurement and distribution of 2012 bookflood readers		0 > R				18,000,000		Administration
	319	Centralised procurement and distribution of stationery and books	8 > R	٧						Administration
	320	Planning and designing and constructing new classrooms, boarding facilities and major renovations (Asset Management Strategy)	٧		₩ ∨ R	W V R	W V R			Asset Management Strategy Team
	321	Conduct survey and study on existing school library and develop and implement a plan to establish school libraries in every school including a management system		¥ ₽ R	¥ P R	W P R	W P R			Education Services
	322	Centralised secondary school and tertiary timetabling initially to enforce efficiency improvements including establishing procedures to manage changes at school level.	W R	CR						Education Services
	323	Maximise use of secondary school teachers class contact hours (move underutilized teachers to replace teachers who leave)			W R					Education Services
	324	Review capacity of existing secondary teachers to teach more classes			W R					Education Services
	325	Utilise part time secondary and tertiary teachers where not enough classes to justify full time teacher.		W R		W R				Education Services
	326	Create model secondary school structure for other Principals to follow		W R						Education Services
		Develop Secondary Minimum School Standards for secondary school requirements	W R	W R	C R					Education Services
	328	Determine new modes of education delivery – eg distance		W R	W R	W R				Education Services
	329	Assess standard of health and safety of schools to determine whether the school should maintain registration as a school			C R					Education Services

3:	30	Develop Tertiary Minimum School Standards		W	O		
		for tertiary requirements	1	R	R		

Education Services

0.7.5.4	004	It has been as a second as a second as a second as a second as a second as a second as a second as a second as		147	147	141	1 147			1.
3.7 Education	331	Undertake and maintain up to date stock		W	W	W	W		i. Percentage of schools with secure	Asset
system assets	1	take of ALL school facilities, condition report		٧	٧	٧			land tenure	Management
are managed	ĺ	(include PEO's, TSC, VIT and VITE) and		R	R	R	R		ii. Percentage of MoE budget spent	Strategy Team
		create the Asset Master Plan. (Facilities							on maintenance.	
		include classrooms, multi-grade classrooms,		1					iii. Percentage of school communities	
ļ		boarding dormitories and kitchens,							trained and reported by Provincial	
İ		administration buildings, teacher housing,							Facility Supervisors in routine	
	l	storage, libraries, toilets, water system,	l						maintenance.	ĺ
İ	l	power system, grounds (plus commercial							iv. Percentage of school buildings in	
	l	venture facilities such as store, poultry sheds							each condition category - by building	
	l	(Asset Management Strategy)							type.	1
		`								
	332	Assess classroom and other school facility	W	С			Г			Asset
	l	needs to be used in developing Asset		٧						Management
]		Management Strategy		R						Strategy Team
	333	Tender and contract a security company to		W	С			3,000,000		Asset
İ		review and advise about security measures		٧	٧٠					Management
		and procedures for administration of all								Strategy Team
		aspects of examinations.								
		,				L				
	334	Contract a review of current practices related		W	Ç			3,000,000		Asset
		to storage of student records and the		٧	٧			,		Management
		provision of information.								Strategy Team
	333	Funds provided to Tafea schools to repair		С				30,000,000		Asset
1	1	cyclone damage		٧						Management
						<u> </u>				Strategy Team
	334	TA to supervise and monitor cyclone		С				5,000,000		Asset
	1	damage repair works by schools	l	٧						Management
								<u></u>		Strategy Team
	333	Quality house to accommodate NEC and		C						Asset
		NEAC secretariat. Include in Asset	R	R						Management
	<u> </u>	Management Strategy.	L							Strategy Team
	334	School communities to work with Facilities	W	W	W	W	W			Education
		Supervisors in building teacher housing in	R	R	R	R	R			Services
		line with MOE specification				L	L			
	335	Review teacher housing allowance and rent	W	С						Teaching Services
1		policy	R	R			l		1	Commission
			L			L	L			
_	-									

F <del></del>	<b>1</b>	<del></del>						
336	Review teacher housing allowances and	W	C					
Ì	amount and process for payment of rent for	R	R					
ł	school houses (Teacher rent is to be paid to	[ ]	i	ĺ			ľ	i i
	the school, and the school uses this to	1						
	maintain teacher housing – need to inform	ł						1
	and train - process as deduction from							
	teacher's salary iF teacher occupies a							
<u> </u>	school house)	Ļ	L					
337	Tie in with housing allowance rates paid to	W						
	teachers - rent charged is according to	R	R					
	housing type and quality	<u>L</u>						<u> </u>
338	Assess teacher housing needs and perform	W						
1	cost benefit analysis to determine whether	R	R					
	build or private rent is most cost effective for	İ						]
	teacher housing	⊢-	Ļ		<u> </u>	_		
339	Repair and renovate Malampa PEO		С					To be determined
	buildings (Asset Management Strategy)		۷					
<u> </u>	Estimate 20M vatu	<u> </u>	R					
340	Repairs and replace Examination Office		С					To be determined
1	facilities and equipment (Asset		۷					
	Management strategy) Estimate 8.8M		R					
-	vatu							
341	Ministry of Education to work with the	W		W	W	W		
	Ministry of Lands to establish agreement to	R	R	R	R	R		
	lease and proper lease of land for all state							
	schools including options for compulsory							1
240	acquisition.	147	187	147	111	347		
342	acquisition. Maintain land register	W		W	W	W		
	Maintain land register	R	R	R	R	R		
	Maintain land register  MOL to consult with MOE on decision of	R W	R W	R W	R W	R W		
343	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title	R W R	R W R	R	R	R		
343	Maintain land register  MOL to consult with MOE on decision of	R W R	R W R C	R W	R W	R W		
343 344	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title  Review maintenance policy	R W R W R	R W R C R	R W R	R W R	R W R		
343 344	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title  Review maintenance policy  Schools need to set aside part of the school	R	R W R C R S	R W R	R W R	R W R		
343 344	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title Review maintenance policy  Schools need to set aside part of the school grant for building and other facility	R W R W R	R W R C R	R W R	R W R	R W R		
343 344	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train –	R	R W R C R S	R W R	R W R	R W R		
343 344 345	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train – include in school grant scheme	R ⊗ R ⊗ R	R S R C R S R	R W R W R	R W R	R W R		
343 344	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title  Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train – include in school grant scheme  Design and specify special storage for	R ≥ R ≥ R ≥ R	R S R C R S R	R W R W R	R W R	R W R		
343 344 345	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title  Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train – include in school grant scheme  Design and specify special storage for science chemicals and other hazardous	R ⊗ R ⊗ R	R S R C R S R	R W R W R	R W R	R W R		
343 344 345 346	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title  Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train – include in school grant scheme  Design and specify special storage for science chemicals and other hazardous items in schools and central store	R ≥ R ≥ R ≥ R	R W R C R W R R	R W R W R	R W R	R W R		
343 344 345 346	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train – include in school grant scheme Design and specify special storage for science chemicals and other hazardous items in schools and central store The construction of 10 classrooms for 5	R ≥ R ≥ R ≥ R	R S R C R S R C	R W R W R	R W R	R W R		
343 344 345 346	Maintain land register  MOL to consult with MOE on decision of discharge of Government land title  Review maintenance policy  Schools need to set aside part of the school grant for building and other facility maintenance – need to inform and train – include in school grant scheme  Design and specify special storage for science chemicals and other hazardous items in schools and central store	R ≥ R ≥ R ≥ R	R W R C R W R R	R W R W R	R W R	R W R		

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348	Rehabilitation of Lycee LAB and Arep	Т	С		П	Τ	T	Facilities
1	secondary schools under envelope B of the	ı	Ρ			ı		
	European Union Funding		R					 ]
349	Develop (2012) and implement ICT and	П	C	W	W	٧	٧	Information &
1	Cyber Safety Policy. Reconsider in mid	ı	٧	R	R	F	₹	Communication
	2012.		R					Technology
350	ICT Unit security system and fire	П	С		Π	Γ	T	Information &
	extinguishers to protect server and	ı	٧			ı	ı	Communication
	equipment. Reconsider in mid 2012.		R		<u>L</u>	L		Technology
351	Boarding Master, PE teachers and sport	W	W	W	W	V	٧	School Suppo
	master in each school to be trained in first	R	R	R	R	F	₹	Services
	aid						$\perp$	
352	Conduct school stock and resource	Τ	W		W			School Based
	management training for schools (SBM)		٧	٧	٧	١	/	Management
		1	R	R	R	1 F	₹	Team

3.8 Administer compliance with the Education Act and Education		Review VNTC, VIT and VITE Acts. PAA includes establish a higher insitution to oversee all tertiary institutions. Need to create new legislation and fund awareness.		C V R					i. No. of partnership agreements negotiated and service delivery partnerships in operation (church, NGO, etc) ii. % of unregistered schools	Office of the Director General
Orders		Enforce compliance with Education Act regarding registration of schools Update School Register at least once a year	R W	R W	R W	R W	W R W		iii. No. of requests for school name change annually	Office of the Director General Office of the
		Submit reviewed legislation to the Minister to table in Parliament Produce a standard policy format and	W R	_		K	R		v. Number of schools not using the national curriculum but maintain their registration	Director General Office of the Director General Office of the
	358	establish approval process.  Develop criteria for selection of NEC members in line with the provisions in the Education Act	R W	R C R	_		-			Director General Office of the Director General

1,283,290,000

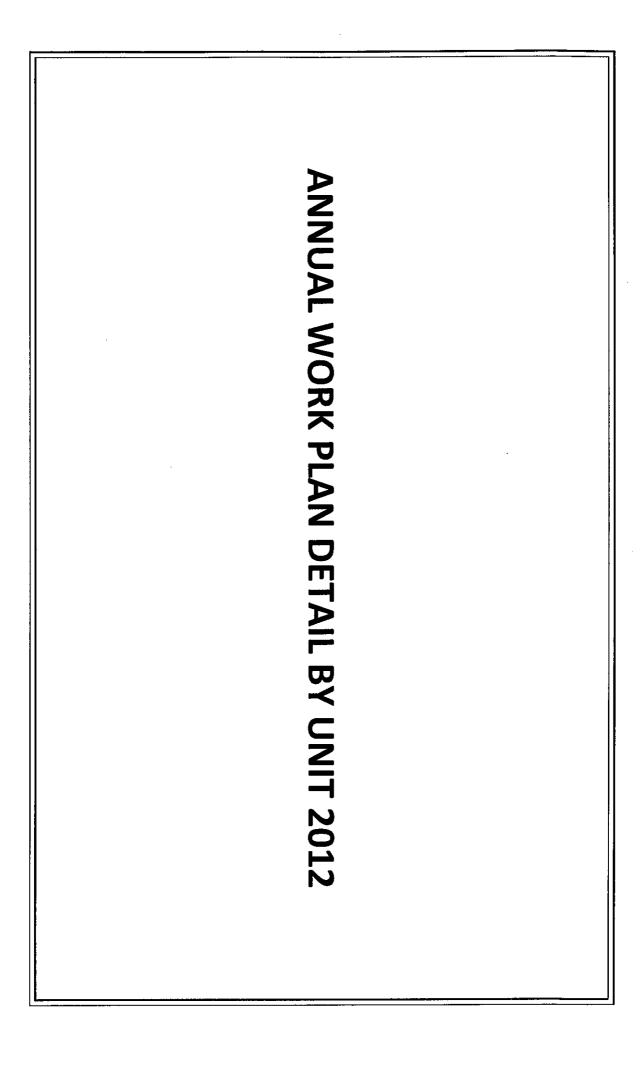
#### <u>Key</u>

l	C	Activity completed
	W	Activity continues or work in progress
	٧	Pool Partners approved to fund the activity
	R	Activity will be funded from Government of Vanuatu recurrent funds
ı	Р	MoE has or will discussed with Non Pooled Partners to consider funding.

ANUAL
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ANNUAL WORK PLAN SUMMARY BY UNIT 2012
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#### **SUMMARY BY UNIT**

Unit	Proposal	Non Pool Partners	TA Requested	Net of TA
Office of Director General	37,000,000		37,000,000	-
Internal Audit	1,500,000		-	1,500,000
Human Resource Management	10,345,000		10,345,000	-
Finance Unit	245,450,000		4,000,000	241,450,000
Administration Unit	12,600,000		12,600,000	-
Policy and Planning Unit	8,500,000		5,500,000	3,000,000
VEMIS	16,400,000		11,400,000	5,000,000
Monitoring & Evaluation	2,500,000		2,500,000	-
Mapping	800,000		_	800,000
Education Services	28,000,000		18,000,000	10,000,000
Early Childhood Education	68,100,000		-	68,100,000
Education in Emergencies	2,845,000		-	2,845,000
Inclusive Education	12,000,000		-	12,000,000
Curriculum Development Unit	363,300,000		72,000,000	291,300,000
Examination and Assessment Unit	38,300,000		18,000,000	20,300,000
VITE	34,000,000		21,000,000	13,000,000
In Service Unit	155,500,000		18,000,000	137,500,000
Facilities Unit	5,400,000		5,400,000	-
ICT Unit	-			-
Scholarships unit	_		-	-
Teaching Service Commission	-		-	-
Inspectorate unit	-		-	-
School Support Scheme	-		-	-
School Based Management	72,000,000		18,000,000	54,000,000
Asset Management Strategy	168,750,000		5,000,000	163,750,000
Total	1,283,290,000		258,745,000	1,024,545,000



### OFFICE OF THE DIRECTOR GENERAL ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
1. To increase	1.6 Barriers to access to education are	1	Use radio announcements more (free radio and TV after 1.9M vatu contribution to VBTC)					W R			Office of the Director General
equitable access to education for all people at all levels of	reduced	2	Recruit Executive officer to the DG and/ or communications officer – this position will include coordination of communications		CR	_	K				Office of the Director General
2. Improve the quality of education	2.4 National curriculum is provided to schools	3	Senior Management (DG and Directors) to make decision regarding Education Language Policy.	٧	C>R						Office of the Director General
	2.5 Examinations and assessments are	4	Minister of Education to issue instruction for all English Speaking schools to use SPBEA courses in 2012		C R						Office of the Director General
	conducted	5	Develop Vanuatu Qualification Framework (SPBEA to assist)	W R	C P R						Office of the Director General
	2.6 A quality assurance program assesses all aspects of the education system	6	Review and establish procedures to action reports (Annual, Monthly, Work Development Plan & Performance, Audit, Inspection, ZCAs, Head of Schools, PEO, Education Authorities)		CR						Office of the Director General

3. Improve	3.1 Provide stronger	7	Create better understanding and stronger working		W	С	İ				Office of the
planning, fiscal	leadership to the		relationship with line ministries (MFEM, PMO, IA, MOL,		R	R					Director General
and financial	education system		MOH, MYDT, MOA, MOFA) and PSC.					_			
management		8	Develop capacity of Executive Officer to perform liaison role		С			İ			Office of the
			between Cabinet and Ministry (record and log requests for	R	R.						Director General
			information, directives etc and monitor timeliness of		<b>1</b>						
			responses)				<u> </u>	<u> </u>			
			Monthly financial and progress reports provided to VERM			W					Office of the
			Pool Partners			R					Director General
		1	Annual report provided to Minister and submitted to PSC by			W					Office of the
			end of March.			R					Director General
		11	VERM Annual Report provided to VERM Pool Partners			W					Office of the
				R		R	R	R			Director General
		12	Hosting of 2012 Forum Education Ministers meeting in		С						Office of the
			Vanuatu		N R						Director General
		13	Conduct in house training for all staff on proper		W	W		W			Office of Director
			communication channels and enforce respect of channels to	R	R	R	R	R			General
			strengthen communication and reporting.		匚		_				
	3.2 Policy and	13	Implement process of regular consultation with area councils	Ì		W					Office of the
	planning of the		and provincial councils		R	R	R	R			Director General
	education system are	14	Continue Technical Advisor Budget and Planning		С						Office of the
	provided				V R						Director General
	3.3 Data, information	15	Annual report provided to Minister and submitted to PSC by	W		W	W	W			Office of the
	and reports are		end of March.			R		R			Director General
	provided										
	3.4 Financial	16	Stringent procedures are in place for virement and	W	W	W	W	W			Office of the
	management of the		authorization of funds from between different chapter heads	R	R	R	R	R			Director General
	education system is			L				L	<u> </u>		
	provided	17	Obtain an annual independent audit of VERM expenditure		W	W	W	W		10,000,000	Office of the
			and reporting		V R	V R	V R	V R			Director General
	3.5 HR management	18	Manage, monitor and evaluate Staff Work Development Plan		W	W	W	W			Office of the
	is provided within the		and Work Performance			R		R			Director General
	education system						I	1	F .		

3.8 Administer compliance with the Education Act and Education Orders	19	Review VNTC, VIT and VITE Acts. PAA includes establish a higher insitution to oversee all tertiary institutions. Need to create new legislation and fund awareness. (Includes 3M vatu for TA)	•	C V R				Office of the Director General
		Enforce compliance with Education Act regarding registration of schools. Visit every school to ensure comply with requirements for registration. (Combine with SBM and SSP)				W R		Office of the Director General
·	21	Update School Register at least once a year			W R	W R	İ	Office of the Director General
	22	Submit reviewed legislation to the Minister to table in Parliament		OR				Office of the Director General
	23	Produce a standard policy format and establish approval process.		C R				Office of the Director General
	1	Develop criteria for selection of NEC members in line with the provisions in the Education Act	ı	C R				Office of the Director General

#### INTERNAL AUDIT UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
quality of education	2.6 A quality assurance program assesses all aspects of the education system		Internal Audit visit 120 schools per annum (all levels) and report on all visits.					W R			Audit
3. Improve planning, fiscal and financial	3.4 Financial management of the	2	Internal Audit examines head office systems and procedures		1	1	ŀ	W R			Audit
1	education system is provided	3	Internal Audit reviews school accounting processes and reports to Director, PEO and DG	1	1	1		W R			Audit
	3.5 HR management is provided within the education system	4	Training and conferences for internal auditors		W V R	٧	٧	W V R		1,500,000	Audit
:	-	5	Manage, monitor and evaluate Staff Work Development Plan and Work Performance					W R			Audit

1,500,000

## HUMAN RESOURCE MANAGEMENT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	1 V	2	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
2. Improve the quality of education	2.4 National curriculum is provided to schools	1	Add one senior curriculum coordinator funded under VERM in 2011 to 2012 recurrent budget	W R	C R					1,700,000		Human Resource Management
	2.5 Examinations and assessments are conducted	2	Change structure to include and recruit as an immediate need two additional staff (Executive Officer and Clerical Assistant) to Examination and Assessment Unit to allow implementation of Examination and Assessment activities.	٧	V R	1				2,740,640		Human Resource Management
3 Improve planning, fiscal and financial management	3.5 HR management is provided within the education system	3	Review the 2009 structure for MoE staffing requirements. Include review structure of Examination and Assessment Unit in line with the Nationalization of the regional examinations.		R							Human Resource Management
J		4	Extension of EIE Officer contract and add EIE position to structure and recurrent budget.		C R							Human Resource Management
		5	Add ECE Assistant to structure and recurrent budget. (ECE)	W R	C R					1,000,000		Human Resource Management
		6	Review job descriptions for all positions in context of organizational structure. Revise job descriptions for School Improvement Officers, ZCA's and heads of schools (including to include performance and quality review). TA to assist.	W R	V R	1						Human Resource Management
		7	Work with TSC, PSC & Finance to fill all vacant funded posts	W R		/ C						Human Resource Management

	8	Coordinate staff performance appraisal.			W R			Human Resource Management
		Manage, monitor and evaluate Staff Work Development Plan and Work Performance			W R	1	J	Human Resource Management

10,345,000

### FINANCE UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for all people at all	1.1 Grants are paid to school	1	Independent assessment of the impact of the school grant program - after MoE and SBM teams have finished assessing enrolments, school fees, monitoring report and survey report.		C V R					4,000,000	Finance
levels of education in Vanuatu.			Match grants for years 1 to 6 to be closer to operating costs in schools to replace school fees. Government contribution to year 1 to 6 school grants to increase by 25% per annum.	٧	V	٧	W V R	٧	156,250,000	226,450,000	Finance
		3	Prepare options paper for Minister regarding practicality of making all primary schools fee free. Look at options including MOE approval of fees BUT only where all children are close enough to a tuition fee free school which has sufficient places – also consider how to treat Central School in particular (private, new category of semi-private, plus their treatment of teacher remuneration)		W R	1					Finance
		4	Prepare costing of school operations after Minimum School Standards have been finalised		C R						Finance
		5	Conduct a study to consider grants for pre-schools – assess costs and funding options and process. (ECE)		W V	C V					Finance
		6	Conduct a study to review funding for secondary and technical schools, post secondary (VIT & VITE) – operating costs, grants, contributions (TA to assist)		W P R	Р					Finance
		7	Provision of student support for VITE students.	٧	W V	W V	W V R	٧		15,000,000	Finance

	1.7 Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing employment)	8	Reallocate financial savings to recruit Secondary School Inspectors/ and other positions or equipment .			W R	W R			Finance
3. Improve planning, fiscal and financial management	3.2 Policy and planning of the education system are provided	9	School Grant Scheme to be reviewed and amended (consideration to include year 7 - 13) (SBM)		W R	C R				Finance
	3.4 Financial management of the	10	Improve process for payments (LPO's, imprests,)				W R			Finance
	education system is provided	11	Capacity development for budgeting and financial management in head office, provincial offices, VITE, VIT and in schools (TA Budget and Planning)		C V R					Finance
		12	Monitor and report expenditure against budget and activity plans				W R			Finance
		13	Senior and Executive Management review financial and management reports				W R		1 I	Finance
		14	Manage cost per student of education service delivery at each level of education (with assistance of TA Budget and Planning)	W R	W R	W R	W R	W R		Finance
	3.5 HR management is provided within the	15	Manage processing of salaries and entitlements				W R			Finance
	education system	16	Manage, monitor and evaluate Staff Work Development Plan and Work Performance				W R			Finance

#### ADMINISTRATION UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for all people at all	1.5 Teaching and learning materials are distributed to schools	1	Develop procurement unit for specification, procurement and distribution of teaching and learning equipment and materials with emphasis on science and maths equipment, people and building. (TA Procurement)	V R	V R	R				12,600,000	Administration
levels of education in Vanuatu.		2	Develop a Procurement and Distribution Manual and distribute to all schools. (TA Procurement to assist)	٧	C V R						Administration
	:	3	Conduct a cost benefit analysis of how best to obtain storage facilities considering options and costs, benefits and risks – eg whether to rent or construct a building, or require suppliers to maintain stocks on behalf of MoE (TA Procurement to assist)	٧	C V R						Administration
2. Improve the quality of education	2.3 Quality teaching and learning materials and	4	Continue textbook distribution activity to ensure all schools have sufficient textbooks and extend service to secondary schools.	W R V	R	W R V					Administration
	equipment are provided to schools		Schools can either order equipment and materials through MOE, or buy direct from suppliers. Standing order prices to be negotiated for schools by MOE					/ W R			Administration
3. Improve planning, fiscal and financial management	3.1 Provide stronger leadership to the education system	6	Conduct in house training for all staff on proper communication channels and enforce respect of channels to strengthen communication and reporting.					/ W R	£ I		Administration
<u>-</u>	3.4 Financial management of the education system is provided	7	Procurement of large expenditure items (minimum to be determined) (TA to assist develop processes and capacity)	W R V	R	W R		/ W	1 .		Administration

	ided within ucation		Manage, monitor and evaluate Staff Work Development Plan and Work Performance			W R	W R		Finance
mar	Logistical s nagement is rided for the		Finalize Procurement, Warehousing and Distribution Policy draft (Procurement TA)	٧	C V R			,	Administration
		10	Procurement and distribution of 2012 bookflood readers		C V R				Administration
	1		Centralised procurement and distribution of stationery, books and any other items identified (with assistance Procurement TA)	٧	C V R				Administration

## POLICY AND PLANNING ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division of Unit
	1.4 Teachers are provided in schools	1	Review and revise Education Regulation Orders including student teacher ratios	1	C R						Policy and Planning
of education in	1.6 Barriers to access to education are reduced	2	Assess where boarding facilities are needed, and identify where gaps need to be filled (use VEMIS data for Assessment analysis).					W R			Policy and Planning
	:	3	To study urban growth in Port Vila and Luganville and report on implications for education	-	C > R					3,500,000	Policy and Planning
	1.7 Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing	4	Review Education Regulation Orders (2012) and then the Principals, Headmasters, School Based Management Manuals and Mimimum School Standards – discrepancies in minimum class contact hours and minimum number of subjects and clarify working hours and standardize time per subject and time per lesson – (refer Barbara Thornton Report)		W R						Policy and Planning
	employment)	5	Conduct study on the causes of high drop out rate in secondary and high repeater levels in primary and produce a strategy to address the causes (PPU)		C R						Policy and Planning

3 Improve planning, fiscal	3.2 Policy and planning of the	6	Review and finalize standard format for new policy development		C R				_		Policy and Planning
and financial management	education system are provided	7	Train provincial officers in planning and monitoring		W V R	C V R				3,000,000	Policy and Planning
		8	Policy and Planning Unit to coordinate all policies	R	W R	W R	W R	R	1		Policy and Planning
		9	Identify policy areas to facilitate development of policy. Ensure all approved policies are diseminated to all schools and stakeholders.	W	W	W R	W	W			Policy and Planning
		10	Plans are developed and approved for all programs and activities	W R	W R	W R	W R	W R			Policy and Planning
		11	Coordinate provincial planning documents with MoE planning documents by consultation with and inclusion of provincial planners in MoE planning workshops			W R	R W R				Policy and Planning
		12	Develop MoE HR strategy and training programs (with assistance of TA).		C V R	٧	W V R	٧		2,000,000	Policy and planning
		13	Work with PEO's and produce Provincial Development Plans. These should tie in with School Development Plans. MoE will then use these plans to prioritise resources between provinces. Would need to consult with SBM team.		C V R						Policy and planning
	3.5 HR management is provided within the		Manage, monitor and evaluate Staff Work Development Plan and Work Performance			W R	W R	W R			Policy and planning
	education system		Ministry of Education to work with the Ministry of Lands to establish agreement to lease and proper lease of land for all state schools including options for compulsory acquisition.	W	W	W R	W	W			Policy and Planning
	3.7 Education system assets are managed		Maintain land register.	R	R	R	W R	R			Policy and Planning
		17	MOL to consult with MOE on decision of discharge of Government land title.	W	W	W	W R	W			Policy and Planning

# VANUATU EDUCATION MANAGEMENT MANAGEMENT INFORMATION SYSTEM (VEMIS) ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
2. Improve the quality of education	2.5 Examinations and assessments are conducted	1	Expand VEMIS system to capture other data (Scholarships, Exams, TSC, payroll, TVET, VIT, VITE, etc) and standardized the VEMIS School Feedback Report with inclusion of examination results. (This should be accommodate in the 2013 of the system review) (STTA)_ Brian to work closely with Fabiola and Henry			CR					VEMIS
3 Improve planning, fiscal	3.3 Data, information and reports are	2	Redisign of VEMIS survey forms with the assistance of a Short Term TA		C W					3,000,000	VEMIS
and financial management	provided		Verify information in VEMIS – data validation and auditing (validate school including working withSchool Based Management Team, School Support Services Team and Assest Strategy Team on data on school finance, school facilities and school resources)	٧	٧	٧	٧	1 .		3,000,000	VEMIS
			Program developer to strengthen and improve database including expand VEMIS system to capture other data (Scholarships, Exams, TSC, payroll, TVET, VIT, VITE, etc). Review of VEMIS database will be done in 2013.	V R	R	V R	V R	R		8,400,000	VEMIS
		4	Improve collection of Data including refresher training on the use of the reviewed survey forms and new fields in the system (Refresher training activity will happen in 2013).					W R			VEMIS
		5	Dissemination of VEMIS Information (Digest, analysis reports, school reports, provincial reports, brouchers and provincial presentation of key findings of VEMIS) including translation		W V R	L		W R		2,000,000	VEMIS

#### MONITORING AND EVALUATION ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unif
planning, fiscal and	3.1 Provide stronger leadership to the education system	2	Coordination of monthly management reports prepared and reviewed by Directors and DG Establish a Monitoring Framework for the Ministry of Education to track progress against MoE plans.	R	R W	R W	W R W R	R W		,	Monitoring & Evaluation Monitoring & Evaluation
	3.3 Data, information and reports are provided	3	Develop capacity in EFA, VEMIS, MDG reporting (includes MDA) with assistance of a TA (UNESCO/ UNICEF) (VNSO also indicated to assist with a 2 weeks Training for staff)		C V R	-				2,500,000	Monitoring & Evaluation

2,500,000

## MAPPING ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
education for all people at all levels	1.7 Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing employment)	1	Develop school location plan to provide for current and future needs and to rationalize and categorize primary and secondary schools to make better use of resources		CR						Mapping
fiscal and financial	3.2 Policy and planning of the education system are provided	2	To produce, print and translate the School Population Atlas to assist with school location.		C V R					800,000	Mapping

800,000

## EDUCATION SERVICES ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
1. To increase	1.4 Teachers are	1	Develop an incentive proposal (financial or non-financial) to								Education
equitable access to education for	provided in schools		encourage skilled and experienced teachers to work in remote areas.	R	R	R		1			Services
all people at all levels of		2	Assess need for relief teachers and establish a pool of relief teachers in each province			C R					Education Services
education in Vanuatu.		3	Review criteria for allocation of Non teaching heads of schools		C R	Г					Education Services
		4	Teacher postings for Years 1,2, 3 classes & multiclasses must have trained teachers Enforcement letter to be sent to head of schools in 2012.			1	E	W R	:		Basic Education
		. 5	If budget is insufficient for full number of teachers, ensure distribution of teachers is fair and equitable		C R	W R		W R			Education Services
		6	VITE enrolment to match projected needs (TA for teacher demand study)			W R		W R			Education Services
	1.6 Barriers to access to education are	7	Standardise discipline rules for all schools – BUT head of school and school council must be accountable to MOE for		C R						Education Services
	reduced		extremes in either direction – not enough discipline or too harsh punishment – parents to have right to information and to appeal. Also need to enforce need for transfer certificate.								

1.7 Provide more	8	Identify and translate existing TVET modules in Bislama to				W	1			Secondary,
student places for		French and English including considering offering TVET	R	R	R	R	R	:		Technical &
secondary and TVET in		modules in Bislama to be able to teach wider section of								Further Education
School (TVET in		population (also eliminates francophone vs Anglophone					ł			
Schools works towards		divide				•				
government priority of	9	Conduct a feasibility study of providing TVET in schools		C			1		4,000,000	Policy and
increasing		(2011 activity to complete in 2012) Continuation of TA	٧	٧						Planning
employment)		including local travel associated with TA and follow-up consultation.	R	R						
	10	Identify and register secondary schools to offer TVET		С						Secondary,
		modules	R	R		l				Technical &
										Further Educati
	11	Coordinate Technology subjects in Secondary (Year 7-13)				W	W			Secondary,
		with TVET pre-requisites	R	R	R	R	R			Technical &
										Further Educat
	12	Develop TVET curriculum in consultation with VNTC		С		W				Secondary,
			R	R	R	R	R			Technical &
							ŀ			Further Educat
	13	Coordinate TVET in Schools with TVET in MYDT,	W	W		W	W			Secondary,
		Agriculture, Nursing, Maritime College, VIT, etc	R	R	R	R	R			Technical &
							l			Further Educat
	14	Develop a special training package to train more senior	H	W		W				Secondary,
		secondary cycle teachers according to need. (includes		Р	Ρ	Р	Ρ			Technical &
		qualified teachers)		R	R	R	R			Further Educat
	15	Set (and enforce) minimum class sizes for each secondary		С		Г				Secondary,
		post secondary and tertiary subjects/ courses	R	R		ļ				Technical &
										Further Educat
	16	Move equipment to other schools from secondary schools		W		W				Secondary,
		where equipment is not being used	R	R	R	R	R			Technical &
	I		ı		1	1	[			Further Educat

17	Implement school location plan	W R		W R			Secondary, Technical & Further Education
	Revise how many secondary school student places are offered	¥ R	W R	W R	W R	8	Secondary, Technical & Further Education
19	VIT and VITE to continue and expand opportunity of offering night classes to maximize services offered.	W R			W R	W R	Education Services
20	VIT or VITE facilities to be used for training untrained teachers and providing in-service training through distance mode and after hours.			W R			Education Services
21	Assess and identify TVET modules and teach them in secondary schools	W R	C R				Secondary, Technical & Further Education

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2. Improve the quality of education	2.1 Quality of teaching is improved	22	Allocate secondary school trained teachers to Year 7 and 8	•	W R					Secondary, Technical & Further Education
		23	Revise job descriptions for School Improvement Officers, ZCA's and heads of schools (to include performance and quality review)		C R					Education services
		24	Train School Improvement Officers and ZCA's on how to assess training needs (TA assistance needed.)	W R	٧	٧	٧	C V R		000 Education Services
		25	Assess number and allocation of School Improvement Officers and ZCA's needed		C R					Education Services
			School Improvement Officers and ZCA's produce timely reports					W R		Education Services
		27	Revise and improve teacher performance appraisal forms (same form to be used by Heads of Schools, School Improvement Officers and ZCA's) and revise and improve Heads of Schools performance appraisal forms to be used by School Improvement Officers		C R					Education Services
		28	Ensure School heads produce annual confidential (appraisal) report for teachers, term report and annual report	W R		W R		W R		Education Services
		29	To establish a student tracking system beginning from pre- school to year 13 and should include absences, exams results, etc		W P R	W R		W R	1	Education Services
			Design (2012) and implement a strategy to improve literacy and numeracy (VEPAC to assist in providing data and indicator to guide improvement actions)	W R		W R		W R	1	Education Services
		31	Reactivate subject panels for Secondary Teachers (ISU & CDU)		W R			W R		Education Services
		32	All year 1, 2 and 3 students must have a certified teacher. Phase out use of school paid teachers as these are most of the uncertified teachers – BUT schools may employ teachers aides to assist a government paid teacher but not teach	W R	W	W R	W	W		Education Services

	33	Phase out use of school paid teachers as these are most of the uncertified teachers – BUT schools may employ teachers aides to assist a government paid teacher but not	W R		W R	W R	W R	,	Education Services
		teach Identify teacher conditions that may be affecting morale and prepare a strategy to action the concerns	R	C R					Education Services
	35	Review all school paid teachers who are certified and determine whether to recommend to TSC that they be employed as a government primary teacher. Stop recruiting uncertified teachers for primary.		8 R					Education Services
	36	Review qualification and experience requirements for secondary school teachers			₩ R		8 R		Secondary, Technical & Further Education
	37	Develop and implement training program for senior secondary and tertiary teachers	Ρ	₩ ₽ ₽	P	S P R	W P R		Secondary, Technical & Further Education
	38	Reinstate head of school meetings				W R			Education Services
	39	Develop school management program to be included in Pre- Service and In-service teacher training at VITE		W R	C R				Education Services
2.2 Quality of facilities are improved	40	Specialist technician (short term) to visit all secondary schools to assess status of science laboritories and make recommendations to MoE - include review chemicals storage, old and dangerous chemicals etc.		C V R					Secondary, Technical & Further Education
	41	Facilities Supervisors (PMO's) to visit each school to advise on maintenance, carry out school inspection, etc (consider frequency and cost of visit)			8 R		8 R		Education Services

2.3 Quality teaching and learning materials and equipment are provided to schools		Appropriate teaching and learning materials and quantities to be defined by Curriculum Development Unit for inclusion in Minimum School Standards. Estimate in 2011 for costing Minimum School Standards to include list of minimum materials and equipment – eg maps, art and craft materials, dictionaries, sports equipment, agriculture, technology tools, science equipment, calculators (solar) etc	R		W R	W R			Education Services
		Revise specification of minimum standard of materials, equipment, stationery, textbooks and readers each year in line with the new curriculum and new materials available (for all levels of education)	R	CR					Education Services
;		Minimum School Standards to include list of minimum materials and equipment – eg maps, art and craft materials, dictionaries, sports equipment, agriculture, technology tools, science equipment, calculators (solar)etc		CR					Education Services
	45	Costing of Minimum Quality School Standards with the assistance of Technical Assistance in developing the costing model. (Possible continuation of John Mellors)		C V R				4,000,000	
2.6 A quality assurance program assesses all aspects of the	46	Review of VITE program by an international teachers college body (to be identified)	Р	W P R					Education Services
education system	47	Revise Head Teachers, ZCAs, Inspectors and Principals' Manuals to include minimum performance requirement related to number of school visits and teachers reports. (SBM?)	W V R	W V R	٧				Education Services
	48	Recognise and allocate advisory role to subject Department Heads in secondary schools	W R	C R					Secondary, Technical & Further Education
		Revise job description for ZCAs and recruit them on a 3 years contract basis.  Develop reporting template for all schools heads (2012) to	R W	C R C					Education Services Education
	51	use to produce annual reports to PEO's and EAs for submission to Director General.  Plan reinstatement of annual meeting of heads of	R	R W	W	W	W		Services Education
		departments at Provincial and school levels		R	R		R		Services

	2.7 Deliver school curriculum and teaching methods which are specific to		VITE to conduct a study to find out appropriate teaching methodolgy for use in schools to achieve effective student learning outcome (Vanuatu is more community focused and oral than western countries)			W R					Education Services
	Vanuatu		Any teachers who are not from Vanuatu need to receive training in Vanuatu culture, values, history, geography			W R		W R			Education Services
		1	Transferred teachers to receive a briefing from the local chiefs and elders to learn about the specific cultures and values of the area of the new school		R	R	R	W R			Education Services
3 Improve planning, fiscal and financial	3.1 Provide stronger leadership to the education system	55	Reinstate annual Principals and head of schools meeting		٧	8 > r	٧	٧		10,000,000	Education Services
management	3.2 Policy and planning of the education system are provided		PEOs and Education Authority Directors are required to submit monthly management reports in a finalized report format.	1	3	W R	1	W R			Education Services
			Review ZCA zoning, service delivery process and monitoring.		C R						Education Services
		58	Engage with provinces in education services planning, decision making and service delivery		4	W R		W R			Education Services
	3.4 Financial management of the education system is	59	PEO's, Assisted EA Directors, principals of VIT and VITE and activity managers provide monthly management reports					W R			Education Services
	provided	60	Heads of schools to provide quarterly reports to PEO and EA					W R	1 1		Education Services

3.5 HR management is provided within the	61	Continue Technical Advisor teacher Distribution study (Paul Bennell)		C W				4,000,000	Education Services
education system	62	Coordinate workshops, training, administrative tasks to be conducted during school breaks (breaks are for students, not teachers)	R	R	R	W R			Education Services
	63	Develop a relief teacher system – for long term leave, scholarship etc	R	R	C R				Education Services
	64	Plan teacher training and workshop attendance to minimize absence from classrooms (Coordinate workshops, training, administrative tasks to be conducted during school breaks (breaks are for students, not teachers))				W R			Education Services
	65	Manage and support teacher housing			W R	W R	W R		Education Services
	66	Establish procedure and enforce discipline to ensure teachers to be at school during official hours and perform official duties.			W R	W R			Education Services
	67	Maximise use of secondary school teachers class contact hours			W R				Secondary, Technical & Further Education
	68	Manage, monitor and evaluate Staff Work Development Plan and Work Performance				W R			Education Services

3.6 Logistical management is provided for the education system	68	Conduct survey and study on existing school libraries and develop and implement a plan to establish school libraries in every school including a management system		Р	Р	W P R	Ρ		Education Services
	69	Centralised secondary school and tertiary timetabling initially to enforce efficiency improvements including establishing procedures to manage changes at school level.	W R	CR					Secondary, Technical & Further Education
	70	Maximise use of secondary school teachers class contact hours (move underutilized teachers to replace teachers who leave)			W R	W R	W R		Secondary, Technical & Further Education
	71	Review capacity of existing secondary teachers to teach more classes			W R	W R	4		Secondary, Technical & Further Education
	72	Utilise part time secondary and tertiary teachers where not enough classes to justify full time teacher.			W R				Secondary, Technical & Further Education
	73	Create model secondary school structure for other Principals to follow	W R	W R					Secondary, Technical & Further Education
	74	Develop Secondary Minimum School Standards for secondary school requirements	W R	W R	C R				Secondary, Technical & Further Education
	75	Determine new modes of education delivery – eg distance				W R			Education Services

3.7 Education system	76	School communities to work with Facilities Supervisors in	W	W	W	W	W	· · ·		Education
assets are managed		building teacher housing in line with MOE specification	R	R	R	R	R			Services
	77	Assess teacher housing needs and perform cost benefit	W	С						Education
		analysis to determine whether build or private rent is most	R	R						Services
		cost effective for teacher housing							İ	
	78	Schools need to set aside part of the school grant for	W	W	W	W	W			Education
		building and other facility maintenance – need to inform and	R	R	R	R	R			Services
		train – include in school grant scheme								

28,000,000

## EARLY CHILDHOOD EDUCATION ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for all people at all levels of education in Vanuatu.	1.4 Teachers are provided in schools	1	National Pre School Coordinator to travel to all six Provinces to make monitoring and assessment visits.		٧	W V R	٧	ı		1,000,000	Early Childhood Education
	2.1 Quality of teaching is improved	2	Registration of kindergartens and licensing teachers (ECE)		W V R	C V R					Early Childhood Education
			Training of Provincial Coordinators x 2 times a year to upgrade skills and knowledge on ECCE to better manage and report on ECE activities and to make visits to the communities.		W V R	٧				5,100,000	Early Childhood Education
		4	Upgrade ECE Key Teachers & Workmen tool boxes (ECE)		V	W V R	٧			6,000,000	Early Childhood Education
		5	ECE ensure that pre-school centers meet Model Kindy Standard	W R	C V R						Early Childhood Education
	2.2 Quality of facilities are improved	6	Leftimap ECE - conditional upon PMO approved service agreement with a Civil Society Organisation	W R	С					56,000,000	Early Childhood Education

### EDUCATION IN EMERGENCY ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for all people at all levels of	1.6 Barriers to access to education are reduced		Finalize and endorse Education in Emergencies Policy and plan. Awareness and Monitoring of EIE policy and implementation plan including EIE DRR awareness and safety messages to schools. (1,345,000vt EIE Officer)		C V R					2,845,000	Education In Emergency
education in Vanuatu.		2	Disaster assessment.		V R	V R	V R	V R			Education In Emergency
		3	Printing, translation and distribution of EIE policy.								Education In Emergency
2. Improve the quality of education	2.2 Quality of facilities are improved		Every school develop and implement disaster preparedness and risk management plan (School Safety Plan)		W V R	٧	V	/ W / V ! R			Education In Emergency

2,845,000

## INCLUSIVE EDUCATION ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	r Pula	6106	2012	<b>2</b> 013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
equitable access to		1	Implement the gender equity in education policy.			V (						Inclusive
education for all people at all levels of education in Vanuatu.	reduced		Coordinate with the Ministry of Health and Vanuatu Society for Disabled People - early identification of children with impairments and establish a register and to prepare training for young children to enter schools.	l	١	۷ ۱ ۲ ۱	٧	CVR			6,000,000	Inclusive
			National awareness campaign for the Inclusive Education Policy and a Plan of Action to be developed	1	1	/		W V R	W V R		6,000,000	Inclusive

12,000,000

## CURRICULUM DEVELOPMENT UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	July	2015 or later	GoV Funds	PP Funds	Responsible Division or Uni
2. Improve the quality of education	2.3 Quality teaching and learning materials and equipment are	1	Perpare list of curriculum materials for purchase for Y1-3 - readers and other materials	١v	٧	W V R	ļ			80,000,000	Curriculum Development
	provided to schools	2	Prepare list of curriculum materials required for purchase for Y11-12		W V	W				60,000,000	Curriculum Development
		3	Cost of freight and distribution of materials	W V	W V	W V R				18,000,000	Administration
	2.4 National curriculum is provided to schools	4	Complete K-3 curriculum. Review, revise, develop support materials and seek purchase of materials for K-3 curriculum (2010-2014)	W V	W V	C V R				20,000,000	Curriculum Development
		5	Prepare K-3 curriculum for publication including graphics design, layout, editing and printing.		W V	_				24,000,000	Curriculum Development
		6	Review, develop and publish 4-6 curriculum (2011-2012. Rollout and implement (2013-2014)	٧	W V	W V R	V	1		35,000,000	Curriculum Development
		7	Review, develop, publish and print 11-13 curriculum (2010-2013)	W V	W V	C V R				39,300,000	Curriculum Development
		8	Assess the relevance of existing secondary school texts used with Anglophone and Francophone students to be used as part of the harmonised senior curriculum.	W	W	C R					Curriculum Development

	9	Review and implement curriculum 7-10 (2012-2014)	W	W	W	W	С	5,000,0	00 Curriculum
			۷	۷	۷ ۵	V R	V R		Development
	10	Publications TA	7	7	7			18,000.0	00 Curriculum
								,	Development
	11	K-3 TA (6 months)						9,000,0	00 Curriculum
		,						, ,	Development
	12	4-6 TA						9,000,0	00 Curriculum
									Development
	13	7-10 TA						9,000,0	00 Curriculum
									Development
	14	11-13 TA						18,000,0	00 Curriculum
									Development
	15	STA (6 months)						9,000,0	00 Curriculum
,									Development
	16	Support VITE to adapt teaching to match new curriculum (VITE teachers				W			Education
		helping write new curriculum)		R	R	R	R		Services
	17	Communicate information about harmonization of changes to senior cycle	W					1,000,0	00 Curriculum
		curriculum	٧	٧			L		Development
	18	Finalise and approve Syllabus for secondary subjects by year level	W	O				3,000,0	00 Curriculum
			٧	٧					Development
	19	Prepare implementation plan for 1-6 curriculum for 2013 in consultation		W	W			2,000,0	00 Curriculum
		with ISU, PEO's and ZCA's		٧	٧				Development
				R	R				
	20	NEC to approve (Y1-3 in 2012), (4-6 in 2012), (11-13 in 2013), (7-10 in		W		W			Curriculum
		2014)		R	R	R	R		Development
	21	Develop timetabling policy in consultation with PEOs, head teachers and		W				1,000,0	00 Curriculum
		principals.	R	R	R				Development
2.4 National	22	Support ISU to train PEO's, ZCA's, School Improvement Officers, heads of				W			Curriculum
curriculum is provided		schools and teachers in use of new curriculum (ISU TA needed)	٧	٧	٧	٧	V		Development
to schools			R			R	R		
2.5 Examinations and	23	Prescription development for all subjects for Year 10, 12 &13 (both		W					Curriculum
assessments are		Anglophone and Francophone) including printing and distribution. This		٧	٧				Development
conducted		should be ready for implementation in 2013 (PSSC will not be available in 2013)		R	R				
2.7 Deliver school	24	Approve (2012) and implement revised curriculum [K - 3 & 11 - 13 (2013),		W		W	С		Curriculum
curriculum and		4 - 6 (2014) & 7 - 10 (2015) (Senior TA needed 6M vatu)		٧	٧	٧	٧		Development
teaching methods				R	R	R	R		1

1	which are specific to	25	Train ISU officers and support preparation of training programs for PEOs,		W	W	W	С	3,	000,000 Curriculum
	Vanuatu		ZCAs, School Improvement Officers, heads of schools and teachers in use	1	٧	٧	٧	٧		Development
			of new curriculum.		R	R	R	R		
		26	Promote and produce booklets for different subjects in use of local	W	W	W	W	С		Curriculum
			materials in construction of teaching and learning materials	R	R	R	R	R		Development
3 Improve	3.5 HR management is	27	Manage, monitor and evaluate Staff Work Development Plan and Work	W	W	W	W	W		Curriculum
planning, fiscal	provided within the		Performance	R	R	R	R	R		Development
and financial	education system			İ				]		
management										

363,300,000

## EXAMINATION AND ASSESSMENT UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	y w	<b>AV 17</b>	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
2. Improve the quality of education	2.1 Quality of teaching is improved	1	Complete life skills assessment tool for year 4 and 8	W R	W R	C R						Examination & Assessment
	2.5 Examinations and assessments are conducted	2	Develop and publish an approved National Assessment and Reporting policy		C V R					40 <u>-</u>	2,000,000	Examination & Assessment
			Technical Advisor assists develop examinations and assessments and develops capacity within the Examination and Assessment Unit	٧	W V	W V R	1				18,000,000	Examination & Assessment
			Develop a national senior secondary cycle examination based on new curriculum 2012 (Regional PSSC will not be available in 2013)	W	С						, ,	Examination & Assessment
			Administer national examinations for Francophone Years 12 &13			W R			W R			Examination & Assessment
			Preparation of procedures manual and guidelines for the conduct of examinations and implementation.		C V R						1,000,000	
		•	Internal assessment workshop to train teachers to administer internal assessment including designing of task for year 10, 12 & 13.		W V	W	l۷	/	٧		2,300,000	Examination & Assessment
			Capacity building through work attachments to study regional national examination processes with a neighbouring country (Tonga/ Fiji) on the setting of the regional qualification register.		C V R							Examination & Assessment

	9	Complete and implement Assessment Resource Tool for			W				6,000,000	Examination &
		Teaching and Learning (ARTTLe) for years 3, 5 (2012), 7 & 9 (2014) to improve teachers performance for teaching and				V R				Assessment
		learning at all levels								
	10	Analyse examination and assessment (EGRA and VANSTA)					W			Examination &
·		results and communicate results to provinces, schools and stakeholders including VITE and In Service Training Unit.	R	R	R	R	R			Assessment
	11	Review resourcing for item writing and marking exams					W			Examination &
	40		R	R	R	R	R	<b>-</b>		Assessment
	12	Arrange trianing courses specifically for Chief Examiners,		VV V	V	VV	W	1	, ,	Examination &
		Moderators and Markers using a contracted trainer			٠.		R R			Assessment
	13	Establish and store a pool bank of questions for each subject		W			П			Examination &
	Щ	(for years 10, 12 & 13) to use for reference.		R		<u> </u>	┞			Assessment
	14	Purchase Examination and Assessment books for		C			l	]		Examination &
		Examination Office Library		v R						Assessment
	15	To review administration of school examination levies.		W			Г			Examination &
			R	R	R					Assessment
<b>]</b>	16	Complete year 2 VANEGA and develop and administer year 8			С		l			Examination &
		VANSTA			V R					Assessment
	17	Pacific Island Literacy, Numeracy and Life Skills (PILNA 1			W	С	П			Examination &
		AND PILNA 2) (life skills assessment tool for year 4 and 6)			٧	٧				Assessment
		Base on regional literacy and numeracy and life skills bench mark adapted by FEDMM 2009			R	R				
3 Improve planning, 3.5 HR management is		Manage, monitor and evaluate Staff Work Development Plan					W			Examination &
fiscal and financial provided within the		and Work Performance	R	R	R	R	R	1		Assessment
management education system										

# VANUATU INSTITUTE OF TEACHER EDUCATION ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2018	12.00	# 107	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
2. Improve the quality of education	2.1 Quality of teaching is improved	1	Strengthen management and institutional capacity of the Vanuatu Institute of Education (VITE) with the assistance of Technical Advisor.		C V R		′ V . F				18,000,000	VITE
		2	Students are trained to become teachers in Primary Schools.			W R		- 4				VITE
		3	The pre-service teacher training in harmonised between anglophone and francophone classes.			W R		- 6	W R			VITE
		4	Teaching and learning resources are increased and improved in VITE.		C V						12,000,000	VITE
		5	Professional development costs for VITE staff (USP fee)	W V	C V						1,000,000	VITE
		6	Harmonisation TA	W V	C V						.3,000,000	VITE
	2.4 National curriculum is provided to schools	7	With support of CDU, adapt teaching to match new curriculum (VITE teachers helping write new curriculum)		R		F	₹	R	·		VITE
3. Improve planning, fiscal and financial management	3.5 HR management is provided within the education system	8	Manage, monitor and evaluate Staff Work Development Plan and Work Performance			R	•			No		VITE

#### IN SERVICE UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	OHIO	2000	7100	2017 Old Engleter	GoV Fund	PP Funds	Responsible Division or Unit
2. Improve the quality of education	2.1 Quality of teaching is improved	1	Increase staffing and other resources of In Service Training Unit to implement teacher training, including TA	W R	C	,				18,000,000	In Service
		2	Teacher training TA to assist with preparing strategy for training in new curriculum and other priorities for use of ISU resources.		\ \ \ F	/ \	V ( / \ R F	/			In Service
		3	Complete Learner Centered Instruction and and Assessment Module for Primary Education Improvement Training (PEIT) in MALAMPA (2012), SHEFA (2013), and TAFEA (2014). Literacy, numeracy multigrade modules will not be achievable with current staffing. Certified and uncertified teachers are being trained in different groups. Refer upscaled activity below.	٧	V		/ <b> </b> \	/			In Service
		4	Proposal to expand on above strategy implemented in 2011. Transfer 12 ZCA's to ISU to become trainers. Budget is for 6 trainer teams to conduct 9 weeks of itensive training each, with in-school observations to assess effectiveness of learning. Conduct training of 1 module to 1 teacher coverage of up to 3200 teacher weeks. 2012 priority is uncertified teachers and multi-grade classroom management to relevant teachers.		٧	/ N	/   \	V V / \ R F	/	130,000,000	în Service
		5	Train teachers in multi-grade teaching skills and methods in all provinces. To complete SHEFA in 2012.		۷ ۷ ۶	/ N	/   \	V V / \ R F	/		In Service
		6	Conduct more training in use of bookflood readers ???		۷ ۷ ۶	/   \	/				In Service
		7	Consider transferring VITE lecturers and some ZCAs to ISU so that more inservice training can be achieved.		CR	T					In Service
		8	Reactivate subject panels for Secondary Teachers (ISU & CDU)		۷ F		1	V V R F			In Service
		9	Design a strategy (2013) to train uncertified teachers currently operating in schools – Implement this strategy. Explore use of distance education for both inservice training and also to certify untrained teachers (USP TA to assist) as part of AusAlD regional training program.		١	٧V	V V / V	V V V \ R F	V /		In Service

		10	Vanuatu Literacy Enrichment Training (VANLET) to improve teachers performance for teaching and learning at all levels. Transfer this training responsibility from CDU to ISU in 2012.		١	V \ ∨ R	٧	W V R			in Service
		11	In Service Training Unit to complete teacher training needs assessment (Including using EGRA and VANSTA results and TSC database)		/ V					-	In Service
	2.4 National curriculum is provided to schools		With suport of CDU, train PEO's, ZCA's, School Improvement Officers, heads of schools and teachers in use of new curriculum (ISU TA needed)	٧	۱ ۱	٧	V	٧	W V R		In Service
	2.5 Examinations and assessments are conducted		Develop and support training programme with ISU to train PEO's, ZCA's, School Improvement Officers and Teachers in use and understanding of ARTTLe		١	C ∨ ~				3,000,000	In Service
		14	Support to VITE and ISU to provide preservice and inservice training about school based assessment including headteachers and ZCAs		١	ا ا ا				4,500,000	In Service
	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	15	With training and support of CDU, prepare training programs for PEOs, ZCAs, School Improvement Officers, heads of schools and teachers in use of new curriculum.		ŀ	V R	V R	V R	C V R		In Service
3. Improve planning, fiscal and financial management	3.5 HR management is provided within the education system	16	Manage, monitor and evaluate Staff Work Development Plan and Work Performance						W R		In Service

## FACILITIES UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for	1.3 School facilities and equipment are improved	1	Develop capacity of Facilities Unit staff and undertake specialised work (Facilities TA)	٧	W V R	٧				5,400,000	Facilities
all people at all levels of		2	Add minimum facilities (to include disabled access) and maintenance standards to Minimum School Standards		C R						Facilities
education in Vanuatu.		3	Review and revise construction specifications for different locations and circumstances (Hybrid classroom project)		C R				,		Facilities
2. Improve the quality of education	2.2 Quality of facilities are improved	4	Review facilities design and specifications to be in line with Minimum School Standards. School specifications to include library space (not just book storage) and kitchen and dining facilities, dormitories etc for use where needed.	4	C R						Facilities
		5	Design movable partitions to create work areas within classrooms	2	C R						Facilities
	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	6	School to use local materials in construction.			9		W R			Facilities

3. Improve planning, fiscal and financial	3.5 HR management is provided within the education system	7	Manage, monitor and evaluate Staff Work Development Plan and Work Performance			W R		Facilities
management	3.7 Education system assets are managed	8	Review maintenance policy	C R				Facilities
			Design and specify special storage for science chemicals and other hazardous items in schools and central store		C R			Facilities
•			The construction of 10 classrooms for 5 selected primary schools under Japan's Grassroot Grant Programme	C P R			į	Facilities
			Rehabilitation of Lycee LAB and Arep secondary schools under envelope B of the European Union Funding	C P R				Facilities

5,400,000

# INFORMATION AND COMMUNICATION TECHNOLOGY UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	20/18	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for all people at all levels of education in Vanuatu.	1.3 School facilities and equipment are improved		Assess ICT needs in schools, provincial offices and head office and create a cost plan for improvement		CR						Information & Communication Technology
3. Improve planning, fiscal and financial	3.3 Data, information and reports are provided	2	Consider developing VEMIS online with or without VEMIS @ School.		C R						Information & Communication Technology
management	provided	3	Program developer to produce technical documentation of VEMIS system. (Costs under VEMIS)	٧	C V R						Information & Communication Technology
:		4	Develop a Content Management Website for officers, teachers, students and communities including an examination web page inside Education website – for teachers, students and public (Information and Data under Management) Reconsider in mid 2012		C V R						Information & Communication Technology

3.5 HR management is provided within the education system	Specialised training for ICT officers on new software deployed by the government - windows, microsoft, website maintenance, networks, databases. Reconsider in mid 2012	٧	W V R	٧			Information & Communication Technology
	Manage, monitor and evaluate Staff Work Development Plan and Work Performance				W R		Information & Communication Technology
3.7 Education system assets are managed	Assess and revise ICT and Cyber Safety Policy. Reconsider in mid 2012	CVR					Information & Communication Technology
	ICT Unit security system and fire extinguishers to protect server and equipment. Reconsider in mid 2012	C > R					Information & Communication Technology

# TRAINING AND SCHOLARSHIPS COORDINATION UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	e Puc	<b>4</b> 0.14	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
equitable access	1.2 Scholarships are awarded and paid according to		Advertise and conduct awareness in secondary schools of availability and eligibility criteria for scholarships (to include career path planning?)				V V					Scholarships
all people at all levels of	approved criteria	2	Process scholarships for government and donor funded scholarships and obtain NEC approval				V V R F					Scholarships
education in Vanuatu.			Work with Ministry of Foreign Affairs for the possibility to establish position with the Vanuatu Consulate to assist GoV scholarship students in-country (one officer in 2012 based in Fiji Office for Fiji and New Caledonia). Need further doscussion with MoFA on position funding.		N R	V C						Scholarships
		4	Ensure that scholarships awarded are in accordance with needs identified in the NHRD Plan.				V V					Scholarships
		5	Consult and obtain listing of tertiary study needs from stakeholders, NGOs and other government sectors until National Human Resource Development Plan exists.		' C R							Scholarships

3. Improve planning, fiscal and financial management	3.2 Policy and planning of the education system are provided	Independent review of tertiary institutions that scholarships for study are awarded for quality of qualification and cost comparison - value for money. Review allowances and costs to be paid for scholarships with a view to being able to fund more scholarships.		١	? ₹				Scholarships
	3.3 Data, information and reports are	Monitor Scholarships Record System database to determine whether it meets current and near future needs.		V (				,	Scholarships
	provided	Update scholarships database to collate information for monitoring and reporting.	- 6	V   C					Scholarships
		Pass data to VEMIS database regarding transition from secondary to tertiary studies.					W R		Scholarships
	3.5 HR management is provided within the education system	Manage, monitor and evaluate Staff Work Development Plan and Work Performance					W R		Scholarships

## TEACHING SERVICES COMMISSION ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	ON Secretary	GoV Funds	PP Funds	Responsible Division or Unit
To increase equitable access to education for all people at all levels of education in Vanuatu.	1.4 Teachers are provided in schools		Revise legislation (TSC Act) for teacher allocation responsibility to TSC		C R						Teaching Services Commission
3. Improve planning, fiscal and financial management	3.3 Data, information and reports are provided		Maintain and improve the database record of teacher qualifications, skills and experience to facilitate teacher allocations to schools (Options being investigated and budget to be prepared)		C R						Teaching Services Commission
	3.5 HR management is provided within the education system		Review TSC structure (being actioned in 2011 review of legislation)	W R	C R						Teaching Services Commission
	-		Review of teachers salary and entitlements in line with GRT determinations		C R						Teaching Services Commission
		5	Review teacher disciplinary procedure			W R		•			Teaching Services Commission
		i	Register/ Licence all teachers and record on central database – skills, qualifications, experience, work history, performance information, etc (2012 study tour) Consider funding of 3,491,200 after legislation is passed by Parliament.	R	C V R						Teaching Services Commission

		Manage, monitor and evaluate Staff Work Development Plan and Work Performance			•		W R		Teaching Services Commission
3.7 Education system assets are managed	8	Review teacher housing allowance and rent policy	W R	F					Teaching Services Commission
		Review teacher housing allowances and amount and process for payment of rent for school houses (Teacher rent is to be paid to the school, and the school uses this to maintain teacher housing – need to inform and train – process as deduction from teacher's salary IF teacher occupies a school house)	R						Teaching Services Commission
		Tie in with housing allowance rates paid to teachers – rent charged is according to housing type and quality		F					Teaching Services Commission

#### INSPECTORATE UNIT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
2. Improve the quality of	2.6 A quality assurance program assesses all	1	Finalise draft Quality Assurance Manual and distribute to all schools and stakeholders.		C R						Inspectorate
education	aspects of the education system	2	School Improvement Officers (Inspectors) must visit all primary and secondary schools that have not been visited and inspected at all including schools that have issues and report on all visits using the standard reporting template (2012.		C R						Inspectorate
		3	School Improvement Officers (Inspectors) must report on all schools visited each year.			W R					Inspectorate
3. Improve planning, fiscal and financial management	3.5 HR management is provided within the education system	4	Manage, monitor and evaluate Staff Work Development Plan and Work Performance		1	W R					Inspectorate

### ZONE CURRICULUM ADVISORS ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit	
2. Improve the quality of education	2.1 Quality of teaching is improved	1	Implement curriculum component of School Support Program using reassigned Zone Curriculum Advisors (create specific work plan and budget) (Need TA academic to train and coordinate ZCA's plus funding for more travel) - to emphasise literacy, numeracy and multigrade classes. Combine with ISU TA work??)	1	٧	٧	1	C V R			ZCA's	
		2	Training of PEO's, ZCA's and Inspectors in the Minimum Quality Standards		C V R						SBM	
		3	Awareness and introduction of Minimum Quality Standards to every school		٧	V	C V R				SBM	
		4	Conduct School Improvement Plan workshops in ten schools in Torba, Penama and Sanma		W V	W V					SBM	
		5	Monitoring of School Improvement Plan in Tafea		W V	W V					SBM	
		7		Training of PEO's, ZCA's and Inspectors in Hundred Maths basic calculation methods introduced to 5 other provinces	P R	W V R	C V R					ZCA's
			Improve Monitoring & evaluation of teachers performance in schools including Volunteers (JOCV, Peace Corps, VSO, Gap students)	W	W	W	W R				ZCA's	
		8	Heads of Schools and ZCAs to assess teachers performance and School Improvement Officer to assess Heads of Schools, based on appraisal report form				W R	W R			ZCA's and SBM	

		9	School Heads use a learning effectiveness assessment tool to assist teaching and learning				W R		ZCA's
!	2.3 Quality teaching and learning materials and equipment are provided to schools	10	Schools to strengthen custom and cultural activities in their school program and calendar (Strengthen values, unite community, maintain confidence in retelling custom and culture to others – eg tourists, help maintain community memory of custom and culture)					W R	ZCA's
•	3.3 Data, information and reports are provided	11	School Improvement Officers (Inspectors) and ZCA's to collect information for teacher skills database				W R	W R	ZCA's and SBM
management	3.5 HR management is provided within the education system	12	Principals and Head Teachers to be trained how to timetable and maximize teaching time effectiveness.				W R		ZCA's
1	3.7 Education system assets are managed	13	Boarding Master, PE teachers and sport master in each school to be trained in first aid	W R	W R	W R	W R	W R	ZCA's

## SCHOOL BASED MANAGEMENT ANNUAL WORK PLAN 2012

Objectives	Expected Output		Activities	2011	2012	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
	1.1 Grants are paid to school	1	Provincial finance officers monitor administration and use of school grants (SBM using School Improvement Officers)	٧	٧		٧	W V R			School Based Management Team
people at all levels of education in Vanuatu.			Training school heads and school councils in use of school grants (SBM using School Improvement Officers)	W V	W V	W V	W V	W V R			School Based Management Team
			Review of school grant scheme, grant code and school financial manual (SBM from 2012)	٧		1 .					School Based Management Team
				Monitor effectiveness of school grant scheme in reducing parental contributions for years 1 to 6, and effect on enrolment (SBM) includes repeating redesigned survey each year.	R	1	R		W R		
			5	Ensure that PEOs and School Improvement Officers monitor that pupils are not excluded from attending primary school (SBM)			W R	1	W R		
			Review distribution of grants for years 1 – 6 (rural vs urban) <b>(SBM)</b>	R	C R						School Based Management Team
	1.5 Teaching and learning materials are distributed to schools	7	Assess what materials and equipment are to be funded from central budget, and which to be funded from school grants as part of review of school grant scheme and in costing school operations (SBM)			C R					School Based Management Team

	1.6 Barriers to access to education are reduced	8	Design and implement strategies to communicate with all communities that parents have responsibilities, including some small costs and how to engage with parents and broader community about value of education. (SBM)		W V R	٧					School Based Management Team
2. Improve the quality of education	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	9	Conduct awareness of the education system at every level in line with current changes in system and structure. (SBM)	٧		W V R	Į۷	/	W V R		School Based Management Team
3 Improve planning, fiscal and financial management	3.2 Policy and planning of the education system are provided	10	School based management teams assist schools with planning, budgeting and monitoring (activity detail to be further developed)	W R	W V R					E .	School Based Management Team
, and the second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second		11	Develop School Based Management Policy	٧	C V R						School Based Management Team
	3.4 Financial management of the education system is	12	School Based Management Technical Advisor to guide planning and implementation of SBM		C V R					18,000,000	School Based Management Team
	provided	13	Training and development provided to heads of schools and school councils to develop school management capacity (School Based Management)		C V R						School Based Management Team
		14	Train PEOs, ZCAs, Heads of schools and school councils on School Based Management		C V R						School Based Management Team
	3.5 HR management is provided within the education system	15	Capacity building of PEO's, ZCAs, School Heads on management and administration of schools (SBM)	V R		V R	\ F	/ R	W V R		School Based Management Team
		16	Training of school heads in discipline and counselling teachers, students and community members (SBM).	W V R	٧	W V R	\	/	W V R		School Based Management Team
	3.7 Education system assets are managed	17	Conduct school stock and resource management training for schools (SBM)		W V R	٧	\		W V R		School Based Management Team

# ASSET MANAGEMENT STRATEGY ANNUAL WORK PLAN 2012

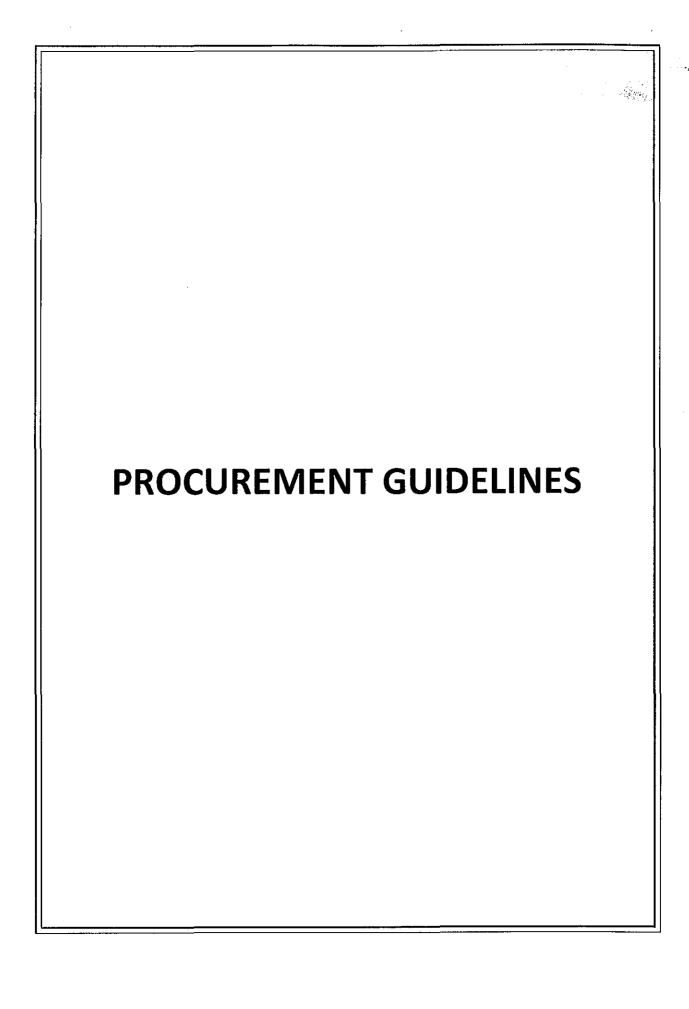
Objectives	Expected Output		Activities	2011	20.12	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
1. To increase	1.3 School facilities	1	Create a prioritized list of facilities works needed with costing		ı		W	С		to be determined	Asset
•	and equipment are		(Asset Management Strategy). To include new Malampa PEO	1	٧	1	۷	۷			Management
	improved		office, land acquisition etc as well as school classrooms.		_		R	R			Strategy Team
education for all		2	Construct and/ or renovate facilities as budget becomes available,		C					to be determined	Asset
people at all			strictly following the Asset Master Plan. Construction and	٧	l '						Management
levels of			supervision to be outsourced. (budget and strategy to be agreed	IR	R						Strategy Team
education in		-	after assessment of Hybrid Model pilot)	╄	_	$\vdash$	⊢	⊢		400,000,000	A 4
Vanuatu.		3	Construct VITE classroom block by outsourcing project		C					100,000,000	
			management as well as construction		R R	İ					Management
		1	Design and project Management - VITE facilities	╀	C		┼╌	$\vdash$		11,750,000	Strategy Team
		7	besign and project Management - VITE radiities		V	ĺ	[			11,750,000	Management
•					R						Strategy Team
		5	Tafea College water supply system - go inside Asset	┪	W		一	<b>-</b>		3,000,000	
		Ī	Management Strategy		v					,,,,,,,,,	Management
					R	R	1				Strategy Team
		6	To complete incomplete classrooms funded under VERM		С					13,000,000	
					V					, ,,,,,	Management
					R						Strategy Team

2. Improve the quality of education	2.2 Quality of facilities are improved	7	Develop a hybrid building design for schools with appropriate materials that are available in the local environment. School designs to be developed for different circumstances and different materials available (eg remote school where cement is very expensive). Alternate designs to be investigated to reduce cost of each building – so can afford more classrooms (Part of Asset Management Strategy)		C V R				To be determined	Asset Management Strategy Team
	2.3 Quality teaching and learning materials and equipment are provided to schools		Conduct feasibility study on the storage in schools (especially schools made of traditional materials) (Part of Asset Management Strategy)	٧	W V R	٧			To be determined	Asset Management Strategy Team
3 Improve planning, fiscal and financial management	3.6 Logistical management is provided for the education system	9	Planning and designing and constructing new classrooms, boarding facilities and major renovations (Asset Management Strategy)	٧	V		٧	W V R	To be determined	Asset Management Strategy Team
	3.7 Education system assets are managed		Undertake and maintain up to date stock take of ALL school facilities, condition report (include PEO's, TSC, VIT and VITE) and create the Asset Master Plan. (Facilities include classrooms, multigrade classrooms, boarding dormitories and kitchens, administration buildings, teacher housing, storage, libraries, toilets, water system, power system, grounds (plus commercial venture facilities such as store, poultry sheds (Asset Management Strategy)		W V R	٧	W V R	W V R	To be determined	Asset Management Strategy Team
			Assess classroom and other school facility needs to be used in developing Asset Management Strategy	W	C V R				To be determined	Asset Management Strategy Team
			Tender and contract a security company to review and advise about security measures and procedures for administration of all aspects of examinations.		٧					Asset Management Strategy Team
	:		Contract a review of current practices related to storage of student records and the provision of information.		W V	C V			3,000,000	Asset Management Strategy Team
		14	Funds provided to Tafea schools to repair cyclone damage		C V		ļ		30,000,000	

	TA to supervise and monitor cyclone damage repair works by schools	C V			Asset Management Strategy Team
	Quality house to accommodate NEC and NEAC secretariat. Include in Asset Management Strategy.	C R			Asset Management Strategy Team
	Relace Malampa PEO buildings - Province has said offices must move (Asset Management Strategy) Est cost 20M vatu	C V R			Asset Management Strategy Team
	Repair, renovate and replace Examination Office facilities and equipment (Asset Management strategy) (Est cost 8M vatu)	C V R			Asset Management Strategy Team

168,750,000

# **ANNEXES**



#### **Annex 1: PROCUREMENT GUIDELINES**

The <u>Joint Partnership Arrangement</u> includes a number of clauses (Clauses 48 to 51) dealing with Procurement. In developing all its Procurement Plans, the Ministry of Education will follow the JPA guidance, which requires adherence to the Government of Vanuatu Guidelines set out in the Ministry of Finance and Economic Management publication <u>Guidelines for the Procurement of Goods and Services</u> (June 2005).

The <u>Guidelines for the Procurement of Goods and Services</u> describe two types of procurement: simple procurement and complex procurement. 'Simple procurement' generally means the process of purchasing standard services or "off the shelf" items such as stationery or petrol where there is minimal risk the purchase will be unsuitable. 'Simple procurement' is defined to mean the process of purchasing goods or services costing VUV 5 million or less. 'Complex procurement' generally means the process of purchasing higher-value goods or services where specification of the purchasing requirement is more complicated and the risks associated with the purchase are greater. 'Complex procurement' refers to the process of purchasing goods or services costing more than 5 million vatu. Procedures for these purchases (other than purchases funded by development aid) are governed by the Government Contracts and Tenders Act No.10 of 1998, the main provisions of which are summarised in Section 2 of the <u>Applications Guide</u>

The key principles for Government purchasing set out on page 2 of the <u>Guidelines for the Procurement of Goods and Services</u> will be observed. These are:

- **Principle 1:** All purchases of goods and services made by any government agency must be made in accordance with the law.
- **Principle 2:** Government agencies are to seek the best value for money from all purchases they make.
- **Principle 3:** In purchasing goods and services, government agencies must seek to promote open and effective competition between potential suppliers.
- **Principle 4:** Staff undertaking the purchasing of goods and services are to perform their purchasing duties ethically.
- **Principle 5:** Staff undertaking purchasing of goods and services are to be proactive in promoting improved opportunities for Ni Vanuatu enterprises.
- Principle 6: Heads of agencies are accountable to their respective Ministers for ensuring that
  the purchasing, contracting and tendering activities of their agencies are conducted in
  accordance with these principles and with the supporting Application Guidelines
  disseminated by the Ministry of Finance and Economic Management
- **Principle 7:** Sales of government assets are to be undertaken in accordance with the above principles and the relevant Financial Regulations.

Although the purchasing of education goods and services (such as the construction of primary school classrooms) will be funded by the "Pool Partners" (that is, by development aid funds), the Ministry of Education and Pool Partners have agreed to apply the procedures of the Government Contracts and Tenders Act in the same manner as for any other purchase costing more than 5 million vatu. The JPA Clause 43 (c) requires the MOE <u>Annual Work Plan</u> to include a procurement plan that includes for each procurement to be undertaken over VUV 500,000 (either by open tender or by quotations where permitted) the proposed procurement method, terms of reference or product specification, advertisement, and evaluation method.

### GOVERNMENT OF THE REPUBLIC OF VANUATU

## DEPARTMENT OF EDUCATION Director General Office

Private Mail Bag 9028 Port Vila, Vanuatu Tel: (678) 22309



#### GOUVERNEMENT DE LA REPUBLIQUE DE VANUATU

DEPARTEMENT DE L'EDUCATION Bureau du Directeur General Sac Postal Réservé 9028 Port Vila, Vanuatu

Tel: (678) 22309

Thursday 15 December 2011

To all staff,

## Re: Centralisation of Procurement – Policy and Process to be followed from the 1st of January 2012

Following is the new policy and procedures applicable from the 1st of January 2012 to all purchases between 500,000 vatu and 5 million vatu for the Ministry of Education:

- 1. The requesting division must send an email (the purchase requisition) to the Procurement Unit (Serge Lewawa and Dominique Gibert). This purchase requisition must indicate:
  - a detailed description of the goods and services to be procured (for example, in the case of printing, specify the dimensions, the type of paper, glossy or mat, black and white or color, etc. A specimen of the desired final product can be provided to the Procurement Unit if available)
  - the exact quantity to be purchased
  - the requested date of delivery
- 2. All purchase requisitions above 500,000 vatu **MUST** be forwarded to the Procurement Unit.
- 3. The Procurement Unit will obtain confirmation that the funding is available.
- 4. The Procurement Unit will prepare a request for quotations to be issued electronically (wherever possible) to a minimum of 3 suppliers (more if possible) with the standard abbreviated terms and conditions, payment terms (which should aim at 100% payment upon delivery) and a timing for returning the quotes (as a general rule, a week will be sufficient).
- 5. The procurement unit will ensure that the requests for quotation have been received by all suppliers (an acknowledgment of receipt must be returned by all suppliers).
- 6. The quotes will be mailed back to the Ministry of Education in unmarked envelopes, and stored in a locked tender box. They will be locked in the tender box until the opening of the quotes.
- 7. The quotes will be opened by a panel consisting of a minimum of 3 persons, which must include the requester, a member of the procurement unit, and a

technical advisor, or an auditor or a finance officer. The amount of each quote as well as the winning bid are to be noted on a one page evaluation report (preprinted form), to be signed:

- a. by each of the 3 members of the panel, and
- b. by the Director General

Arecten General

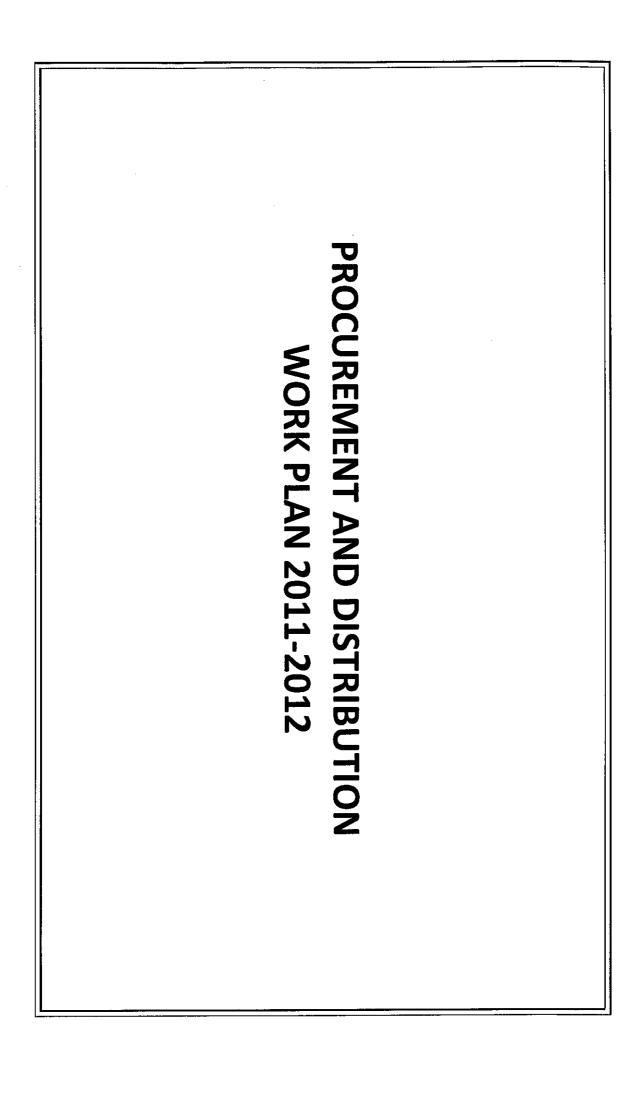
- 8. On the same day, the winner is to be notified and the order officially lodged to the supplier by the Procurement Unit.
- 9. The quotes, the specifications, the evaluation form and the minutes will be scanned and archived electronically by the Procurement Unit.
- 10. A copy of the evaluation report is to be attached to the LPO before signing. Payment will not be issued if the above process has not been followed, and if the goods/ services have not been delivered.

Upon commencement of the new Procurement SOE in 2012, the above process will apply to all purchases above 100,000 vatu. In the meantime, purchases between 100,000 and 500,000 vatu can still be managed decentrally as they are now.

Yours Sincerely,

Jesse Dick JOE Director General

CC: All staff



#### DRAFT Procurement and Distribution Workplan 2011-2012

Sourcing and d	istribution of materials for Schools	Nov Dec	Jan	Feb	Mar	Apr	May	June	Q3	Q4	Responsible unit / officer
Stationary	Finalise and dispatch blank standard purchase orders to schools	X							Х		D.Gibert /S.Lewawa
	2. Collect cheques from schools and aggegate quantities	X	Х	X					_	X	Admin
	3. Procure stationary (tender)			X			-				D.Gibert/S.Lewawa
	4. Store and pack				X	Х				Х	Admin or Supplier(s)
	5. Distribute					Х	Х			X	Admin or Supplier(s)
Textbooks	1. Review and update catalogue	X	X	Х							CDU
	2. Finalise and dispatch blank purchase order			X							D.Gibert /S.Lewawa
	3. Collect cheques from schools and aggegate quantities			Х	Х						D.Gibert /S.Lewawa/ Admin
	4. Procure printing (tender if > 5 mil)				Х	X					D.Gibert/S.Lewawa
	5. Store and pack					Х	X				Admin
	6. Distribute						X	X	i		Admin
Bookflood 2012	Agree on list of books and quantities to order	X	X	Х	X	Х					CDU / Leisel Masingiow / CDU Technical advisors
	2. Procure (Tender or Direct Procurement)						Х	Х			S.Lewawa /D.Gibert
	3. Manufacturing and import								X		Supplier

	4. Distribute								X	Admin
School Financial Management training material	1. Procure printing		X	X						Admin / S.Lewawa
	2. Store and pack				X					Admin
	3. Distribute					X				Admin
School Minimum	1. Procure printing	X								Admin / S.Lewawa
standards	2. Store and pack		X							Admin
	3. Distribute			X						Admin
Education in Emergency	1. Procure printing					?				Admin / S.Lewawa
(timeframe yet to be determined - see Veramam Lini) Inclusive Education Policy	2. Store and pack						?			Amin
	3. Distribute							?		Admin
	1. Store and pack	X								CDU
	2. Distribute		X							CDU
Curriculum Standards and	1. Procure printing									Admin / S.Lewawa
training Materials Y1 to	2. Store and pack								Х	CDU
Y3	3. Distribute								Х	CDU
PEIT training documents	1. Procure printing			X						Admin / S.Lewawa
	2. Store and pack				Х					CDU
	3. Distribute				X					CDU
Literacy and Numeracy	1. Procure printing									Admin / S.Lewawa
teaching training materials	2. Store and pack									CDU
	3. Distribute									CDU

Procurement Policy,	Procurement Policy, procedures, and tools		Jan	Feb	Mar	Apr	May	June	Q3	Q4	Responsible unit / officer
Procurement Reform	Collaborate with Procurement Reform Steering Committee, CTB, State Law, Procurement Advisors and the Consultant mandated by MFEM to assist with Procurement Reform.				X	Х	X	Х	Х	X	Dominique Gibert
Assist with review and improvement of MFEM 2005 Procurement Guidelines	In line with Procurement Reform, assist with reviewing and improving the MFEM June 2005 Procurement Guidelines					X	Х	X	X	X	Dominique Gibert (with input from Tender Board, State Law and other Procurement TA's)
	In particular, assist with developping standard procurement documentation (RFT,RFI,EOI, etc) and contracts						X	X	X	X	D. Gibert
	Provide training on new guidelines		:							X	D. Gibert
	Translate into French						X	X	X	X	D. Gibert
Distribution Policy	Investigate options to improve rapidity and reduce costs of delivery to schools. Investigate tendering and period contracts for shipping. Issue a Duistribution Plan (with distribution channel for each school).	Х	х	Х	Х	Х	Х	х			D.Gibert

Warehousing and distribution manual	Develop a warehousing and distribution manual to be used by MoE distribution officer, containing general procedures and guidelines.								X	X	D.Gibert
						ļ	!	-			
Facilities, assets and other services		Dec	Jan	Feb	Mar	Apr	May	June	Q3	Q4	Responsible unit / officer
VITE Classrooms	Sourcing of Project Manager Sourcing of construction services		X	X	X				9		Kramer Ausenco
Warehouse	Cost/benefit analysis for ongoing warehousing of MoE equipments, printed materials and consumables								X		Administration / D.Gibert
Asset register	Establish asset register as appropriate									Х	Administration / D.Gibert
Computers	Source computers for CDU writers			X							S Lewawa / SOE