

MINISTRY OF EDUCATION AND TRAINING BUSINESS PLAN 2019

This Planning document contains key activities for each unit under each Directorate of the Ministry of Education and Training



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1. MESSAGE FROM THE HON MINISTER AND THE DIRECTOR GENERAL FOR THE MINISTRY OF EDUCATION AND TRAINING

We are pleased to present the *Ministry of Education and Training Business Plan 2019*.

This business plan is a product of the corporate plan that is based on achieving results. The Ministry of Education and Training has adopted a collaborative Planning approach to develop this plan.

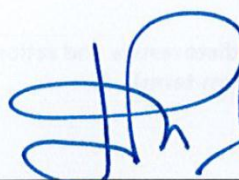

The focus of this business plan is to ensure appropriate activities are identified and implemented to deliver desired outputs. The overarching aim of this operational plan is to ensure;

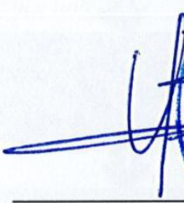
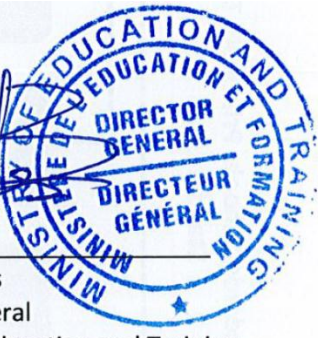
1. *Improve the quality of education and*
2. *Improve equitable access to educational services for all people at all level of Education;*
3. *Improve planning, fiscal and financial management*

The Monitoring & Evaluation unit within the Policy and Planning Directorate will be responsible to coordinate the progress reporting against this business plan and to ensure proper progress reporting mechanisms are established and timely reports are produced to inform decision making.

Having said these, we both wish to take this opportunity to appeal to all MoET managers and officers to continue to work as a team, and to implement these activities to the best of your knowledge and skill, to further strengthen the Management of the Vanuatu Education and Training System in all aspects of your undertaking.

We thank you all for your understanding and cooperation.



The Honourable Jean Pierre Ntira
Minister of Education and Training



Iati Bergmans
Director General
Ministry of Education and Training

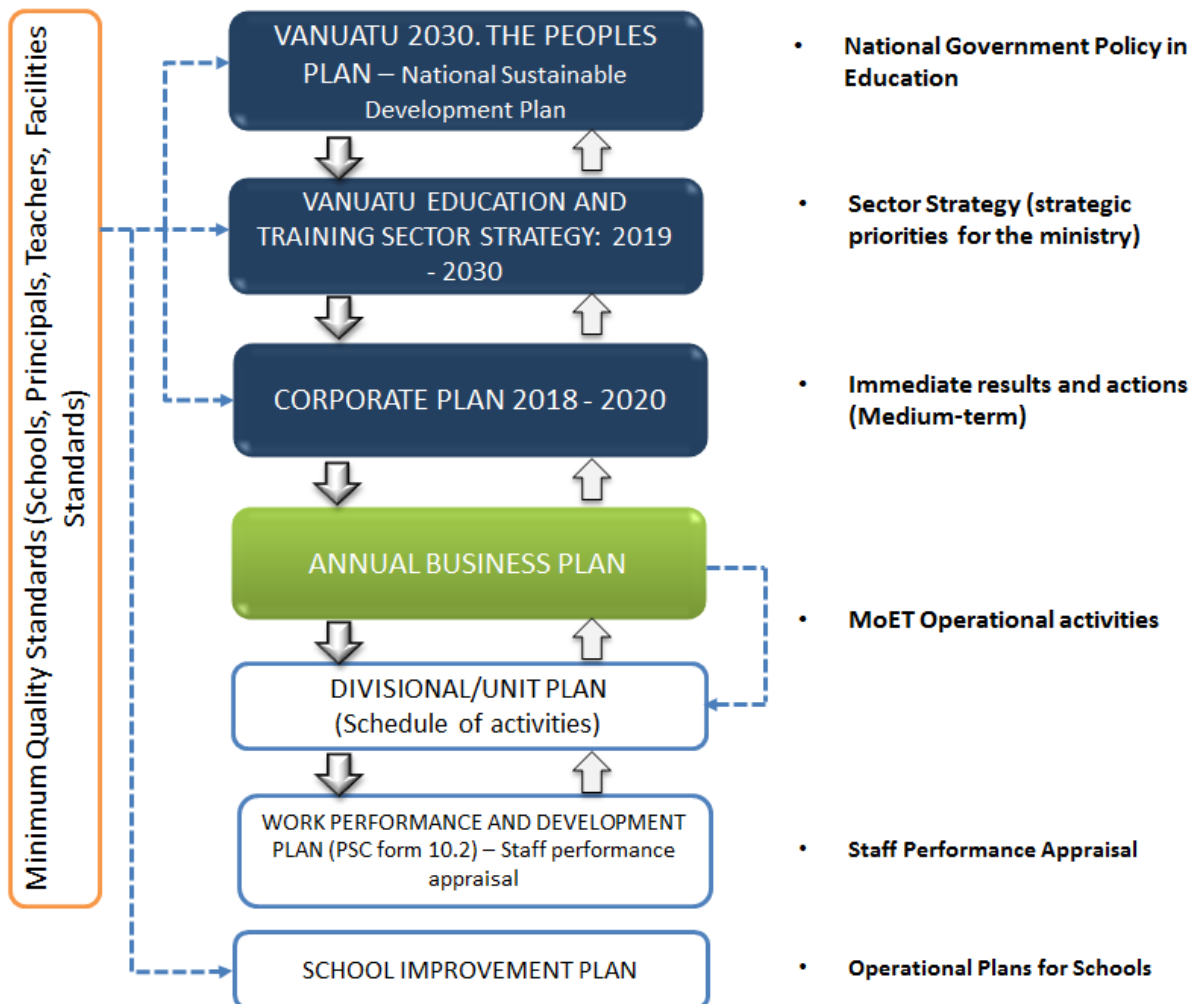
2. INTRODUCTION

The Ministry of Education and Trainings (MoET) intention is to implement a planning approach that is well coordinated. In doing so, the MoET recognized the importance of employing and top down approach to its plans and a bottom up approach in implementing its plans. The key values behind employing this approach are to;

- Ensure all MoET plans are well aligned to the goals and the objectives of the education sector that are set at the higher level.
- Ensure that results or outcome drives the planning for activities.

The planning unit acknowledges the fact that a lot is yet to be done to ensure the above planning values are realized. Hence we believe we have to start somewhere.

2.1. Ministry of Education and Training Planning Framework



This is the planning framework that the Ministry of Education and Training employs and it shows where the business plan fits. This business plan outlines the key activities, the sub activities to be implemented in 2019 and the directorates responsible for implementing these sub-activities.

3. 2019 APPROPRIATED BUDGETS BY DEPARTMENT

3.1. Budget Summary

The 2019 Annual Budget for the Ministry of Education and Training could be summarized as follows:

- Total Annual Budget: **6,215,406,052 VT**
- Payroll Budget: **4,356,595,104 VT**
- Operation Budget: **1,858,810,948 VT**

Beneath are summaries of the operating budget by department.

Dept. Code.	Dept. Description/Name	Operational Budget	%
510	Cabinet Support	20,247,870	1.09%
530	Education Services Directorate	1,510,590,572	81.27%
540	Director General	13,454,342	0.72%
550	Education commissions & Councils	53,069,341	2.86%
820	Finance and Administration Directorate	121,983,999	6.56%
830	Policy & Planning Directorate	7,797,207	0.42%
880	Tertiary Education Directorate	131,667,617	7.08%
Grand Total		1,858,810,948	100.0%

Source: Ministry of Education & Training 2019 budget structure – Finance unit

4. BUSINESS PLAN MATRIX

4.1. KEY ACTIVITIES AND SUB ACTIVITIES BY DEPARTMENT

These table sets shows the key activities, sub-activities, the key performance measure (KPM) and operating budgets under each Departments/Directorates for 2019.

4.1.1. Cabinet Support

Key Area Code	Key Activities	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget (VUV)
8.1	Education Systems implemented	1	Ministerial Visits to schools	Planned school visits are carried out	CAB	51AA	20,247,870
		2	Ministerial Conferences	Planned conferences are attended			
		4	Overall Ministerial Support to key activities	Plan activities implemented			
		5	Overall policy direction provided towards sector development	Policies are well informed & approved			

4.1.2. Director General's Office (DGO)

Key Area Code	KEY ACTIVITY	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget (VUV)
1.1	Improve school funding Processes	1	Audit Unit and Inspectorate carry out report on compliance issues	Schools Inspected and Audited	DGO	54	13,454,342
8.1	Education Management systems implemented	2	Review relevant Education legislation to accommodate identified needs	Required legislations are reviewed			
		3	Review of MoET organization structure	Revised structure approved			
		4	Qualifications and Professional Development inserted in Open VEMIS for all PSC and TSC staff	Data maintained			

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		5	Human Resource Management function is Performed effectively (appraisals maintained for PSC staff and teachers)	Appraisals conducted and effective recruitment of staff.			
		6	Strengthening of Procurement compliance at all levels. Review of Procurement policy and procedures, with coordination of all procurement functioning.	Procurement policy and procedures reviewed			
		7	Coordinate/manage UNESCO programs and activities at the country level	UNESCO programs and activities			
9.1	Devolved education service delivery to schools	8	<u>Implement FAD devolution selected provinces HRM and TMU files management practices rollout to provinces from Feb 2019.</u>	Staff are trained			
9.2	Evidenced based policy, planning and budgeting	9	Design of Bilingual Education System for Vanuatu	Bilingual Education System design			
11.2	Development and implementation of a MoET communication plan	10	Provide regular communication with community members participating in governance bodies	Government bodies established			
		11	MoET Communication protocols finalized	Communications protocol approved			

4.1.3. Finance and Administration Directorate (FAD)

Key area code	KEY ACTIVITY	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget (VUV)
1.1	Improve school funding processes	1	Expand reach of grants to ECCE (ages 4;5) and school fee subsidy to Years 7 – 10 Govt. & Govt-assisted secondary schools	Grants paid to ECCE and fee subsidy paid to Yr.7-10	AFD	82	121,983,999

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		2	Improve collection of data and reporting on schools collected income.	Grants Code / Financial Manual developed			
		3	Review and implement School Financial Management Manual.	School Financial Management Manual			
		4	Review and implement Grant Code.	Grant Code			
2.1	<i>School Construction Program</i>	5	Development of a MoET Capital Plan based on findings of the National School Development Plan.	Assessment of buildings			
			Develop Capital Works Plan for the Provincial Offices and Central Office of the MoET.	MoET Capital Works Plan			
		6	Maintain updated data of schools surveys (based on school asset & facilities surveys).	Data updated			
		7	Maintain updated data of ECCE buildings survey.	# schools surveyed			
		8	Junior Secondary Schools (JSS) facilities and infrastructure survey conducted	# JSS surveyed			
		9	Delivery of services of project design, implementation and contract management	# Project management delivered			
		10	Develop standard modular design of ablution, administration, staff room and library for primary schools.	Certified design by engineer			
		11	Develop standard modular design of ablution, dormitory, dining hall, kitchen, specialized classrooms (science laboratory, computer lab, woodwork, home economics, etc.) administration, staff room and library for secondary schools.	Certified design by engineer			

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2.2	School Maintenance Planning	12	Review the School Maintenance Manual and School Plumbing Maintenance Manual.	Approved manuals			
		13	Deliver training on School Maintenance and Plumbing Maintenance Manuals with PMOs and School Principals (selected).	Training conducted and reported			
		14	Provincial Maintenance officers deliver training to schools communities on school maintenance.	Manual /School Plans and Budget consider maintenance			
		15	Provincial Maintenance officers to monitor progress on MQS 9.	Awareness conducted			
8.1	Education Management systems implemented	16	Implement planning, budgeting and reporting cycle of the government.	<ul style="list-style-type: none"> 2019 Finance & Admin reports and appraisal MoET 2020 Budget approved in VBMS 2020 Admin & Finance plans 			
		17	Develop and implement MoET financial policies and procedures.	MoET financial policies and procedure in place			
		18	Delivery of frontline and administrative services; and disaster management for MoET.	Frontline and admin services delivered			
		19	Develop Primary and Secondary Asset Master Plan.	Asset Master Plan			
		20	Delivery of asset management at the Central Office and Provincial Offices.	Asset management			
		21	Delivery of School Land Management for registered government and government assisted schools.	# School Land management addressed			
		22	Implementation of facilities standards and other MoET standards related to Administration and Finance services.	Standards implemented			

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		23	Development of Minimum Infrastructure Standards for Junior Secondary Schools (JSS)	MIS for JSS developed			
		24	ICT support and infrastructure coordination provided from the MoET central level to provincial and school levels.	ICT support and infrastructure development reported			
		25	Review, develop and implement ICT Equipment Replacement Policy and Plan.	ICT Policy and Plan in place			
		26	Develop Minimum ICT Standard for Schools.	ICT Standard for schools			
		27	Create government and government assisted schools' email address.	School email addresses created			
		28	Consult and liaise with OGCIO, TRR, Telecommunications/internet Providers and Donor Partners on options to connect all schools to the internet (better access of OV).	Agreement(s) made			
9.2	Evidenced based policy, planning and budgeting	29	Develop and implement a Cost-efficient Education and Training Sector. Conduct an Expenditure Review of the education and training sector.	Expenditure review report			

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4.1.4. Policy and Planning Directorate (PPD)

Key area code	KEY ACTIVITY	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget (VUV)
1.2	Inclusive Education Policy Implementation	1	Implementation of 'initiatives' to address out of school and children at risk of dropping out	<ul style="list-style-type: none"> Out of school study report Initiatives identified 	PPD	83	7,797,207
		2	Strengthen data link between Open VEMIS and Civil Registry data to improve data quality on student records	OV connected with civil registry database			
8.1	Education Management systems implemented	3	All education standards and policies documents disseminated in all schools for staff and community members	Documents disseminated			
		4	MoET policy stocktake and reviews	Policy stocktake report			
		5	Finalize and implement the MoET Policy development Guideline	MoET Policy Development Guideline			
		6	Coordinate, facilitate the reviews and developments of education and training policies (PPD, all MoET Directorates)	Approved policies			
		7	Implementation of education authority and schools registration policy (PPD, ESD)	Awareness conducted			
		8	OPEN VEMIS in all levels of Education (ECCE, Primary, Secondary, PSET) and to all stakeholders Provide access to OPEN VEMIS for all levels of Education (ECCE, Primary, Secondary, PSET)	OV used at school levels			
		9	Annual Plan budget and reporting cycle is implemented at central, provincial and school level	<ul style="list-style-type: none"> MoET Plans are produced MoET reports are produced (Annual report & ADR reports) 			
		10	Finalisation and implementation of the education sector plan (VETSS 2019 – 2030)	<ul style="list-style-type: none"> Analysis report VETSS 2019-30 			

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		11	Implementation of Gender Equity in Education Policy and Child Safe-guarding Policy (PPD, ESD)	Awareness conducted and reported			
		12	Implementation of MoET Project Coordination Guideline. Project management, coordination and reporting	# of project profiles coordinated			
		13	Production of statistical reports	<ul style="list-style-type: none"> • 2016-18 statistical digest produced • Statistical reports/factsheet 			
9.2	Evidenced based policy and planning	14	Program initiative monitoring and evaluation	Reports produced and disseminated			
		15	MoET management capacity development – planning, M&E	Staff are trained			
		16	<u>National School Infrastructure Development Plan (NSIDP) consultative processes completed</u> <u>Development of NSIDP policy framework</u>	<ul style="list-style-type: none"> • Stakeholders consulted • NSIDP policy framework approved 			
		17	<u>Improve links between policy implementation, costing with planning and budget cycle</u> <u>Support the proposed revised Strategic Planning process (2019)</u>	Staff are trained			
		18	<u>Continue ongoing Open VEMIS training and rolling out to schools with Internet.</u> <u>Ongoing development of OV reports, manuals and tools for policies that impact on school management.</u> <u>Student level log on and enhanced assessment support.</u> <u>Build up or scale back offline modules depending in Internet penetration and demand for offline modules.</u> <u>Decommission Management Web Site.</u> <u>Communication for devolution implemented.</u>	School staff are trained and using OV			
		19	Develop and implement a Research	MoET Research Guideline			

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			Guideline/Policy for MoET			
			Coordinate, facilitate research task(s) of the education and training sector (or MoET) (PPD, all MoET Directorates)	Research reports/findings		
		20	Human resource development planning and implementation;	MoET HRD plan (or succession plan)		
			Periodic review (or assessment) of MoET organizational structure.	Approved revised structure and JDs		

4.1.5. Education Services Directorate (ESD)

Key area code	KEY ACTIVITY	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget (VUV)
1.1	Improve school funding processes	1	Training, mentoring and support provided to schools to improve compliance with school funding requirements	Compliance with criteria # schools trained	ESD	53	1,510,590,572
1.2	Inclusive Education Policy Implementation	2	Training of teachers on inclusive, child protection & Gender equity education policies and identification of children with disabilities	Conduct and report on awareness			
		3	Revise legislation to define age of enrolment	IE committee are appointed and execute the functions of the committee			
		4	Collection of data of Children with Disabilities	Data collection on Children with disability started			
		5	Implement ODL	ODL policy approved			
			School programs are coordinated	School programs implemented			
1.3	Implementation of the Education in	6	Improve EIE & Comprehensive School Safety awareness and advocacy programs to the provincial level	Report on awareness and advocacy			

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	Emergency (EIE) policy	7	Coordinate Vanuatu Education Cluster	Education cluster are appointed and its functions are executed			
		8	Development, revision and implementation of SCS Plan by schools	10 schools from each provinces developed their plans			
		9	Training on EIE/Disaster Risk Reduction (DRR) /Climate Change Adaptation (CCA) & Comprehensive school safety to provincial education officers.	60% of MOET staff and Provincial Education staff and 100% of implementing partners build their Capacity in EIE/DRR/CCA & CSS			
		10	Strengthen the Education in emergency information management system.	EIE information system is in line with the VEMIS system to be useful in both good and emergency period.			
2.1	School Construction Program	11	Wash initiatives implemented Scale-up WinS national framework (policy, standard, guidelines, curriculum)	Wins national Framework Developed			
2.2	School Maintenance Planning	12	PMO support Principals to develop a maintenance plan and report on progress	Staff are trained			
3.1	ECCE Policy Implementation	13	Implementing the 5 years Strategic Plan of the ECCE Policy	Plan completed			
		14	Coordinate and manage the awareness and implementation (mainstreaming) of ECCE Implementation of ECCE improvement plan (EIP)	COM Paper on ECCE Teachers Payroll; ECCE VITE BA Program; ECCE Grant; Collaboration with line Ministries; # of ECCE centres with EIP and Implementing MQSS; # ECCE centres registered; Research ECCE			
		15	Register ECCE teachers Mapping and register ECCE schools	Schools registered / Teachers registered Students recorded			
		16	Strengthening ECCE Management Committees and community awareness on ECCE	Manual and training delivered			
		17	Parental Support Programme (PSP) roll out	Materials printed, TOT conducted to MEOs and reported			
		18	Upgrade all Field Based ECE Teachers to Cert III and IV Monitor training of ECCE teachers	ECE teachers trained and upgraded (USP cert III and VITE cert IV) in all 6 provinces.			

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		19	Strengthening of ECCE data	Accurate ECCE data entered into open VEMIS.			
4.1	Professional Development (PD) to Support New Curriculum	20	Induction Program for new PTs regards curriculum implementation	PT are trained			
		21	New Principals Induction program	Principals are trained			
		22	Round 4 Instructional Leadership PD for principals and SIOs.	Teachers are trained			
		23	Monitoring student Literacy and numeracy – training for teachers.	Teachers are trained			
		24	Language Transition PD - Ademap Lanwis	Teachers are trained			
		25	Training of Provincial Trainers (PTs) specialist staff. Ensuring Quality of Literacy, Numeracy, In-service programs in Provincial PD.	Evaluation Report produced			
		5.1	Curriculum Implementation	26	ECCE Curriculum mentoring (professional support) and Monitoring	Monitoring report produced	
27	Years 4-6 Curriculum Implementation			Progress of rollout is reported			
28	Literacy Strategy Support Materials Years 1-6 identified for development including: (i) Digital books for Years 1-3 and (ii) iPad Trial (literacy and numeracy)			Monitoring Report produced			
29	Years 4-6 Text books developed			Guides are distributed			
30	Year 7-10 Syllabus developed			Teaching materials produced			
31	Year 7-10 text books to support syllabus scoped			Concept paper developed			
32	Year 11-13 Syllabus developed			Teaching materials produced			
33	Year 11-13 teachers guide and text books to support syllabus scoped			Concept paper developed			
34	Provincial monitoring of Curriculum Implementation in school trial Rollout of Year 11 curriculum			<ul style="list-style-type: none"> • Research conducted • Year 11 curriculum implementation progress reported (monitoring report) 			

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		35	Implementation of VSSC and VFSC	VSSC and VFSC prescriptions developed			
		36	Review prescriptions for year 8 and 10. (Administer workshop -April)	Prescriptions for year 8 and 10 reviewed			
		37	Recruitment of Junior Secondary Coordinators	Coordinators recruited			
		38	Training of teachers for the implementation of year 9 – 13 curriculums	Teachers are trained			
		39	<u>Making Consistent Judgments Support materials developed</u>	Progress is reported			
		40	Introduce ICT in School program in primary and secondary schools	ICT in School program (piloted)			
5.2	Assessment, Reporting and Monitoring	41	<u>Class based assessment strengthened and common assessment tasks developed</u>	Assessment materials produced			
		42	<u>VANSTA administered</u>	Template trailed			
		43	<u>Development of new VSSC/ VFSC assessment & reporting system</u>	VSSC & SPFSC Out-come based assessment and reporting system established			
		44	<u>Implementation Assessment Resource Tool for Teaching and Learning (ARTTLe) Yrs. 3/5/8</u>	ARTTLe tools for yrs. 3, 5 & 7 are developed			
		45	<u>Implementation of Yr. 10 Assessment</u>	Yr. 10 internal assessments are reviewed			
		46	<u>Implementation of Year 8/10/12/13 examination and Internal Assessment</u>	Publication of Results			
		47	<u>Test Item Analysis of 2018 examinations</u>	Test Item analysis Report of 2018 examinations send to schools			
		48	2018 Examination report send to schools 2018 examination issues report Audit of Secondary Schools for poor academic performance of external examination	<ul style="list-style-type: none"> • Report send to schools • Issues report presented • Audit Report produced 			

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		49	Review of Examination and Assessment Policy to ensure phasing out of year 8 examination	Revised Examination & Assessment policy approved			
5.3	<i>Language Policy Implementation</i>	50	Implementation of Years 4-6 Language Transition	Trialling conducted			
		51	Language Transition Monitoring Tool Developed	Monitoring tool in place			
		52	Digital vernacular materials trial	Digital materials distributed			
		53	Language policy assessment and review	<ul style="list-style-type: none"> Assessment report Revised language policy 			
6.1	Implement Basic and Secondary Education Policies	54	Harmonize Minimum Quality Standards (Schools, Principals and Teachers) to be applicable to all school levels (EDS)	Policies approved			
		55	Basic and Secondary Policies developed (integrating TVET in School Policy) Phasing out all centre schools (Yrs.7 & 8)	Policies approved			
		56	MQS data collected for primary and secondary schools	Implementation plan developed			
		57	Harmonize School Improvement Plan to all school levels	Standards harmonised			
		58	Strengthen MQS data collected for primary and secondary schools	Data collected			
		59	Roll out School Improvement Plan to all school levels	SIP harmonised			
		9.1	Devolved education service delivery to schools	60	Rollout Teacher upgrade strategy to two additional provinces	inspectors are trained	
61	Teacher Placement and management policy review.			Policies are reviewed			
62	Development of School Leadership Selection Policy			School Leadership selection policy developed			
63	Review Policy of Teacher Discipline,			Teacher Discipline, Complaints and			

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			Complaints and Appeals.	Appeals policy reviewed.			
		64	Implement training in schools and provinces in use of HR Manual	Training of HR manual conducted in provinces and schools.			
		65	HR management training in schools and Provinces	HR management training conducted in provinces and schools.			
		66	TSC planning 3-year renewal of teacher registration (due in 2020)	Provincial staff are trained			
		67	Support operational effectiveness of SIU/SICU.	Evaluation Report produced			
		68	Coach provinces in managing devolution	Trainings/workshops on Management of Devolution conducted to provinces.			
		69	Review inspectors operational work practices and reporting in provinces	Inspectors operational work practices and reporting reviewed.			
		70	Prepare annual provincial school compliance assessment and inspection plans	Annual provincial school compliance assessment and inspection plans completed			
		71	Develop strategy for school support – multiple modes/models	Strategy for school support developed			
		72	Develop Long term rolling strategy for school support by SIOs	Long term rolling strategy developed			
		73	Devolve workforce planning and reporting practice with provinces	Workforce planning & reporting devolved to provinces			
		74	Devolve management of teacher staffing to provincial Teacher Management (TM) teams	Teacher Staffing Devolved to TMU in provinces			
		75	Implement ESD devolution objectives to selected provinces	ESD Devolution Objectives implemented			
		76	Develop a standardized school management system (TVET in School)	Standardized school management system			
10.1	School Leaders Program	77	Principals induction and leadership (SIP) training program (to all provinces)	Principals are trained			
		78	Consolidation and further professional development for the SIO's	SIOs are trained			

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		79	<u>SIP Monitoring and re-development (to all provinces).</u>	SIP monitored and redeveloped			
		80	<u>Evaluation or review of the school support centers with potential new school support centers established</u>	SSC trailed			
		81	<u>Conference for PEOs, EAs and Key Principals (Term 1) to address Quality Performance in Schools</u>	Conference is held			
11.1	School Leaders Program	82	<u>Roll out community awareness package to schools</u>	Study and awareness conducted			
		83	<u>Training teachers, educators in child protection and gender base violence prevention module</u>	Awareness conducted			
		84	<u>Training for MOET enablers (SIO's/PEO's/Inspectors) in inclusive education package</u>	Awareness conducted			
		85	<u>Roll out of the ELAC to other provinces.</u>	Advocacy Campaign delivered			
		86	<u>School, Teachers and Principals inspections and appraisals</u>	Inspection and appraisal reports documented			

4.1.6. Tertiary Education Directorate (TED)

Key area code	KEY ACTIVITY	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget (VT)
2.1	School construction program	1	Infrastructure developments in the Higher Education Institutions	Progress reports of infrastructure developments	TED	88	131,667,617
3.1	ECCE Policy Implementation	2	ECCE Bachelor Courses and ECCE Certificate IV delivery of training and Scholarship awards as incentives	ECCE teachers course accredited			
4.1	Professional Development (PD) to	3	<u>Collaborative development (ISU and pre-service) of External Studies materials.</u>	TVET teachers program accredited by VQA			

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	Support New Curriculum		<u>Evaluation of 2018-9 PD program</u>	Evaluation conducted			
			<u>Monitoring student numeracy development – training for teachers</u>	Teacher training provided			
		4	Implementation of TVET program at VITE	TVET program implemented			
		5	Develop Teacher Development Policy Statement	Policy approved			
		4.2	VITE Institutional Strengthening	6 <u>Write all revised Primary Bachelor Courses Year 2 and commence Year 3</u>	Primary Bachelor Courses		
		7 <u>Ongoing development of External study courses</u> <u>Course delivery External</u>	Study report produced				
		8 <u>Additional high performing teachers join secondment program.</u>	Teachers joining secondment program				
		9 <u>Delivery of some of the External course in multi modal form</u>	External course multi-model form				
		10 <u>High performing teachers' secondment program continued with an evaluation</u> <u>Upgrade qualifications of lecturers (15)</u>	Evaluation report				
7.1	Implementation of the Post School Education and Training Policy 2016-2020	11	Award scholarships in line with Vanuatu Government Scholarships Priority Framework and the National HRD Plan and Sectoral Plans	Awards based on priorities			
		12	Develop and regularly update sectoral skills plan in association with relevant productive sector/departments/agencies, professional associations and individual employers.	Sectoral and industrial skills plans developed			
		13	Management of Vanuatu Government Scholarships awards (and post awards)	<ul style="list-style-type: none"> • Supported services provided • Student records management • Monitor awardees academic results • Reintegration plan 			
		14	MoET to support TVET institutions to meet standards	<ul style="list-style-type: none"> • # TVET institutions supported • # registered PSET providers • # PSET providers delivering accredited course(s) 			

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				<ul style="list-style-type: none"> # PSET provider managers and staff trained 			
		15	Implementation of the higher education framework (TED) – Higher Education Policy	Framework developed			
		16	Implement PSET Policy Implementation Plan	<ul style="list-style-type: none"> # industry networks (Liaison / BDS strengthening) catalogue established # partnership agreements with PSET providers PSET National Forum established # registered PSET Provider Managers Regional Exchange 			
		17	Registration/accreditation process of current programs (UT1.UNC/VUWU – application of franchise programs).	Franchise program registered and accredited			
		18	Development of academic programs/courses (accredited courses, online programs, Bachelor of Environment Science / Universities Tender process)	Academic programs/courses developed			
		19	Develop and implement PSET curriculum and training package for registered and non-registered PSET providers	Training package catalogue(s)			
8.1	Education Management Systems implemented	20	Tertiary and Higher Education Directorate's institutional strengthening	<ul style="list-style-type: none"> # Student Attaché # staff recruited 			
		21	Administration and management of THED programs/activities	<ul style="list-style-type: none"> Sub-TVET Management Policy developed Restructure of THED Progress reports Agreement between Vanuatu Government and Partner Universities (UT1 Capitole, UNC, VUW, Taylor's University, and UT2) established and respected. Student management NPPs submitted 			

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		22	Fast track VNU Bill (enforce the existing Taskforce)	VNU Bill approved by Parliament			
		23	Develop a Strategic Plan for Vanuatu Higher Education (Integrated VNU Bill)	Consultations reported			
		24	Development of Higher Education Policy	Policy developed			
		25	Development of Partial Scholarship Funding Policy	Policy developed			
		26	Development of a guideline for scholarship selection	Guideline developed			
9.2	Evidence based policy and planning	27	Data Collection on Qualifications of teachers Data Collection on Professional Development of teachers	Plan developed			
		28	Design a plan to consider different modalities of courses to be used in upgrading of qualifications of uncertified and unqualified teachers	Plan developed			
		29	Conduct a study to establish a National Bilingual University (TED)	Study conducted			
		30	Develop, integrate and implement PSET information system	PSET module in OV / Scholarship database linked with MoET database (OV)			
		31	Conduct tracer studies to measure effectiveness of scholarships, including linkage and leadership outcomes	Study reports			
		32	Conduct research on PSET financing model at the regional level	Study report			
		33	Development of a new linguistic center to address university bilingualism in French/English	Linguistic center established			

4.1.7. Commissions and Councils¹

Key area code	KEY ACTIVITY	No	SUB ACTIVITY	KPM	Deliver by	Dept. Code	Operating Budget
8.1	Education Management systems implemented	1	Implement the performance system for teachers	Appraisals conducted	TSC	55	53,069,341
		2	Reports of compliance regularly produced for all schools and MoET	Compliance reporting system developed			
		3	Strengthen the implementation of the teachers codes of ethics	Code of Ethics implemented			
			Develop TSC Disciplinary Procedures and Processes	Disciplinary Procedures developed			
		4	Revise and finalise Teaching Service Staff Manual	Approved Teaching Service Staff Manual			
		5	Finalise Teacher Deployment and Transfer Policy	Approved policy			
		6	Develop standardized TSC forms	Standardized TSC forms			
7	Implementation of Teacher Registration and Licensing Policy	<ul style="list-style-type: none"> Final national awareness conducted License cards printed and issued to teachers Teacher registration and operation manual developed TSC Teacher Registration standards Tools for monitoring and reporting of teacher performance developed 					

¹ The table only comprises of the TSC activities only as the other statutory bodies (such as the VQA) have not responded to submit their business plan. We are also mindful that perhaps some of VQA functions/activities are made mention of in the tertiary plan. The planning unit will continue to liaise with the statutory bodies for better coordination of planning in the future.

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		8	Strengthened and improved teacher data and records	<ul style="list-style-type: none"> Teachers' data input into OV In-house TSC database system TSC website developed 			
		9	Strengthen the management of TSC legal issues	Update record of TSC Disciplinary Board's decisions			
		10	Management and administration of TSC and its Secretariat	<ul style="list-style-type: none"> Approved TSC budget for 2019 Teacher benefits recorded Progress reports produced 			
9.1	Devolved education service delivery to schools	11	<u>Implement FAD devolution selected provinces</u> <u>HRM and TMU files management practices rollout to provinces from Feb 2019.</u>	Staff are trained			