Ministry of Education and Training (MoET)

COORDINATION

July 2018

Policy and Planning Directorate.

Contents

1. Forward by the Director General of Education

The Education Act of 2014 provides the Ministry of Education and Training (MoET) the responsibility to establish and Monitor the standards of education for all children in Vanuatu. MoET is responsible to ensure that schools meet the common standards established under the Act and meet the policies and procedures developed by the Ministry. These standards include the quality of Teachers, curriculum, infrastructure, facilities, Health and welfare of students, leadership and governance.

As a country and government, we owe our children the best endeavours to ensure that these standards are met to ensure their safety and wellbeing and to ensure access to the best possible education. The Vanuatu government together with the assistance from our development partners, will ensure that the country's investment in schools are delivered for the best possible outcome.

This Project guideline provides the pathway for a better coordination and development to project proposals for the Ministry of Education and Training. It will assist individual project managers to work in collaboration with the project Unit for seeking project funding. It is essential that all MoET projects follows the process and concepts outline in this guideline.

Acting Director General
Ministry of Education and training
Directeur General Par Interim
Ministere De L'Education Et Formation

Bergmans Iati
Acting Director General.

2. Background (issues and Challenges)

Project is a funding modality used by our development partners to provide support through finance, technical assistance, capacity building or other resources to the schools and central MoET.

 In the past, projects has been developed, coordinated and implemented by various divisions or individuals under MoET. There has been very limited planning, coordination, management and reporting of projects and that hinders the succession of a lot of projects.

The Project Unit has now been established under PPD to address project issues, thus ensuring that there is better planning, development, coordination and management of all projects. It will ensure that projects are implemented effectively and successfully. The Unit will coordinate and oversee all projects within the Education Sector. It will ensure that there is a better coordination, working relationships and collaboration between development partners, NGOs and project managers within the Ministry of Education and Training.

Being under PPD the Project Unit will ensure that project proposal goals, aims and purpose are aligned with the Vanuatu Education and Training Sector Strategy (VETSS) and meets the three major Education objectives of Access, Quality and Management.

3. Scope

This guideline applies to all government and government assisted schools including Pre-schools, primary and secondary schools. It is also applicable for all MoET provincial and central offices.

4. Objective

The purpose of this project guide is to provide a framework that will enhance and facilitate the efficient and effective coordination, development, implementation and reporting of projects. It will also assist with the overall management of projects, thus contributing to achieving positive outcomes for all MoET projects.

The Project Unit of the PPD will oversee the overall coordination, development, implementation and reporting of all Projects.

5. Introduction

Funding assistance to the Education Sector is provided through projects by our development partners, organisations or by individuals. This Project guideline gives some insights into understanding project process and how to develop good project proposals.

All projects must be properly coordinated through the Policy and Planning Directorate under the project Unit. This includes all projects at the school level up to the central level. Any development partners who wish to financially support and implement a project at the school level or the central level must comply with the correct project process as outlined in the diagrams under 9 – 11 on pages 8-11. The Ministry of Education and Training will not accommodate any project which have not been consulted, communicated and facilitated through the project Unit.

The Director General has the mandate to approve all projects which are coordinated by the project unit prior to submission to Department of Strategic Policy Planning Aid Coordination (DSPPAC). All project forms submitted must be in the standard form and signed by the responsible Director and the Director General

6. Abbreviations

The following are the list of Abbreviations used throughout this document.

COM	Council of Ministers
DFAT	Australia Department of Foreign Affairs and Trade
DSPPAC	Department of Strategic Policy Planning and Aid Coordination Unit
GFA	Grant Funding Agreement
GIP	Government Investment Project
JPA	Joint Partnership Agreement
MDC	Ministerial Budget Committee
MFAT	New Zealand Ministry of Foreign Affairs and Trade
MoA	Memorandum of Agreement
MoET	Ministry of Education and Training
MoU	Memorandum of Understanding
NGO	Non-Government organisations
NPP	New Project Proposal
PDM	Project Design Matrix
PPD	Policy and Planning Directorate
SCA	School Community Association
SIP	School Improvement Plan
UNESCO	United Nations Education, Scientific and Cultural Organisation
VAT	Value Added Tax
VEMIS	Vanuatu Education Management Information System
VETSS	Vanuatu Education and Training Sector Strategy

7. Definitions

A **Project** is a set of related activities which, when completed, will achieve a defined objective. This objective should be achieved:

- Within a given time period
- Within a given budget

A project follows a planned, organized method to meet its objectives with specific goals of quality and performance and it has a manager responsible for its outcomes.

A **Project Manager** is the person responsible for the development, coordination and implementation of a particular project. A project manager could be at the school level, provincial level or at the Central level. They are the ones who have the overall responsibility of a project success.
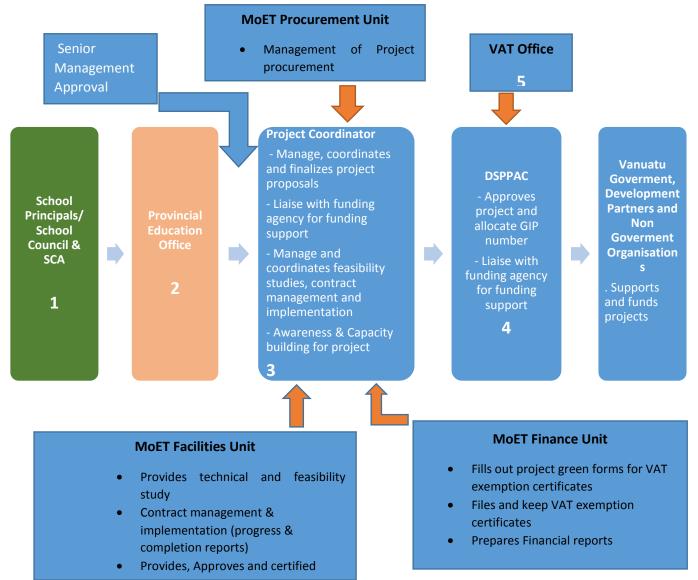
8. Project Selection Criteria

Every Unit/Department operating under the Ministry of Education and Training are eligible for project funding. However, all project selection will be based on the following criteria:

- Where the need is a priority and aligning with the Education legislations , Plans, Policies and strategies of MoET, namely VETSS and Corporate Plan & National School Infrastructures Development Plan
- Confirmation from school council and the Provincial Education Officer through a letter according to SIP
- within an acceptable quality standards
- Demonstrated engagement of stakeholders and partners that will ensure sustainability of the project implementation
- VEMIS data confirms the need
- Partnership between/with other government sectors or NGO's priorities.
- Approval from senior management

For infrastructure projects, there needs to be analysis on the facilities baseline survey data to determine whether schools have the necessary infrastructure and resources to deliver the education program. The Minimum Infrastructure standards data should also be analysed to determine whether schools have meet the minimum standards and if they would be qualify for additional classrooms. All infrastructure building designs must be approved and certified by MoET facilities Unit or by a recognized engineer.

Other factors to take into consideration are the school location, social and cultural aspects of the schools and the future student enrolments based on the demographic/national statistics data.

9. Process and Roles for Managing School Projects

9.1 School Project Process Cycle

MoET Procurement Unit
- Management of Project procurement

Senior Management Approval

VAT Office

5

Project Coordinator
- Manage, coordinates and finalizes project proposals
- Liaise with funding agency for funding support
- Manage and coordinates feasibility studies, contract management and implementation
- Awareness & Capacity building for project

3

School Principals/ School Council & SCA

1

Provincial Education Office

2

DSPPAC
- Approves project and allocate GIP number
- Liaise with funding agency for funding support

4

Vanuatu Goverment, Development Partners and Non Goverment Organisations
. Supports and funds projects

MoET Facilities Unit
- Provides technical and feasibility study
- Contract management & implementation (progress & completion reports)
- Provides, Approves and certified

MoET Finance Unit
- Fills out project green forms for VAT exemption certificates
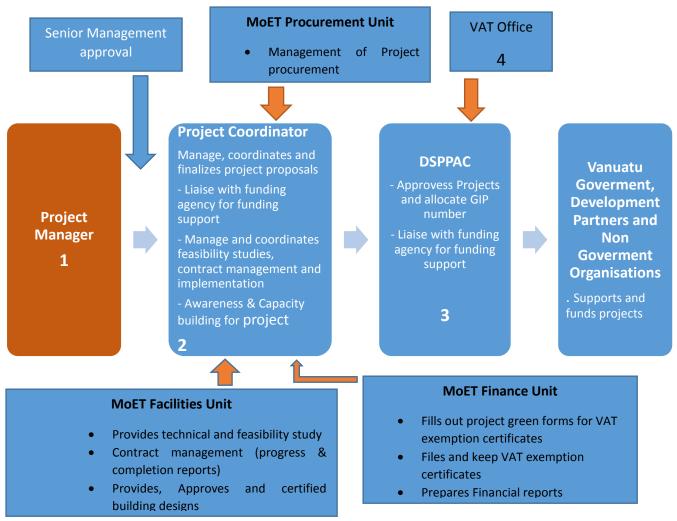- Files and keep VAT exemption certificates
- Prepares Financial reports

9 .2 Project Process Description.

1. School principal/council identify project areas as in SIP and develops project proposals using appropriate project profile then communicate and submit proposals to the Provincial Education office. Prepares project reports
2. Provincial Education Officer verifies school projects through a supporting letter and submit proposals to Project Coordinating officer at PPD with all required and relevant documents as outline on the project form
3. Project Officer coordinates and finalizes project proposals, ensuring alignment with MoET VETSS and corporate plan and submit it to DSPPAC. Inform mangers when project is approved.

4. DSPPAC approves project Proposal and allocate GIP number, then facilitates and coordinates VAT certificates to VAT office
5. VAT office approves VAT application and issues VAT certificate. VAT certificate for schools will be kept at the Provincial Education Office

After a VAT certificate is approved, the project should be implemented by the project manager and the team. VAT certificate is valid for only one year and should be renewed annually based on the MoU/MOA between development partners and MoET. Evaluation and Monitoring should be carried out by the project manager and team to ensure that the project meets its goals and objectives.

10.   Process and Roles for Managing Central MoET Projects

10.1 MoET Central Project cycle

10.2 Project Process Description.

1. Project Managers identify project needs and develop project proposals/NPP using appropriate project profile form. Prepares project reports.
2. Project Officer coordinates and finalizes project proposals/NPP, ensuring alignment with MoET VETSS and corporate plan and submit it to DSPPAC. Inform mangers when project is approved.
3. DSPPAC approves project Proposal and allocate GIP number, then facilitates and coordinates VAT certificates to VAT office
4. VAT office approves VAT application and issues VAT certificate and VAT certificate kept at the MoET finance Unit.
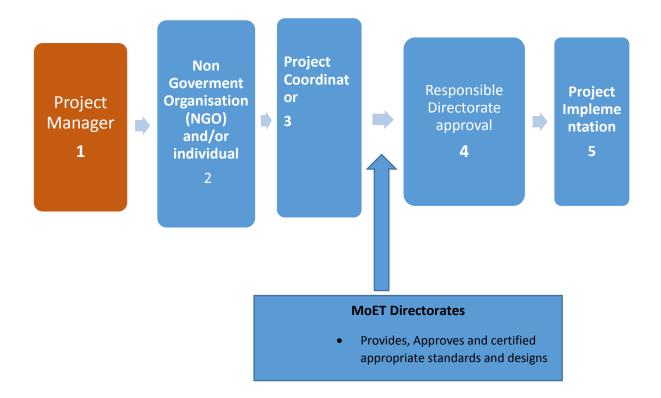
After a VAT certificate is approved, the project should be implemented by the project manager and the team. VAT certificate is valid for only one year and should be renewed annually based on the MoU/MOA between development partners and MoET.

Evaluation and Monitoring should be carried out to ensure that the project meets its goals and objectives.

11.   Process for Direct Funding Projects on Adhoc basis

Direct funding Process occurs when an NGO or an individual organisation identifies the need for the education sector and directly funds the project at the school or central level without the formal process of project submission to DSPPAC. The project manager is either placed at the school or central level

11.1 Project Process

| Project Manager **1** | Non Goverment Organisation (NGO) and/or individual 2 | **Project Coordinator 3** | Responsible Directorate approval **4** | **Project Implementation 5** |

MoET Directorates

- Provides, Approves and certified appropriate standards and designs

11 .2 Project Process Description.

1. Project Managers identify project needs and liaise with the NGO or individual for funding support.
2. NGO and /or Individual works together with the Project manager and communicates the project to the Project coordinator
3. Project coordinator communicates the project to the responsible directorate.
4. The responsible Directorate at MoET gives the final approval for project implementation.
5. Project is implemented by the project manager and the NGO and/or individual Donor.

Evaluation and Monitoring should be carried out by the project manager and Donor to ensure that the project meets its goals and objectives.
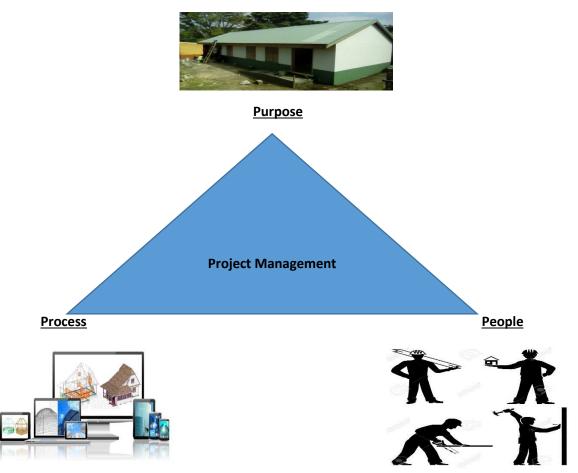
12. New Project Proposal (NPP)

New Project Proposals (NPP) must be finalized by each project manager from January to the end of May each year and submitted to the Project unit to be submitted to the Vanuatu Government for funding. Similar to other projects, all NPP's must align with MoET VETSS and corporate plan. NPP forms must be submitted along with normal project proposal forms for NPPs which are likely to occur on ad hoc basis. NPPs are designed for recurrent activities while normal projects are developed for ad hoc activities. NPP's targeted projects which are above 10 million Vanuatu.   The project unit will work in collaboration with the MoET finance unit to coordinate all the submission of these forms. This diagram illustrates the process.

| Project manaager prepares and submits NPP | → | MoET senior management approves NPP | → | NPP & budget submitted to MFEM for consideration | → | MBC considers and approves NPP for COM endorsement | → | Approved NPP is consider into Ministeral budget for implementation |

When an NPP is not considered or approved during the process then it should be submitted again as a project proposal through the project submission process as outline under diagrams 9-11 on pages 8 to 11 for funding assistance from our Development Partners. Note that except for NPP's, normal project proposals are submitted for funding assistance anytime during the year.

13. Project Management

The 3 P's for Project Management.

Purpose

Project Management

Process   **People**

The purpose of Project Management is to integrate or connect project:

- Purpose – why we do the project
- People – who are involved in the project
- Processes – how we do the project.

It is the project managers' role to direct, supervise and control the project from the beginning to the end, thus he/she must:

- Set the final goal for the project and motivate the project team to complete the project on time
- Inform all stakeholders of progress on a regular basis
- Delegate responsibilities where possible
- Assess and monitor risks to the project and mitigate them
- Must be ready to request for extension if project goes over timeframe

No project ever goes exactly as planned, so project managers must learn to adapt to and manage change.

14. Project Planning

Project Planning is a process of developing a project from determining the needs and problems to creating activities and writing a budget. It involves a series of steps that determine how to achieve a particular community or organizational goal. The planning process should occur before you write your application and submit it for funding.

Project planning helps us to:

- Think ahead and prepare for the future
- Clarify goals and develop a vision
- Identify issues that will need to be addresses
- Choose between options
- Consider whether a project is possible
- Make the best use of resources
- Motivate staff and the community
- Assign resources and responsibilities
- Achieve the best results

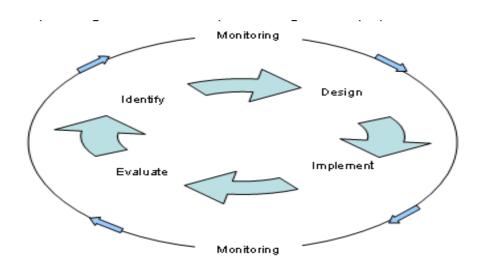Furthermore, it is crucial to plan projects properly because:

- Financial and human resources are always limited. No organisation, group or individual have all the resources that they require. They must plan to make the best use of all available resources (financial, human and natural resources) that they have.
- Poor planning has been shown to be the most important reason why projects fail to meet their given objectives, exceed their given budget and/or are not completed on time.

Having a well-developed project plan is crucial for the success of a project.

Project Design Matrix (PDM)

Narrative Summary	Verifiable Indicators (measurement of the performance of the project objectives and outputs)	Means of Verification (source of data for verifying indicators)	Important Assumptions
Overall Goal/Strategy (long term development effect)			
Project Purpose (an objective that is expected to be achieved by the end of the project period)			
Outputs (intermediate goals that should be reached to achieve the project purpose)			
Activities (specific actions intended to produce the outputs through effective use of the inputs)	**Inputs** (Physical, financial and human resources to carry out project activities)		**Pre – Conditions**

The process of planning and managing projects follows a logical, continuous cycle. Each phase of the project leads to the next.

• The **identify** stage includes an assessment process to determine the problems and identify its solution.

• The **design** phase includes the actual planning and design of a project.

• The **implement** stage refers to the implementation of the project, whether it is a single-year or multi-year implementation period.

• The **evaluation** of project results occurs at the end of a project and involves determining whether the project's goal and objectives were achieved. The evaluation stage then leads to the identification of additional or persisting problems, allowing the cycle to begin again.

• Project **monitoring** occurs throughout all stages allowing for small adjustments in the project's planning, design, and implementation in order to ensure the project's success.

15. Project Funding

There are two types of project profile form which is normally used to apply for project funding. These two forms are very similar in content except for the amount of project funding allocated, one is for projects up to 10 million vatu and another one for projects more than 10 million vatu. These forms are the ones recommended by DSPPAC at the Prime Minister's Office.

Other project forms which could be used for smaller projects of not more than 5 million vatu could be obtained directly from the development partners concerned, example, DFAT, MFAT, JICA, UNESCO, France Embassy etc. Project Managers' needs to directly liaise with development partners to access this forms and funding.

There are two process to Project funding.

1. A development partner is consulted and shows interest for funding the project. A project proposal is developed and formalized to access this funding and implement the project.

2. There is no consultation yet with the development partner, however a project proposal is developed to seek for funding assistance.

These two process follows through the diagrams under 7 and 8 on pages 8 - 10. There is no cut off dates for submission of project proposals, it should be submitted throughout the year. No project forms will be used for second hand items or donations as these items will be dealt with directly under the MoET Procurement and Asset management unit using the MoET Guideline for Generous Donations.

At the end of a project life (cycle), the remaining project funds or the shortfall for the project funds should be sorted out in accordance with the agreement spelled out in the Grant Funding Agreement (GFA) or the Joint Partnership Agreement (JPA) or through a Memorandum of Understanding (MoU). It is essential that the VAT clause is clearly spelled out in all agreements or MoU's.

Any NGO's or individuals who would like to assist the education sector must consult with the relevant director and inform the project unit so that correct process and procedures will be followed.

16. Conclusion

A project which is properly planned and well managed will achieved its aim and objectives. It is crucial for a project form to be detailed and well developed so it could convince the development partners for funding assistance.

17. References

Franz, J.V, & Schall,N. (2005). *Practitioner's Guide: Planning using the project Planning Matrix*. Ausguidelines, Australia

Administration for Native Americans. (2012). *Project Planning and Development*. Northern Mariana. Author

WWF – Southern African regional Programme Office. (2001). *Project Planning Manual*. Harare, Zimbabwe. Author

18.APPENDIX

Follow the link below to access Project Proposal Forms.
https://moet.gov.vu/index.php?id=infrastructure-projects