

GOUVERNEMENT  
DE LA REPUBLIQUE  
DE VANUATU

MINISTERE DE L'EDUCATION

BUREAU DU DIRECTEUR  
GENERAL  
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Port Vila, Vanuatu  
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GOVERNMENT  
OF THE REPUBLIC  
OF VANUATU

MINISTRY OF EDUCATION

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

The Annual Work Plan is prepared by respective units of the Ministry of Education on the basis of three intended objectives and twenty outputs identified in the Corporate Plan 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 Vanuatu Education Road Map 2010 – 2012, Priority Action Agenda, the Four Year Matrix, the Vanuatu Education Sector Strategy 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 Annual Work Plan 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 Vanuatu Education Road Map 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 Annual Work Plan 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 Annual Work Plan 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 (NZ Aid)  
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:**

1<sup>st</sup> January 2012 to 31<sup>st</sup> 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:**

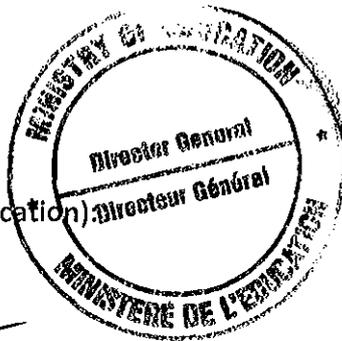
**Government of Vanuatu Education**  
**Recurrent Budget:** VUV 3,904,962,695

**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*

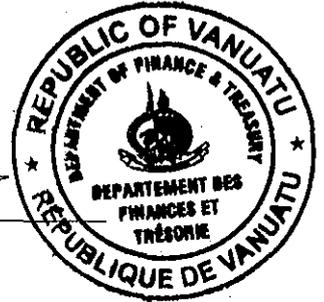


Agreed by (Director General of Education)

Name: JESSE DIK TDE Signature *Jesse Dik*

Agreed by (Director of Finance, MFEM)

Name: Pmy A Sewen Signature *[Signature]*



Agreed by (Director of Strategic Policy and Planning, PMO)

Name: Johnson Vora Signature *[Signature]*



Agreed by (Donor Pool Partner(s)):

AusAID

Name: BELYNDA Mc NAUGHTON Signature *B. McNaughton*

New Zealand

Name: BENJAMIN MCKENRIE Signature *[Signature]*



UNICEF

Name: \_\_\_\_\_ Signature \_\_\_\_\_

Date: 28 December 2011

**CORPORATE PLAN 2012 - 2014**

# MINISTRY OF EDUCATION

## CORPORATE PLAN

### 2012 - 2014

Objectives	Expected Output	Performance Indicators
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	1.1 Grants are paid to schools	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) 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	<ul style="list-style-type: none"> <li>i. Year 4, 6 and 8 literacy level -Anglophone (L3+) (%), Francophone (L3+) (%)</li> <li>ii. Year 4, 6 and 8 numeracy level -Anglophone (L3+) (%), Francophone (L3+) (%)</li> <li>iii. Repetition rate</li> <li>iv. Primary Completion Rate (Proportion of students starting Year 1 who reach Year 6)</li> <li>v. Early grade reading (Anglophones schools only at this stage) Grade 1 (%), Grade 2 (%), Grade 3 (%)</li> </ul>
	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	<ul style="list-style-type: none"> <li>i. Percentage of schools that have implemented the National Curriculum</li> <li>ii. No. of readers per student</li> </ul>
	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	<ul style="list-style-type: none"> <li>i. % of schools that offer year 12 national examinations and assessment</li> <li>ii. % of teachers trained in internal assessment and examinations</li> </ul>
	2.6 A quality assurance program assesses all aspects of the education system	<ul style="list-style-type: none"> <li>i. Number of schools visited and reported on each year by School improvement officers by zone and by province</li> <li>ii. Number of schools visited and reported on each year by Internal Audit Officers (IAO) by zone and by province</li> <li>iii. Number of schools and teachers visited and reported on each year by the Zone Curriculum Advisors (ZCA) by zone and by province.</li> </ul>
	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	<ul style="list-style-type: none"> <li>i. National Policy on Assessment developed in line with curriculum reform</li> <li>ii. % of teachers trained in use of new curriculum (pre-service and in-service)</li> </ul>

3 Improve planning, fiscal and financial management	3.1 Provide stronger leadership to the education system	<ul style="list-style-type: none"> <li>i. % of Annual Work Plan activities completed - by budget and performance targets</li> <li>ii. Approved sub-sector policy statements</li> </ul>
	3.2 Policy and planning of the education system are provided	<ul style="list-style-type: none"> <li>i. Medium Term Expenditure Framework (MTEF) by sector by 2015</li> <li>ii. Number of education sub-sector policy papers developed in line with list of agreed number of policies to be developed</li> <li>iii. Percentage of schools that publish development plans and policies during the year</li> </ul>
	3.3 Data, information and reports are provided	<ul style="list-style-type: none"> <li>i. Percentage of School Survey Returns</li> </ul>
	3.4 Financial management of the education system is provided	<ul style="list-style-type: none"> <li>i. % of education budget for non- payroll costs</li> <li>ii. Percentage variation to budget - payroll and non-payroll</li> <li>iii. An increased proportion of government budget allocated for operational expenditure</li> </ul>
	3.5 Human Resource management is provided within the education system	<ul style="list-style-type: none"> <li>i % of qualified and skilled staff (administration and teaching) in the education sector by province and by gender</li> <li>ii % of funded positions that are vacant</li> </ul>
	3.6 Logistical management is provided for the education system	<ul style="list-style-type: none"> <li>i. Frequency of procurement and timely distribution of school materials to schools</li> </ul>
	3.7 Education system assets are managed	<ul style="list-style-type: none"> <li>i. Percentage of schools with secure land tenure</li> <li>ii. Percentage of school buildings in each condition category - by building type.</li> </ul>
	3.8 Administer compliance with the Education Act and Education Orders	<ul style="list-style-type: none"> <li>i. No. of partnership agreements negotiated and service delivery partnerships in operation (church, NGO, etc)</li> <li>ii. Number of schools not using the national curriculum but maintain their registration</li> </ul>

**ANNUAL WORK PLAN SUMMARY BY OUTPUT  
BUDGET 2012**

# MINISTRY OF EDUCATION

## SUMMARY BY OUTPUT

### BUDGET 2012

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

2. Improve the quality of education	2.1 Quality of teaching is improved		199,100,000		45,000,000	154,100,000
	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

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

1,283,290,000

-

258,745,000

1,024,545,000

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

# **TECHNICAL ASSISTANCE NEED 2012**

## Technical Advisors Needed for Specialist Skills and/ or Capacity Development

	AWP ID	Technical Assistance 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)	W V R	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 R	C V R			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.	W V R	C V R				4,000,000
VITE strengthening	94	Strengthen management of the Vanuatu Institute of Education (VITE) with the assistance of Technical Advisor.	W R	C V R	W R	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		W V R	W V R	W V R	C V R	

SBM	107	Train School Improvement Officers and ZCA's on how to assess training needs (TA assistance needed.)	W R	W V R	W V R	W V R	C V R	6,000,000
ISU	123	Increase staffing and other resources of In Service Training Unit to implement teacher training, including TA	W R	W V R	C V R			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				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	W V R	W V R	W V R			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	W V R	W V R	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 R					2,500,000
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		W V R	W V R	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	C R					9,000,000
HRD	300	Develop MoE HR strategy and training programs (with assistance of TA)		W V R	W V R	W V R	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 insitution to oversee all tertiary institutions. Need to create new legislation and fund awareness.		C V R					9,000,000

258,745,000

**ANNUAL ACTIVITY PLAN 2012 - 2014**

# MINISTRY OF EDUCATION

## ANNUAL ACTIVITY PLAN

### 2012 - 2014

Objectives	Expected Output	Activities						GoV Funds	PP Funds	Indicator	Responsible Division or Unit		
			2011	2012	2013	2014	2015 or later						
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	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		
		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.	W V R	W V R	W V R	W V R	W V R	156,250,000	226,450,000	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 enrolments)	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	C R						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 (%)	Finance
		4	Provincial finance officers monitor administration and use of school grants (SBM using School Improvement Officers)	W V R	W V R	W V R	W V R	W V R				vi. Primary school parental 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)	W V R	W V R	W V R	W V R	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 and school financial manual (SBM from 2012)	W V R	W V R	C V R						x. % of children enrolled in schools with disabilities by type of disability	School Based Management Team
7	Monitor effectiveness of school grant scheme in reducing parental contributions for years 1 to 6, and effect on enrolment (SBM) Includes conducting revised survey each year.	W R	W V R	W V R	W V R	W V R				xi. Gross Enrolment Rate by specific grade xii. % of children entering the first grade of primary education who have attended ECE	School Based Management Team
8	Ensure that PEOs and School Improvement Officers monitor that pupils are not excluded from attending primary school (SBM)	W R	W R	W R	W R	W R				xiii. Gross Intake Rate (GIR) national and by province xiv. Net Intake Rate (NIR) national and by province	School Based Management Team
9	Review distribution of grants for years 1 – 6 (rural vs urban) (SBM)	W R	C R							xv. % of government and government assisted schools that received school grants by the due date	School Based Management Team
10	Prepare costing of school operations after Minimum School Standards have been finalised	W R	C R							xvi. % of children having access to zero fee primary education xvii. Proportion of education budget allocated to ECE	Finance
11	Conduct a study to consider grants for pre-schools – assess costs and funding options and process. (ECE)		W V	C V						xviii. Dropout rate nationally and by province, gender, school type and grade and urban/ rural	Finance
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						xix. Survival rate nationally and by province, gender, school type and grade and urban/ rural	Finance
13	Provision of student support for VITE students.	W V R	W V R	W V R	W V R	W V R			15,000,000		Finance
14	Consider and develop a plan to implement compulsory education legislation			W R	W R	C R					Office of the Director General
15	Increased school grants for years 1 to 6 be applied to years 7 and 8 with corresponding decrease in school fees over time.			C R							Education Services

<b>1.2 Scholarships are awarded and paid according to approved criteria</b>	16	Review eligibility criteria for allocation of scholarships	C							i. Percentage of new scholarships (by gender, by sponsor, by field of study, by province) per annum	Training & Scholarships
	17	Get decision on partially funded scholarships from NEC	C							ii. Percentage of ongoing scholarships (by gender, by sponsor, by field of study, by province) per annum	Training & Scholarships Coordination
	18	Get decision of proposal for bonding of scholarship awardees from NEC	C							iii. Percentage of graduates (by gender, field of study and by province) per annum	Training & Scholarships Coordination
	19	Advertise and conduct awareness in secondary schools of availability and eligibility criteria for scholarships	W	W	W	W	W			iv. Ratio of new scholarships/ number of eligible students who applied	Training & Scholarships Coordination
	20	Process scholarships for government and donor funded scholarships and obtain NEC approval	W	W	W	W	W			v. Proportion of Vanuatu Government and Non Government scholarship awarded	Training & Scholarships Coordination
	21	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)		W	C			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	W	W	W	W				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.	W	C							Training & Scholarships Coordination	

1.3 School facilities and equipment are improved	24	Develop capacity of Facilities Unit staff and undertake specialised work (Facilities TA)	W V R	W V R					5,400,000	i. Total number of classrooms constructed (by province and urban/rural)	Facilities
	25	Create a prioritized list of facilities works needed with costing ( <b>Asset Management Strategy</b> ). To include new Malampa PEO office, land acquisition etc as well as school classrooms.	W V R	W V R	W V R	W V R	C V R		to be determined	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)	Asset Management Strategy Team
	26	Construct and/ or renovate facilities as budget becomes available, strictly following the <b>Asset Master Plan</b> . Construction and supervision to be outsourced. (budget and strategy to be agreed after assessment of Hybrid Model pilot)	W V R	C V R					to be determined	v. Number of classrooms (perm/semi-perm/temp) by province and urban/rural	Asset Management Strategy Team
	27	Construct VITE classroom block by outsourcing project management as well as construction	W V R	C V R					100,000,000	vi. Pupil: Toilet ratio by province, school type, urban/rural and by gender	Asset Management Strategy Team
	28	Design and project Management - VITE facilities		C V R					11,750,000	vii. Percentage of schools with access to power	Asset Management Strategy Team
	29	Tafea College water supply system (est cost 3M vatu) - go inside <b>Asset Management Strategy</b>	W V R	C V R					3,000,000	viii. Pupil to computer ratio in schools with computers for students	Asset Management Strategy Team
	30	To complete incomplete classrooms funded under VERM		C V R					13,000,000	ix. Percentage of Schools with proper land lease	Asset Management Strategy Team
	31	Add minimum facilities (to include disabled access) and maintenance standards to Minimum School Standards	W R	C R							Facilities
	32	Review and revise construction specifications for different locations and circumstances (Hybrid classroom project)	W R	C R							Facilities
	33	Assess ICT needs in schools, provincial offices and head office and create a cost plan for improvement	W R	W R	C R						Information & Communication Technology
34	Review the Asset Maintenance Manual (with assistance of TA)			C R						Facilities	
35	Implement the Asset Maintenance Manual-distribute, train, monitor			W R	W R	W R				Facilities	

1.4 Teachers are provided in schools	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)	C	R							i. % of qualified ECE teachers ii. Pupil: teacher ratio (by province, EA, school type and urban/rural) iii. Pupil: Government paid teacher ratio (by province, EA, school type and urban/rural)	Education Services	
	37	Develop an incentive proposal (financial or non-financial) to encourage skilled and experienced teachers to work in remote areas.	W	W	C						iv. % of government paid teachers by province, gender, urban/rural and EA v. % of pupils in multigrade classes	Education Services	
	38	Assess need for relief teachers and establish a pool of relief teachers in each province		W	C							vi. % of teachers teaching in classes who are not government paid by province, gender, urban/rural and EA	Education Services
	39	Revise legislation (TSC Act) for teacher allocation responsibility to TSC	W	C	R							vii. % of government paid teachers teaching multi grade classes by province, gender, urban/rural and EA	Teaching Services Commission
	40	Review and revise Education Regulation Orders including student teacher ratios	W	C	R								Policy and Planning
	41	National Pre School Coordinator to travel to all six Provinces to make monitoring and assessment visits.		W	W	C					1,000,000		Early Childhood Education
	42	Review criteria for allocation of Non teaching heads of schools	W	C	R								Education Services
	43	Teacher postings for Years 1,2, 3 classes & multiclassses must have trained teachers Enforcement letter to be sent to head of schools in 2012.	W	W	W	W	W						Education Services
	44	If budget is insufficient for full number of teachers, ensure distribution of teachers is fair and equitable	W	C	W	W	W						Education Services
	45	VITE enrolment to match projected needs (TA for teacher demand study)	W	W	W	W	W						Education Services
46	Prepare a strategy for obtaining the number of certified teachers with the required skills needed by subjects (include in HRD Plan) (eg volunteers from other countries in a similar scheme to Australian Volunteers Abroad)			W	C							Education Services	
47	Assess need for special education teachers (remedial, disabilities etc)			W	C							Education Services	
48	Consider use of part-time teachers (eg specialist teachers - language etc)			W	W	W						Education Services	

1.5 Teaching and learning materials are distributed to schools	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 R	C V R				12,600,000	i. Pupil to textbook ratio by EA, province, rural/urban and by school type ii. % of school budget spent on teaching and learning materials.	Administration
	50	Develop a Procurement and Distribution Manual and distribute to all schools. (TA Procurement to assist)	W V R	C V R							Administration
	51	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)	W V R	C V R							Administration
	52	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)	W R	W R	C R						School Based Management Team
	53	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)	W R	C R							Education services
	54	Assess special equipment needed for students with disability and train teachers in what is available and how to use it			W R	W R	W R				Education services

1.6 Barriers to access to education are reduced	55	Identify barriers to access after one year of implementation of UPE Policy (need to be taken over by finance)	C V R								i. Gender Parity Index (GPI) for Gross Enrolment Rate (GER) by school type and grade	Administration	
	56	Standardise discipline rules for all schools – BUT head of school and school council must be accountable to MOE for 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.	W R	C R							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 v. Net Enrolment Rate (NER) of children with disabilities	Education services	
	57	Use radio announcements more (free radio and TV after 1.9M vatu contribution to VBTC)	W R	W R	W R	W R	W R						Office of the Director General
	58	Recruit Executive officer to the DG and/ or communications officer – this position will include coordination of communications		C R									Office of the Director General
	59	Assess where boarding facilities are needed, and identify where gaps need to be filled (use VEMIS data for Assessment analysis).	W R	W R	W R	W R	W R						Policy and Planning
	60	To study urban growth in Port Vila and Luganville and report on implications for education		C V R						3,500,000			Policy and Planning
	61	Design and implement strategie 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	C V R								School Based Management Team
	62	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
	63	Disaster assessment.		V R	V R	V R	V R						Education In Emergency
	64	Printing, translation and distribution of EIE policy.											Education In Emergency
65	Implement the gender equity in education policy		W R	C R								Inclusive Education	

66	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		W V R	W V R	C V R		6,000,000
67	National awareness campaign for the Inclusive Education Policy and a Plan of Action to be developed	W V R	W V R	W V R	W V R	W V R	6,000,000
68	Develop policy for distance learning options (liaise with MFEM IT for future communications facilities) to cover all levels of education incl. VITE in-service training			W R	W R	C R	
69	Prepare and implement an adult education policy (with emphasis on literacy and numeracy)			W P R	W P R	W P R	
70	Identify facilities to use for adult education.			W R	W R	W R	
71	Conduct a study and prepare option paper on whether to introduce a subsidized transport for students and school materials.			W P R	C P R		

Inclusive Education
Inclusive Education
Policy and Planning
Policy and Planning
Policy and Planning
Administration

1.7 Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing employment)	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.	W V R	C V R					4,000,000	i. % of registered Schools with TVET in School ii. % of certified TVET teachers iii. Pupil: TVET in School Teacher ratio	Education Services
	73	Identify and translate existing TVET modules in Bislama to French and English including considering offering TVET modules in Bislama to be able to teach wider section of population (also eliminates francophone vs Anglophone divide)	W R	W R	W R	W R	C R				Education Services
	74	Identify and register secondary schools to offer TVET modules	W R	C R							Education Services
	75	Coordinate Technology subjects in Secondary (Year 7-13) with TVET pre-requisites	W R	W R	W R	W R	W R				Education Services
	76	Develop TVET curriculum in consultation with VNTC	W R	C R	W R	W R	W R				Education Services
	77	Coordinate TVET in Schools with TVET in MYDT, Agriculture, Nursing, Maritime College, VIT, etc	W R	W R	W R	W R	W R				Education Services
	78	Develop a special training package to train more senior secondary cycle teachers according to need. (includes qualified teachers)		W P R	W P R	W P R	W P R				Education Services
	79	Set (and enforce) minimum class sizes for each secondary post secondary and tertiary subjects/ courses	W R	C R							Education Services
	80	Move equipment to other schools from secondary schools where equipment is not being used	W R	W R	W R	W R	W R				Education Services
	81	Reallocate financial savings to recruit Secondary School Inspectors/ and other positions or equipment	W R	W R	W R	W R	W R				Finance
	82	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	W R	C R							Mapping
	83	Implement school location plan	W R	W R	W R	W R	W R				Education Services

84	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	W R	C R					Policy and Planning
85	Revise how many secondary school student places are offered	W R	W R	W R	W R	W R			Education Services
86	VIT and VITE to continue and expand opportunity of offering night classes to maximize services offered.	W R	W R	W R	W R	W R			Education Services
87	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	W R	W R	W R			Education Services
88	Assess and identify TVET modules and teach them in secondary schools	W R	C R						Education services
89	Train identified teachers to teach TVET modules			W R	W R	W R			In Service
90	Identify equipment needs to expand secondary to more students			W P R	C P R				Education Services
91	Consider offering TVET in Schools as Summer School and other school holidays			W R	W R	W R			Education Services
92	Ensure TVET modules are offered for males and females and across all six provinces			W R	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	W R	C R						i. Year 4, 6 and 8 literacy level - Anglophone (L3+) (%), Francophone (L3+) (%)	Education services
		94	Strengthen management and institutional capacity of the Vanuatu Institute of Education (VITE) with the assistance of Technical Advisor.	W R	C V R	W R	W R	W R		18,000,000		ii. Year 4, 6 and 8 numeracy level - Anglophone (L3+) (%), Francophone (L3+) (%) iii. Repetition rate	VITE
		95	Students are trained to become teachers in Primary Schools.	W R	W R	W R	W R	W R				iv. Primary Completion Rate (Proportion of students starting Year 1 who reach Year 6)	VITE
		96	The pre-service teacher training in harmonised between anglophone and francophone classes.	W R	W R	W R	W R	W R				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					12,000,000		vi. Promotion rate vii. Percentage of unqualified teachers (secondary)	VITE
		98	Professional development costs for VITE staff (USP fee)	W V	C V					1,000,000		viii. Co-efficiency of efficiency of the education system	VITE
		99	Harmonisation TA	W V	C V					3,000,000		ix. Pass rate (applied to exam results) x. Student performance for levels 4, 6, 8 as per VANSTA	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	W V R	W V R	C V R				xi. Student performance for levels 10, 12 and 13 as per national and 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	ZCA's
		101	Training of PEO's, ZCA's and Inspectors in the Minimum Quality Standards		C V R							xiv. Percentage of teachers who have never received in-service training	SBM
		102	Awareness and introduction of Minimum Quality Standards to every school		W V R	W V R	C V R					xv. Percentage of education budget expended on in-service training (with and without training for uncertified teachers)	SBM
103	Conduct School Improvement Plan workshops in ten schools in Torba, Penama and Sanma		W V R	W V R	C V R						SBM		
104	Monitoring of School Improvement Plan in Tafea		W V R	W V R	C V R						SBM		

105	Training of PEO's, ZCA's and Inspectors in Hundred Maths basic calculation methods introduced to 5 other provinces	W P R	W V R	C V R				
106	Revise job descriptions for School Improvement Officers, ZCA's and heads of schools (to include performance and quality review)	W R	C R					
107	Train School Improvement Officers and ZCA's on how to assess training needs (TA assistance needed.)	W R	W V R	W V R	W V R	C V R	6,000,000	
108	Assess number and allocation of School Improvement Officers and ZCA's needed	W R	C R					
109	School Improvement Officers and ZCA's produce timely reports	W R	W R	W R	W R	W R		
110	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	W R	C R					
111	Ensure School heads produce annual confidential (appraisal) report for teachers, term report and annual report	W R	W R	W R	W R	W R		
112	Improve Monitoring & evaluation of teachers performance in schools including Volunteers (JOCV, Peace Corps, VSO, Gap students...)	W R	W R	W R	W R	W R		
113	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	W R	W R	W R		
114	School Heads use a learning effectiveness assessment tool to assist teaching and learning	W R	W R	W R	W R	W R		
115	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	W R		
116	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					

ZCA's and ISU
Education services
School Support Services
School Support Services
School Support Services
Education services
Policy and Planning

117	Registration of kindergartens and licensing teachers (ECE)		W V R	C V R					
118	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	C V R					5,100,000
119	Upgrade ECE Key Teachers & Workmen tool boxes (ECE)		W V R	W V R	W V R	C V R			6,000,000
120	ECE ensure that pre-school centers meet Model Kindy Standard	W R	C V R						
121	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 P R	W R	W R	W R			
122	Complete life skills assessment tool for year 4 and 8	W R	W R	C R					
123	Increase staffing and other resources of In Service Training Unit to implement teacher training, including TA	W R	C V R	C V R					18,000,000
124	Teacher training TA to assist with preparing strategy for training in new curriculum and other priorities for use of ISU resources.		W V R	W V R	C V R				
125	Complete Learner Centered Instruction 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	W V R	W V R	W V R	C V R				

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

126	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 intensive 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.	W V R	W V R	W V R	W V R		130,000,000
127	Reactivate subject panels for Secondary Teachers (ISU & CDU)	W R	W R	W R	W R		
128	Train teachers in multi-grade teaching skills and methods in all provinces. Commenced with SHEFA in 2012.	W V R	W V R	W V R	W V R		
129	Conduct more training in use of bookflood readers ???	W V R	C V R				
130	Consider transferring VITE lecturers and some ZCAs to ISU so that more inservice training can be achieved.	W R	C R				
131	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 R	W R	W R	W R	
132	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 R	W R	W R	W R	
133	Identify teacher conditions that may be affecting morale and prepare a strategy to action the concerns	W R	C R				
134	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.	W R	W R	C R			

In Service
Education Services
In Service
In Service
In Service
Education Services
Education Services
Education Services
Education Services

135	Review qualification and experience requirements for secondary school teachers	W R	W R	W R	W R	W R		
136	Develop and implement training program for senior secondary and tertiary teachers	W P R	W P R	W P R	W P R	W P R		
137	Reinstate head of school meetings		W R	W R	W R	W R		
138	Reactivate subject panels for Secondary Teachers (ISU & CDU)		W R	W R	W R	W R		
139	Design a strategy (2013) to train uncertified teachers currently operating in schools – Implement this strategy. Explore use of distance education for both in-service training and also to certify untrained teachers (USP TA to assist)	W R	W V R	W V R	W V R	W V R		
140	Develop school management program to be included in Pre-Service and In-service teacher training at VITE	W R	W R	C R				
141	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.		W V R	W V R	W V R	W V R		
142	In Service Training Unit to complete teacher training needs assessment (Including using EGRA and VANSTA results and TSC database)	W R	W R					
143	Develop (2013) and implement Effective Teacher Competency tool at all levels (UNESCO, UNICEF and SPBEA assisting ISU)			W P R	W P R	W P R		

Education Services
Education Services
Education Services
In Service
In Service
Education Services
In Service
In Service
In Service

2.2 Quality of facilities are improved	144	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.	W R	C R						i. Percentage of schools that meet 50% of the Minimum Quality Standards for Schools	Facilities
	145	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 ( <b>Part of Asset Management Strategy</b> )	W	C V R							Asset Management Strategy Team
	146	Specialist technician (short term) to visit all secondary schools to assess status of science laboratories and make recommendations to MoE - include review chemicals storage, old and dangerous chemicals etc.		C V R							Education Services
	147	Design movable partitions to create work areas within classrooms	W R	C R							Facilities
	148	Leftimap ECE - conditional upon PMO approved service agreement with a Civil Society Organisation	W R	C V R					56,000,000		Early Childhood Education
	149	Facilities Supervisors (PMO's) to visit each school to advise on maintenance, carry out school inspection, etc (consider frequency and cost of visit)	W R	W R	W R	W R	W R				Education Services
	150	Every school develop and implement disaster preparedness and risk management plan (School Safety Plan)		W R V	W R V	W R V	W R V				Education In Emergency

2.3 Quality teaching and learning materials and equipment are provided to schools	151	Perpare list of curriculum materials for purchase for Y1-3 - readers and other materials	W V R	W V R	W V R				80,000,000	i. Percentage of schools that have implemented the National Curriculum ii. % of schools where teaching and learning materials (book and non-book) meet Minimum Quality Standards for Schools iii. No. of readers per student iv. % of schools with libraries v. Percentage of secondary schools that offer all standard subjects (including TVET in Schools)	Curriculum Development
	152	Prepare list of curriculum materials required for purchase for Y11-13	W V R	W V R	W V R				60,000,000		Curriculum Development
	153	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	W R	W R	W R	W R				Administration
	154	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	W R	W R	W R	W R	W R				Education Services
	155	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	W R	C R							Education Services
	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		Education Services
	157	Assess the relevance of existing secondary school readers to be used as part of rewriting curriculum.	W R	W R	C R						Curriculum Development
	158	Conduct feasibility study on the storage in schools (especially schools made of traditional materials) (Part of Asset Management Strategy)	W V R	W V R	C V R						Asset Management Strategy Team

2.4 National curriculum is provided to schools	159	Review and finalize standard format for new policy development		C							i Percentage of schools that have implemented the National Curriculum	Policy and Planning
	160	Complete K-3 curriculum. Review, revise, develop support materials and seek purchase of materials for K-3 curriculum (2010-2014)	W V R	W V R	C V R					20,000,000	ii Percentage of secondary schools that offer all standard subjects (including TVET in Schools)	Curriculum Development
	161	Prepare K-3 curriculum for publication including graphics design, layout, editing and printing.		W V R	C V R					24,000,000		Curriculum Development
	162	Review, develop and publish 4-6 curriculum (2011-2012. Rollout and implement (2013-2014)	W V R	W V R	W V R	C V R				35,000,000		Curriculum Development
	163	Review, develop, publish and print 11-13 curriculum (2010-2013)	W V R	W V R	C V R					39,300,000		Curriculum Development
	164	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 R	W R	C R							Curriculum Development
	165	Review and implement curriculum 7-10 (2012-2014)	W V R	W V R	W V R	W V R	C V R			5,000,000		Curriculum Development
	166	Publications TA								18,000,000		Curriculum Development
	167	K-3 TA (6 months)								9,000,000		Curriculum Development
	168	4-6 TA								9,000,000		Curriculum Development
	169	7-10 TA								9,000,000		Curriculum Development
	170	11-13 TA								18,000,000		Curriculum Development
	171	STA (6 months)								9,000,000		Curriculum Development
	172	Support VITE to adapt teaching to match new curriculum (VITE teachers helping write new curriculum)		W R	W R	W R	W R					Curriculum Development
173	Communicate information about harmonization of changes to senior cycle curriculum	W V	C V						1,000,000		Curriculum Development	
174	Finalise and approve Syllabus for secondary subjects by year level	W V	C V						3,000,000		Curriculum Development	

175	Prepare implementation plan for 1-6 curriculum for 2013 in consultation with ISU, PEO's and ZCA's		W V R	W V R					2,000,000
176	NEC to approve (Y1-3 in 2012), (4-6 in 2012), (11-13 in 2013), (7-10 in 2014)		W R	W R	W R	W R			
177	Develop timetabling policy in consultation with PEOs, head teachers and principals.	W R	W R	C R					1,000,000
178	Support ISU to train PEO's, ZCA's, School Improvement Officers, heads of schools and teachers in use of new curriculum (ISU TA needed)	W V R	W V R	W V R	W V R	W V R			
179	Add one senior curriculum coordinator funded under VERM in 2011 to 2012 recurrent budget	W V R	C V R						
180	Senior Management (DG and Directors) to make decision regarding Education Language Policy.	W V R	C V R						
181	Assess curriculum for non-government schools for approval by NEC. Assess curriculum and teaching methods of non-government schools to determine whether school should remain registered			W R	W R	W R			

Curriculum Development
Curriculum Development
Curriculum Development
Curriculum Development
Human Resource Management
Office of the Director General
Inspectorate

2.5 Examinations and assessments are conducted	182	Minister of Education to issue instruction for all English Speaking schools to use SPBEA courses in 2012	W R	C R						i. % of schools that offer year 12 national examinations and assessment	Office of the Director General
	183	Create an examination web page inside Education website – for teachers, students and public (Information and Data under Management)	W R	C R						ii. % of teachers trained in internal assessment and examinations	Information & Communication Technology
	184	Develop Vanuatu Qualification Framework (SPBEA to assist)	W R	C P R							Office of the Director General
	185	Develop and publish an approved National Assessment and Reporting policy		C V R					2,000,000		Examination & Assessment
	186	Prescription development for all subjects for Year 10, 12 &13 (both Anglophone and Francophone) including printing and distribution. This should be ready for implementation in 2013 (PSSC will not be available in 2013)		W V R	C V R						Curriculum Development
	187	Technical Advisor assists develop examinations and assessments and develops capacity within the Examination and Assessment Unit	W V R	W V R	W V R				18,000,000		Examination & Assessment
	188	Develop a national senior secondary cycle examination based on new curriculum 2012 (Regional PSSC will not be available in 2013)	W R	C V R					3,500,000		Examination & Assessment
	189	Administer national examinations for Francophone Years 12 &13	W R	W R	W R	W R	W R				Examination & Assessment
	190	Preparation of proceures manual and guidelines for the conduct of examinations and implementation.		C V R					1,000,000		Examination & Assessment
	191	Internal assessment workshop to train teachers to administer internal assessment including designing of task for year 10, 12 & 13.	W R	W V R	W V R	W V R	W V R		2,300,000		Examination & Assessment
192	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					2,000,000		Examination & Assessment	

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

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

204	In Service Training Unit to complete teacher training needs assessment by using EGRA and VANSTA results.	W R	W R						In Service
205	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.	W V R	C V R				2,740,640		Human Resource Management (Check is in the recurrent budget)
206	Assess feasibility to establish Vanuatu University (Long term plan) aligned with VNTC, VITE, VIT and NEC			W P R	W P R	W P R			Office of the Director General
207	Complete year 2 VANEGA and develop and administer year 8 VANSTA			C V R					Examination & Assessment
208	Pacific Island Literacy, Numeracy and Life Skills (PILNA 1 AND PILNA 2) (life skills assessment tool for year 4 and 6) Base on regional literacy and numeracy and life skills bench mark adapted by FEDMM 2009			W V R	W V R	C V R			Examination & Assessment

2.6 A quality assurance program assesses all aspects of the education system	209	Internal Audit visit 120 schools per annum (all levels) and report on all visits.	W R	W R	W R	W R	W R			i. Number of schools visited and reported on each year by School improvement officers by zone and by province	Audit
	210	Review and establish procedures to action reports (Annual, Monthly, Work Development Plan & Performance, Audit, Inspection, ZCAs, Head of Schools, PEO, Education Authorities)	W R	C R						ii. Number of schools visited and reported on each year by Internal Audit Officers (IAO) by zone and by province	Office of the Director General
	211	Review of VITE program by an international teachers college body (to be identified)	W P R	W P R	C P R					iii. Number of schools and teachers visited and reported on each year by the Zone Curriculum Advisors (ZCA) by zone and by province.	Education Services
	212	Finalise draft Quality Assurance Manual and distribute to all schools and stakeholders.	W R	C R						iv. % of schools submit report of self-assessment against Minimum School Standards	Inspectorate
	213	Revise ZCA and Inspectors Manual to include minimum performance requirement related to number of school visits and teachers reports.	W V R	W V R	C V R					v. Percentage of students attending alternate teaching method schools - Accelerated Christian Education (ACE), distance education	Education Services
	214	Recognise and allocate advisory role to subject Department Heads in secondary schools	W R	C R							Education Services
	215	Revise job description for ZCAs and recruit them on a 3 years contract basis.	W R	C R							Education Services
	216	Develop reporting template for all schools heads (2012) to use to produce annual reports to PEO's and EAs for submission to Director General.	W R	C R							Education Services
	217	School Improvement Officers (Inspectors) must visit primary and secondary schools that have not been visited (2012) including schools that have issues and report on all visits using the standard reporting template (2012)	W R	C R							Inspectorate
	218	School Improvement Officers (Inspectors) must report on all schools visited each year.		W R	W R	W R	W R				Inspectorate
	219	Plan reinstatement of annual meeting of heads of departments at Provincial and school levels		W R	W R	W R	W R				Education Services
220	Advertise and recruit heads of schools posts on a 3 years contract basis			W R	C R					Education Services	
221	Create a Procedure Manual for PEOs and Education Authority Directors			W R	C R					Education Services	

2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	222	Approve (2012) and implement revised curriculum [K - 3 & 11 - 13 (2013), 4 - 6 (2014) & 7 - 10 (2015) (Senior TA needed 6M vatu)	W V R	W V R	W V R	C V R			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) iii. % of bilingual schools	Curriculum Development
	223	Train ISU officers and support preparation of training programs for PEOs, ZCAs, School Improvement Officers, heads of schools and teachers in use of new curriculum.	W V R	W V R	W V R	C V R		3,000,000		Curriculum Development
	224	Conduct awareness of the education system at every level in line with current changes in system and structure. (SBM)	W V R	W V R	W V R	W V R				School Based Management Team
	225	VITE to conduct a study to find out appropriate teaching methodology for use in schools to achieve effective student learning outcome (Vanuatu is more community focused and oral than western countries)		W R	W R	C R				Education Services
	226	Any teachers who are not from Vanuatu need to receive training in Vanuatu culture, values, history, geography.....		W R	W R	W R	W R			Education Services
	227	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		W R	W R	W R	W R			Education Services
	228	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	W R	W R	W R			School Support Services
	229	School to use local materials in construction.	W R	W R	W R	W R	W R			Facilities
	230	Promote and produce booklets for different subjects of use of local materials in construction of teaching and learning materials	W R	W R	W R	W R	C R			Curriculum Development



3.2 Policy and planning of the education system are provided	244	Implement process of regular consultation with area councils and provincial councils	W R	W R	W R	W R			i. Medium Term Expenditure Framework (MTEF) by sector by 2015	Office of the Director General
	245	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.	C V R						ii. Number of approved education policy papers iii. Number of education sub-sector policy papers developed in line with list of agreed number of policies to be developed	Training & Scholarships Coordination
	246	School Grant Scheme to be reviewed and amended (consideration to include year 7 - 13)	W R	W R	C R				iv. Percentage of schools that publish development plans and policies during the year	Finance
	247	Train provincial officers in planning and monitoring	W V R	C V R				3,000,000	v. Percentage of schools that publish annual budgets during the year	Policy and Planning
	248	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						vi. % of government and government assisted school that submit school annual reports to the PEO office	
	249	Continue Technical Advisor Budget and Planning	C V R					18,000,000	vii. % of PEO and EA annual reports received on time by the Ministry of Education	Office of the Director General
	250	Policy and Planning Unit to coordinate all policies	W R	W R	W R	W R	W R			Policy and Planning
	251	School based management teams assist schools with planning, budgeting and monitoring (activities to be defined in more detail)	W R	W V R				54,000,000		School Based Management Team
	252	To produce, print and translate the School Population Atlas to assist with school location.	C V R					800,000		Mapping
	253	Identify policy areas to facilitate development of policy. Ensure all approved policies are disseminated to all schools and stakeholders.	W R	W R	W R	W R	W R			Policy and Planning
254	Plans are developed and approved for all programs and activities	W R	W R	W R	W R	W R			Policy and Planning	

255	Coordinate provincial planning documents with MoE planning documents by consultation with and inclusion of provincial planners in MoE planning workshops	W R	W R	W R	W R	W R		
256	Develop School Based Management Policy	W V R	C V R					
257	PEOs and Education Authority Directors are required to submit monthly management reports in a finalized report format.	W R	W R	W R	W R	W R		
258	Review ZCA zoning, service delivery process and monitoring.	W R	C R					
259	Engage with provinces in education services planning, decision making and service delivery	W R	W R	W R	W R	W R		

Policy and Planning
School Based Management Team
Education Services
Education Services
Education Services

3.3 Data, information and reports are provided	260	Verify information in VEMIS – data validation and auditing (validate school including working with School Based Management Team, School Support Services Team and Asset Strategy Team on data on school finance, school facilities and school resources)	W V R	W V R	W V R	W V R	W V R		3,000,000	i. Percentage of School Survey Returns ii. % of Government paid teachers appraisal reports submitted by head of school to the PEO office by province iii. % of teacher appraisal reports submitted by PEO to TSC via Director Education Services iv. % of school with access to means of communication (computer, internet, telephone, radio etc...)	Vanuatu Education Management Information System	
	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	W V R	W V R	W V R	W V R		8,400,000		Vanuatu Education Management Information System	
	262	Program developer to produce technical documentation of VEMIS system.	W V R	C V R								Information & Communication Technology
	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 R					2,500,000		Monitoring & Evaluation
	264	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	W R	W R	W R	W R					Vanuatu Education Management Information System
	265	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 HenryExpand	W V R	W V R	W V R	C V R						Vanuatu Education Management Information System
	266	Redesign of VEMIS survey forms with the assistance of a Short Term TA		C W						3,000,000		Vanuatu Education Management Information System
	267	Consider developing VEMIS online with or without VEMIS @ School.		C R								Information & Communication Technology

268	Dissemination of VEMIS Information (Digest, analysis reports, school reports, provincial reports, brochures)	W R	W R	W R	W R	W R		2,000,000
269	Develop and deliver MoE Annual Report	W R	W R	W R	W R	W R		
270	Develop a Content management Website for officers, teachers, students and communities. <b>Reconsider in mid 2012.</b>		W V R	W V R	W V R	C V R		
271	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)	W R	C R					
272	School Improvement Officers (Inspectors) and ZCA's to collect information for teacher skills database	W R	W R	W R	W R	W R		
273	Monitor Scholarships Record System database to determine whether it meets current and near future needs.	W R	C R					
274	Update scholarships database to collate information for monitoring and reporting.	W R	C R					
275	Pass data to VEMIS database regarding transition from secondary to tertiary studies.	W R	W R	W R	W R	W R		
276	Introduce VEMIS @ Schools in schools			W V R	W V R	W V R		
277	Develop a proper and electronic archive system for the Ministry of Education.			C V R				

Vanuatu Education Management Information System
Office of the Director General
Information & Communication Technology
Teaching Services Commission
School Support Services
Training & Scholarships Coordination
Training & Scholarships Coordination
Training & Scholarships Coordination
Vanuatu Education Management Information System
Information & Communication Technology

3.4 Financial management of the education system is provided	278	Internal Audit examines head office systems and procedures	W R	W R	W R	W R	W R			i. % of education budget for non-payroll costs	Audit
	279	Internal Audit reviews school accounting processes and reports to Director, PEO and DG	W R	W R	W R	W R	W R			ii. Percentage variation to budget - payroll and non-payroll	Audit
	280	Obtain an annual independent audit of VERM expenditure and reporting		W V R	W V R	W V R	W V R		10,000,000	iii. An increased proportion of government budget allocated for operational expenditure	Office of the Director General
	281	Improve process for payments (LPO's, imprests, ...)	W R	W R	W R	W R	W R			iv. Variation of actual expenditure to budget	Finance
	282	Procurement of large items (over \$1M vatu) (TA to assist develop processes and capacity)	W R V	W R V	W R V	W R V	W R V			v. Number and quantum of virements and supplementary budget requests	Administration
	283	Capacity development for budgeting and financial management in head office, provincial offices, VITE, VIT and in schools (TA Budget and Planning)		W V R	W V R	W V R	W V R			vi. Number of LPO's processed	Finance
	284	School Based Management Technical Advisor to guide planning and implementation of SBM		C V R					18,000,000	vii. Total actual expenditure in relation to approved budget	Finance
	285	Training and development provided to heads of schools and school councils to develop school management capacity (School Based Management)		W V R	W V R	W V R	W V R		To be determined	viii. Total payments outstanding (commitments) as a percentage of total expenditure for the year	School Based Management Team
	286	Train PEOs, ZCAs, Heads of schools and school councils on School Based Management		C V R						ix. % of government and government assisted school that submit school quarterly financial reports to the PEO office	School Based Management Team
	287	Stringent procedures are in place for virement and authorization of funds from between different chapter heads	W R	W R	W R	W R	W R			x. Monthly checks on the overhead budget reported and presented to the senior management.	Office of the Director General
	288	Monitor and report expenditure against budget and activity plans	W R	W R	W R	W R	W R				Finance
	289	Senior and Executive Management review financial and management reports	W R	W R	W R	W R	W R				Finance
	290	Manage cost per student of education service delivery at each level of education	W R	W R	W R	W R	W R				Finance
291	PEO's, Assisted EA Directors, principals of VIT and VITE and activity managers provide monthly management reports	W R	W R	W R	W R	W R				Education Services	
292	Heads of schools to provide quarterly reports to PEO and EA	W R	W R	W R	W R	W R				Education Services	

3.5 HR management is provided within the education system	293	Continue Technical Advisor teacher Distribution study (Paul Bennell)		C W					4,000,000	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 iii. Number of terminations processed iv. Number of transfers processed v. Number of teachers recruited vi. Number of teachers dismissed vii. Number of teachers suspended viii. Percentage of teachers registered ix. Number of teacher disputes lost in court x. Number of disciplinary cases reported	Education Services
	294	Review TSC structure (being actioned in 2011 review of legislation)	W R	C R							Teaching Services Commission
	295	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.	W R	C R							Human Resource Management
	296	Extension of EIE Officer contract and add EIE position to structure and recurrent budget.		C R					1,345,000		Human Resource Management
	297	Add ECE Assistant to structure and recurrent budget. (ECE)	W R	C R							Human Resource Management
	298	Review job descriptions for all positions in context of organizational structure		C V R					9,000,000		Human Resource Management
	299	Work with TSC, PSC & Finance to fill all vacant posts	W R	W R	C R						Human Resource Management
	300	Develop MoE HR strategy and training programs (with assistance of TA)		W V R	W V R	W V R	W V R		2,000,000		Policy and planning
	301	Specialised training for ICT officers. Reconsider in mid 2012.		W V R	W V R	C V R					Information & Communication Technology
	302	Training and conferences for internal auditors		W V R	W V R	W V R	W V R		1,500,000		Audit
	303	Coordinate staff performance appraisal.	W R	W R	W R	W R	W R				Human Resource Management
	304	Review of teachers salary and entitlements in line with GRT determinations	W R	C R							Teaching Services Commission
305	Manage processing of salaries and entitlements	W R	W R	W R	W R	W R			Finance		
306	Review teacher disciplinary procedure	W R	W R	W R	W R	W R			Teaching Services Commission		

307	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 passed by Parliament.	W R	C V R					
308	Coordinate workshops, training, administrative tasks to be conducted during school breaks (breaks are for students, not teachers)	W R	W R	W R	W R	W R		
309	Develop a relief teacher system – for long term leave, scholarship etc	W R	W R	C R				
310	Plan teacher training and workshop attendance to minimize absence from classrooms	W R	W R	W R	W R	W R		
311	Manage and support teacher housing	W R	W R	W R	W R	W R		
312	Capacity building of PEO's, ZCAs, School Heads on management and administration of schools (SBM)	W V R	W V R	W V R	W V R	W V R		
313	Training of school heads in discipline and counseling teachers, students and community members (SBM).	W V R	W V R	W V R	W V R	W V R		
314	Establish procedure and enforce discipline to ensure teachers to be at school during official hours and perform official duties.	W R	W R	W R	W R	W R		
315	Maximise use of secondary school teachers class contact hours	W R	W R	W R	C R			
316	Principals and Head Teachers to be trained how to timetable and maximize teaching time effectiveness.	W R	W R	W R	W R	W R		
317	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R		

Teaching Services Commission
Education Services
Education Services
Education Services
Education Services
School Based Management Team
School Based Management Team
Education Services
Education Services
School Support Services
All

3.6 Logistical management is provided for the education system	318	Finalize Procurement, Warehousing and Distribution Policy draft	W V R	C V R								i. Frequency of procurement and timely distribution of school materials to schools	Administration
	319	Procurement and distribution of 2012 bookflood readers		C V R						18,000,000			Administration
	319	Centralised procurement and distribution of stationery and books	W V R	C V R									Administration
	320	Planning and designing and constructing new classrooms, boarding facilities and major renovations (Asset Management Strategy)	W V R	W V R	W V 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		W P R	W 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	C R									Education Services
	323	Maximise use of secondary school teachers class contact hours (move underutilized teachers to replace teachers who leave)	W R	W R	W R	W R	W R						Education Services
	324	Review capacity of existing secondary teachers to teach more classes	W R	W R	W R	W R	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	W R	W R						Education Services
	326	Create model secondary school structure for other Principals to follow	W R	W R									Education Services
	327	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	W R	C 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	

	330	Develop Tertiary Minimum School Standards for tertiary requirements		W R	C R		
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Education Services
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3.7 Education system assets are managed	331	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, multi-grade 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) <b>(Asset Management Strategy)</b>	W V R	W V R	W V R	W V R			i. Percentage of schools with secure land tenure ii. Percentage of MoE budget spent on maintenance. iii. Percentage of school communities trained and reported by Provincial Facility Supervisors in routine maintenance. iv. Percentage of school buildings in each condition category - by building type.	Asset Management Strategy Team
	332	Assess classroom and other school facility needs to be used in developing Asset Management Strategy	W	C V R						Asset Management Strategy Team
	333	Tender and contract a security company to review and advise about security measures and procedures for administration of all aspects of examinations.	W V	C V				3,000,000		Asset Management Strategy Team
	334	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
	333	Funds provided to Tafea schools to repair cyclone damage	C V					30,000,000		Asset Management Strategy Team
	334	TA to supervise and monitor cyclone damage repair works by schools	C V					5,000,000		Asset Management Strategy Team
	333	Quality house to accommodate NEC and NEAC secretariat. Include in <b>Asset Management Strategy.</b>	W R	C R						Asset Management Strategy Team
	334	School communities to work with Facilities Supervisors in building teacher housing in line with MOE specification	W R	W R	W R	W R	W R			Education Services
	335	Review teacher housing allowance and rent policy	W R	C R						Teaching Services Commission

336	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)	W R	C R					
337	Tie in with housing allowance rates paid to teachers – rent charged is according to housing type and quality	W R	C R					
338	Assess teacher housing needs and perform cost benefit analysis to determine whether build or private rent is most cost effective for teacher housing	W R	C R					
339	Repair and renovate Malampa PEO buildings ( <b>Asset Management Strategy</b> ) <b>Estimate 20M vatu</b>		C V R					To be determined
340	Repairs and replace Examination Office facilities and equipment ( <b>Asset Management strategy</b> ) <b>Estimate 8.8M vatu</b>		C V R					To be determined
341	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 R	W R	W R	W R	W R		
342	Maintain land register	W R	W R	W R	W R	W R		
343	MOL to consult with MOE on decision of discharge of Government land title	W R	W R	W R	W R	W R		
344	Review maintenance policy	W R	C R					
345	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	W R	W R	W R	W R	W R		
346	Design and specify special storage for science chemicals and other hazardous items in schools and central store	W R	W R	C R				
347	The construction of 10 classrooms for 5 selected primary schools under Japan's Grassroot Grant Programme		C P R					

Teaching Services Commission
Teaching Services Commission
Education Services
Asset Management Strategy Team
Asset Management Strategy Team
Policy and Planning
Policy and Planning
Policy and Planning
Facilities
Education Services
Facilities
Facilities

348	Rehabilitation of Lycee LAB and Arep secondary schools under envelope B of the European Union Funding		C P R					
349	Develop (2012) and implement ICT and Cyber Safety Policy. <b>Reconsider in mid 2012.</b>		C V R	W R	W R	W R		
350	ICT Unit security system and fire extinguishers to protect server and equipment. <b>Reconsider in mid 2012.</b>		C V R					
351	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		
352	Conduct school stock and resource management training for schools ( <b>SBM</b> )		W V R	W V R	W V R	W V R		

Facilities
Information & Communication Technology
Information & Communication Technology
School Support Services
School Based Management Team

3.8 Administer compliance with the Education Act and Education Orders	353	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						9,000,000	i. No. of partnership agreements negotiated and service delivery partnerships in operation (church, NGO, etc...)	Office of the Director General
	354	Enforce compliance with Education Act regarding registration of schools	W	W	W	W	W				ii. % of unregistered schools	Office of the Director General
	355	Update School Register at least once a year	W	W	W	W	W				iii. No. of requests for school name change annually	Office of the Director General
	356	Submit reviewed legislation to the Minister to table in Parliament	W	C							iv. School registration cancellations	Office of the Director General
	357	Produce a standard policy format and establish approval process.	W	C							v. Number of schools not using the national curriculum but maintain their registration	Office of the Director General
	358	Develop criteria for selection of NEC members in line with the provisions in the Education Act	W	C								Office of the Director General
										1,283,290,000		

**Key**

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

**ANNUAL WORK PLAN SUMMARY BY UNIT 2012**

# 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
<b>Total</b>	<b>1,283,290,000</b>	<b>-</b>	<b>258,745,000</b>	<b>1,024,545,000</b>

**ANNUAL WORK PLAN DETAIL BY UNIT 2012**

# 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 equitable access to education for all people at all levels of	1.6 Barriers to access to education are reduced	1 Use radio announcements more (free radio and TV after 1.9M vatu contribution to VBTC)	W R	W R	W R	W R	W R			Office of the Director General
		2 Recruit Executive officer to the DG and/ or communications officer – this position will include coordination of communications		C R						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.	W V R	C V R						Office of the Director General
	2.5 Examinations and assessments are conducted	4 Minister of Education to issue instruction for all English Speaking schools to use SPBEA courses in 2012	W R	C R						Office of the Director General
		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)	W R	C R						Office of the Director General	

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

<b>3.8 Administer compliance with the Education Act and Education Orders</b>	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						9,000,000	Office of the Director General
	20	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	W R	W R	W R	W R				Office of the Director General
	21	Update School Register at least once a year	W R	W R	W R	W R	W R				Office of the Director General
	22	Submit reviewed legislation to the Minister to table in Parliament	W R	C R							Office of the Director General
	23	Produce a standard policy format and establish approval process.	W R	C R							Office of the Director General
	24	Develop criteria for selection of NEC members in line with the provisions in the Education Act	W R	C R							Office of the Director General

37,000,000

# 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
2. Improve the quality of education	2.6 A quality assurance program assesses all aspects of the education system	1	Internal Audit visit 120 schools per annum (all levels) and report on all visits.	W R	W R	W R	W R	W R			Audit
3. Improve planning, fiscal and financial management	3.4 Financial management of the education system is provided	2	Internal Audit examines head office systems and procedures	W R	W R	W R	W R	W R			Audit
		3	Internal Audit reviews school accounting processes and reports to Director, PEO and DG	W R	W R	W R	W R	W R			Audit
	3.5 HR management is provided within the education system	4	Training and conferences for internal auditors		W V R	W V R	W V R	W V R		1,500,000	Audit
		5	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Audit

1,500,000

# HUMAN RESOURCE MANAGEMENT

## 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	2.4 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.	W V R	C V R				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.	W R	C R						Human Resource Management
		4	Extension of EIE Officer contract and add EIE position to structure and recurrent budget.		C R					1,345,000	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	C V R					9,000,000	Human Resource Management
		7	Work with TSC, PSC & Finance to fill all vacant funded posts	W R	W R	C R					

	8	Coordinate staff performance appraisal.	W R	W R	W R	W R	W R			Human Resource Management
	9	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			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	
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	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	
		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.	W V R	W V R	W V R	W V R	W V R	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	C R						Finance
		4 Prepare costing of school operations after Minimum School Standards have been finalised	W R	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	C P R						Finance
		7 Provision of student support for VITE students.	W V R	W V R	W V R	W V R	W V R			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	W R	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	W R	C R					Finance
	3.4 Financial management of the education system is provided	10	Improve process for payments (LPO's, imprests, ...)	W R	W R	W R	W R	W R			Finance
		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	W R	W R	W R	W R			Finance
		13	Senior and Executive Management review financial and management reports	W R	W R	W R	W R	W R			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 education system	15	Manage processing of salaries and entitlements	W R	W R	W R	W R	W R			Finance
16		Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Finance	

245,450,000

# 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
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	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)	W V R	W V R	C V R				12,600,000	Administration
		2 Develop a Procurement and Distribution Manual and distribute to all schools. (TA Procurement to assist)	W V R	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)	W V R	C V R						Administration
2. Improve the quality of education	2.3 Quality teaching and learning materials and equipment are provided to schools	4 Continue textbook distribution activity to ensure all schools have sufficient textbooks and extend service to secondary schools.	W R V	W R R	W R V					Administration
		5 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	W R	W R	W R	W R			
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	W R	W R	W R	W R			Administration
	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	W R V	W R	W R	W R			Administration

3.5 HR management is provided within the education system	8	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Finance
3.6 Logistical management is provided for the education system	9	Finalize Procurement, Warehousing and Distribution Policy draft (Procurement TA)	W V R	C V R						Administration
	10	Procurement and distribution of 2012 bookflood readers		C V R						Administration
	11	Centralised procurement and distribution of stationery, books and any other items identified (with assistance Procurement TA)	W V R	C V R						Administration

12,600,000

# 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. To increase equitable access to education for all people at all levels of education in Vanuatu.	1.4 Teachers are provided in schools	1	Review and revise Education Regulation Orders including student teacher ratios	W R	C R						Policy and Planning	
	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	W R	W R	W R	W R			Policy and Planning	
		3	To study urban growth in Port Vila and Luganville and report on implications for education		C V 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 employment)	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	W R	C R						Policy and Planning
		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 and financial management	3.2 Policy and planning of the education system are provided	6	Review and finalize standard format for new policy development		C								Policy and Planning	
		7	Train provincial officers in planning and monitoring		W	C					3,000,000		Policy and Planning	
					V	V								
					R	R								
		8	Policy and Planning Unit to coordinate all policies	W	W	W	W	W						Policy and Planning
				R	R	R	R	R						
		9	Identify policy areas to facilitate development of policy. Ensure all approved policies are disseminated to all schools and stakeholders.	W	W	W	W	W						Policy and Planning
				R	R	R	R	R						
		10	Plans are developed and approved for all programs and activities	W	W	W	W	W						Policy and Planning
				R	R	R	R	R						
		11	Coordinate provincial planning documents with MoE planning documents by consultation with and inclusion of provincial planners in MoE planning workshops	W	W	W	W	W				Policy and Planning		
				R	R	R	R	R						
		12	Develop MoE HR strategy and training programs (with assistance of TA).		C	W	W	W			2,000,000	Policy and planning		
					V	V	V	V						
					R	R	R	R						
		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							Policy and planning		
					V									
					R									
	3.5 HR management is provided within the education system	14	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W	W	W	W	W				Policy and planning		
			R	R	R	R	R							
		15	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	W	W				Policy and Planning		
				R	R	R	R	R						
	3.7 Education system assets are managed	16	Maintain land register.	W	W	W	W	W				Policy and Planning		
			R	R	R	R	R							
		17	MOL to consult with MOE on decision of discharge of Government land title.	W	W	W	W	W				Policy and Planning		
				R	R	R	R	R						

8,500,000

**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	W R	W R	C R					VEMIS
3 Improve planning, fiscal and financial management	3.3 Data, information and reports are provided	2 Redesign of VEMIS survey forms with the assistance of a Short Term TA		C W					3,000,000	VEMIS
		Verify information in VEMIS – data validation and auditing (validate school including working with School Based Management Team, School Support Services Team and Assesst Strategy Team on data on school finance, school facilities and school resources)	W V R	W V R	W V R	W V R	W V R		3,000,000	VEMIS
		3 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	W V R	W V R	W V R	W V 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	W R	W R	W R	W R			VEMIS
		5 Dissemination of VEMIS Information (Digest, analysis reports, school reports, provincial reports, brochures and provincial presentation of key findings of VEMIS) including translation		W V R	W R	W R	W R		2,000,000	VEMIS

16,400,000

# 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 Unit
3 Improve planning, fiscal and financial management	3.1 Provide stronger leadership to the education system	1 Coordination of monthly management reports prepared and reviewed by Directors and DG	W R	W R	W R	W R	W R			Monitoring & Evaluation
		2 Establish a Monitoring Framework for the Ministry of Education to track progress against MoE plans.		W R	W R	W R	W R			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
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	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	W R	C R						Mapping
3 Improve planning, fiscal and financial management	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 equitable access to education for all people at all levels of education in Vanuatu.	1.4 Teachers are provided in schools	1 Develop an incentive proposal (financial or non-financial) to encourage skilled and experienced teachers to work in remote areas.	W R	W R	C R					Education Services
		2 Assess need for relief teachers and establish a pool of relief teachers in each province		W R	C R					Education Services
		3 Review criteria for allocation of Non teaching heads of schools	W R	C R						Education Services
		4 Teacher postings for Years 1,2, 3 classes & multiclassses must have trained teachers Enforcement letter to be sent to head of schools in 2012.	W R	W R	W R	W R	W R			Basic Education
		5 If budget is insufficient for full number of teachers, ensure distribution of teachers is fair and equitable	W R	C R	W R	W R	W R			Education Services
		6 VITE enrolment to match projected needs (TA for teacher demand study)	W R	W R	W R	W R	W R			Education Services
	1.6 Barriers to access to education are reduced	7 Standardise discipline rules for all schools – BUT head of school and school council must be accountable to MOE for 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.	W R	C R						Education Services

1.7 Provide more student places for secondary and TVET in School (TVET in Schools works towards government priority of increasing employment)	8	Identify and translate existing TVET modules in Bislama to French and English including considering offering TVET modules in Bislama to be able to teach wider section of population (also eliminates francophone vs Anglophone divide)	W R	W R	W R	W R	C R		Secondary, Technical & Further Education
	9	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.	W V R	C V R				4,000,000	Policy and Planning
	10	Identify and register secondary schools to offer TVET modules	W R	C R					Secondary, Technical & Further Education
	11	Coordinate Technology subjects in Secondary (Year 7-13) with TVET pre-requisites	W R	W R	W R	W R	W R		Secondary, Technical & Further Education
	12	Develop TVET curriculum in consultation with VNTC	W R	C R	W R	W R	W R		Secondary, Technical & Further Education
	13	Coordinate TVET in Schools with TVET in MYDT, Agriculture, Nursing, Maritime College, VIT, etc	W R	W R	W R	W R	W R		Secondary, Technical & Further Education
	14	Develop a special training package to train more senior secondary cycle teachers according to need. (includes qualified teachers)			W P R	W P R	W P R		Secondary, Technical & Further Education
	15	Set (and enforce) minimum class sizes for each secondary post secondary and tertiary subjects/ courses	W R	C R					Secondary, Technical & Further Education
	16	Move equipment to other schools from secondary schools where equipment is not being used	W R	W R	W R	W R	W R		Secondary, Technical & Further Education

17	Implement school location plan	W R	W R	W R	W R	W R			Secondary, Technical & Further Education
18	Revise how many secondary school student places are offered	W R	W R	W R	W R	W R			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	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	W R	W R	W R	W R			Education Services
21	Assess and identify TVET modules and teach them in secondary schools	W R	C R						Secondary, Technical & Further Education

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	W R	C 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)	W R	C R							Education services
		24	Train School Improvement Officers and ZCA's on how to assess training needs (TA assistance needed.)	W R	W V R	W V R	W V R	C V R		6,000,000	Education Services	
		25	Assess number and allocation of School Improvement Officers and ZCA's needed	W R	C R						Education Services	
		26	School Improvement Officers and ZCA's produce timely reports	W R	W R	W R	W R	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	W R	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	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	W R			Education Services	
		30	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 P R	W R	W R	W R			Education Services	
		31	Reactivate subject panels for Secondary Teachers (ISU & CDU)		W R	W R	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 R	W R	W R	W R			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 teach	W R	W R	W R	W R	W R			Education Services
	34	Identify teacher conditions that may be affecting morale and prepare a strategy to action the concerns	W 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.	W R	W R	C R					Education Services
	36	Review qualification and experience requirements for secondary school teachers	W R	W R	W R	W R	W R			Secondary, Technical & Further Education
	37	Develop and implement training program for senior secondary and tertiary teachers	W P R	W P R	W P R	W P R	W P R			Secondary, Technical & Further Education
	38	Reinstate head of school meetings		W R	W R	W R	W R			Education Services
	39	Develop school management program to be included in Pre-Service and In-service teacher training at VITE	W R	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 laboratories 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)	W R	W R	W R	W R	W R			Education Services

<b>2.3 Quality teaching and learning materials and equipment are provided to schools</b>	42	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	W R	W R	W R	W R	W R			Education Services
	43	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)	W R	C R						Education Services
	44	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	W R	C R						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	
<b>2.6 A quality assurance program assesses all aspects of the education system</b>	46	Review of VITE program by an international teachers college body (to be identified)	W P R	W P R	C P R					Education Services
	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	C V R					Education Services
	48	Recognise and allocate advisory role to subject Department Heads in secondary schools	W R	C R						Secondary, Technical & Further Education
	49	Revise job description for ZCAs and recruit them on a 3 years contract basis.	W R	C R						Education Services
	50	Develop reporting template for all schools heads (2012) to use to produce annual reports to PEO's and EAs for submission to Director General.	W R	C R						Education Services
	51	Plan reinstatement of annual meeting of heads of departments at Provincial and school levels		W R	W R	W R	W R			Education Services

3 Improve planning, fiscal and financial management	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	52	VITE to conduct a study to find out appropriate teaching methodology for use in schools to achieve effective student learning outcome (Vanuatu is more community focused and oral than western countries)	W	W	C				Education Services	
		53	Any teachers who are not from Vanuatu need to receive training in Vanuatu culture, values, history, geography.....	W	W	W	W			Education Services	
		54	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	W	W	W	W			Education Services	
	3.1 Provide stronger leadership to the education system	3.2 Policy and planning of the education system are provided	55	Reinstate annual Principals and head of schools meeting	W	W	W	W		10,000,000	Education Services
			56	PEOs and Education Authority Directors are required to submit monthly management reports in a finalized report format.	W	W	W	W			Education Services
			57	Review ZCA zoning, service delivery process and monitoring.	W	C					Education Services
			58	Engage with provinces in education services planning, decision making and service delivery	W	W	W	W	W		Education Services
			59	PEO's, Assisted EA Directors, principals of VIT and VITE and activity managers provide monthly management reports	W	W	W	W	W		Education Services
	3.4 Financial management of the education system is provided	60	Heads of schools to provide quarterly reports to PEO and EA	W	W	W	W	W		Education Services	

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

<b>3.6 Logistical management is provided for the education system</b>	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		W P R	W P R	W P R	W P R			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	C R						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	W R	W R			Secondary, Technical & Further Education
	71	Review capacity of existing secondary teachers to teach more classes	W R	W R	W R	W R	W R			Secondary, Technical & Further Education
	72	Utilise part time secondary and tertiary teachers where not enough classes to justify full time teacher.		W R	W R	W R	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	W R	W R	W R	C R			Education Services

3.7 Education system assets are managed	76	School communities to work with Facilities Supervisors in building teacher housing in line with MOE specification	W R	W R	W R	W R	W R			Education Services
	77	Assess teacher housing needs and perform cost benefit analysis to determine whether build or private rent is most cost effective for teacher housing	W R	C R						Education Services
	78	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	W R	W R	W R	W R	W R			Education Services

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	
1. 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.		W V R	W V R	C V R			1,000,000	Early Childhood Education	
		2 Registration of kindergartens and licensing teachers (ECE)		W V R	C V R					Early Childhood Education	
2. Improve the quality of education	2.1 Quality of teaching is improved	3 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	C V R				5,100,000	Early Childhood Education	
		4 Upgrade ECE Key Teachers & Workmen tool boxes (ECE)		W V R	W V R	W V R	C V R		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
		6 Leftimap ECE - conditional upon PMO approved service agreement with a Civil Society Organisation	W R	C V R						56,000,000	Early Childhood Education
	2.2 Quality of facilities are improved										

68,100,000

# 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
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	1.6 Barriers to access to education are reduced	1 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
		2 Disaster assessment.		V R	V R	V R	V R			Education In Emergency
		3 Printing, translation and distribution of EIE policy.								
2. Improve the quality of education	2.2 Quality of facilities are improved	4 Every school develop and implement disaster preparedness and risk management plan (School Safety Plan)		W V R	W V R	W V R	W V R			Education In Emergency

2,845,000

# INCLUSIVE EDUCATION

## 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 equitable access to education for all people at all levels of education in Vanuatu.	1.6 Barriers to access to education are reduced	1 Implement the gender equity in education policy.		W R	C R					Inclusive
		2 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.		W V R	W V R	C V R			6,000,000	Inclusive
		3 National awareness campaign for the Inclusive Education Policy and a Plan of Action to be developed	W V R	W V R	W V R	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	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit		
2. Improve the quality of education	2.3 Quality teaching and learning materials and equipment are provided to schools	1	Perpare list of curriculum materials for purchase for Y1-3 - readers and other materials	W V R	W V R	W V R			80,000,000	Curriculum Development		
		2	Prepare list of curriculum materials required for purchase for Y11-12	W V R	W V R	W V R			60,000,000	Curriculum Development		
		3	Cost of freight and distribution of materials	W V R	W V R	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 R	W V R	C V R			20,000,000	Curriculum Development	
			5	Prepare K-3 curriculum for publication including graphics design, layout, editing and printing.		W V R	C V R			24,000,000	Curriculum Development	
			6	Review, develop and publish 4-6 curriculum (2011-2012. Rollout and implement (2013-2014)	W V R	W V R	W V R	C V R			35,000,000	Curriculum Development
			7	Review, develop, publish and print 11-13 curriculum (2010-2013)	W V R	W V R	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 R	W R	C R					Curriculum Development

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

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

363,300,000

# EXAMINATION AND ASSESSMENT 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 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					2,000,000	Examination & Assessment
		3 Technical Advisor assists develop examinations and assessments and develops capacity within the Examination and Assessment Unit		W V R	W V R	W V R				18,000,000	Examination & Assessment
		4 Develop a national senior secondary cycle examination based on new curriculum 2012 (Regional PSSC will not be available in 2013)		W R	C V R					3,500,000	Examination & Assessment
		5 Administer national examinations for Francophone Years 12 & 13		W R	W R	W R	W R	W R			Examination & Assessment
		6 Preparation of procedures manual and guidelines for the conduct of examinations and implementation.			C V R					1,000,000	
		7 Internal assessment workshop to train teachers to administer internal assessment including designing of task for year 10, 12 & 13.		W R	W V R	W V R	W V R	W V R		2,300,000	Examination & Assessment
		8 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					2,000,000	Examination & Assessment

		9	Complete and implement Assessment Resource Tool for Teaching and Learning (ARTTL) for years 3, 5 (2012) , 7 & 9 (2014) to improve teachers performance for teaching and learning at all levels	W V R	W V R	W V R	C V R			6,000,000	Examination & Assessment
		10	Analyse examination and assessment (EGRA and VANSTA) results and communicate results to provinces, schools and stakeholders including VITE and In Service Training Unit.	W R	W R	W R	W R	W R			Examination & Assessment
		11	Review resourcing for item writing and marking exams	W R	W R	W R	W R	W R			Examination & Assessment
		12	Arrange training courses specifically for Chief Examiners, Moderators and Markers using a contracted trainer		W V R	W V R	W V R	W V R		1,500,000	Examination & Assessment
		13	Establish and store a pool bank of questions for each subject (for years 10, 12 & 13) to use for reference.		W R						Examination & Assessment
		14	Purchase Examination and Assessment books for Examination Office Library		C V R					2,000,000	Examination & Assessment
		15	To review administration of school examination levies.	W R	W R	C R					Examination & Assessment
		16	Complete year 2 VANEGA and develop and administer year 8 VANSTA			C V R					Examination & Assessment
		17	Pacific Island Literacy, Numeracy and Life Skills (PILNA 1 AND PILNA 2) (life skills assessment tool for year 4 and 6) Base on regional literacy and numeracy and life skills benchmark adapted by FEDMM 2009			W V R	C V R				Examination & Assessment
3 Improve planning, fiscal and financial management	3.5 HR management is provided within the education system	18	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Examination & Assessment

38,300,000

# VANUATU INSTITUTE OF TEACHER EDUCATION 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 Strengthen management and institutional capacity of the Vanuatu Institute of Education (VITE) with the assistance of Technical Advisor.	W R	C V R	W R	W R	W R		18,000,000	VITE	
		2 Students are trained to become teachers in Primary Schools.	W R	W R	W R	W R	W R			VITE	
		3 The pre-service teacher training in harmonised between anglophone and francophone classes.	W R	W R	W R	W R	W R			VITE	
		4 Teaching and learning resources are increased and improved in VITE.	W V	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)		W R	W R	W R	W 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	W R	W R	W R	W R	W R			VITE	

34,000,000

# IN SERVICE 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 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 V R					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.		W V R	W V R	C V R				In Service	
		3 Complete Learner Centered Instruction 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.	W V R	W V R	W V R	C V R					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 intensive 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.		W V R	W V R	W V R	W V R			130,000,000	In Service
		5 Train teachers in multi-grade teaching skills and methods in all provinces. To complete SHEFA in 2012.		W V R	W V R	W V R	W V R				In Service
		6 Conduct more training in use of bookflood readers ???		W V R	C V R						In Service
		7 Consider transferring VITE lecturers and some ZCAs to ISU so that more inservice training can be achieved.	W R	C R							In Service
		8 Reactivate subject panels for Secondary Teachers (ISU & CDU)		W R	W R	W R	W R				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 in-service training and also to certify untrained teachers (USP TA to assist) as part of AusAID regional training program.	W R	W V R	W V R	W V R	W V R				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.		W V R	W V R	W V R	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)	W R	W R						In Service
2.4 National curriculum is provided to schools		12	With support of CDU, train PEO's, ZCA's, School Improvement Officers, heads of schools and teachers in use of new curriculum (ISU TA needed)	W V R	W V R	W V R	W V R	W V R			In Service
2.5 Examinations and assessments are conducted		13	Develop and support training programme with ISU to train PEO's, ZCA's, School Improvement Officers and Teachers in use and understanding of ARTTLe		C V R					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		C V R					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.		W V R	W V R	W 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	W R	W R	W R	W R			In Service

155,500,000

# 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
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	1.3 School facilities and equipment are improved	1 Develop capacity of Facilities Unit staff and undertake specialised work (Facilities TA)	W V R	W V R	C V R				5,400,000	Facilities
		2 Add minimum facilities (to include disabled access) and maintenance standards to Minimum School Standards	W R	C R						Facilities
		3 Review and revise construction specifications for different locations and circumstances (Hybrid classroom project)	W R	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.	W R	C R						Facilities
		5 Design movable partitions to create work areas within classrooms	W R	C R						Facilities
	2.7 Deliver school curriculum and teaching methods which are specific to Vanuatu	6 School to use local materials in construction.	W R	W R	W R	W R	W R			Facilities

3. Improve planning, fiscal and financial management	3.5 HR management is provided within the education system	7	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Facilities
	3.7 Education system assets are managed	8	Review maintenance policy	W R	C R						Facilities
		9	Design and specify special storage for science chemicals and other hazardous items in schools and central store	W R	W R	C R					Facilities
		10	The construction of 10 classrooms for 5 selected primary schools under Japan's Grassroot Grant Programme		C P R						Facilities
		11	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	2013	2014	2015 or later	GoV Funds	PP Funds	Responsible Division or Unit
1. To increase equitable access to education for all people at all levels of education in Vanuatu.	1.3 School facilities and equipment are improved	1	Assess ICT needs in schools, provincial offices and head office and create a cost plan for improvement		C R	C R					Information & Communication Technology
3. Improve planning, fiscal and financial management	3.3 Data, information and reports are provided	2	Consider developing VEMIS online with or without VEMIS @ School.		C R						Information & Communication Technology
		3	Program developer to produce technical documentation of VEMIS system. (Costs under VEMIS)	W V R	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) <b>Reconsider in mid 2012</b>		C V R						

3.5 HR management is provided within the education system	5	Specialised training for ICT officers on new software deployed by the government - windows, microsoft, website maintenance, networks, databases. <b>Reconsider in mid 2012</b>		W V R	W V R	C V R				Information & Communication Technology
	6	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Information & Communication Technology
3.7 Education system assets are managed	7	Assess and revise ICT and Cyber Safety Policy. <b>Reconsider in mid 2012</b>		C V R						Information & Communication Technology
	8	ICT Unit security system and fire extinguishers to protect server and equipment. <b>Reconsider in mid 2012</b>		C V R						Information & Communication Technology



3. Improve planning, fiscal and financial management	3.2 Policy and planning of the education system are provided	6	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.		C V R						Scholarships
	3.3 Data, information and reports are provided	7	Monitor Scholarships Record System database to determine whether it meets current and near future needs.	W R	C R						Scholarships
		8	Update scholarships database to collate information for monitoring and reporting.	W R	C R						Scholarships
		9	Pass data to VEMIS database regarding transition from secondary to tertiary studies.	W R	W R	W R	W R	W R			Scholarships
3.5 HR management is provided within the education system	10	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Scholarships	

# TEACHING SERVICES COMMISSION

## 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 equitable access to education for all people at all levels of education in Vanuatu.	1.4 Teachers are provided in schools	1 Revise legislation (TSC Act) for teacher allocation responsibility to TSC	W R	C R						Teaching Services Commission
3. Improve planning, fiscal and financial management	3.3 Data, information and reports are provided	2 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)	W R	C R						Teaching Services Commission
	3.5 HR management is provided within the education system	3 Review TSC structure (being actioned in 2011 review of legislation)	W R	C R						Teaching Services Commission
		4 Review of teachers salary and entitlements in line with GRT determinations	W R	C R						Teaching Services Commission
		5 Review teacher disciplinary procedure	W R	W R	W R	W R	W R			Teaching Services Commission
		6 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.	W R	C V R						

	7	Manage, monitor and evaluate Staff Work Development Plan and Work Performance	W R	W R	W R	W R	W R			Teaching Services Commission
3.7 Education system assets are managed	8	Review teacher housing allowance and rent policy	W R	C R						Teaching Services Commission
	9	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)	W R	C R						Teaching Services Commission
	10	Tie in with housing allowance rates paid to teachers – rent charged is according to housing type and quality	W R	C R						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 education	2.6 A quality assurance program assesses all aspects of the education system	1 Finalise draft Quality Assurance Manual and distribute to all schools and stakeholders.	W R	C R						Inspectorate
		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).	W R	C R						Inspectorate
		3 School Improvement Officers (Inspectors) must report on all schools visited each year.		W R	W R	W R	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	W R	W R	W R	W R	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 multi-grade classes. Combine with ISU TA work??)	W V R	W V R	W V R	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		W V R	W V R	C V R				SBM
		4	Conduct School Improvement Plan workshops in ten schools in Torba, Penama and Sanma		W V R	W V R	C V R				SBM
		5	Monitoring of School Improvement Plan in Tafea		W V R	W V R	C V R				SBM
		6	Training of PEO's, ZCA's and Inspectors in Hundred Maths basic calculation methods introduced to 5 other provinces	W P R	W V R	C V R					ZCA's
		7	Improve Monitoring & evaluation of teachers performance in schools including Volunteers (JOCV, Peace Corps, VSO, Gap students...)	W R	W R	W R	W R	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	W R	W R	W R			ZCA's and SBM

		9	School Heads use a learning effectiveness assessment tool to assist teaching and learning	W R	W R	W R	W R	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	W R	W R	W R			ZCA's
3 Improve planning, fiscal and financial management	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	W R	W R	W R			ZCA's and SBM
	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	W R	W R	W R	W R			ZCA's
	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. To increase equitable access to education for all people at all levels of education in Vanuatu.	1.1 Grants are paid to school	1 Provincial finance officers monitor administration and use of school grants (SBM using School Improvement Officers)	W V R	W V R	W V R	W V R	W V R			School Based Management Team
		2 Training school heads and school councils in use of school grants (SBM using School Improvement Officers)	W V R	W V R	W V R	W V R	W V R			School Based Management Team
		3 Review of school grant scheme, grant code and school financial manual (SBM from 2012)	W V R	W V R	C V R					School Based Management Team
		4 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.	W R	W V R	W R	W R	W R			School Based Management Team
		5 Ensure that PEOs and School Improvement Officers monitor that pupils are not excluded from attending primary school (SBM)	W R	W R	W R	W R	W R			School Based Management Team
		6 Review distribution of grants for years 1 – 6 (rural vs urban) (SBM)	W 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)	W R	W R	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	C V R						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)	W V R	W V R	W V R	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				54,000,000		School Based Management Team
		11	Develop School Based Management Policy	W V R	C V R						School Based Management Team
	3.4 Financial management of the education system is provided	12	School Based Management Technical Advisor to guide planning and implementation of SBM		C V R				18,000,000		School Based Management Team
		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)	W V R	W V R	W V R	W V 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	W V R	W V R	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	W V R	W V R	W V R				School Based Management Team	

72,000,000

# ASSET MANAGEMENT STRATEGY

## 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 equitable access to education for all people at all levels of education in Vanuatu.	1.3 School facilities and equipment are improved	1 Create a prioritized list of facilities works needed with costing ( <b>Asset Management Strategy</b> ). To include new Malampa PEO office, land acquisition etc as well as school classrooms.	W V R	W V R	W V R	W V R	C V R		to be determined	Asset Management Strategy Team	
		2 Construct and/ or renovate facilities as budget becomes available, strictly following the <b>Asset Master Plan</b> . Construction and supervision to be outsourced. (budget and strategy to be agreed after assessment of Hybrid Model pilot)	W V R	C V R						to be determined	Asset Management Strategy Team
		3 Construct VITE classroom block by outsourcing project management as well as construction		C V R						100,000,000	Asset Management Strategy Team
		4 Design and project Management - VITE facilities		C V R						11,750,000	Asset Management Strategy Team
		5 Tafea College water supply system - <b>go inside Asset Management Strategy</b>		W V R	C V R					3,000,000	Asset Management Strategy Team
		6 To complete incomplete classrooms funded under VERM		C V R						13,000,000	Asset Management 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 ( <b>Part of Asset Management Strategy</b> )	W	C						To be determined	Asset Management Strategy Team
	2.3 Quality teaching and learning materials and equipment are provided to schools	8	Conduct feasibility study on the storage in schools (especially schools made of traditional materials) ( <b>Part of Asset Management Strategy</b> )	W	W	C					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 ( <b>Asset Management Strategy</b> )	W	W	W	W	W			To be determined	Asset Management Strategy Team
	3.7 Education system assets are managed	10	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, multi-grade 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 ( <b>Asset Management Strategy</b> ))		W	W	W	W			To be determined	Asset Management Strategy Team
		11	Assess classroom and other school facility needs to be used in developing Asset Management Strategy	W	C						To be determined	Asset Management Strategy Team
		12	Tender and contract a security company to review and advise about security measures and procedures for administration of all aspects of examinations.		W	C					3,000,000	Asset Management Strategy Team
		13	Contract a review of current practices related to storage of student records and the provision of information.		W	C					3,000,000	Asset Management Strategy Team
		14	Funds provided to Tafea schools to repair cyclone damage		C						30,000,000	Asset Management Strategy Team

15	TA to supervise and monitor cyclone damage repair works by schools		C V				5,000,000	Asset Management Strategy Team
16	Quality house to accommodate NEC and NEAC secretariat. Include in <b>Asset Management Strategy</b> .	W R	C R					Asset Management Strategy Team
17	Relace Malampa PEO buildings - Province has said offices must move ( <b>Asset Management Strategy</b> ) Est cost 20M vatu		C V R				To be determined	Asset Management Strategy Team
18	Repair, renovate and replace Examination Office facilities and equipment ( <b>Asset Management strategy</b> ) (Est cost 8M vatu)		C V R				To be determined	Asset Management Strategy Team

168,750,000

# **ANNEXES**

# **PROCUREMENT GUIDELINES**

## **Annex 1: PROCUREMENT GUIDELINES**

The Joint Partnership Arrangement 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 Guidelines for the Procurement of Goods and Services (June 2005).

The Guidelines for the Procurement of Goods and Services 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 Applications Guide

The key principles for Government purchasing set out on page 2 of the Guidelines for the Procurement of Goods and Services 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 Annual Work Plan 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.

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Thursday 15 December 2011

To all staff,

**Re: Centralisation of Procurement – Policy and Process to be followed from the 1<sup>st</sup> of January 2012**

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

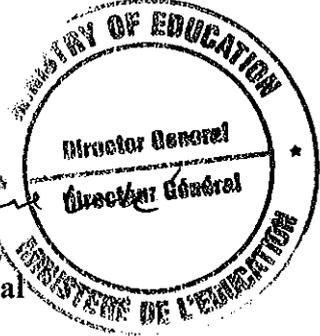
1. The requesting division must send an email (the purchase requisition) to the Procurement Unit (Serge Lewawa and Dominique Gibert). This purchase requisition must indicate:
  - a detailed description of the goods and services to be procured (*for example, in the case of printing, specify the dimensions, 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 (pre-printed form), to be signed:

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

**PROCUREMENT AND DISTRIBUTION  
WORK PLAN 2011-2012**

## DRAFT Procurement and Distribution Workplan 2011-2012

Sourcing and distribution of materials for Schools		Nov Dec	Jan	Feb	Mar	Apr	May	June	Q3	Q4	Responsible unit / officer
Stationary	1. Finalise and dispatch blank standard purchase orders to schools	X							X		D.Gibert /S.Lewawa
	2. Collect cheques from schools and aggregate quantities	X	X	X						X	Admin
	3. Procure stationary (tender)			X							D.Gibert/S.Lewawa
	4. Store and pack				X	X				X	Admin or Supplier(s)
	5. Distribute					X	X			X	Admin or Supplier(s)
Textbooks	1. Review and update catalogue	X	X	X							CDU
	2. Finalise and dispatch blank purchase order			X							D.Gibert /S.Lewawa
	3. Collect cheques from schools and aggregate quantities			X	X						D.Gibert /S.Lewawa/ Admin
	4. Procure printing (tender if > 5 mil)				X	X					D.Gibert/S.Lewawa
	5. Store and pack					X	X				Admin
	6. Distribute						X	X			Admin
Bookflood 2012	1. Agree on list of books and quantities to order	X	X	X	X	X					CDU / Leisel Masingiow / CDU Technical advisors
	2. Procure ( Tender or Direct Procurement)						X	X			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 standards	1. Procure printing	X									Admin / S.Lewawa
	2. Store and pack		X								Admin
	3. Distribute			X							Admin
Education in Emergency (timeframe yet to be determined - see Veramam Lini)	1. Procure printing					?					Admin / S.Lewawa
	2. Store and pack						?				Amin
	3. Distribute							?			Admin
Inclusive Education Policy	1. Store and pack	X									CDU
	2. Distribute		X								CDU
Curriculum Standards and training Materials Y1 to Y3	1. Procure printing									X	Admin / S.Lewawa
	2. Store and pack									X	CDU
	3. Distribute									X	CDU
PEIT training documents	1. Procure printing			X							Admin / S.Lewawa
	2. Store and pack				X						CDU
	3. Distribute				X						CDU
Literacy and Numeracy teaching training materials	1. Procure printing										Admin / S.Lewawa
	2. Store and pack										CDU
	3. Distribute										CDU

Procurement Policy, procedures, and tools		Dec	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	X	X	X	X	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	X	X	X	X	Dominique Gibert (with input from Tender Board, State Law and other Procurement TA's)
	In particular, assist with developing 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 Distribution Plan (with distribution channel for each school).	X	X	X	X	X	X	X			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
<b>Facilities, assets and other services</b>											
		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						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									X	Administration / D.Gibert
Computers	Source computers for CDU writers			X							S Lewawa / SOE