

DEPARTMENT of EDUCATION

CORPORATE PLAN

**JULY - DECEMBER
2002**

Government of Niue

FOREWORD

This is my first Corporate Plan as the newly appointed Director of Education. I have the challenge of putting activities into proper perspectives since there were no previous documents, available at my disposal.

However the Deputy Director, support staff and Principals provided the much needed background information which I found very helpful in determining what and how to continue with the Education activities.

This Corporate Plan period extends from July – December 2002. Permission was granted from the Niue Public Service Commission to plan from January to December each year aligning of course with the school year. Although the budget year is from July to June, it will not cause any problems to the plan for the school year. Actually it will ensure continuity of activities since the fiscal year begins in the middle of the education calendar year.

Although the corporate planning period is only 6 months this year, funding is already approved for projects, tasks are being finalised and implementation continues for others.

Restructuring the Administration Section is also important for efficiency and effective service. This comes, as part of the Budget reduction the Public Service requires undertaking for the purpose of decreasing the deficit.

The major Project is the Niue Education Project due to end in December and a Review is scheduled for November. A lot of progress has been made under the management of Dunedin College of Education. The introduction of NCEA this year has been greatly assisted by the Project Team – the Management Consultancy Service (MSC)

I am grateful for the support of staff, the Minister, the Commission and the Secretary to Government in providing directions to assist my leadership. My return to the Education Sector has been with much controversy but I am confident that I will do my best to lead a team of professionals provide “ Quality Education Service”

Kia Monuina



Tiva Toeono
Director

CONTENT	PAGE
Executive Summary	1
Vision	2
Core Business	3
Objectives	4
Relationships with Stakeholders	5
Opportunities	6
Possible Solutions	7
Outputs Administration	8
ECE/Niue Primary School	10
Niue High School	11
Logframes Administration	12
ECE/Niue Primary School	14
Human Resource Development In-service & Pre-service Training	20
Current Personnel... Niue High School	22
ECE/Niue Primary	23
Administration & Support Staff	24
Summary	25
Budget Summary	26
Administration	27
Primary School	28
Niue High School	29
Organisation Structures	31
Conclusion	35

A. EXECUTIVE SUMMARY:

The Department of Education has important tasks ahead. The year began with the introduction of NCEA at Niue High School. The Niue Education Project is due to finish at the end of this year and a review is scheduled for November. Major changes have taken place since the Project began in August 2000.

The Budget for the Language Specialists services is retained. The extra task of developing the Niue Language Curriculum is underway. A lexicographer is planned to visit sometimes this year to assist the final stage of the monolingual dictionary.

This planning period from July – December will see the Department implement the following:

- 2002- Project Primary - Children & Teachers Toilet Facility. NZAID has approved the funds for the complex due to implement in December/January 2003.
- 2002- NCEA Level I at Year 11
- Preparation for the Niue Language Unit Standard Level 1 NCEA at year 11 for 2004
- Preparation for the Introduction of Year 13 –(Form 7) at NHS
- Summer School Course is approved to be conducted by USP Niue in January 2003 for Language Specialists and teachers.
- Niue Language Induction Workshop for student teacher trainees in January 2003.
- Publishing and Printing of the Monolingual Dictionary is dependent upon external funding.

Operational costs have been reduced further and the Department needs to utilise resources more carefully. In many areas improvisation will have to be the call of the day.

The Department's suffered an enormous deficit last year. Monitoring budget spending this year is very important. Procedures are in place to ensure that expenditures are in line with approved budget.

Travels will be restricted to external funding with no allowances. EMT is also excluded

The Organisational Structure is revised to reflect the situation as it is. Ranking is shown clearly with salary grading as well as other areas of responsibility such as EMT for the schools.

Log-frames provide plans of action for the next 6 months, which mean also that the Annual Report will not be submitted until December/January.

The Human Resource Plan reflects the end of contracting expatriate teachers and the return of beginning teachers who have completed training. Four (4) have to date indicated their return in December.

B. VISION:

Provide Quality Education Service for the children of Niue.

C. MISSION:

To provide and maintain Quality Education Service thereby contributing to the Human Resource Development and skill needs of Niue's population in support of the National Goal.

D. GOAL:

To provide and deliver Quality Education Service to ECE, Primary and Secondary School students.

E. GUIDING PRINCIPLES:

These guiding principles ensure efficiency of processes and systems for efficient and effective management.

1. Ensure the Channel of Communications is respected.
2. Ensure that accountability and transparency prevail in all decisions affecting education in the 3 areas; Administration, ECE/Primary and Secondary.
3. Monitor service delivery of the two schools to ensure efficiency, effectiveness and economics.
4. Report regularly to SOG, Commission and Minister on matters affecting Education.
5. Maintain good relationship with External Education Agencies.
6. Improve staff performance through in-service training.
7. Recognise achievement of outputs and staff performances with salary increases and thus improve staff morale.
8. Plan Human Resources and Budget to reflect changes.
9. Maintain good relationship with parents through School Committees.
10. Provide Parent Education programs to assist understand student needs today

11. Monitor the processes of NCEA to ensure fairness and transparency.
12. Monitor the development of the Niue Language Curriculum to year 11 by 2004, and ensure that resources are produce and printed to support the programs.
13. Ensure representation at External Agencies meetings when invited - agencies such as UNESCO, USP UNDP etc..
14. Ensure that secretariat services are available as focal point to CRC, EFA and the Niue Language Commission.
15. Ensure learning programme meet the needs of all students.
16. Monitor a cohesive staff team.

F. CORE BUSINESS:

1. Review the current Human Resource Development Plan.
2. Develop Project Statistical Data & Information.
3. Develop administrative guidelines.
4. Review and amend Education Act 1989 to reflect current situation.
5. Develop NZQA Niue Language Unit Standards Curriculum to year 11 at NHS.
6. Implement Project Primary 2002 – the NPS children and staff toilet facility.
7. Complete, publish and print the Niue Monolingual Dictionary.
8. Confirm Language Specialists and teachers attending Summer School Course on Translation at USP in Jan2002.
9. Niue Language Induction Workshop for Student Teacher Trainees.
10. Produce and print Niue Language Resources.
11. Continue NZODA funded MSC Project.
12. Upgrade Multipurpose Hall pending funding
13. Upgrade the Production Unit roof pending funding
14. Plan for the introduction of Year 13 at Niue High School by Jan 2004

15. Completion of 6 Primary teachers Upgrade to the Bachelor of Education through MSC Project.

G. OBJECTIVES:

1. Brief Minister, NPSC and SOG on matters affecting Education every month.
2. Review the current HRD Plan
3. Provide administrative guidelines to improve personnel relationships and the channel of communication.
4. Consult regularly with Financial Secretary on matters affecting the Budget.
5. Plan, procure funding and implement Project Primary for the building of the new toilet facility.
6. Monitor students attendance of both school.

H. LINKAGES WITH NATIONAL GOAL:

1. The development of Human Resources in both pre and in- service training to improve and sustain quality education.
2. The development of a Human Resource Plan to reflect the needs of the Department aligning with the Integrated National Strategic Plan.
3. The development of Basic Life Skills in literacy and numeracy towards an educated population thus maintaining a viable living community.
4. The development of the Niue Language Curriculum and related resources to Year 12 which in turn contribute towards maintaining national identity.
5. The upgrading of the school facilities to be utilised by the national sporting bodies and other national Non- Government Organisations.

I. PERFORMANCE MEASURES:

1. Regular reports from the Sections.
2. Monthly meetings with Section Heads.

3. Quality advice and information on policy and personnel matters and related service issues whenever required by the Commission, SOG, Minister and Cabinet.
4. Achieving outputs within the approved Budget and within the fiscal year.
5. Assess performance of staff and assist towards improvement.
6. Timely submission of Annual Report, Corporate Plan and Budget Estimates.

J. RELATIONSHIP WITH STAKEHOLDERS

1. Consult with Deputy Director, Manager and the Principals daily on matters requiring urgent decisions.
2. Consult with NPSC, SOG and Minister regularly.
3. Monthly meeting with Section Heads.
4. Meet School Committees regularly.
5. Provide relevant information through circulars to schools.
6. Consult and seek approval of the NPSC on matters pertaining personnel.
7. Respond to queries raised by the members of the House through the Minister.
8. Communicate with other Departments whenever the need arises.
9. Communicate with External Agencies such as United Nations Organizations, NZQA, Learning Media, MSC, Institutes of Education in Fiji and NZ.
10. Attend HOD meetings with SOG.
11. Monitor Bus Service and meet Contractors whenever there is a need.
12. Timely submissions of :
 - Budget Estimates
 - Corporate Plan
 - Annual Report
 - Contracts for fixed term employees.
13. Report individual student achievements to parents.
14. Communicate with the NZHC Office where appropriate.

K. SITUATION ANALYSIS:

1. Strengths:

- Staff support.
- Minister and SOG support.
- Education infrastructure fully developed.
- Parental support of school activities.
- MSC Project improving quality of service through staff developments.

2. Weaknesses:

- lack of administrative instructions to maintain order, better understanding of systems and processes and consistency of service.
- Two sections need reviewing, the Production Unit and Dictionary Development Unit.
- Education Act needs to be amended. It was written in 1989 when the NPSC was based off shore in Wellington, New Zealand. Seek clarification on the role of the Minister in the management of the Department.
- Qualified teachers overseas absconded after the completion of studies.

L. OPPORTUNITIES:

1. Regular short term attachments to NZ schools for teachers or attendance to Workshops offered at the beginning of each year.
2. Better Publishing Technology equipment to print Niue Language resources in-country, a cost effective measure.
3. Strengthen Counselling/ mentoring service at the schools.
4. Funding to upgrade teacher qualifications.

M THREATS:

1. Teachers failing to return after completion of studies.
2. Government change may not see new tasks pursued.
3. Aging office equipment suffers disrepair thus hindering efficient dissemination of information.
4. Budget reductions prevent improvements to infrastructure and restrict incentives for teachers.

N. BARRIERS TO SUCCESS:

1. Short term expatriate teachers susceptible to leave at short notice. For continuity of the processes of teaching and learning Niue Teachers are required.
2. Lack clear administrative guidelines for all Sections.
3. Brain Drain of Niue Qualified teachers absconded after training overseas.
4. Budget reductions.
5. Lack of Niue Language Resources.
6. Aging technology equipment.
7. Alternative School Programmes to cater for all levels of learning.
8. Lack Salary incentives for teachers

POSSIBLE SOLUTIONS:

1. Relevant policy to address absconded teachers on long-term training.
2. Develop Projects Proposals to improve infrastructure and aging essential computer and photocopier equipment.
3. Improve relationship with School Committees of the two schools to assist with fund raising for small capital items.
4. Develop alternative programmes to address the learning needs of student with more emphasis on at risk students.
5. Provide salary incentives in relation to work performance

OUTPUTS :

1.0 ADMINISTRATION

- 1.1 Provide quality advice to the Minister and Cabinet on all levels from Early Childhood, Primary and Secondary Education.
- 1.2 Provide support and advisory services to Early Childhood, Primary and Secondary Schools for the delivery of curricula.
- 1.3 Plan Departmental Budget, manage and monitor expenditure and revenue.
- 1.4 Monitor the processes of the development of NHS NCEA Level 1 in 2002, and Level 2 in 2003, and process payment of fees.
- 1.5 Ensure that the policy pertaining to the selection of Year 13 scholarship awards adhere to the administrative instructions issued by NPSC in January 2002 are followed.
- 1.6 Provide bus service for all school children inclusive of students studying at USP.
- 1.7 Complete editing and typesetting of the Niue Monolingual Dictionary in readiness for print if and when funds are available.
- 1.8 Review the Form 4 Rotorua Exchange Scholarship Scheme.
- 1.9 Develop Project Education Statistical Data Information.
- 1.10 Plan and implement appropriate training programs for upskilling staff consistent with Human Resource Development Plan.
- 1.11 Develop the Niue Language NZQA Unit Standards in preparation for implementation at NHS in 2004.
- 1.12 Production of appropriate Niue Language Resources for all levels.
- 1.13 Provide in-service training for Niue Specialists in Translation through the USP Extension Services.
- 1.14
 - a) Develop administrative guidelines for all sections for effective and efficient management.
 - b) Amend the Education Act 1989 to reflect the changes in Education today and develop administrative instructions accordingly.

- 1.15 Provide in-service training for Niue Language Specialists in Translation through the USP Extension Services.
- 1.16 Recommend continuation of NZAID funded Management Services Consultancy (MSC)
- 1.17 Provide a training workshop for student teachers on Niue Language during their vacation.
- 1.18 Ensure the functions of the Language Commission are performed according to the approved Terms of Reference.
- 1.19 Provide the secretariat services required as the focal point for Convention of the Right of the Child (CRC) and Education for All (EFA).

2.0 NIUE PRIMARY SCHOOL

- 2.1** Improve infrastructure to accommodate a maximum of 270 Early Childhood and Primary children.
- 2.2** Provide Early Childhood Education (ECE) for up to 30 children.
- 2.3** Provide on going training for ECE teachers and upgrading for Primary School teachers to New Zealand Curriculum standard.
- 2.4** Provide short term pre-service training attachments for potential student teachers prior to formal training overseas.
- 2.5** Provide Niuean Literacy and Cultural activities.
- 2.6**
 - a) Continue to develop and contextualised ECE Te Whariki Curriculum and the 7 Essential Learning Areas of the New Zealand Curriculum Framework (NZCF) which include; Mathematics, Technology, Social Science, Science, Health, and Physical well being and Art.
 - b) Provide extra curricula activities such as; Spiritual Development, Health and Physical well being.
- 2.7** Provide quality information and support developments and activities in the Community, within the Region and internationally for all stakeholders.
- 2.8**
 - a) Maintain 80-90% basic **literacy** level in Niuean and for English.
 - b) Maintain 80-90% basic **numeracy** level.
- 2.9** Continue providing foundation-learning programs to improve teaching and learning in Early Childhood numeracy and literacy, and for children from non-English speaking background.
- 2.10** Maintain a seamless numeracy and literacy development from ECE to Primary.
- 2.11** Monitor and provide for children with learning disabilities.

3.0 NIUE HIGH SCHOOL

- 3.1** Improve the infrastructure to accommodate a maximum of 250 students.
- 3.2** Upskill teachers to deliver the New Zealand Curriculum and implement the New Zealand National Certificate of Educational Achievement (NCEA)
- 3.3** Provide core and optional subjects and extra curricula activities at all levels.
- 3.4** Maintain contacts with other Government Departments, networking with schools in the Pacific Region and External Agencies.
- 3.5**
 - a) Provide programs for teaching of the Niue Language.
 - b) Develop Niue Language programs for Year 12 students.
- 3.6** Provide programs for teaching of cultural crafts and related cultural activities, and values.
- 3.7** Promote Literacy and Numeracy throughout the school.
- 3.8** Maintain accreditation status under the New Zealand Curriculum and Qualifications Framework (NZCQ).
- 3.9**
 - a) Attain 50% pass rate for NCEA Level 1
 - b) Attain 50% pass rate for Sixth Form Certificate.
- 3.10**
 - a) Acquire resources required by NZQA NCEA Levels 1& 2.
 - b) Document accurate records required by NZQA for NCEA Levels 1and 2.
- 3.11** Monitor closely welfare and attendance of students.

**LOG FRAME:
PERFORMANCE**

TIMING

BUDGET

ACTIVITY

OBJECTIVE

OUTPUT

OUTPUT	OBJECTIVE	ACTIVITY	PERFORMANCE	TIMING	BUDGET
OUTPUT 1 Provide quality advice to Central Agencies – Cabinet, Minister, SOG, NPSC	Ensure that central agencies are well informed.	On going consultation	Term reports	End Term 2 Term 3 or 4	
OUTPUT 2 Plan, manage and monitor Budget	Complete Budget estimates, oversee expenditure, make budget decisions.	School Clerks meet Manager regularly Plan Budget with Principals	Manager to Regularly Reporting to DOE Manager to update	Weekly or fortnightly	\$1,481,927
OUTPUT 3 Develop Policy and Procedures	Revise existing Policies. Develop administrative guidelines.	Consult Principals/Section Heads.	Formalise documentation approved by Cabinet.	6 months	
OUTPUT 4 Provide Bus Service	Ensure that Buses have warrants. Address any problems arising. Monitor expenditure	Manager monitor and provide update	Keep expenditure with approved Budget.	6 months	\$200,000
OUTPUT 5 Student Exchange Program	Review the Program	Report to Cabinet.	Continue or discontinue Cabinet's decision	August	\$5,000
OUTPUT 6 Projects Develop new proposals	Develop Project Proposals for: * NPS Children & Staff Toilets * Second Lexicographer * Technology Equipment * Mower for NHS	Write proposals Design Implementation Plan for NPS Project consult PWD.	Acquisition of External Funding. Complete building Toilet Report HC.	Whenever funding is available. December 2002 to January 2003.	\$100,000

OUTPUT 7	Revise HRDP	Improve and update the existing HRDP.	Plan in greater consultation with the Principals.	Action of short term training. Negotiate return of overseas trainees.	July-Dec	\$500.00
OUTPUT 8	Niue Language & Culture Curriculum Development.	To develop Curriculum for Niue Language at Year 11 Level NCEA.	Begin work with Committee and Curriculum Team. Formalise Unit.	Complete design 3 states of Developing content.		
OUTPUT 9	Book Production training staff	Select appropriate completed titles for publication. Training overseas USP.	Draw up/sign agreement with IOE/Learning Media. Training overseas USP.	* Publication of Book resources. * Setting up of Desktop Publishing.		
OUTPUT 10	Provide secretariat for EFA, CRC & IOE.	To ensure that requirements of external agencies are met adequately.	Meet committees Complete reports EFA -- complete Report CRC - complete report. Hold workshop.	July 2002. Stages 1 July. Stage 2 Jan - June Stage 3 July-Dec		
OUTPUT 11	Niue Language and Culture Development.	Inclusion of the Niue Language Commission and Curriculum development as new section.	Secure funding Publish and Print Monolingual. 3. Develop curriculum for Niue Language for Year 11 NHS.	* Training overseas August. July-October.		
OUTPUT 12	Produce relevant documents	To ensure that all relevant documents are produce and disseminate on time.	Draft Budget Estimates - May. End of Term Reports from Schools. Corporate Plan end June. Annual Report at Dec/Jan.			

2.0 Early Childhood - Niue Primary School
July - December 2002

OUTPUTS	OBJECTIVE	ACTIVITIES	PERFORMANCE MEASURES	TIMING	BUDGET
<p>2.1 Provide and Infrastructure to accommodate a maximum of 270 early childhood and Primary children.</p>	<ul style="list-style-type: none"> • Ensure safety of children during Project implementation • Health & Safety regulations & policies. 	<ul style="list-style-type: none"> • Relocation Project for Toilets, Sickbay, Staffroom • Twice mowing of lawn monthly • Maintenance of equipment • Grounds equipment - nylon, oil, petrol • Groundsman uniform & work tools • Materials to upgrade grounds • Improve exterior seating • Install safety signs & boundaries • Waste management project • Removal of annual waste and rocks • Marking field for extra curricular activities. • Land-owners remunerate for land-use. • Hirage P. A system for School Public Days • Advertising (Parents Open Days, ECE open days). 	<ul style="list-style-type: none"> • Planned stages completed in time before payment. • Monitored by Manager & DDOE & PWD • Safe playing field • Clean and litter-free • Community use after school • Equipment available, well-maintained, stored with minimum repairs and replacements. • Job description of Groundsman. • Monitored by Principal/school committee. • Administration: Education Manager • Remuneration of landowners • Internal records 	<ul style="list-style-type: none"> • End T4 holidays, Term 1 2003 • On-going • Annual Land Lease • Annual Sports Day, Annual Prize Giving 	<p>NZODA \$100,000.00</p> <p>0303 Grounds \$1500.00</p> <p>0306 Rental Property \$1350.00</p>

<ul style="list-style-type: none"> • Electricity for Early Childhood Centre, Niue Primary School and Education Administration. • Ensure buildings meet Health & Safety government regulations and educational policies on buildings. • Ensure children, staff, resource and common rooms be filled with appropriate educational furnitures. • Ensure children, staff, common and resource rooms are supplied/have access to appropriate equipment and tools to carry out tasks specified in job descriptions, childrens learning tasks, specified in job descriptions, childrens 	<ul style="list-style-type: none"> • Technological systems & hardware in place for school management, learning & teaching. • Management system • Purchase light bulbs etc. • Maintenance & repairs • Dental Health Programme. • Check, maintained, repaired Painting (interior/exterior) • Security checks & repairs • Replace louvre breakages • Plumbing jobs • Purchase carpentry tools • Check beginning & end of year • Maintained & repaired & replaced if necessary. • Purchase required additional furniture. • All equipment & tools labelled & stored with management systems in place. • Maintenance, replacements • Purchase equipment and resources. 	<ul style="list-style-type: none"> • Internet records • EPS • Quarterly checks • Minimal or no replacements or repairs • Monitored Principal & Education Admin. Manager. • Exterior appearances • Monitored by groundsman, principal, school committee, PWD building inspector, Admin. Manager (Education) & Reports • Inventory check twice yearly by staff • Monitored by support staff, principal, Administration Manager (Education). • Reports • Inventory checks quarterly • Monitored by staff, support staff & principal & • Administration Manager (Education) Reports 	<p>Day, Special Public days (UN days or linked to other Departments. Education. Program).</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>0501 Advertising \$2000.00</p> <p>0403 Electricity \$3500.00</p> <p>0301 Buildings & Maintenance \$2600.00</p> <p>0302 Furniture & Fittings \$500.00</p> <p>0304 Equipment & Tools \$2,000.00</p>
<p>learning tasks and school internal / external needs and improvements and for 7 Essential Learning Areas.</p>				

2.2.1 Provide Early Childhood Education (ECE) for up to 30 children.	<ul style="list-style-type: none"> To provide and ensure all children up to 30 receives early childhood education. 	<ul style="list-style-type: none"> Resources (equipment & materials) to support and extend teaching and learning in '20 Learning Centres' in and outside of classroom. Upgrade, maintenance & repairs and purchase Increase environmental prints Educational trips to extend classroom & centre learning's into the community. Monitor Management system Centres clearly identified & labelled TIC/ staff selection meetings. Principal & staff professional developments on Te Whariki (ECE) Curriculum. 	<ul style="list-style-type: none"> Inventory list 4 term overview Daily/ weekly plans Operational Guidelines Individual children learning profiles Mid & End of year reports Corporate & Annual Report Enrolment Reports, 1 day, 1 week, 1 month & 1 term. Attendance MSC Report Staff termly assessment Monitored by Teacher in Charge & Principal Parents views 	On-going (including term holidays)	0507 Early Childhood Education \$2000.00
2.2.2 - 2.2.7 Provide primary education (NPS) for up to 240 children.	<ul style="list-style-type: none"> To provide and ensure primary EFA children up to 240. 	<ul style="list-style-type: none"> Resources (equipment, materials, text) to support and extend learning & teaching programmes in 12.5 classrooms and 6 common-resource rooms. Maintenance/ repairs/ replacements (purchase) for all Essential Learning Areas Term allocation of basic resources i.e pencils & pens. 	<ul style="list-style-type: none"> Inventory documents & termly checks Management systems guidelines (including term holidays) 4 Term Overview Timetable Teacher planners Documentation of E.L.A unit plans 	On-going	0411 Teaching Materials \$ 9000.00 (2.2.2 - 2.2.7)
2.2.3 Provide Niuean cultural and literacy activities.	<ul style="list-style-type: none"> To provide and ensure essential learning of Niue's culture. 			On-going	0402 Printing & Stationery \$2,600.00
2.2.4 Continue to develop the 7	<ul style="list-style-type: none"> To provide and ensure a continuous/ ressure 			On-going	0434

<p>Essential Learning Areas (ELA) of the New Zealand Curriculum Framework (NZCF) (Mathematics, Language, Social Science, Arts, Health & Physical well being).</p>	<p>continuous/ressive balanced programme(s) developing the whole child and application of skills/ knowledge in the world beyond school.</p>	<ul style="list-style-type: none"> • Syndicate, levels or school-wide planning by Teacher-In-Charge. • Professional Development - syndicate levels and school wide by Principal and selected EMT. 	<ul style="list-style-type: none"> • Reports - Departmental, NZODA - MSC Project and Mentor Attachment. 	<p>Library \$3,000.00</p>
<p>2.2.5 Provide extra-curricula activities such as: Values Education and Health & Physical Well-being developments.</p>	<ul style="list-style-type: none"> • To support and enhance 2.2.3, 2.2.4, 2.2.6, 2.2.7, 2.3, 2.3.1, 2.3.2 and 2.4 	<ul style="list-style-type: none"> • Timetabled half-hour each morning for Values Education. • Health & Physical Well-being circuit 7:50 - 8:00 and 11:00 - 11:15 daily. 	<ul style="list-style-type: none"> • Scholl-wide Behaviour Management 	<p>On-going</p>
<p>2.2.6 Maintain 80-90% basic literacy level</p>	<ul style="list-style-type: none"> • All children to become literate in both languages • Bilingualism 	<ul style="list-style-type: none"> • Term overview & time tabled daily planning/ teaching and assessment. • Literacy assessment for English/Niuean end of each term • Analysis/interpretation of data 	<ul style="list-style-type: none"> • Internal school-wide literacy data - 4 terms • Diagnostic STAR Assessment (March - November Data - NZ) • Regional BELS/ PIL one and two (November for yrs 4 and 6) • Monitored by Principal - Literacy leadership & EMT • Documentation • Report (Annual) 	<p>On-going</p>
<p>2.2.7 Maintain 80 - 90% basic numeracy level.</p>	<ul style="list-style-type: none"> • All children to develop skills, concepts, understandings, and attitudes which will enable them to cope confidently with mathematics of everyday life. 	<ul style="list-style-type: none"> • Term overview & time tabled daily planning/ teaching and assessment • Assessment following planned maths strand (Numbers, Algebra, Statistics, Geometry & Measurement) per term for 4 terms. • Data analysed and interpreted. 	<ul style="list-style-type: none"> • School wide 5 strands assessments data • Early & Advance Numeracy Project (NZ) March and November Data. • Monitored by Principal - Numeracy leadership and 	<p>On-going</p>
<p>EMT</p> <ul style="list-style-type: none"> • Documentation • Report - Annual 				

<p>2.3 To maintain seamless education to support and continue numeracy and literacy developments from early childhood to primary.</p> <p>2.3.1 Continue providing foundation - learning programs to improve teaching and learning in early childhood numeracy and literacy.</p> <p>2.3.2 To monitor and provide for children with learning disabilities.</p>	<p>Easy transition from one level to the next in learning, behaviour, emotionally & socially.</p> <p>All children to learn at own pace, reaching own potential and supported to extend.</p>	<ul style="list-style-type: none"> • Parent education programme • School-wide professional developments • Establishment of 'transition concept' linking learning institutions, home, early childhood centre and primary. (pre-transition and Transition) • Monitor implementation, analyse & document findings. • Identify using literacy and numeracy data. • Plan & implement support programme. • Inform parents before and after • Monitor support programme • Select appropriate resource staff 	<ul style="list-style-type: none"> • Cumulative/ anecdotal records of learning • Literacy & numeracy data • Teachers and parents views • NZODA - MSC Report • End of term literacy data • End of term numeracy data • Parents before and after views • Principal - Literacy & Numeracy Leadership & EMT 	<p>On-going</p> <p>On-going</p> <p>On-going</p>	
<p>2.4 To teach and contextualize the ECE Te Whariki Curriculum and the Primary New Zealand Curriculum Framework</p>	<p>Ensure that curriculum, training supports the mission & vision of the Department and the Niue Strategic Plan on Human Resource Development.</p>	<ul style="list-style-type: none"> • Sectional & school-wide professional developments. • In-country workshops through NZODA - MSC project. 	<ul style="list-style-type: none"> • Documentation of 7 E.L.A following inservicing, implementation and assessment. • NZODA - MSC Quarterly 	<p>On going</p>	

<p>(NZCF) to fit the Niue situation.</p> <p>2.4.1 Provide inservice training for ECE teachers and upgrading for primary teacher to New Zealand Curriculum Standard.</p>	<p>To upgrade knowledge and upskill in curriculum changes and to assist in school implementation.</p>	<ul style="list-style-type: none"> • Upgrading through correspondence extension courses offered by Dunedin College Of Education. • Pre-Service through Open Polytech (NZ) • Pre-Service through USP: Pre-School Diploma. • Provide mentor attachment programme. • Brief associate teacher and student trainee programme and requirements. • Work with mentor at end of each week. • Enrolment Application to Dunedin College of Education. 	<p>Project.</p> <ul style="list-style-type: none"> • B.Ed Degree Qualification course complete November 2002. • MSC • Completed first year ECE Diploma. • Principal <p>Interview by NAODA - MSC November</p>	<p>On-going</p> <p>Term 3 and 4 2002</p>
<p>2.4.2 Provide pre-service training attachments for potential student teachers prior to formal training.</p>	<p>To be introduced into the teaching environment.</p>			

HUMAN RESOURCE DEVELOPMENT
JANUARY - DECEMBER 2002
INSERVICE and PRE-SERVICE TRAINING

Attachment and Meeting	Purpose	Timing	Funding	Comment
A.Administration				
1. 3 Language Experts (LE)attended meeting in Auckland	Develop Unit Stds -Niue Language	March	NZHC Capacity Building	Meeting Niue counterparts was first step to developing positive relationship
2.2nd meeting LE	Same as for March meeting	May	NZHC Capacity Building	
3.Deputy Director& Manager	Represent Dept on Workshop on Data & Statistics	April	UNESCO	Develop Data Log for Education
4. Director - attended Advisory Seminar IOE,USP	Evaluate past projects and develop new projects	April	IOE,USP	Technology Equipment was secured from UNESCO
5.Directors' Meeting Nadi Fiji	Planning, updates	July	UNESCO	Funds for the Lexicograher is secured
6. Production staff				
Production officer, Educ Officer & propose attachmnet to IOE,USP	upskilling computer publishing, technical skills to inservice technology equipment, writing and editing	Aug-Dec	Education Proj (MSC)	
7. Niue Culture&Lang staff - attending Summer School USP Ext Niue	USP approved Summer School to provide Translation Course for Lang Specialists & teachers	Jan-03	Individuals on reimbursement basis once budget improves	Summer school depends on the number who agree to pay
8. Student teachers Trainees	Niue Language Immersion training Programme	Jan-03		On going from one year to the other

B.Niue Primary School				
1.Principal conducted a workshop	Awareness writing non fiction texts to support school programs	April	Funded by IOC	Workshop was attended by Lang Specialists and teachers during the
2.Six(6)Teachers due complete degrees	Upgrade qualification to B Ed Primary	August2000-Dec2002	Niue Education Project MSC	Recommend to Project Review to <u>continue this program</u>
3.ECE Teachers studying Diploma USP Ext	ECE teachers are pursuing USP Diploma courses	Begin Semester 2	Individual funding and possible reimbursement	Studies are being jeopardise by the reduction in Budget
4. Principal & 2 teachers on training attachment, NZ	Social Studies	October	Education Project MSC	

Attachment and Meeting	Purpose	Timing	Funding	Comment
C NIUE HIGH SCHOOL				
1. Art Teacher attached to schools NZ	To observe and be updated on how programs are organised and taught	May	Niue Educ Project (MSC)	
2. Text & Information Computing HOD on training	Attend training for computer maintenance.	March	NZHC capacity Building	
2. Deputy Principal & Homeroom teacher due to leave for attachments	To observe how other schools deal with programs for at risk students, plan to extend homeroom concept to year 9	September	Niue Educ Ptoject (MSC)	This is an important issue that needs to be addressed for 2003.
D. Training Attachments				
1. NHS - Student Teacher- Art	spend 2 years attached NHS, study correspondence through Open Polytech. Formal study begin 2004	Feb 2002- Dec2003, Formal Study- 2004	NTDC's decision	Student needs to meet prerequisite first in English & Maths
2 NHS- Student Teacher Graphic & Design	spend 1 year at NHS, attend ACE beginning 2003	Feb 2003- 2005	NTDC's decision	Student qualifies to enter ACE
3. NHS-Computer Technician Trainee	Student attach for 2 years, study through correspondence to meet prerequisites for NZ tech	Feb 2002- Dec2003, formal study 2004	NTDC's decision	NHS needs a technician/ teacher for servicing computers
4 NPS Primary Trainee	6 months attachment July-Dec. Due to begin at Dunedin 2003	Feb 2003- 2005	NZAID	She has been accepted by Dunedin College of Education
5. Book Illustrator Trainee	Attach to Production Unit for 2 years, formal training begins 2004	Feb 2002- Dec2003, Training begins 2004	NTDC's Decision	Student due to attach to IOE for Desk Top Publishing Training
E. Support Staff				
Manager, Office Clerks,	Manager provides in house training esp on Budget control	On going		Budget control needs to be addressed

CURRENT PERSONNEL

Niue High School

Position	Name	Grade/Step	Qualification
1 Principal	T Talagi	E7 26-28	Diploma Agriculture (USP), Advance Teaching Cert
2 Deputy Principal	J Mitimeti	E6 24-25	24 BA Secondary & Dip Educ (USP)
3 NCEA Liaison HOD Eng	P Head	E5 22-23	22 BA English, Dip Teaching (NZ)
4 HOD Maths	F Paulo	E5 22-23	22 B Ed Maths, Dip Eco (USP), Teacher Registration, Practising Cert (NZ)
5 Maths Teacher	J Vannalatalai	E3 14-19	19
6 Maths Teacher	F Pauliati	E3 14-19	19
7 HOD Industrial Arts	M Nelisi	E5 22-23	23 Cert in Advanced Trade & Teaching (NZ)
8 Part Time Workshop Tech	P Kautiti	Part time	Advance Trade Cert Mechanical, Niue
9 HOD Geography	J Ikimoto	E5 22-23	22 Diploma Education (USP)
10 Soc Science Teacher	R Soon	E3 14-19	19
11 HOD Niuean & Culture	T Ugamea	E5 22-23	22 TTC Niue, Dip TESL (NZ)
12 HOD Science	J Poihega	E5 22-23	22 BA AgrUSP, P/GrddipAgr, Dip Teaching(NZ)
13 Science Teacher	K Paulo	E3 14-19	18 BA EducUSP, Dip Teaching NZ
14 Science Teacher	S de la Cruz	E3 14-19	19
15 HOD TIM/Computer	J Andrews	E5 22-23	22 Cert Systems Management, Cert Microsoft Management
16 TIM/Computer	G Wilson	E3 14-19	18 University Entrance(NZ)
17 English Teacher	J Searle	E3 14-19	19
18 English Teacher	V Nosa	E4 20-21	21 BA English USP, Cert Teaching(Fiji)
19 Art Teacher	C Jessop	E4 20-21	20 BA Fine Arts, Dip Teaching (NZ)
20 PE, Health, Sports	M Talagi	E3 14-19	14 Cert Recreation Sport, Cert Sports Science(NZ)
21 Home Room Teacher	K Malcolmson	E3 14-19	19
22 Home Room Teacher	C Edwards	E3 14-19	18 Teaching Dip (NZ)
23 Home Room Teacher	A Magatogia	E3 14-19	14 B Ed (Primary NZ)
24 Home Room Teacher	O Siohane	E3 14-19	17 TTC Niue, TESL (NZ)
25 Culture Tutor	T Magaao	Part time	
26 Culture Tutor	L Tukitoga	Part time	

Nine Primary School			
Position	Name	Grade/Step	Qualification
1	J. Tasmania	E7 26 -28	TTC, Dip Teaching (NZ)
2	E. Tutaki	E6 24-25	
3	J. Jackson	E4 20-21	TTC Nive, DipTESL (NZ), ECE Dip NZ, PacPreschool Tea Cert USP
4	B. Pihigia	E3 14-19	TTC Nive, TESL (NZ)
5	J. Moturoou	E3 14-19	TTC, DipTeaching (NZ)
6	V. Talagi	E3 14-19	TTC, Nive
7	M. H Vaha	E3 14-19	TTC, Fiji
8	M. Lagiono	E3 14-19	TTC, Fiji
9	B. Mautama	E3 14-19	Dip Teaching (NZ)
10	I. Tukitoga	E3 14-19	Dip Teaching (NZ)
11	E. Hartman	E3 14-19	TTC, Dip Teaching(NZ)
12	A. F. Utalo	E3 14-19	TTC, Nive
13	F. Chapman	E3 14-19	TTC, Nive
14	S. Fakanaiki	E3 14-19	TTC, Nive
15	O.Love Hekesi	E2 9-12	Form 6 Cert
16	L. Laufoli	E2 9-12	Pacific Preschool Teaching Cert, USP
17	R. Akeimo	E2 9-12	Pacific Preschool Teaching Cert, USP
18	F. Ikitule	E2 9-12	Pacific Preschool Teaching Cert, USP
19	S. Laufoli	E2 9-12	Pacific Preschool Teaching Cert, USP
20	S. Akeimo	E2 9-12	

Administration Staff : Education Centre, NPS & NHS

Position	Name	Grade/Step	Qualification
1 Director	T Tocono	G7 30-32 31	TTC, Dip Tchg, (NZ)Dip Admin (Nue), Dip Educ Admin(USP)
2 Deputy Director	L Siakimotu	G6 27-29 27	TTC- Home Sci Sec, Dip Tchg (NZ), HRD Management Cert (Aust)
3 Manager	K Tukutama	G523-26 24	Certificate in Management(Nue)
4 Ed Off Curriculum	I Lui	G418-22 20	TTC Nue, Pacific Language Studies Cert USP, Preschool Cert USP
5 Production Officer	S Sioneuato	G3 18	UE (4 pass Art inclusive) (NZ)
6 Secretary/Typist	H Helutu	G2 9-12 11	Certificate Introduction in Office Skills(NZ)
7 Production Trainee	K Molai	G14-8 8	Certificate Graphic & Design(Fiji)
8 Records Clerk	D Mautama	G2 9-12 10	School Cert
9 Maintenance Off	S Tanevesi	G1 4-8 7	
10 Part Time Lang Specialists	S Ioane		TTC, Dip Teaching, TESL (NZ)
11 Part Time Lang Specialists	H Funaki		TTC Nue
12 Part Time Lang Specialists	P Tanaki		TTC Nue

Position	Name	Grade/Step	Qualification
1 Typist Clerk	C. Pulehetoa	G2 9-12 9	
2 Maintenance Officer	S. Pena	G1 4-8 7	
3 Teacher Trainee	F Tauevivi		S Cert, F6, Foundation Cert USP
1 Librarian	F Tohovaka	G2 9 - 12 9	Cert Library StudiesUSP
2 Trainee Computer	R Ikitoomata	E1 4 - 8 8	Form 6
3 Trainee Graphics	R Jackson	E1 4 - 8 8	Form 7 Art
4 Trainee Art	N Talagi	E1 4 - 8 8	Form 7 Graphics
5 Caretaker	M Paotoga	G1 4 - 8 7	
6 Groundsman	T Va'ivaka	G1 4 - 8 7	
7 Secretary Typist	A Panama	G2 9 - 12 11	School Cert
8 Records Clerk	J Seumannu	G2 9 - 12 9	School Cert
9 NCEA Sec/Typist	S Tanaki	G2 9 - 12 12	Certificate in Management(NZ)

<u>Summary & Staff Number</u>	
Nine High School	
Full time teachers	23
Part time teachers	3
Nine Primary School	
Full time teachers	20
Administration Staff	
Centre Staff	
Full time	8
Parttime	3
Trainee	1
NHS	
Full time	6
Teacher Trainee	3
NPS	
Full Time	2
Trainee	1
Total	70

**EDUCATION DEPARTMENT
SUMMARY : DIVISIONAL EXPENDITURE/REVENUE
FOR 2002/2003**

EXPENDITURE	2002/2003 ESTIMATE	2001/2002 VOTED	VARIANCE	2001/2002 Prov. Actual
01 Administration	466,268	443,263	23,005	475,236
16 Primary	387,768	386,130	1,638	363,087
17 Secondary	627,891	587,067	40,824	604,725
	1,481,927	1,416,460	65,467	1,443,048

REVENUE

01 Administration	500	500	0	812
17 Secondary	2,500	2,000	500	2,027
	3,000	2,500	500	2,839

SURPLUS/(DEFICIT)	(1,478,927)	(1,413,960)	(64,967)	(1,440,209)
--------------------------	--------------------	--------------------	-----------------	--------------------

**SUMMARY : DIVISIONAL EXPENDITURE/REVENUE
FOR 2003/2005**

EXPENDITURE	2003/2004 PROJECTED	2004/2005 PROJECTED
01 Administration	537,224	537,224
16 Primary	438,374	438,374
17 Secondary	694,173	664,173
	1,669,771	1,639,771

REVENUE

01 Administration	500	500
17 Secondary	2,000	2,000
	2,500	2,500

SURPLUS/(DEFICIT)	(1,667,271)	(1,637,271)
--------------------------	--------------------	--------------------

DEPARTMENT
BRANCH

(20) EDUCATION
(01) ADMINISTRATION

		2002/2003	2001/2002		2001/2002
EXPENDITURE		ESTIMATE	VOTED	VARIANCE	Prov Actual
01	PERSONNEL				
01	Salaries	162,423	163,154	(731)	187,440
06	Allowances	0	4,970	(4,970)	3,979
		162,423	168,124	(5,701)	191,419
02	TRAVEL, TRANSPORT & COMMUNICATIONS				
02	Transport(Allowance,Vehicle Hire)	700	1,100	(400)	99
04	Communication	5,000	4,500	500	5,114
06	School Transport Contracts	200,000	200,000	0	207,576
03	MAINTENANCE OF PROPERTY & EQUIPMENT				
01	Buildings Maintenance	2,000	3,100	(1,100)	2,172
02	Furniture/Fittings	100	600	(500)	95
03	Grounds	600	350	250	281
04	Equipment/Tools	1,000	2,000	(1,000)	1,223
05	Motor Vehicles	1,050	3,250	(2,200)	1,839
06	Rental of Property	345	345	0	337
04	MATERIALS, SUPPLIES & SERVICES				
01	Fuel/Oil	3,000	3,256	(256)	3,366
02	Printing/Stationery	3,000	2,500	500	2,780
07	Office Consumables	2,000	2,000	0	1,772
09	Professional Services(Dictionary Panel)	60,000	20,000	40,000	34,232
11	Training Fees (Yr 11 & Yr 12-NZQA Fees)	7,100	13,700	(6,600)	11,486
14	Cleaning Supplies	3,000	3,000	0	2,264
37	Computer Supplies & Maintenance Fees	3,000	3,000	0	630
05	OTHER OPERATING EXPENDITURE				
01	Advertising	250	500	(250)	327
02	Subscriptions	200	200	0	36
55	Production Unit	6,000	6,000	0	4,946
58	Scholarship Awards(Rotorua)	5,000	5,238	(238)	2,895
59	CRC/EFA(Convention on the rights of the child/ Education for All)	500	0	500	0
06	GRANTS, CONTRIBUTIONS & SUBSIDIES				
30	CRC/EFA(Convention on the rights of the child/ Education for All)	0	500	(500)	347
TOTAL EXPENDITURE		466,268	443,263	23,005	475,236
20	REVENUE				
80	Miscellaneous	500	500	0	812
TOTAL REVENUE		500	500	0	812

DEPARTMENT
BRANCH

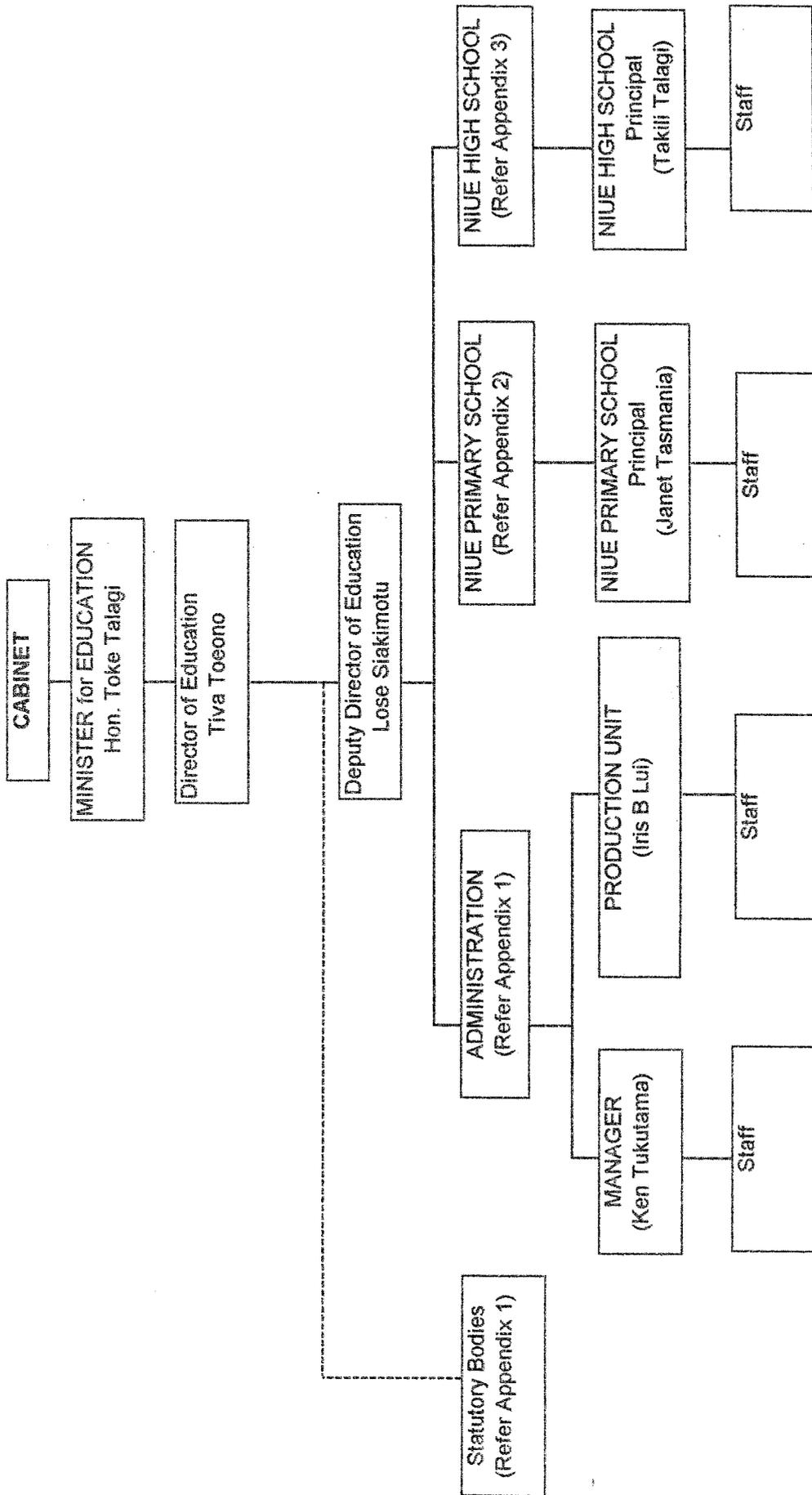
(20) EDUCATION
(16) PRIMARY

EXPENDITURE		2002/2003	2001/2002		2001/2002
		ESTIMATE	VOTED	VARIANCE	Prov Actual
01	PERSONNEL				
01	Salaries	354,758	338,473	16,285	318,704
06	Allowance	0	7,850	(7,850)	6,700
		354,758	346,323	8,435	325,404
02	TRAVEL, TRANSPORT & COMMUNICATIONS				
04	Communication	2,500	2,000	500	2,663
03	MAINTENANCE OF PROPERTY & EQUIPMENT				
01	Buildings Maintenance	2,600	1,900	700	1,610
02	Furniture/Fittings	500	500	0	117
03	Grounds	1,500	1,500	0	1,508
04	Equipment/Tools	2,000	2,000	0	1,553
06	Rental of Property	1,350	2,407	(1,057)	1,645
04	MATERIALS, SUPPLIES & SERVICES				
02	Printing/Stationery	2,600	2,000	600	2,436
03	Electricity	3,500	4,000	(500)	3,253
07	Office Consumables	2,000	1,500	500	2,042
11	Teaching Materials	9,000	10,000	(1,000)	13,085
34	Library	3,000	4,000	(1,000)	4,000
05	OTHER OPERATING EXPENDITURE				
01	Advertising	200	400	(200)	181
57	Early Childhood Education	2,000	1,000	1,000	967
16	LOCAL TRAINING				
01	Course Fees	260	6,600	(6,340)	2,625
TOTAL EXPENDITURE		387,768	386,130	1,638	363,087

DEPARTMENT (20) EDUCATION
 BRANCH (17) SECONDARY

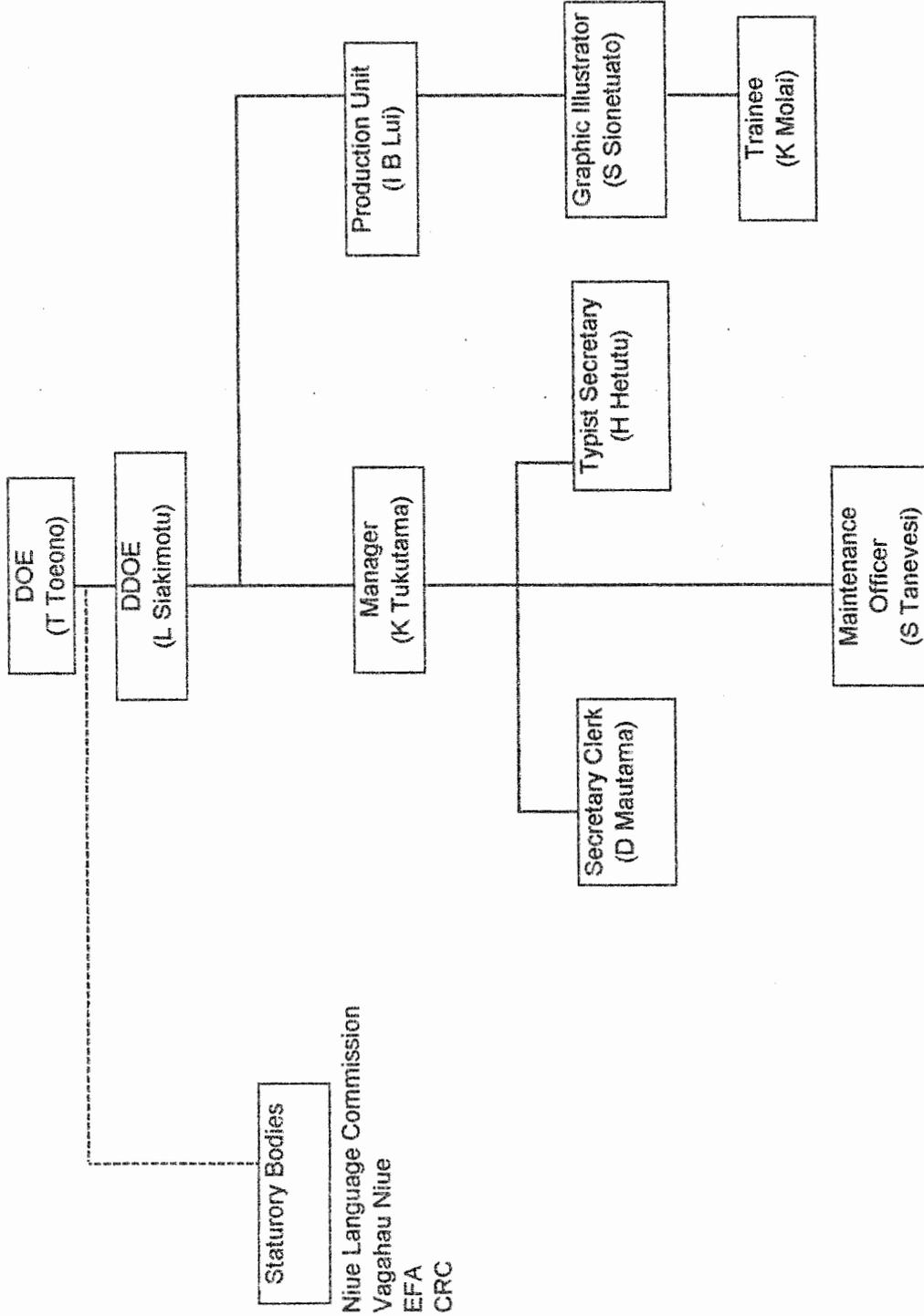
EXPENDITURE	2002/2003 ESTIMATE	2001/2002 VOTED	VARIANCE	2001/2002 Prov. Actual
01 PERSONNEL				
01 Salaries	555,691	501,267	54,424	523,571
06 Allowances	0	12,100	(12,100)	7,895
	555,691	513,367	42,324	531,466
02 TRAVEL, TRANSPORT & COMMUNICATIONS				
04 Communication	5,000	6,000	(1,000)	4,858
03 MAINTENANCE OF PROPERTY & EQUIPMENT				
01 Buildings Maintenance	5,000	4,000	1,000	4,159
02 Furniture/Fittings	500	500	0	0
03 Grounds	3,000	2,000	1,000	1,988
04 Equipment/Tools	2,000	2,000	0	2,206
06 Rental of Property & Equipment	4,500	6,000	(1,500)	8,785
04 MATERIALS, SUPPLIES & SERVICES				
02 Printing/Stationery	4,000	4,000	0	2,645
03 Electricity	13,000	12,000	1,000	12,261
07 Office Consumables	2,500	3,000	(500)	2,774
11 Teaching Materials	29,000	31,000	(2,000)	31,237
34 Library	2,000	2,700	(700)	2,171
05 OTHER OPERATING EXPENDITURE				
01 Advertising	200	500	(300)	175
16 LOCAL TRAINING				
01 Course Fees	1,500	0	1,500	0
TOTAL EXPENDITURE	627,891	587,067	40,824	604,725
20 REVENUE				
86 Facilities Hire Grounds	2,500	2,000	500	2,027
TOTAL REVENUE	2,500	2,000	500	2,027

DEPARTMENT OF EDUCATION



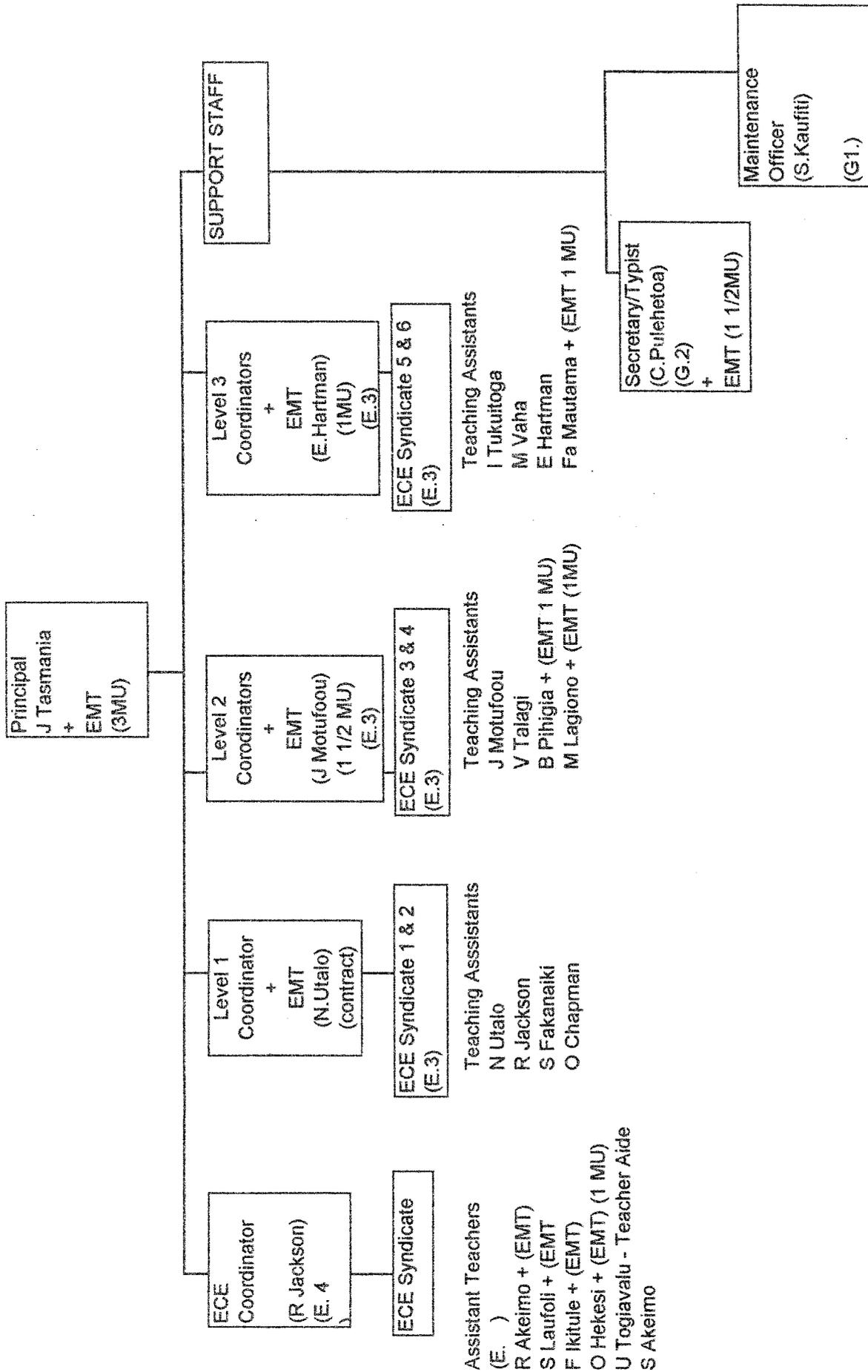
ADMINISTRATION

(Appendix 1)



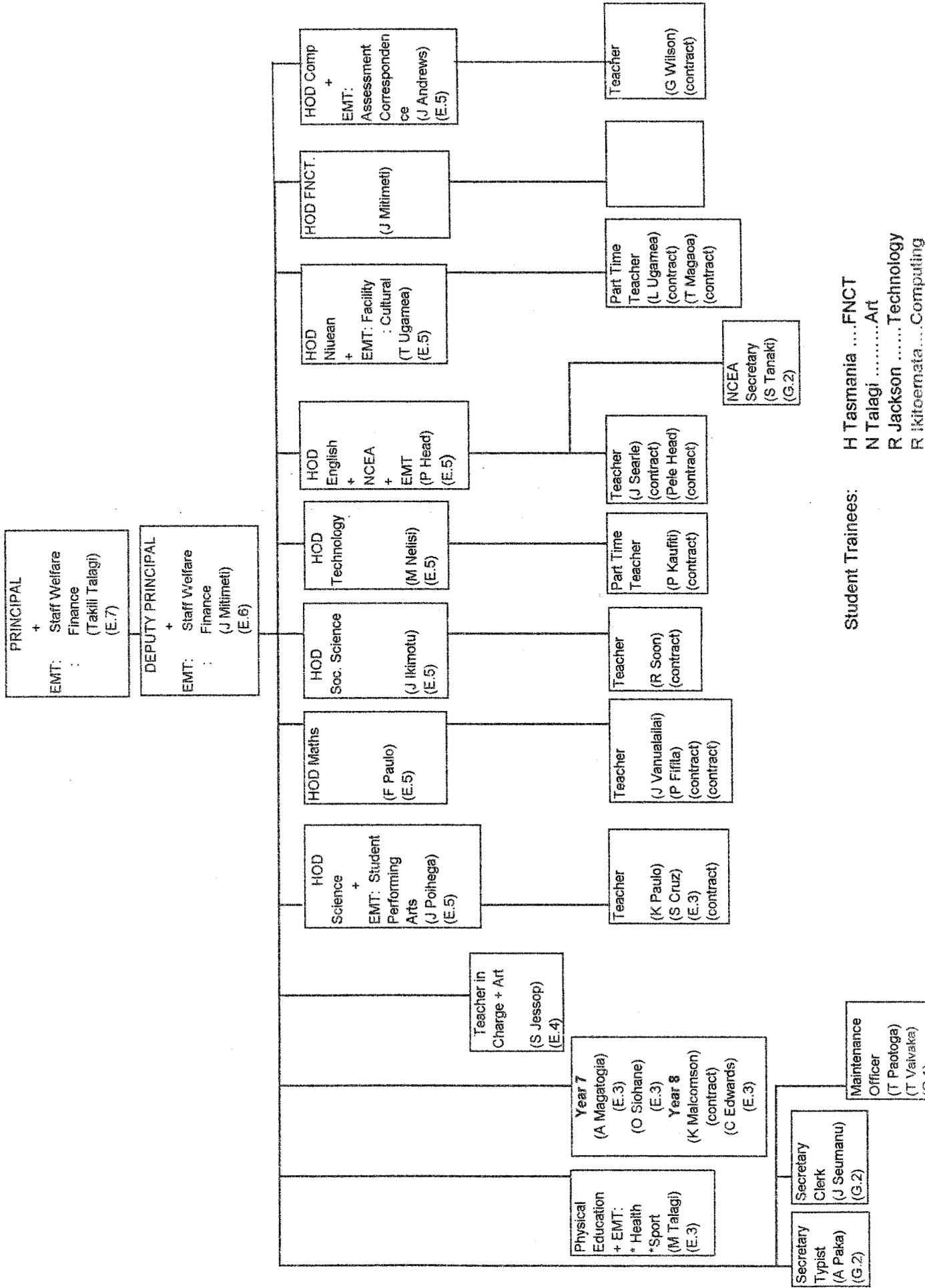
EARLY CHILDHOOD & NIUE PRIMARY SCHOOL

(Appendix 2)



NIUE HIGH SCHOOL

(Appendix 3)



Student Trainees: H TasmaniaFNCT
 N TalagiArt
 R Jackson Technology
 R Ikitoomata Computing

Conclusion

The change of leadership shortened the corporate planning period from July to December this year. However the school year began in January, which will be included in the reporting period for the full 4 terms.

Some restructuring is not reflected in the Corporate Plan, as they are not approved yet. Staff due to retire may not be replace depending on the need. At the time of writing an advertisement for teachers is underway for 2003.

Although the approved Budget is reduced substantially, the success of procuring funds for Projects proved heartening for education development. Projects as new initiatives this year funded by external agencies, like NZAID and UNESCO are much appreciated.

As the Niue Education Project comes to an end of its current term of 3 years in December, and it is hoped that after the Review in November it will continue. Staff development and resourcing the schools are important components of the Project and it is hoped that even after it ends, some arrangements could be agreed upon to continue the association with counterparts. The upgrading of teachers to degree level has been a bonus to the Education system. Not only the professional qualification achieved at the end of the day, but the economics of such an arrangement is a tremendous saving, not to mention the possibility of losing personnel had they gone overseas.

NCEA is a real challenge for teachers but NHS staff of professional teachers are performing extremely well inspite the various constraints they experience at times.

Close monitoring of the budget, will be done by the Manager and the Clerks with regular reporting to the Director. The Director and staff are very mindful of the deficit last year that had a negative impact on some activities. Programs for this corporate planning period will flow over to next year but school programs as such ends at each level as students move on.

Regional Projects have become an integral part of Niue education. Education for All, Conventions on the Rights of the Child and the proposed Basic Education are the three projects the Department is involved with. We are very mindful of overloading personnel that Projects become more of a burden than beneficial, however we select what we need and able to cope with.

I look forward to achieving some of the outputs and plan for improvements in the next year.

Kia Monuina, Fakaauae Lahi.
