



## **OFFICE OF THE OMBUDSMAN**

# **PUBLIC REPORT**

**ON THE  
ALLEGED BREACHES  
OF CHAPTER 3 PARAGRAPH 2 OF THE TEACHING SERVICE STAFF RULES  
BY  
SANMA REGIONAL EDUCATION OFFICERS  
INCLUDING ANY OTHER PERSONS AS DELEGATED  
BY P.E.O PRIMARY EDUCATION  
AND  
THE SANMA PROVINCIAL EDUCATION OFFICER(S)  
TO COMPLETE THE ANNUAL CONFIDENTIAL REPORTS  
FOR MR LORESS NINISA OVER A PERIOD OF 20 YEARS**

Date: 09 September 2019



### **REPUBLIC OF VANUATU**

Ombudsman Haus, Rue Pasteur      PMB 9081 Port Vila, Vanuatu  
Tel: +678 27200      [Email: ombudsman@vanuatu.gov.vu](mailto:ombudsman@vanuatu.gov.vu)

4072/2019/02

**PUBLIC REPORT ON THE  
ALLEGED BREACHES  
OF CHAPTER 3 PARAGRAPH 2 OF THE TEACHING SERVICE STAFF RULES  
BY  
SANMA REGIONAL EDUCATION OFFICERS  
INCLUDING ANY OTHER PERSONS AS DELEGATED  
BY P.E.O PRIMARY EDUCATION  
AND  
THE SANMA PROVINCIAL EDUCATION OFFICER(S)  
TO COMPLETE THE ANNUAL CONFIDENTIAL REPORTS  
FOR MR LORESS NINISA OVER A PERIOD OF 20 YEARS**

## **PREAMBLE**

**So whatever you wish that others would do to you, do also to them, for this is the Law and the Prophets. Matthew 7:12**

## **SUMMARY**

The Ministry of Education and The Teaching Service Commission through their relevant officials are obliged to ensure all entitlements and performance appraisals for every staff, both temporary and permanent are compensated for or fulfilled under chapter 3 paragraph 2 of the Teaching Service Staff Rules. This report outlines the failure of the responsible officers within the Ministry of Education and the Teaching Service Commission to ensure that the annual confidential report for Mr Ninisa is being completed over a period of 20 years.

### **Outline of events (see further page 6)**

Mr Loress Ninisa complained to this Office on the failure of the relevant officials to ensure his annual confidential report is being completed in order for a determination to be made on any chances of him getting an increment in 2004 when he was permanently employed by the Teaching Service Commission in 1996.

### **Findings (see further page 10)**

- The Regional Education Officers and or Zone Curriculum Advisors responsible for compiling Mr. Ninisa's teaching performance report from 1996 up to 2016 have breached Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, for dereliction of duty.
- Sanma Provincial Education Officers (PEOs) namely Messrs Pakoa Noel, Mark Imbert and Thomson Paul have also breached Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, for not delegating to any other persons the task of compiling the annual confidential report on Mr. Ninisa's teaching performance.

### **Recommendations (see further page 12)**

The Ombudsman recommends that:

- 
- Mr. Socopoe Mele, as Zone Curriculum Advisor in zone 8 in Sanma Province, is to immediately start compiling a confidential report on Mr. Ninisa's teaching performance – that which is to be sent to the Teaching Service Commission at the end of the year (2018) via the Director of Primary Education for consideration and approval for salaral increment if it is satisfactory.
  - The Teaching Service Commission sends an apology to Mr. Lorres Ninisa for neglecting to instruct the respective educational authorities (Director of Primary Education, Provincial Education Officers and Regional Education Officers or Zone Curriculum Advisors having power or authority to, along the line of communication, deal with a teacher's report) to ensure that Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, is at all times complied with.
  - Educational authorities should make sure that a report on each primary school teacher in Sanma Province is completed by the respective Zone Curriculum Advisor every year end for submission to the Teaching Service Commission, thus a strict compliance to Chapter 3 paragraph 2 of Teaching Service Staff Rules, Annex 1.
  - The Provincial Education Officers, Regional Education Officers or Zone Curriculum Advisors should at all material times be familiar with their respective roles and functions, and should understand the laws and regulations that affect the area or role of their functions.
  - The Teaching Service Organizational Structure should be reviewed and amended to make sure that the positions of Regional Education Officers and Zone Curriculum Advisors become Public Service Commission posts – that which would require a formal negotiation to that effect to be signed between the Teaching Service Commission and the Public Service Commission. This is simply to avoid the breakdown of inter-communication and instructions between the Provincial Education Officer as a public servant at the Provincial Headquarter and either the Regional Education Officer or Zone Curriculum Advisor as non-public servants responsible to execute the teaching service appraisal of teachers in schools.

---

**TABLE OF CONTENTS**

<b>1. JURISDICTION</b>	<b>5</b>
<b>2. PURPOSE, SCOPE OF INVESTIGATION AND METHODS USED</b>	<b>5</b>
<b>3. RELEVANT LAWS, REGULATIONS AND RULES</b>	<b>6</b>
<b>4. OUTLINE OF EVENTS</b>	<b>6</b>
<b>5. RESPONSES BY THOSE WITH FINDINGS AGAINST THEM</b>	<b>10</b>
<b>6. FINDINGS</b>	<b>10</b>
<b>7. RECOMMENDATIONS</b>	<b>13</b>
<b>INDEX OF APPENDICES</b>	<b>15</b>

## **1. JURISDICTION**

1.1 The Constitution and the Ombudsman Act [CAP252] allow the Ombudsman to enquire into the conduct of government, related bodies and Leaders. This includes the conduct of regional education officers within the Sanma Provincial Education Office serving in their respective professional capacities as Zone Curriculum Advisors (ZCA) or Regional Education Officers (REO) and Provincial Education Officers (PEO). The Zone Curriculum Advisors under the supervision of the Provincial Education Officers are responsible to carry out the appraisals of teachers in Sanma Province. However, the ZCA and PEO allegedly failed to do the appraisals of Mr. Lorres Ninisa starting from 1996 up to 2016 – a period of 20 years. The Ombudsman can also look into defects of laws and administrative practices, including the Teaching Service Act [CAP 171] and the Teaching Service Staff Rules (TSSR) and other legally established procedures administering all public agencies in the Republic of Vanuatu.

It is to be made clear herein that the post of Provincial Education Officer (PEO) has always been a Public Service position. Whereas, the position of Curriculum Advisor (ZCA) has been a teaching service post up until 2017. It is evident that over a period of twenty (20) years (1996 to 2016), there has been a number of Provincial Education Officers and Zone Curriculum Advisors/Regional Education Officers being appointed in Sanma Province to ensure that confidential annual report on each primary school teacher was completed and having them submitted to the Teaching Service Commission via the Director of Primary Education for consideration and approval for salaral increment in case of satisfactory report.

The Zone Curriculum Advisors were/are, among other things, to visit teachers in the areas under their respective jurisdictions and compile confidential annual reports on teachers – those which would trigger any teacher's salaral increment in the event of a satisfactory performance. A confidential annual report on each primary school teacher is to be completed by Regional Education Officers (such as ZCA) or any other persons delegated by PEO Primary Education to perform the task.

## **2. PURPOSE, SCOPE OF INVESTIGATION AND METHODS USED**

2.1 The purpose of this report is to present the Ombudsman's findings as required by the Constitution and the Ombudsman Act and the Leadership Code Act.

2.2 The scope of this investigation is to determine:

- a) The reasons for which the confidential annual reports on Mr Ninisa's teaching performance were not yearly completed by the Regional Education Officers (REO) or Zone Curriculum Advisors (ZCA) from 1996 to 2016 and/or the reasons why the PEOs had not delegated the tasks of compiling Mr Ninisa's confidential annual reports starting from 1996 up to 2016 to any other persons as provided for under the provisions of Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1.
- b) Whether the actions of the Zone Curriculum Advisors, in not only delaying but also neglecting and ignoring one of their respective duties under their job descriptions to complete Mr Ninisa's appraisal report, amount to an



outright breach of the provisions of Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1.

- c) Whether the actions of the Provincial Education Officers (Primary Education), in not delegating to any other persons the tasks of completing the confidential annual reports on Ninisa's teaching performance despite the formal notifications by the Ombudsman to the relevant educational authorities,<sup>1</sup> constitute or amount to a breach of the provisions of Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1.
- 2.3 This Office collects information and documents by informal request, summons, letters, interviews and research.
- 2.4 This report is prepared by the Leadership Code Unit of the Office of the Ombudsman.

### 3. RELEVANT LAWS

Relevant parts of the following laws are reproduced in **Appendix 1**.

### 4. OUTLINE OF EVENTS

- 4.1 In a letter dated 2<sup>nd</sup> January 1996 the Teaching Service Commission appointed Mr Lorres Ninisa "to perform educational duties as an officer of the Teaching Service in accordance with section 11 of the Teaching Service Act No.15 of 1983 with effect from 1<sup>st</sup> February 1996." Mr Ninisa was appointed to the E2.1 salary scale and was supposed to receive an annual salary of VT455,086 and VT51,000 of living allowance per annum. Mr Ninisa's appointment was subject to further terms and conditions as the Teaching Service Commission may from time to time determine. Mr Ninisa's appointment was signed by the then Acting Chairman of the Teaching Service Commission, Mr William Mael. Please refer to the attached copy of the letter and is marked as (**Appendix 2**).
- 4.2 In a letter dated 5<sup>th</sup> November 1999 the Teaching Service Commission then confirmed Mr Ninisa's permanent appointment to the Teaching Service with effect from 15 October 1999. Mr Ninisa was still subject to the same terms and conditions as those contained in his original letter of appointment dated 2<sup>nd</sup> of January 1996. The confirmation letter of permanent appointment is marked as (**Appendix 3**).
- 4.3 In another letter dated 8 February 2001, Mrs Annie SHEM as Executive Officer of Sanma Province advised Mr Charley Robert to arrange for the payment of Mr Ninisa's permanent salary arrears as he was still paid on a temporary scale. (**Appendix 4**).

---

<sup>1</sup> Christopher Karu as Secretary of Teaching Service Commission, Johnson Vora as Personnel Manager, Pakoa Noel as Acting Sanma Provincial Education Officer, Mark Imbert as Acting Secretary of Teaching Service Commission, Mark Imbert as Sanma Provincial Education Officer, George Berry Reman as Secretary of Teaching Service Commission, Thomas Paul as Sanma Provincial Education Officer, Roy Obed as Director of Education

- 4.4 On the 18<sup>th</sup> of May 2004, Mr Ninisa complained to this Office that despite the confirmation letter of permanent appointment, he was still paid on the same salary scale. As such, he wanted the Ombudsman to investigate why he was still paid on the same salary scale of E2.1 and without any salaral increment having the understanding that the Teaching Service Staff Rules, Annex 1, provides for 8 point scale increments E2.1- 2.5 at a year and half interval.
- 4.5 On the 31<sup>st</sup> of May 2005 the Ombudsman duly informed the Secretary of the Teaching Service Commision Mr Christopher Karu about receiving a complaint from Mr Lorres Ninisa on the lack of increment to his salary. In that letter the Ombudsman queried amongst other things as to whether, a) Mr Ninisa was entitled to an upgrade of salary since his permanent appointment. In the event that the answer were "no: why not as it is understood that the Teaching Service Staff Rules, Annex 1 ,provided for 8 point scale increments E2.1-2.5 at a year and half intervals and b) Mr Ninsa would consider backdating his salary.
- 4.6 On the 17<sup>th</sup> of June 2005, Mr Christopher Karu confirmed to this Office that any increment to be made on Ninisa's salary was not automatic. His satisfactory performance report was required to be submitted by a Provincial Education Officer of Sanma Provincial Education Office via the Director of Primary Education for consideration by the Teaching Service Commision. Mr Karu also confirmed that the Teaching Service Commision has not received any satisfactory report for Mr Ninisa (**Appendix 5**).
- 4.7 Another Ombudsman letter dated 31 May 2005 with a set of questions was sent to the Personal Manager Mr Johnson Vora at the Department of Education.
- 4.8 In his response dated 15 June 2005 the Principal Human Resource Officer Mr. Johnson Vora said that it was the Teaching Service Commission as the employer of Mr. Ninisa that was answerable to the Ombudsman's queries. His employer would have to determine whether an increment could be paid to the officer only on the basis of his satisfactory performance.
- 4.9 On 28 June 2005 the Ombudsman put forward a set of questions to the Acting Sanma Provincial Education Officer Mr. Noel Pakoa on Mr. Lorres Ninisa's salary increment (**Appendix 6**): "1. Why is Mr Ninisa still paid on a temporary scale? 2. Is he entitled to an up-grade of salary since his permanent appointment? 3. If no, why not? We understand that the Teaching Service Staff Rules, Annex 1, provides for 8 point scale increments E2.1-2.5 at a year and half intervals. 4. If yes, would you consider making a recommendation to the Teaching Service Commission for the backdating of his salary? 5. If no, why not? 6. How often will you submit your reports on teachers' performance to the Teaching Service Commission via the Director of Primary Education? 7. Have you prepared any reports on Mr Ninisa and his performance over the past years? 8. Did you submit them to the proper authorities? 9. If yes, copies of the reports would be appreciated. 10. If no, why not?"
- 4.10 On 18 July 2005, Noel Pakoa, then acting PEO of Sanma Province, advised the Ombudsman's Office that queries in relation to teacher Lorres Ninisa should be directed to the Director of Primary Education (**Appendix 7**)

- 4.11 Having received Mr. Karu's response dated 17<sup>th</sup> of June 2005, the Ombudsman further asked him in a letter dated 28 June 2005 (**Appendix 8**) to check with Sanma Provincial Education Officer (PEO) whether or not "reports on Ninisa's performance have been prepared over the years?"
2. *If yes, why did Sanma PEO fail to submit them via the Director of Primary Education if it is a requirement? Copies of those reports would be appreciated.*
  3. *If no, does it mean that Mr. Ninisa's performance was very poor over the past years?*
  4. *How often will Sanma PEO submit his reports on teachers' performance?*
  5. *Is the Sanma PEO allowed to only submit satisfactory reports?*
  6. *Is the Teaching Service Commission not interested in unsatisfactory reports on teachers' performance?*
  7. *Why is the Teaching Commission still keeping a teacher with a poor performance?*
  8. *Have you checked with the Director of Primary Education whether reports on Ninisa's performance have been received?*
  9. *If yes, why were they not processed?*
  10. *If no, don't you care that officers under your supervision fail to properly carry out their respective functions?*
  11. *Does it mean that Sanma PEO has miserably failed to carry out his function of making sure that teachers' performance reports are submitted to the appropriate authorities?"*
- 4.12 Two reminder letters dated 13 July 2005 and 26 September 2005 have been sent to Mr. Karu but nothing transpired. The Ombudsman then decided to summon him to the Office but had already vacated the Office upon retirement.
- 4.13 On 20 March 2006 another letter was sent to then Acting Secretary Mr. Mark Imbert requesting him to reply to a series of questions being posed to his predecessor Mr. Christopher Karu but to no avail.
- 4.14 On 20 June 2006 another letter was sent to then Acting Secretary Mr. George Berry Reman requesting him to respond to the questions as posed to his predecessors namely Mr. Christopher Karu and Mr. Mark Imbert. From then onwards eight (8) reminding letters dated 18 September 2006, 13 April 2007, 12 September 2007, 24 October 2007, 22 January 2008, 31 March 2008, 25 April 2008 and 13 June 2008 were sent to him without receiving any satisfactory response. As such, on 13 October 2008 Mr. Reman was summoned to appear before the Ombudsman on 20 October 2008.
- 4.15 On the 20<sup>th</sup> of October 2008 Mr. George Berry Reman, who was then Acting Secretary of the Teaching Service Commission, was to answer questions as outlined under point 4.6 above. Mr. Reman confirmed that the Sanma PEO failed to submit the reports on Ninisa's performance to the Director of Primary Education. The Teaching Service Commission should have received copies



- of both unsatisfactory and satisfactory performance reports on teachers including Mr. Ninisa (**Appendix 9**).
- 4.16** Mr Reman assumed that Mr. Karu could not possibly check with Sanma PEO whether reports on Ninisa's performance had been prepared over the years due to time constraint as he was about to retire from the service. Having said so, Mr. Reman himself did not take up the task of doing the same check. That was the reason for which he could not answer questions 2, 3, 4 and 5 but would rather leave them to be answered by Sanma PEO. On the question whether TSC was not interested in unsatisfactory reports on teachers' performance, Mr. Reman said that TSC was to receive both satisfactory and unsatisfactory reports. And that the Teaching Service Commission would retire unproductive teachers as well as those with poor performance on the basis of two (2) to three (3) reports.
- 4.17** The Ombudsman's Office made continuous attempts to get in touch with responsible Sanma Education Officers seeking clarifications or a confirmation if Mr Ninisa was being appraised or a performance report was being completed for Mr Ninisa ever since he was appointed by the Teaching Service Commission. However, the Office never received any positive response.
- 4.18** On the 4<sup>th</sup> of May 2016 after a phone call to Mr Ninisa, he confirmed that ever since his appointment, there was no appraisal done on his performance.
- 4.19** On 3 May 2016 the Ombudsman sent an email to Ms Gloria Duvu and Ms Moriel Saimon requesting the human resource section from the Ministry of Education to confirm the following information on Mr. Ninisa:
- 1) Mr. Lorres Ninisa's payroll number and copies of his payslips;
  - 2) His current salary scale;
  - 3) If there has been any appraisal done on Mr. Ninisa, and when did that happen;
  - 4) Who are the Zone Curriculum Advisors responsible for completing appraisals for Mr. Ninisa?
- 4.20** On the 7<sup>th</sup> of June 2016, Mr Thomas Sergio from the Teaching Service Commission confirmed by email that when GRT came into effect Mr Ninisa's salary scale was transferred from salary scale E2.1 to E 2.6 which is a primary school teacher's scale. Before the Government Remuneration Tribunal (GRT) came into effect Mr Ninisa was receiving a salary of 917,280 vatu per annum. But with the coming into effect of GRT Mr Ninisa is now receiving 1,212,475 vatu per annum including other entitlements. Mr Sergio also confirmed that the Teaching Service Commission has no trace on any appraisal done on Mr Ninisa's performance (**Appendix 10**).
- 4.21** A working paper was issued on the 7<sup>th</sup> of September 2018 to provide a final opportunity for those implicated in the report to respond. However their responses was not forthcoming.

## 25. RESPONSES BY THOSE WITH FINDINGS AGAINST THEM

5.1 Before starting this enquiry, the Ombudsman notified all people or bodies complained of and gave them the right to reply. Also, a working paper was provided prior to preparation of this public report to give the individuals mentioned in this report another opportunity to respond.

5.2 Responses were received from the following:

- Mr Christopher Karu dated 17 June 2005.
- Mr Noel Pakoa dated 28<sup>th</sup> of June 2005.
- Mr George Berry Reman dated 20<sup>th</sup> of October 2008.
- Mr Thomas Sergio dated 7<sup>th</sup> of June 2016.

## 6. FINDINGS

### ***1. The Regional Education Officers and or Zone Curriculum Advisors responsible for compiling Mr Ninisa's teaching performance report from 1996 up to 2016 have breached Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, for dereliction of duty.***

In fact, Mr. Lorres Ninisa was appointed to perform educational duties as an officer of the Teaching Service in accordance with section 11 of the Teaching Service Act No.15 of 1983 with effect from 1<sup>st</sup> February 1996. In so doing, Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, provides that "*Annual Confidential Report on each primary school teacher will be completed by Regional Education Officer or any other persons delegated by PEO Primary Education to perform the task*".

On the 18<sup>th</sup> of May 2004, Mr Ninisa lodged a complaint to this Office that despite the confirmation letter of permanent appointment, he was still paid on the same salary scale. As such, he wanted the Ombudsman to investigate the reasons for which he was still paid on the same salary scale of E2.1 and without any salaral increment having the understanding that the Teaching

---

<sup>2</sup>Christopher Karu as Secretary of Teaching Service Commission, Johnson Vora as Personnel Manager, Pakoa Noel as Acting Sanma Provincial Education Officer, Mark Imbert as Acting Secretary of Teaching Service Commission, Mark Imbert as Sanma Provincial Education Officer, George Berry Reman as Secretary of Teaching Service Commission, Thomas Paul as Sanma Provincial Education Officer, Roy Obed as Director of Education

<sup>2</sup> Ombudsman letter dated 7 November 2008 to Mr. Mark Imbert as Sanma PEO  
 Ombudsman letter dated 29 December 2014 to Mr. Thomson Paul as Sanma PEO  
 Ombudsman letter dated 29 December 2014 to Mr. Roy Obed as Director of Education  
 Ombudsman letter dated 24 June 2015 to Mr. Thomson Paul as Sanma PEO

Service Staff Rules, Annex 1, provides for 8 point scale increments E2.1- 2.5 at a year and half intervals.

Mr. Lorres Ninisa should not have lodged a complaint to the Ombudsman if Mr. Charley Robert had arranged for the payment of Ninisa's permanent salary arrears as he was still paid on a temporary scale as advised by Mrs Annie Shem being the Executive Officer of Sanma Province in a letter dated 8 February 2001 (Appendix 3).

In an email dated 6 June 2016, Mr. Thomas Sergio supplied copies of Ninisa's pay advice before the Government Remuneration Tribunal (GRT) and after the implementation of GRT in 2006. Mr. Ninisa was appointed to perform educational duties as an Officer with a salary scale of E2.1. It was only in 2006 with the GRT that all primary school teachers' salary was raised to E.2.6. On the next day (7 June 2016) Mr. Thomas Sergio further confirmed to the Ombudsman that *"We have no trace of appraisal for Lorres Ninisa in our file. For further information, I suggest that you communicate directly with the ZCA and the respective school's head"*.

As such, all the respective Regional Education Officers and/or Zone Curriculum Advisors responsible to compile Ninisa's teaching performance report from 1996 to 2016 have breached Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, for not compiling annual confidential report on the teaching performance of Mr. Lorres Ninisa.

**II. Sanma Provincial Education Officers (PEOs) Namely Messrs Pakoa Noel, Mark Imbert and Thomason Paul have also breached Chapter 3, paragraph 2 of the Teaching Service Staff Rules, Annex 1, for not delegating to other persons the task of compiling the annual confidential report on Mr Ninisa's teaching performance.**

In a letter dated 28 June 2005 the Ombudsman put forward a set of questions to the Acting Sanma Provincial Education Officer Mr. Noel Pakoa on Mr. Lorres Ninisa's salary increment (Appendix 5). A reminder letter dated 13 July 2005 was sent to him. In his response dated 18 July 2005 Mr. Pakoa said that *"The required documents and information you required for this teacher Lorres Ninisa should all be directed to the Director of Primary in the Department of Primary under the Ministry of Education"*. It is not clear from this response whether or not Mr. Pakoa as Acting PEO had received Ninisa's performance appraisal report from the Regional Education Officer to be submitted by him (Pakoa) to the Teaching Service Commission for consideration and approval of salaral increment in case of satisfactory performance. If he had not yet received the annual confidential report on Ninisa's teaching performance, he should have:

- (a) instructed the respective Regional Education Officer (REO) or Zone Curriculum Advisor to compile it forthwith and have it ready in his Office by a certain dateline for dispatching, and if not

- (b) delegated the task of compiling a performance appraisal report to any other persons as stipulated under Chapter 3.2 of Teaching Service Staff Rules, Annex 1.

With the absence still of the annual confidential report subsequent to the purportedly given instruction to REO/ZCA and/or the delegation of reporting task to any other persons would definitely constitute a failure or dereliction of duty. Thus, this dereliction of duty would definitely amount to a breach of Chapter 3 paragraph 2 of TSSR, Annex 1, by the Acting Sanma Provincial Education Officer Mr. Noel Pakoa.

Another letter dated 7 November 2008 was sent to Mr. Mark Imbert as Sanma Provincial Education Officer then but the Ombudsman received no response.

Still another letter dated 29 December 2014 to then Provincial Education Officer Mr. Thomson Paul, the Ombudsman wanted to know about the status of Ninisa's salary scale as well as the confidential annual reports apart from other things.

Some of the Ombudsman's queries which remained unanswered from Messrs Pakoa, Imbert and Paul are: *How often will you submit your reports on teachers' performance to the Teaching Service Commission via the Director of Primary Education? Have you prepared any reports on Ninisa and his performance over the past years? Did you submit them to proper authorities? If yes, copies of the reports would be appreciated. If no, why not?*

In fact, these questions would have pushed each of them to either:

- (i) Liaise with the responsible Regional Education Officer or Zone Curriculum Advisor for the compilation and submission of Ninisa's report; or
- (ii) Delegate the task of compiling Ninisa's report to any other person such as headmaster of the respective primary school and submitting it back to him (PEO).

Having failed to act as stated in (i) and (ii) above, Messrs Pakoa, Imbert and Paul as Sanma Provincial Education Officers have breached Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, for not having Ninisa's report compiled by REO/ZCA but also for not delegating to any other persons the task of compiling the annual confidential reports on Ninisa's teaching performance to the Teaching Service Commission for consideration and on the basis of which, if satisfactory, salarial increment could have been awarded to him.



## **7. RECOMMENDATIONS**

The Ombudsman makes the following recommendations.

### **7.1 RECOMMENDATION 1:**

The Ombudsman recommends that Mr. Socopoe Mele, as Zone Curriculum Advisor in zone 8 in Sanma Province, is to immediately start compiling a confidential report on Mr. Ninisa's teaching performance – that which is to be sent to the Teaching Service Commission at the end of the year (2019) via the Director of Primary Education for consideration and approval for salaral increment if it is satisfactory.

The Ombudsman also recommends that the Teaching Service Commission sends an apology to Mr. Lorres Ninisa for neglecting to instruct the respective educational authorities (Director of Primary Education, Provincial Education Officers and Regional Education Officers or Zone Curriculum Advisors having power or authority to, along the line of communication, deal with a teacher's report) to ensure that Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1, is at all cost and time complied with.

### **7.2 RECOMMENDATION 2:**

The Ombudsman recommends that educational authorities should make sure that a report on each primary school teacher in Sanma Province is completed by the respective Zone Curriculum Advisor every year end for submission to the Teaching Service Commission, thus a strict compliance to Chapter 3 paragraph 2 of Teaching Service Staff Rules, Annex 1.

### **7.3 RECOMMENDATION 3:**

The Ombudsman recommends that education authorities discipline the responsible Regional Education Officers or Zone Curriculum Advisors and Provincial Education Officers serving from 1996 to 2016 for dereliction of duty pursuant to Chapter 3 paragraph 2 of the Teaching Service Staff Rules, Annex 1.

### **7.4 RECOMMENDATION 4:**

The Ombudsman recommends that Principal Education Officers should be trained properly in the area of administration, particularly in creating files wherein to keep records or filing of documents in order to deal with and keep track of the pending issues such as Ninisa's salary and Ninisa's annual confidential report.

### **7.5 RECOMMENDATION 5:**

The Ombudsman recommends that the Provincial Education Officers, Regional Education Officers or Zone Curriculum Advisors should at all

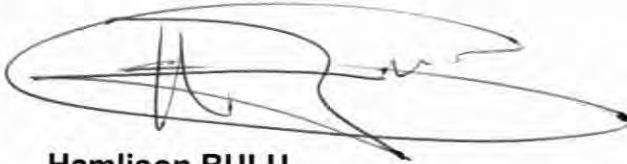


material times be familiar with their respective roles and functions, and should understand the laws, regulations and the Teaching Service Staff Rules that affect the area or role of their functions.

#### **7.6 RECOMMENDATION 6:**

The Teaching Service Organizational Structure should be reviewed and amended to make sure that the positions of Regional Education Officers and Zone Curriculum Advisors become Public Service Commission's posts – that which would require an agreement to that effect to be signed between the Teaching Service Commission and the Public Service Commission. This is simply so in order to avoid the breakdown of inter-communication and instructions between the Provincial Education Officer as a public servant at the Provincial Headquarter and either the Regional Education Officer or Zone Curriculum Advisor as non-public servants responsible to execute the teaching service appraisal of teachers in schools.

Dated: 9<sup>th</sup> of September 2019

A handwritten signature in black ink, appearing to read 'H. Bulu', enclosed within a large, irregular oval shape.

**Hamlison BULU**  
**OMBUDSMAN**

**INDEX OF APPENDICES**

1. Relevant laws
2. Appointment Letter of Loress Ninisa by TSC dated 2<sup>nd</sup> of January 1996.
3. Confirmation of Mr Ninisa's Permanent Appointment by TSC dated 5<sup>th</sup> of November 1999.
4. Letter from Mrs. Annie SHEM as Executive Officer of Sanma Province to arrange for the payment of Mr Ninisa's permanent salary arrears.
5. Response of Christopher Karu dated 17<sup>th</sup> of June 2005.
6. Ombudsman's Letter to Mr Noel Pakoa dated 28 June 2005.
7. Noel Pakoa's response to the Ombudsman dated 18 July 2005.
8. The Ombudsman's letter to Mr Karu dated 28<sup>th</sup> of June 2005.
9. The response of Mr George Berry Reman Acting Secretary of TSC dated 20<sup>th</sup> of October 2008.
10. Copy of Email for Mr Thomas Sergio from the Teaching Service Commission dated 7<sup>th</sup> of June 2016
11. Job Description of Regional Education Officer now known as Principal Education Officer.
12. Job Description of Zone Curriculum Advisor

**CHAPTER 3 PARAGRAPH 2 OF TEACHING SERVICE STAFF RULES,  
ANNEX 1**

- 3.2 Salary and increments may be granted in accordance with the officer's categories under the provisions of Annex 1 of the Teaching Service Staff Rules.**

**ANNEX 1**

**1. OFFICER'S CATEGORIES FOR PAYING SALARIES AND INCREMENTS (Chapter 3 Paragraph 2)**

**... E2 = 6 point scale increments at 2 year intervals. Scale for trained teachers from Vanuatu Institute of Education, with Certificate in Primary Education or equivalent...**

**2. INCREMENTS**

**All increments awarded to teachers, at all scales, E1-E9, will not be automatic, but will be subject to satisfactory Annual Confidential Report.**

**Annual Confidential Report on each primary school teacher will be completed by Regional Education Officers or any other persons delegated by PEO Primary Education to perform the task.**

TEACHING SERVICE COMMISSION  
PRIVATE MAIL BAG 029  
PORT VILA  
REPUBLIC OF VANUATU  
TELEPHONE: 2583



LA COMMISSION DE L'ENSEIGNEMENT  
SAC POSTAL PRIVÉ 029  
PORT VILA  
REPUBLIQUE DE VANUATU  
TELEPHONE: 2583

Please address reply to:-  
The Chairman

A répondre en réponse au  
Président

In reply, please quote

En réponse, prière rapporter

TSC  
Our Ref: TSC:114/96/WM-fk

TSC  
Date: 2nd January 1996

Dear NINISIA Lorres,

APPOINTMENT TO TEACHING SERVICE

I am pleased to inform you that the Teaching Service Commission has duly considered, and do hereby formally appoint you to perform educational duties as an officer of the Teaching Service in accordance with section 11 of the Teaching Service Act No.15 of 1983 with effect from 1st February 1996.

The post of which you are appointed is in categorie E2.1 an, Annual Salary of VT455,086 of the Teaching Service Staff Rules (amendment No.1) signed and dated 11th December, 1985 any amendments made thereunder plus VT51,000 being, living allowance per year.

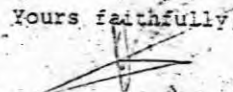
Your appointment is also subject to such further and other terms and conditions as the commission may time to time determine.

However, you are advised that this appointment is made on above terms and may be terminated by you giving one month's notice or one month's salary in lieu of notice to the Commission.

You are also advised that during your tenure of office you be called upon to perform educational duties in any place in the Republic.

If you accept this appointment, please complete the attached form and return it to the secretary Teaching Service commission, PMB 029, PORT VILA.

Yours faithfully,

  
W. Mael  
Acting Chairman  
Teaching Service Commission

cc.: - Director General of Education  
Ministry of Education  
Head of Finance and Administration  
P: Chrono

TEACHING SERVICE COMMISSION  
PRIVATE MAIL BAG 029  
PORT VILA  
REPUBLIC OF VANUATU  
TELEPHONE: (678) 22583



LA COMMISSION DE L'ENSEIGNEMENT  
SAC POSTAL PRIVE 029  
PORT VILA  
REPUBLIQUE DE VANUATU  
TELEPHONE: (678) 22583

Please address reply to:  
The Chairman

Adresser la réponse  
au Président

Our Ref: TSC.99/244/C/WT/SG/CK: me

<sup>ML</sup>  
Miss Lores Ninisa  
C/- PEO SANMA  
Luganville  
Santo

5 November, 1999


**CONFIRMATION OF PERMANENT APPOINTMENT**

In accordance with the provision of Section 13 (4) (a) of the Teaching Service Act N° 15 of 1983, I am pleased to inform you that the Teaching Service Commission has confirmed your appointment to the Teaching Service on a permanent basis, effective from 15 October, 1999.

You will be subject to the same terms and conditions as those contained in your original letter of appointment and to such further and other terms and conditions as the Commission may from time to time determine in accordance with law.

You are expected to perform your duties to the best of your abilities and capabilities. The future of this country is in your hands and the Commission takes this opportunity to wish you all the success in your career as an officer of the Vanuatu Teaching Service.

Yours faithfully,

  
W. Tasaruru  
Chairman  
Teaching Service Commission



Cc: Director Administration & Finance Services  
Director School Programs



GOUVERNEMENT  
DE LA REPUBLIQUE  
DE VANUATU

BUREAU DE L'EDUCATION  
PROVINCE DE SANMAA  
B.P. 259  
Telephone 36547  
Fax (678) 36570



GOVERNMENT  
OF THE REPUBLIC  
OF VANUATU

EDUCATION OFFICE  
SANMAA PROVINCE  
P.O. BOX 259  
Telephone 36547  
Fax (678) 36570

"NOTHING CAN BE GAINED WITHOUT HARDWORK"

Ref: EX/SP/17/16/AS/ep

08/02/01

Mr. Charley Robert  
Ministry of Education  
Port Vila

Dear Sir,

Re: Reinstatement of permanent salary for Lorress Ninisa


Could you please arrange to do his arrears payment.

Attached is a letter from the Teaching Service Commission that approved his permanency.

However to date he is still paid on a temporary scale.

Please action this letter immediately.

Thank you.

  
Annie SHEMA  
Executive Officer  
Sanma Province



23/06/05 1/2

GOVERNMENT  
OF THE REPUBLIC  
OF VANUATU  
  
MINISTRY OF EDUCATION  
  
**TEACHING SERVICE COMMISSION**  
Private Mail Bag 028  
Port Vila, Vanuatu



GOUVERNEMENT  
DE LA REPUBLIQUE  
DE VANUATU  
  
MINISTERE DE L'EDUCATION  
  
**LA COMMISSION DE L'ENSEIGNEMENT**  
Sac Postal Privé 028  
Port Vila, Vanuatu

Ref: TSC.2005/336/SG/CK: me

Mr Alain W. Molgos  
Officer in-charge  
Ombudsman Office of the Republic of Vanuatu  
Luganville Branch  
Santo

17 June, 2005

**RE: LORRES NINISA'S SALARY INCREMENT.**


Dear Mr Molgos,

We received your letter regarding the above on 9<sup>th</sup> June 2005. I will respond as follows:

1. His increment is not automatic and is subject to satisfactory performance report required to be submitted by a Provincial Education Officer. In his case, Sanma Provincial Education Officer Via Director Primary of the Ministry of Education.
2. The Teaching Service Commission had not received a report on him and his performance.
3. Backdating salary can only happen if the report is satisfactory and is recommended by his Director of Primary Education.
4. Mr Ninisa has not been paid his increment yet and should have approached his Sanma Provincial Education Officers to discuss as to why he is not recommended.

5. I do not have any documents relevant to this matter.

Yours sincerely  
**TEACHING SERVICE COMMISSION**

  
C. KARU  
Secretary General



PF  
Chrono



**Office of the Ombudsman**  
**Bureau du Médiateur**  
**Ofis blong Ombudsman**  
Luganville Office



Our Ref: S0168/4072/L55/pn

(Please quote this reference in all correspondence)

28 June 2005

Mr Pakoa Noel  
Acting Sanma Provincial Education Officer  
P O Box 250 Luganville  
SANTO

Dear Sir,

**LORRES NINISA'S SALARY INCREMENT**

This Office has received a complaint against the Teaching Service Commission. It is alleged that:

Mr Lorres Ninisa was appointed to the permanent position by the Teaching Service Commission on 5 November 1999. Such appointment was effective from 15 October 1999. However, he was still paid on a temporary scale as per letter dated 8 January 2001 (Ref:EX/SP/17/16/AS/ep) from the Executive Officer of Sanma Province.

To assist this office in the above investigation, we request that you provide the following information and documents to our office **before 12<sup>th</sup> July 2005**:

1. Why is Mr Ninisa still paid on a temporary scale?
2. Is he entitled to an up-grade of salary since his permanent appointment?
3. If no, why not? We understand that the Teaching Service Staff Rules, Annex 1, provides for 8 point scale increments E2.1-2.5 at a year and half intervals.
4. If yes, would you consider making a recommendation to the Teaching Service for the backdating of his salary?
5. If no, why not?
6. How often will you submit your reports on teachers' performance to the Teaching Service Commission via the Director of Primary Education?
7. Have you prepared any reports on Mr Ninisa and his performance over the past years?
8. Did you submit them to the proper authorities?
9. If yes, copies of the reports would be appreciated.
10. If no, why not?

First Floor, Luganville Commercial House PO Box 378, Luganville, Santo, Vanuatu  
Tel: +678 36364 Fax: +678 36584 Email: [ombudluganville@vanuatu.com.vu](mailto:ombudluganville@vanuatu.com.vu)

S016\_4072\_L55\_pn 28/06/2005

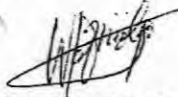
11. Any documents you consider relevant to this matter.

If you do not respond to this request, this Office can issue a Notice compelling you to come to the Office to give evidence and to provide the required information and documents, however we prefer to work co-operatively wherever possible.

**Warning:** Inquiries by the Ombudsman are confidential until a public report is made. *The Act says that you cannot discuss this investigation, this letter, or any other information that comes from the Office of the Ombudsman, except with your lawyer or as required by law. The penalty for breaking this law is 6 months in jail or a fine of Vt 100,000 or both.*

Thank you in advance for your assistance in this matter.

Yours sincerely



**Alain W MOLGOS**  
Officer-in-charge, Luganville Branch  
For: Peter TAURAKOTO  
**OMBUDSMAN OF THE REPUBLIC OF VANUATU**



26.07.05

GOVERNMENT  
OF THE REPUBLIC  
OF VANUATU

EDUCATION OFFICE  
SANMA PROVINCE  
P.O. BOX 250  
Tel: (678) 36541  
Fax: (678) 36570



GOUVERNEMENT  
DE LA REPUBLIQUE  
DE VANUATU

BUREAU DE L'EDUCATION  
PROVINCE DE SANMA  
B.P 250  
Tél: (678) 36541  
Fax: (678) 36570

Mr. Alain W. Molgos  
Officer In Charge  
Obudsman Office  
Luganville Branch  
Santo

18<sup>th</sup> July 2005

Dear Sir,

**Re: Lorres Ninisa's Salary Increment**

This letter serves to inform you about your letter dated 18/06/05, concerning the above matter.

The required documents and information you required for this teacher Lorres Ninisa should all be directed to the Director of Primary in the Department of Primary under the Ministry of Education.

Thank you.

A handwritten signature in black ink, appearing to read 'Noel Pakoa'.

**Noel Pakoa**  
Acting PEO - Sanma

REPUBLIQUE DE VANUATU  
REPUBLIC OF VANUATU  
CPPE - SANMA  
PEO -



**Office of the Ombudsman**  
**Bureau du Médiateur**  
**Ofis blong Ombudsman**  
Luganville Office



Our Ref: S0167/4072/L55/ck

(Please quote this reference in all correspondence)  
28 June 2005

Mr Christopher Karu  
Secretary  
Teaching Service Commission  
PMB 9028 Port Vila  
Vanuatu

Dear Sir,

**MRS NINISA'S SALARY INCREMENT**

We acknowledge receipt of your letter dated 17<sup>th</sup> June 2005 and thank you. To further assist this office in the above investigation, we request that you provide the following information and documents to our office before 12<sup>th</sup> July 2005:

1. In your above-mentioned letter, it is stated that *"His increment is not automatic and is subject to satisfactory performance report required to be submitted by a Provincial Education Officer. In his case, Sanma Provincial Education Officer Via Director Primary of the Ministry of Education"*. Have you checked with Sanma Provincial Education Officer (PEO) whether reports on Ninisa's performance have been prepared over the years?
2. If yes, why did Sanma PEO fail to submit them via the Director of Primary Education if it is a requirement? Copies of those reports would be appreciated.
3. If no, does it mean that Mr Ninisa's performance was very poor over the past years?
4. How often will Sanma PEO submit his reports on teachers' performance?
5. Is the Sanma PEO allowed to only submit satisfactory reports?
6. Is the Teaching Service Commission not interested in unsatisfactory reports on teachers' performance?
7. Why is the Teaching Service still keeping a teacher with a poor performance?
8. Have you checked with the Director of Primary Education whether reports on Ninisa's performance have been received?
9. If yes, why were they not processed?

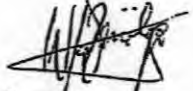
10. If no, don't you care that officers under your supervision fail to properly carry out their respective functions?
11. Does it mean that Sanma PEO has miserably failed carry out his function of making sure that teachers' performance reports are submitted to the appropriate authorities?
12. Any documents you consider relevant to this matter.

If you do not respond to this request, this Office can issue a Notice compelling you to come to the Office to give evidence and to provide the required information and documents, however we prefer to work co-operatively wherever possible.

**Warning:** Inquiries by the Ombudsman are confidential until a public report is made. *Act says that you cannot discuss this investigation, this letter, or any other information that comes from the Office of the Ombudsman, except with your lawyer as required by law. The penalty for breaking this law is 6 months in jail or a fine of Vt 100,000 or both.*

Thank you in advance for your assistance in this matter.

Yours sincerely



**Wain W MOLGOS**  
Officer-in-charge, Luganville Branch  
Peter TAURAKOTO  
**OMBUDSMAN OF THE REPUBLIC OF VANUATU**

GOVERNMENT  
OF THE REPUBLIC OF VANUATU  
MINISTRY OF EDUCATION



GOUVERNEMENT  
DE LA REPUBLIQUE DE VANUATU  
MINISTÈRE DE L'ÉDUCATION

**TEACHING SERVICE COMMISSION**  
Private Mail Bag 9028  
Port Vila, VANUATU

**LA COMMISSION DE L'ENSEIGNEMENT**  
Sac Postal Privé 9028  
Port Vila, VANUATU

---

Statement towards Mr. Lorres Ninisa case

**Oath:**

Mi, George Berry Reman, Acting Secretary Teaching Service Commission, sue bifo God se wanem mi talem mo ansa lo Ofis blo Omdudsman hemi tru toktok folem knowledge and understanding blo mi lo issue ia..

**Introduction:**

First of all mi wandem informem office blo Ombudman se from issue concerning Mr. Lorres Ninisa I bin drag on since tufala predecessors blo mi (Mr. Christopher Karu and Mr. Marc Imbert) it might be quit difficult blo mi save kivim ol stret information & ansa lo ol questions blo Ombudsman office.

**Background information:**

Teaching Service Commission I confirmem Mr. Ninisa lo permanent basis (Letter dated 5 November 1999) we I effective start from 15 October 1999 and issue concerning salary increment blo him I raised trough lo letter date 31 May 2005.

Mr. Christopher Karu I respond lo letter dated 17 June 2005 and I statem ol points ia:

- His Increment is not automatic;
- Increment I subject to satisfactory performance report;
- Requirements hemi blo Provincial Education Officer I submittim via Director Primary Education;

**Answers lo olketa questions raised lo letter received 13/10/2008:**

1. Mi assume se Mr. Karu ino been save check wetem PEO Sanma folem time constraint from preparation blo him towards retirement blo'him.

2. Mi think se only Sanma PEO nomo I save kivim ansa lo question ia.
3. Same.
4. Same.
5. Same.
6. No, TSC I shud recievem any reports unsatisfactory mo satisfactory.
7. No, TSC I save kivim retirement lo ol unproductive teachers or olketa teachers' wetem poor performances base lo at least 2 or 3 satisfactory reports about poor performance blo teacher.
8. Yes.
9. Mi no save.
10. Officers lo Provincial Education Office or Department of Education ino stap under lo supervision blo TSC. Ol officers ia I ol public servants under lo PSC not TSC. Teaching Service Commission hemi wan statuary body set up by the Act N° 15 of 1983 and function blo him I clear indicated lo act ia.
11. Mi think se question ia I should be directed to PSC, DG of Education or Director Primary Education.
12. At the moment mi save providem nomo ol relevant documents or papers we I available lo mi from after lo moving from office to office Clerk blo TSC ino save locatem iet file blo Mr. Lorres Ninisa.

Mi hopefully se ol information and ansa we mi kivim I save helpem office blo Ombudsman lo case blo Mr. Lorres Ninisa.

Respectfully yours,



George Berry Reman  
A/Secretary  
Teaching Service Commission





**Darval Simon**

---

**From:** Thomas Sergio  
**Sent:** Tuesday, June 07, 2016 3:42 PM  
**To:** Darval Simon  
**Cc:** Derek Alexander  
**Subject:** RE: Regarding Lorres Ninisa  
**Attachments:** Pay details.docx

Good Afternoon,

Lorres Ninisa is currently teaching at Paireve School somewhere in South Santo within zone 8. He is the headmaster of the school and receives a housing allowance, allowances for two(2) children plus an associate allowance on top of his salary of 2.6 scale, which totalled up to a monthly sum of 96'998 Vatu. Peruse the attachment for the details.

You may also talk directly with his ZCA who is Socopoe Mele by calling the Sanma Office on the VOIP 64.

It is for the purpose of your investigation that I am giving you all the information, but it is good that you hear our point of view too. For that reason, I am available for an interview which I believe will help you reason with your client.

Kind Regards

*Thomas Tari Sergio  
Teaching Service Commission*

---

**From:** Darval Simon  
**Sent:** Tuesday, 7 June 2016 12:13 PM  
**To:** Thomas Sergio  
**Subject:** RE: Regarding Lorres Ninisa

Ok Sir,

Activity Windows

File Edit Options Settings Window Help

Employee Payment History - 0627133, PAYROLL 1526

Employee: 0627133 Name: Ninisia Lones

Payroll Run Type: PAYROLL - Payroll

Pay Period: 1526 Currency: VUV - Valu

Statement

	Current Amount	Year-to-Date Amount	Current Hours
<b>Earnings</b>			
<input checked="" type="checkbox"/> A-ASSOC	4,600	78,200	
<input checked="" type="checkbox"/> A-CHILD	1,840	47,840	72.50
<input checked="" type="checkbox"/> A-HOUSING	5,900	179,400	72.50
<input checked="" type="checkbox"/> ORD	35,159	914,134	72.50
<input type="checkbox"/> Taxes			
<input type="checkbox"/> Deductions			
<input type="checkbox"/> Employer Costs			
<input type="checkbox"/> Reimbursements			
<input type="checkbox"/> Accrued Time			

Activity Windows

File Edit Options Settings Window Help

Employee Assignment - 0627133, Position, T022228030, 31/07/2006

Employee: 0627133 Name: Ninisia Lones

Employment Status: Active

Assigned To: [Position] T022228030 Teacher (Primary) - MamaraMera

Begin Date: 01/01/2005 Assignment Status: Active Effective Date: 31/07/2006

End Date:

Base Salary and Schedule

Salary

Rate Table: E-SCALE	Teaching Commission Salary Scale	Rate Table Code: E02.6
Hourly Rate: 484.95/51	<input type="checkbox"/> Exception	
Period: Per:		
Annual: 917.280		
Administration Fees: Annual Salary	Currency: VUV - Vatu	
Change Type:	Change Date: 31/07/2006	

Standard Work

Time: Full-Time	<input type="checkbox"/> Pay Based on Standard Hours
Hours Per Day: 7.25	Hours: 72.50 Per FORTY FTE: 1
Overtime Status:	

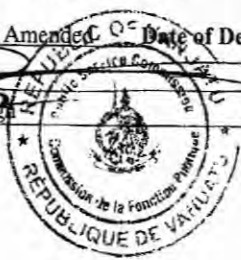
<b>Public Service Commission Job Description Form</b>	
<small>Ministry to prepare and request Approval by the Public Service Commission. Please contact the Performance Improvement Unit Staff of the office of the Public Service Commission if you need help completing this form.</small>	
<b>1</b>	<b>Job title</b> PEO PROVINCIAL EDUCATION
<b>2</b>	<b>Post number</b> Allocate the next available number. This number is to be used in all subsequent correspondence relating to this post. 3372 - 3377
<b>3</b>	<b>Level</b> Suggested by Ministry and determined by PSC Suggested by or for the Director General . . . G So 5.0
<b>4</b>	<b>Ministry</b> Education
<b>5</b>	<b>Department</b> Education Services
<b>6</b>	<b>Location</b> Where the position is located Provincial Education Office
<b>7</b>	<b>Purpose</b> "why this Post exists" this might be a one line statement adapted from the Corporate Plan or Business Plan for higher level Posts. To manage and coordinate the delivery of public education within the Province; to act as Executive Officer to and when necessary <i>ex officio</i> chairman of the Provincial Education Board.
<b>8</b>	<b>Key Result Areas (KRAs)</b> refers to general areas of outcomes or outputs for which the post/role is responsible.
<b>9</b>	<b>Key Performance Indicators (KPIs)</b> refers to the quantifiable measurements that reflect the critical success of the KRAs.
<b>8.1</b>	Management of Government Schools in the Province <b>9.1</b> Schools in the Province are well managed and resourced
<b>8.2</b>	Development of plans and coordination of activities for the development of education and schools in the Province <b>9.2</b> A Provincial Development and Annual Plans developed and implemented.
<b>8.3</b>	Overseeing Zone Curriculum Advisors in the province <b>9.3</b> ZCA's are well resourced and coordinated to assist schools in curriculum matters that address quality improvement in school performances.
<b>8.4</b>	Planning and advising on teacher posting <b>9.4</b> Teachers are well placed in schools
<b>8.5</b>	Assessment and management of teacher and school heads <b>9.5</b> Teachers and School Heads Confidential Appraisal reports are done and submitted to the Ministry annually. These include incidental reports that have been reported.
<b>8.6</b>	Development of schools assets and human resource management policies and strategies in the Province <b>9.6</b> Policies have been developed and implemented. Clear procedures and systems are put in place for the effective implementation of Provincial and national policies.
<b>8.7</b>	Management of Provincial Budget in the Province <b>9.7</b> Budgets have been well managed as planned, which clearly shows clear income, expenditure and recording procedures have been followed.
<b>8.8</b>	Coordination professional development training for teachers and staff in the province <b>9.8</b> A number of Provincial professional development training have been organised and administered which addresses identified needs.
<b>8.9</b>	Managing PEO Staff <b>9.9</b> Staff are being well managed and assisted
<b>10</b>	<b>Duties and responsibilities</b> Simple statements starting with an action word; more important ones first; less than 10; cover main areas of work but not details you should find in Procedure Manuals. Areas to think of include policy/ research/ advice, preparing reports; external communication; administrative; legislative and what this particular job must achieve. For lower level jobs it will be more specific e.g. deliver, record, type, maintain.
<b>10.1</b>	Ensure that Government policies and plans related to the delivery of public education and

## Appendix 11 – Page 2 of 3

	provincial education are implemented efficiently and effectively.	
10.2	Manage education officers and support staff based in the Province so that they can carry out their duties and responsibilities more efficiently and effectively.	
10.3	Work cooperatively with MoE officers and Provincial education staff to ensure a significant improvement in the quality and standard of all educational programs in the Province.	
10.4	Inspect and oversight the sound management of school infrastructure, sites, boundaries, facilities, equipment and materials.	
10.5	Supervise and administer nominated education projects including new schools and rehabilitation projects.	
10.6	Coordinate implementation of the Education Plan priorities and MoE Corporate Plan within the Province.	
10.7	Ensure transparency and accountability in handling the finances of the Province.	
10.8	Oversee timely preparation and submission of schools statistical data, business plans, annual reports and budget proposals to the Director General through the Director, Schools and Professional Services.	
10.9	Seek the timely endorsement of the Provincial Education Board (PEB) on teacher postings and/or transfers before submitting them to the Teaching Service Commission through the Director, Schools and Professional Services.	
10.10	Execute all decisions of the PEB, act as <i>ex officio</i> chairman as required, and distribute and provide advice to all stakeholders on the Board's decisions.	
10.11	Research and prepare policy and other papers for consideration by the PEB as required.	
10.12	Other responsibilities as directed by the Director General.	
10.13	Plan and coordinate training needs for teachers and staff	
10.14	Provide to the Ministry regular annual report of School Heads, ZCAs and Teachers with clear recommendations	
10.15	Assist School Improvement Officers, Internal Auditors and other government and donor partner officers in disseminating their work.	
11	<b>Reports directly to</b> Title of Post and Level only	12 <b>Directly supervises</b> Title of Posts and level if any
	Director, Education Services,	All staff in the Provincial Education Office, heads of all public schools in the province including primary and secondary schools.
13	<b>Frequent Internal Personal Contacts with...</b> ("Internal" means within the Ministry)	14 <b>Occasional Internal Personal Contacts with...</b>
	Provincial Office staff	Director General, Directors, PEOs, and officers of the Schools and Professional Services Division, Heads of schools
15	<b>Frequent External Personal Contacts with...</b> ("External" means other Ministries and the community)	16 <b>Occasional External Personal Contacts with...</b>
	Provincial Education Board, NGOs, communities, Provincial Government and other Provincial departments.	Other Government Ministries and Departments
17	<b>Impact of Decisions</b> (a) Think of the decisions this Post makes without help on a regular basis (weekly or monthly) to greatly reduce the risk of serious things happening. Name the more important thing(s) decided. (b) If the Post has a significant Financial Delegation to commit funds the amount should also be stated.	Major long term impact on quality, cost and delivery of all public education within the Province. Authority over Provincial Office staff.
18	<b>Special Conditions</b> e.g. if unusual work hours, equipment or travel is required.	Frequent travelling and overtime.
19	<b>Reason for Seeking Approval</b> (e.g.: Routine Revision of Existing Job Description, New Post, Regrading. State if any overlap	New post. Similar posts were designed as part of the 2001 structure but were not filled. This



	or duplication with existing Job Descriptions or new duties and responsibilities)	new, more senior post has been developed in response to the Government's decentralisation and provincial education policies.
<b>20</b>	<b>CRITERIAS TO BE SELECTED FOR THIS POST</b> (Allow for some on -the-job training to bring outsiders up to standard and do not unnecessarily bias the Post to certain people. Remember education is only one indicator of capability to do the job.)	
<b>20.1</b>	<b>Qualification</b> the required qualification for the job e.g certificate, diploma, degree...	Diploma. Degree is preferable. Teachers College Certificate highly desirable.
<b>20.2</b>	<b>Special Business Education</b> refers to the field of study that would be preferable	Business Administration, Management or similar discipline.
<b>20.3</b>	<b>Experience</b> e.g. number of years or level of experience in filing/keyboarding work or driving; or, e.g. low or high level achievements in leadership, communicating, advising, managing resources, writing reports, advising clients, doing similar type of work etc	5 years or more in similar management or educational administration position.
<b>20.4</b>	<b>Special Skills</b> e.g. vehicle license, driving record, computer word/ excel etc	Leadership, management and planning skills
<b>20.5</b>	<b>Thinking style</b> e.g an analytical thinker, a practical thinker, creative thinker....	Creative, Analytical and practical thinker
<b>20.6</b>	<b>Communication/ Interpersonal Skills</b> list the skills required of this position	Good communication skills
<b>20.7</b>	<b>Behavioural Competencies</b> refers to the personal attributes or characteristics needed for the position.	Hard working, reliable and trustworthy
<b>20.8</b>	<b>Language</b> "English, French and Bislama" is usual.	Fluent in Bislama, English and French
<b>20.9</b>		
<b>21</b>	<b>ENDORSEMENT WITH NAME, SIGNATURE AND DATE</b>	
<b>21.1</b>	<b>Prepared in the Ministry by ...</b>	Name John J. Garono Date 02/06/2014 <i>Signature: John J. Garono</i>
<b>21.2</b>	<b>Certified by or for the DG</b> that the Post fits with any Corporate Plan, and is required.	Name Jesse D. Joe Date 02/06/2014 <i>Signature: Jesse D. Joe</i>
<b>21.3</b>	<b>Checked by OPSC</b> for completeness and consistency; check structure; confirm Level and Post Number (job evaluation process).	Name L. Rante Date 24/6/2014 <i>Signature: L. Rante</i>
<b>21.4</b>	<b>DECISION OF PUBLIC SERVICE COMMISSION</b>	
	Decision: <u>Approved</u> or Deferred or Amended (Circle the appropriate Decision)	
	Name <b>LAURENT REB...</b> <b>SECRETARY</b> <b>OPSC</b>	Date of Decision: ..... Date 27/06/2014




Appendix 12 – Page 1 of 4

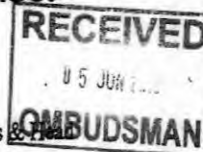
Public Service Commission <b>JOB DESCRIPTION</b> <i>Ministry to prepare and request approval by Commission. Please contact the Management Services Staff of the Office of the Public Service Commission if you need help in understanding what to do. Some questions may not be applicable to Junior Posts</i>	
1	Job Title Zone Curriculum Adviser
2	Level <i>Suggested by Ministry and determined by PSC</i> Suggested by or for Director-General.... PSC DECISION....
3	Post Number <i>PSC to allocate a level to be used in all subsequent correspondence</i>
4	Ministry EDUCATION YOUTH & SPORTS
5	Department School Education Programs
6	Purpose <i>"Why this post exists." This might be a one line statement adapted from the Corporate Plan or Budget Papers for higher level posts</i> To assist Teachers & Head Teachers improve their professional performance
7	<b>DUTIES AND RESPONSIBILITIES.</b> <i>Simple statements starting with an action word. More important ones first; less than 10. Cover main areas of work but not details you should find in Procedures Manuals. Areas to think of include policy/research/advice/preparing reports/ external communication /administrative/ legislative/ and what this particular job must achieve. For lower level jobs it will be more specific, eg deliver, record, type, maintain</i>
7.1	Observe teachers in the classroom and advise them on how to improve their teaching performance
7.2	Identify training needs for teachers and coordinate the development and delivery of appropriate training. Carry out in-service training in the zone.
7.3	Propose to the Inspector on teacher postings
7.4	Monitor how well Head Teachers manage the school & advise them on how to improve their performance
7.5	Check that school records are correctly filled out & advise the head teacher on action required
7.6	Collect order forms for stationery, textbooks, examination guidance paper, nominal roll and entry report statistics.
7.7	Ensure that required pedagogical materials are in his/ her schools before the beginning of each academic year
8	Reports directly to: <i>Name of post and level only</i> PEO
9	Directly supervises: <i>Name of posts and level, if any</i> Head teachers / Teachers
10	Frequent internal personal contacts with... <i>(Within the Ministry)</i> Provincial Education Office - School Inspectors
11	Occasional Internal person contact with... Division of School Education Programs
12	Frequent external personal contact with... <i>(Means other Ministries and the community)</i> Other section of the MOE
13	Occasional external personal contact with... Other Government Departments - Provincial Government

RECEIVED  
05 JUN 2018  
OMBUDSMAN

**Appendix 12 – Page 2 of 4**

14	Impact of Decisions: (a) Think of the decisions this Post makes without help on a regular basis (weekly or monthly) to greatly reduce the risk of serious things happening. Name the more important thing(s) decided. (b) If the Post has a significant financial delegation to commit funds the amount should also be stated	Standard and quality of Education will be achieved. Which meets the objectives of the Education.
15	Special Conditions: e.g. if unusual work-hours, equipment or travel	Frequent travel / overtime
16	Reason for Seeking Approval: (e.g. Routine Revision of Existing Job Description, New Post, Regrading, Establish Post for a Temporary Employee. State if any overlap or duplication with existing Job Descriptions or new duties and responsibilities	Existing post
17	<b>MINIMUM QUALIFICATIONS TO BE SELECTED FOR THIS POST</b> (Allow for some on-the-job training to bring outsiders up to standard and do not unnecessarily bias the Post to certain people. Remember education is only one indicator of capability to do the job.)	
17.1	Experience: e.g. number of years or level of experience in filing/keyboarding work or driving or, e.g. low or high level achievements in leadership; communicating, advising, managing resources, writing reports, advising clients, doing similar type of work etc	Teaching certificate, preferably being a Head of school / ZCA
17.2	Special Skills e.g. vehicle license, driving record, particular experience	Possess driving liscence, computer literate
17.3	Education Remember education is only one indicator of capability to do the job and is mostly "an advantage" or "highly desirable"	Acquired the skill mentioned above / highest level of Education
17.4	Language "English or French and Bislama" is usual	English / Fench
17.5	Good character applies to all jobs	Committed / hardworking
18	<b>ENDORSEMENT WITH NAME, SIGNATURE AND DATE</b>	
18.1	Prepared in the Ministry by...	Sign _____ Name <u>Kilwin Math</u> Date <u>3-4-01</u>
18.2	Certified by or for the DG that the Post fits with any Corporate Plan and is required and a Financial visa has been obtained from MFEM...	Sign  Name _____ Date <u>3/4/01</u>
18.3	Checked by PSC for completeness and consistency; check structure; arrive at Level and Post Number	Sign _____ Name _____ Date _____
18.4	<b>DECISION OF PUBLIC SERVICE COMMISSION- whether approved or Deferred or Amended and any comment....</b>	
	Signature _____	Name _____ Date _____
18.5	Ministry advised and all records updated. (PSC Action Officer)	Sign _____ Name _____ Date _____

## The Work of the Zone Curriculum Adviser



### Purpose

The purpose of the Zone Curriculum Adviser position is to assist Teachers & Head Teachers improve their professional performance, to achieve better teaching.

### Responsibility

The Zone Curriculum Adviser has the following responsibilities:

- Observe teachers in the classroom and advise them on how to improve their teaching performance.
- Identify training needs for teachers and coordinate the development and delivery of appropriate training. Carry out in-service training in the zone.
- \* Propose teacher postings to the Inspector.
- Monitor how well Head Teachers manage the school & advise them on how to improve their performance.
- Check that school records are correctly filled out & advise the head teacher on action required.
- Collect order forms for stationery, textbooks, examination guidance paper, nominal roll and entry report statistics.
- Ensure that required pedagogical materials are in the Zone schools before the beginning of each academic year

### Policy

The Zone System is a Vanuatu-originated measure for improving primary education. The Zone System was established to support and develop a professional primary education system in a way that:

- is cost-effective, while ensuring a significant presence in the field for teacher monitoring and development;
- gives responsibility for professional development to local Heads;
- is sustainable within each province.

A Zone consists of a group of schools located nearby to one another. The Director of School Programs shall designate the zone boundaries.

Zone Curriculum Advisers are appointed to each Zone by the Teaching Service Commission on the advice of the Director of School Education Programs.

The Zone Curriculum Adviser should be a non-teaching Head, based in one of the schools in the Zone. They are expected to travel to other schools in their Zone to carry out their duties.

## Appendix 12 – Page 4 of 4

The main focus of the Zone Curriculum Adviser is the professional development of teachers. They also provide a means of communication with the Provincial Education Office and assist with administration.

### Procedure

Procedures for each of the above Responsibilities are detailed in this Handbook.

The following diagram illustrates a key difference between the Zone Curriculum Adviser's job and the Inspector's job.

