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Relevant legislation	Higher Education Act 2008 Higher Education Regulations 2009 Higher Education (Qualifications) Regulations 2010 Higher Education (Qualifications) (Amendment) Regulations 2013 Revised Edition of the Laws (Consequential Amendments) Regulations 2016 Higher Education (Amendment) Act 2017
Related FHEC documents: procedures/guidelines, etc.	Fiji Higher Education Strategy 2017-2021 Policy i-1-1 Financial Operations



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1.0 POLICY OBJECTIVE

- 1.1 The Fiji Higher Education Commission (FHEC) is required to provide monthly updates to the Ministry of Education (MoE), against an annual business plan, an Annual Report which is tabled in Parliament, publish a four-year strategic plan and provide an annual sector funding and acquittal paper to Cabinet.
- 1.2 This policy is designed to support meaningful and timely reporting by the FHEC to the Fiji Government and to other agencies, with a focus on the value-add provided by the FHEC.

2.0 BACKGROUND

- 2.1 As a public-sector body, the FHEC has a range of reporting requirements. Historically, the FHEC has been over-burdened by reporting requirements, many of which report transactional inputs and outputs with a limited line of sight to the overall purpose of the Commission.
- 2.2 As the Commission develops as an agency and, particularly with the development of the Higher Education Strategy, this policy is designed to ensure that the FHEC's reporting is: (i) not over-onerous, (ii) fit for purpose and, (iii) focusses on the value that the Commission is adding to the Higher Education system and the nation as a whole.
- 2.3 As new processes are implemented by the FHEC, some initial reporting may of necessity be focussed on inputs and outputs, but there should be plans in place to transition the level of reporting to impacts and/or outcomes as soon as these processes become part of established practice.

3.0 DEFINITIONS

Annual Report	The report of the commission summarising its achievements for the previous financial year.
Evaluation	Evaluation is the systematic assessment of the quality of process and the value of the results achieved in terms of



	organisational objectives. In general, <u>Formative Evaluations</u> provide information on the improvement of a product or a process; <u>Summative Evaluations</u> provide information on short-term effectiveness or long-term impact/outcomes of the work.
Impacts	These are the medium-term objectives of the organisation and are statements of the differences FHEC makes (or intends to make) through its activities.
Inputs	The activities undertaken by the FHEC in order to provide services. For the purposes of reporting, the emphasis should, where-ever possible, be on the value-add of these services, rather than the level of service provision <i>per se</i> .
Monitoring	The systematic evaluation of progress towards intended results.
Outcomes	The broad goals FHEC is aiming to achieve. They flow directly from government requirements and priorities and set out the longer-term improvements the FHEC is trying to achieve for learners, stakeholders and the nation.
Outputs	These are the services provided by the FHEC: the means by which the Commission intends to make an impact and achieve longer term outcomes.
Performance Framework	An organisational framework which articulates the purpose of the commission, its priorities (defined by the National Development Plan and the Higher Education Strategy) and the outcomes it aims to achieve. These then cascade down to priority activities, the desired results from those activities and how success will be measured. This then provides the basis for the annual business plan, which in turn cascades down to team and individual KPIs within the Commission.
Reporting	Formal reports to the Minister, Ministries and the general public about the work of the FHEC and the value that work is adding to the sector, learners and the nation as a whole.

4.0 POLICY

- 4.1 The Fiji Higher Education Commission (FHEC) shall meet all reporting timelines required by the Fiji Government and the Ministry of Education, Heritage and Arts (MoEHA).
- 4.2 The FHEC will establish its own reporting measures against its strategic plan to drive the achievement of the Fiji Higher Education Strategy.



FHEC's Performance Framework

- 4.3 Reporting processes will be established as part of the FHEC's Performance Framework and ensuing annual business plan which will be reviewed annually.

Reporting on appropriate measures

- 4.4 Measures will be at organisational level. They will be designed to report on progress towards the achievement of intended outcomes for the sector that are within the scope of the FHEC directly or through its partnerships with HEIs or other agencies.
- 4.5 Measures will be carefully chosen on the basis of their strength as indicators of sector performance. Measures will also be evaluated against the risk of promoting unintended consequences.
- 4.6 Attention will be given to minimising the number of measures used, however, the measures used will be designed such that they provide a triangulated view of sector activity.
- 4.7 Measures will, where-ever possible focus on impacts and outcomes rather than inputs and outputs. Inputs should not be used as performance measures unless new initiatives are being developed.

Meeting audit requirements

- 4.8 Reports will not be released until any audit requirements are completed.

The requirement for the Commissioners to approve external reports.

- 4.9 With the exception of required monthly updates to the MoE, external reports will be approved by the Commissioners before being released to other agencies.
- 4.10 Monthly reports to the MoE will be advised to the Commissioners at their next meeting.

Linkages to team and individual KPIs

- 4.11 The FHEC's Annual Business Plans and Strategies will cascade down to the team and individual KPIs. There should be clear relationships established between reporting against those KPIs and how this information aggregates up to reporting at an organisational level.

Monitoring and Evaluation

- 4.12 Monitoring and evaluation processes will be established to ensure consistent reporting against measures and effective progress reporting against intended outcomes.

5.0 APPROVAL BY THE CHAIRPERSON, FIJI HIGHER EDUCATION COMMISSION



Dr Milika Sobey

Chairperson

Fiji Higher Education Commission

02/03/18

Date

