

Management response to Mid-term review of Tonga Skills for Inclusive Economic Growth (Tonga Skills)

	Recommendation	DFAT Response	Action	Responsibility	Indicative Timing
1	Scope Global provide corporate guidance to ensure: - an efficient <i>Tonga Skills</i> planning and management information system is developed to support implementation, including monthly work planning and reporting, and management of the Skills Development Fund (SDF) and Skills Development Activities (SDAs) - a more satisfactory statement of planned outcomes along with supporting outputs, targets and performance indicators is settled quickly without burdening staff and in time to be reflected into the forthcoming Annual Plan - Monitoring, Evaluation, Learning and Communication (MELC) systems are designed to quantify benefit and contain measures that demonstrate value for money - some standard technical and vocational education (TVET) approaches to measurement are introduced, including the adoption of a unique client code/identifier and a selection of additional measures, total and broken down by industry sector and cross-cutting - a sound approach to tracer studies is established as soon as possible.	Agree	The MEL team will: - Revise the MEL Plan for inclusion in the 2018-19 Annual Plan - Install a management information system (MIS) that includes standard TVET approaches - Adopt the use of a unique client identifier.	Scope Global & Tonga Skills	July to December 2018. Complete.
2	In conjunction with Tonga Skills staff, Scope Global develop a dynamic three to five-year training strategy, addressing elements such as: - indicative projected shifts in brokered training, including by industry sector and generic/cross-cutting training - likely changes in demand for training as Tonga Skills progressively addresses high priority areas - new targets or initiatives to support gender equality and social inclusion - movement in the range and level of providers, including balance between the public and private training sectors, ways to expedite the registration of all providers, ways to avoid the risk of over-reliance on individual providers - the role and extent of national qualifications - the approach to building training pathways for clients - Tonga Skills' future role as a broker any projected changes to the budget allocation for the SDF.	Agree	Update Annual Plan 2018-19 to include a strategy to implement this recommendation. This will include a focus on sustained client development and supporting business growth within priority sectors.	Scope Global & Tonga Skills	July to December 2018. Complete.

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3	In the meantime and without limiting the overall aim of matching demand and supply, Tonga Skills amend the <i>Skills Development Fund (SDF) Guidelines, July 2017</i> , to include reference to ensuring a reasonable distribution of training across the four priority industry sectors, in terms of factors such as participant numbers, SDA numbers or budget allocations, as appropriate.	Agree	Update the SDF guidelines with the Annual Plan 2018-19.	Scope Global & Tonga Skills	July 2018 to February 2019. Underway.
4	In the next six months the Tonga Skills Team Leader adopt the following as strategic priorities: - engaging MET with a view to re-visiting the now expired National TVET Policy Framework 2013-17 to ensure it is updated, complementary with the objectives of the Tonga Skills Program and put forward for re-endorsement by the Government of Tonga - advocating with Tonga National Qualifications and Accreditation Board (TNQAB) to give consideration to reviewing and amending the TNQAB Act 2004 and Tonga National Qualifications and Accreditation Regulations 2010 as a means to: - reference the national policy for TVET and its goals - ensure that the TNQAB has the power to prevent a provider(s) that is not registered from continuing to operate - make any other changes required to update the Act and Regulations - influencing the TNQAB Board to commence a recruitment process for a permanent Chief Executive Officer (CEO) with selection criteria that include strong leadership and facilitation skills; experience of TVET systems; experience of quality assurance systems; and demonstrated practical expertise in competency-based training and assessment - encouraging TNQAB to consider ensuring that in future recruitment to new and vacant positions, a TVET background be a pre-requisite for appointment - Generally focussing on influencing the changes required by stakeholders to achieve the success of Tonga Skills.	Agree, noting that DFAT will need to be involved.	Tonga Skills to work with MET and TNQAB to commence review of TVET Policy Framework, TNQAB Act 2004 and Tonga National Qualifications and Accreditation Regulations 2010. Tonga Skills and DFAT continue to advocate for TNQAB to appropriately recruit staff, including a permanent CEO.	Tonga Skills & DFAT	July 2018 to June 2019. Underway.
5	With respect to the mix of Tongan-based staff, long-term advisers and short-term advisers, Scope Global and the Tonga Skills Team Leader clarify the lines of authority, accountability, responsibility and delegation of authority in such a way as to empower the Tonga-based staff in the absence of advisers.	Agree	Review and update organisational structure to clarify reporting lines. Revise TORs for all key management and adviser positions.	Tonga Skills and Scope Global	July to December 2018. Complete.

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6	Should the new position of Operations Manager be approved, Scope Global consider the following guidelines for recruitment: - Require a successful candidate to either already have, or complete within six months of appointment, formal qualifications in project management methodology. - review the position description of the Team Leader to ensure that there is a clear distinction between the strategic and operational focus in the two roles, that is, the strategic role of the Team Leader outlined in Recommendation R4 is clearly defined, and to identify whether the appointment of the Operations Manager has any impact on the work value of the Team Leader - Specifically make the position open to both genders and people with disabilities.	Agree	Nil required- agreed that Operations Manager position is not required in the current organisational structure.	n/a.	n/a.
7	Tonga Skills considers reviewing the membership of the Skills Sector Steering Committee (SSSC) with the aim of achieving a better balance between the public and private sector members and to include other donors investing in skills-related programs in Tonga.	Agree	Review and update membership list of the SSSC terms of reference.	Tonga Skills	July 2018 to February 2019. Underway.
8	Scope Global further investigate what Tonga Skills can realistically contribute to the labour mobility potential for Tonga Skills clients (outside of seasonal work in Australia and New Zealand) to ensure that expectations raised with clients are likely to be met and, as appropriate, end of program outcomes are modified accordingly. This might entail seeking advice from DFAT Canberra and other labour mobility and migration experts	Agree	Tonga Skills to work with DFAT and experts to understand labour mobility requirements and communicate these to clients.	Tonga Skills	July 2018 to March 2019. Underway.
9	Tonga Skills consult with DFAT about the focus and purpose of the Development Partners' Network (DPN) and consider confining its own role to convening a periodic Vocational Education and Training Forum with the skills sector.	Agree	Tonga Skills to convene a forum with other skills sector focused development and implementing partners.	Tonga Skills	May to June 2018. Complete.
10	Tonga Skills develop, and agree with partners, protocols for co-branding covering advertisement; participant recruitment; trainer identification; training certification; and reporting.	Agree	Develop communications guidelines and protocols for implementing partners.	Tonga Skills	July 2018 to February 2019. Underway.

