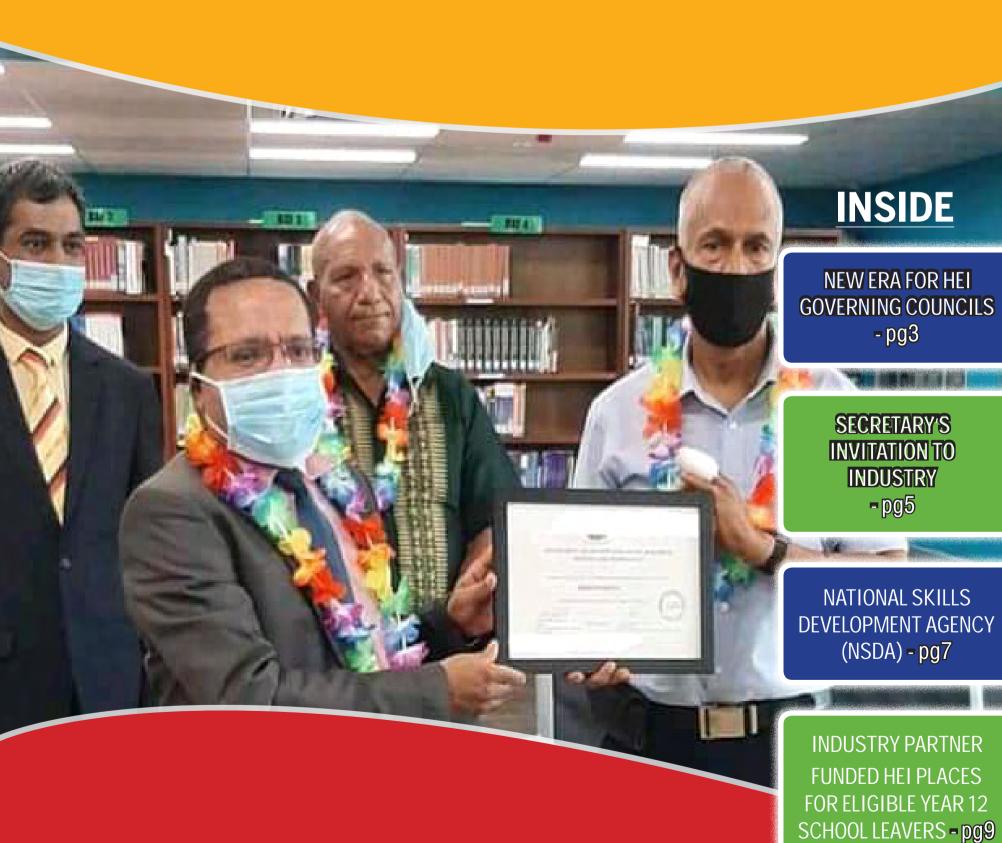


Department of Higher Education Science Research and Technology

QUARTERLY

Issue 2 | Volume 4

NEWSLETTER







FROM THE SECRETARY'S DESK

Accelerated progress on Transition and Reform

I am delighted to inform readers that over recent months since my appointment as Acting Secretary, we have accelerated the progress of reforming, transforming and unifying the higher and technical education sector in Papua New Guinea. The reforms provide the foundations for increasing access and improving quality in our higher and technical education institutions.

Some key highlights and achievements from the first stage transition period are headlined below.

Higher Education Institutions transferred: Following Ministerial determinations published in the National Gazette over the period 30 May to 12 July, DHERST has managed the transfer of 41 Teacher Education, Technical and Nursing Colleges from other Agencies to DHERST.

Transition and Reform Dialogue: DHERST's regional outreach on transition and reform issues over the past four months has deepened the dialogue with over 400 HEI representatives from the State, Church Agency and Private training institutions. Following successful regional workshops, DHERST KRA teams have made on-site 'listening visits' to collect data and to better understand the needs and concerns across the education subsectors and for each transferring HEI. There is change momentum and a level of excitement across the HEI's.

Transfer of HEI Budgetary Allocations: DHERST's constructive collaboration with the transferring Agencies and key Central Agencies has secured the transfer of the 2022 Budgetary allocations to DHERST under a single coherent funding model, laying the foundations for reliable and affordable funding to each of the HEI subsectors under a Five-year Sector Plan and Budget

HEI Transition to new Governance arrangements: In August 2021, DHERST initiated the processes for new Governing Council Appointments aimed at bringing new talent into the Governing Councils to provide strategic advice and specialist guidance. An independent National Higher Education Nominations Committee is screening all nominations for HEI Governing Council appointments. The Committee comprises high-profile members from key industry and professional areas. New Governing Councils will be sworn in by Quarter 1 2022 in time for the development of HEI Strategic Plans.

New Terms and Conditions for transferring HEI Staff: An inter-Agency Technical Working Group has accelerated progress on new terms and conditions for transferring HEI staff. During October DPM and DHERST teams have conducted sample HEI Job Evaluation studies as a basis for establishing new remuneration scales under public

sector performance-based contracts for HEI academic staff. NDOE and DHERST have agreed in principle on a small number (14) of NDOE staff with fit-for-purpose skills to transfer to DHERST. The Inter-Agency Technical Working Group is continuing to address priority human resource management issues in accordance with transitional arrangements provided in the Higher and Technical Education Reform Act (2020).

Excellent collaboration with key stakeholders: DHERST has re-established strong collaborative engagement with the Department of Education and the Teaching Services Commission to reach common understandings for a smooth transition of the transfer of Technical and Teacher Colleges, including the PNG Education Institute.

Recent Achievements in Quality Assurance, Regulation and Compliance

National Skills Development Agency (NSDA) escalates focus on Quality: Landmark Quality Assurance documents, were endorsed by the NSDA and subsequently approved by the National Higher and Technical Education Board (NHTEB). New policies and frameworks underpin the quality foundations for the future growth and regulation of the skills sector in Papua New Guinea. DHERST's policy and regulatory approach to an industry-driven national skills sector is a key feature of the soon to be launched National Skills Development Plan (NSDP).

IBSU Certified as a Private University after robust qualification process: On 22 July, 2021 the National Higher and Technical Education Board (NHTEB) has concluded the registration of IBSU as a Private University in Papua New Guinea. IBSU has worked tirelessly with DHERST over many years to achieve the level of compliance and regulation required for University certification under the Higher Education (General Provisions) Act (2014). IBSU is now a fully-fledged private university in PNG.

National Higher and Technical Education Plan (2021-2030) and the National Skills Development Plan (2021-2025)

Innovative Sector Plans for stakeholder consultation: Intense strategic planning by DHERST over the last quarter will soon culminate in the launch of the revised National Higher and Technical Education Plan (NHTEP) 2021-2030; and the first National Skills Development Plan (NSDP) 2021-2025. DHERST's basic planning assumptions in the revised NHTEP focus on enhancing quality governance and management systems; continuing improvement in teaching and learning; research and development; enhanced sector resourcing and partnerships.

Sector financing and access: The strategic sector plans contain innovative strategies needed to address systemic issues of sector financing and increased access to quality higher and technical education for the many eligible Yr.12 School Leavers who each year are not offered HEI places. In accordance with NEC directions, DHERST's new and revised strategic plans include the establishment of the PNG Open University; and the establishment of new Polytechnic and TVET institutions.

Stronger Partnerships with Industry: Since June, I have personally increased my level of engagement on potential public-private initiatives designed to augment core governing funding and lay the foundations for industry co-funding and co-investment. I will have more to say on these initiatives at the upcoming launch of the NHTEP and NSDP Plans in November 2021.

As evidence of DHERST's closer engagement with industry, however, please note DHERST's current partnering with the Business Council on the National Labour Market Survey (NLMS). A quality assured industry respondent database of targeted HR Managers from large corporates and SME organisations received the survey earlier in October 2021. Survey responses close off on 29 October 2021. DHERST and the Business Council will bring you a comprehensive analysis of the survey results as soon as they are available.

Closing remarks

In closing, my thanks firstly to our **Donor Partners** for their reliable and ongoing support to improve development outcomes for Papua New Guinea and to enhance our joint collaboration.

My thanks also to all our **Higher and Technical Education Stakeholders** for their constructive feedback on the NHTEP and NSDP Plans that will be launched towards the end of November 2021.

Finally, my thanks and appreciation to **DHERST Staff** for their teamwork and dedication in implementing a challenging transition and reform agenda that runs parallel and in addition to the normal core business of the Department.

I trust you enjoy the coverage in the Newsletter

Dr. Francis Hualupmomi PhD Acting Secretary



What Can We Look Forward to From the Reforms?

Over the short to medium term the higher and technical education reforms aim to deliver

- significant improvements in regulation and quality standards that develop and protect the most important commodity of any Higher Education Institution (HEIs) – Quality Graduates.
- affordable funding and the conversion of fragmented government funding systems into a single coherent funding model
- increased Government, Industry and Donor confidence in the Higher Education Sector not as a cost but as a place of investment for achieving social & economic development outcomes

The Higher and Technical Education Reform Act 2020 provides the enabling legislation for the transfer of regulatory oversight of HEIs to the Ministry for Higher Education, Research, Science and Technology and DHERST in accordance with NEC Decision NG25/2017.

The HEIs transferring to DHERST under the Reform Act include State-owned institutions and Agency-owned institutions where more than 50% of their annual funding (including staff costs) is provided by the State.

The Reform Act and related Amendment Acts impacting other Agencies represent the enabling legislation for the implementation of NEC Decision 25/2017 to reform, transform and unify the higher education system in Papua New Guinea; addressing key education outcomes for the Higher and Technical Educator Sector.

Overview of enabling legislation in the 'HEGPA'

The Higher Education General Provisions (Amendment) Act 2020 also known as the HEGPA empowers and supports the post-secondary institutions under a clear legal, governance and performance management framework to achieve their HEI goals. The HEGPA is also substantially amended to improve the governance,

financing, management, leadership, staffing, technical, academic and systems development of the transferred HEIs.

A focus on National Skills Priorities

The HEGPA allows HEIs to apply for approval approval to deliver national curriculum or national training packages according to quality assured standards; and provides a process whereby DHERST may direct and facilitate the development of national curriculum (national training packages) relating to national skills priorities.

Proposed national curriculum and national skills packages are being developed in consultation with relevant industries, institutions and professional accreditation bodies for approval by the National Higher and Technical Education Board (NHTEB). DHERST is directing and oversighting significant reforms in the HEI's to provide capacity development support and continuous improvement for the delivery of national curriculum and national training packages to the new national standards.

Stronger Engagement with Business and Industry

The HEGPA includes new objectives to ensure HEI programmes are demand-driven, industry relevant and quality assured and support national skills priorities for social and economic development. The HEGPA provides DHERST with powers to enter into arrangements with external organisations e.g., Industry partners, private training organisations, donor partners and professional peak body organisations to provide targeted training in skills priority areas. The HEGPA is also amended to strengthen the charter and jurisdiction of the already established National Skills Development Agency (NSDA), an Advisory body to DHERST.

Far-reaching Gender Equality and Social Inclusion (GESI) initiatives

Under the HEGPA, HEIs must not discriminate on the basis of gender, race or religion and must actively promote

principles of gender equity and social inclusion. HEIs are required to have current and effective GESI policies that apply equally students and staff. An assessment of the effectiveness of a HEIs GESI policies will form part of HEI's annual performance assessment and audit.

New Powers of the National Higher and Technical Education Board (NHTEB)

The transfer of HEIs provides new powers to the NHTEB to approve the National Higher and Technical Education Plan; to approve the appointment of Governing Council members of HEIs (including Chairs and Deputy Chairs); to terminate the membership of a Governing Council member of a HEI; to approve Rules for HEI; and to approve national curriculum and national training packages.

NTC functions for Private Sector Registration and Program Accreditation transferred to DHERST

Amendments to the *National Training Council Act* 1991 came into effect on 21 February 2021 transferring the registration and accreditation functions in relation to private training institutions from the National Training Council (NTC) to DHERST. All private training institutions offering higher education awards must register with DHERST in accordance with the amended provisions of the HEGPA aimed at strengthening the transparency and consistency of a national regulatory framework across all HEI's public and private. DHERST has engaged in extensive outreach communications to all private providers to register and seek program accreditation.

For direct guidance on the HEGPA reforms the link below takes you directly to your personal copy of the consolidated HEGPA

http://www.parliament.gov.pg/index.php/billsand-legislation/view/higher-education-generalprovisionsamendment-act-2020



NEW ERA FOR HEI GOVERNING COUNCILS





Strong and Effective Governing Councils

Ensuring that HEIs have strong and effective Governing Council's is a key objective of the PNG higher education reform agenda. Just as HEIs need first-rate educators, HEIs also need forward-looking experienced Council members to guide the strategic direction of HEIs and promote good governance.

National Nominations Committee

On 23 September 2021, the Higher Education National Nominations Committee (HENNC) met to commence screening HEI nominees for positions on the Governing Councils of the higher and technical education institutions. HENNC, assessed nominees against strict probity requirements to ensure that nominees satisfy prescribed criteria under Higher Education (General Provisions) Act 2014 (HEGPA).

Members of the National Nominations Committee include Mr. Paul Barker, Chair - Director, Institute of National Affairs, Mr. Taunao Vai, Deputy Chair - Director, PNG Institute of Directors, Dr. Philip Mitna, Acting Assistant Commissioner, Policy & Planning, Royal Papua New Guinea Constabulary; Mr. Rick Kogen, Executive Manager, Legislative & Administrative Reforms, Department of Personnel Management; and Mr. Trevor Birney, representing the Business Council of Papua New Guinea.

Additional talent and diversity of Governing Council membership

Under the reforms, Governing Council are required to have members with a range of skills including strategic, legal, financial and business management expertise. Other nominees come from professional associations representing graduates; professional recognition authorities; relevant Provincial Governments; the academic staff of the HEI and DHERST. Church Agency HEIs may have up to eight members nominated by the Church Agency.

The HEGPA also specifies that gender balance is required on HEI Governing Councils. HEI Nomination Committees must ensure that this requirement is implemented and the National Higher and Technical Education Board (NHTEB) will scrutinise Governing Council nominations accordingly. DHERST will support HEI's in the implementation of GESI policies and principles including the development of a sector wide Higher Education GESI policy and toolkit.

Governing Council Transition arrangements

Once the National Nominations Committee screening process is completed, DHERST will table a report to the National Higher and Technical Education Board on Governing Council appointments in accordance with the HEGPA. DHERST anticipates that new Governing Councils for all transferring HEI's will be sworn in by Quarter 1, 2022. Existing Governing Council arrangements remain in place until such time as new Governing councils are sworn in.



Quality Assurance Manager, TVET and Specialized Institutions, Mr. Terence Pogo and Mr Jacob Abba presenting Certificate of Accreditation to CTI Principal, Fr. Dr. Joseph Vnuk PhD and Dean of Studies Dr. Brandon Zimmerman PhD at CTI Campus Bomana, Port Moresby.

MAINTAINING STRONG BONDS WITH CHURCH AGENCIES_____

Arrangements made in a spirit of cooperation

The Christian churches have a long and proud tradition of supporting the social development of PNG, particularly in the fields of education and health.

DHERST recognises the significant contribution that Church agencies have made to development of our nation and this relationship is continued and strengthened in our higher education reforms.

The reform laws ensure that arrangements between the PNG Government and the Churches must recognize the contribution that Church agencies have made, and continue to make, to the development of higher education in PNG and be made in a spirit of cooperation.

Going forward in partnership with the Church Agency's we are mindful of the spirit, wisdom and guidance from the Book of Ecclesiastes:

"Two are better than one; because they have a good reward for their labour."

Ecclesiastes 4:9:

Safeguarding Education diversity and rights

The enabling legislation supporting the higher and technical education reforms also safeguards:

- the right of parents and citizens to obtain the education they wish for their children;
- diversity of educational methods provided national standards are maintained;
- the right to define, develop and preserve the identity and character of HEIs of a particular nature, whether of a religious or other nature, provided such distinctions are not based on race, colour or other criteria unacceptable in a democratic society and;
- the central role of Christian principles in Papua New Guinean society.

Church agency autonomy respected and maintained

Church agencies maintain strong control and leadership over their HEIs under the reform laws.

Agencies may appoint up to eight members on a Governing Council to ensure the philosophy and Christian principles of the HEI are maintained at all times.

Implementation of government policy must also be carried out through clear consultative processes.

By working together in a spirit of cooperation DHERST looks forward to building upon the existing the long and strong relationship with the Church agencies.





FOCUS ON HUMAN RESOURCE MANAGEMENT IN THE HEI'S



Retaining and Acquiring Quality Educators

Organisations are only as good as the people that manage and deliver their services. To ensure our PNG colleges deliver the highest quality education services we must ensure that our colleges retain and can acquire the best Principals and teaching staff.

With the transfer of colleges to DHERST, a transition process is now in place that provides a clear road map for existing teaching staff and also lays the foundation for a new era in attracting quality educators to our HEIs.

New Employment Terms and Conditions for Transferring HEI Staff

A key element of attracting good staff is providing attractive employment terms and conditions. To achieve this, an Inter-Agency Technical Working Group (TWG) is currently tasked with developing a contemporary, sustainable and attractive set of working arrangements for Principals and teaching staff of our transferred colleges.

New employment terms and conditions will be made in accordance with the Public Services (Management) Act 1995 and the General Orders and will cover all aspects of employment including:

- Appointment processes
- Promotion and transfer processes
- Salary levels and other employment benefits
- Professional Development requirements
- Appropriate HEI staffing levels

To ensure certainty while the new employment arrangements are being developed, the following transition arrangements are in place for transferring staff.

Transitional arrangements to ensure continuity of employment

During the transition period, Staff of transferred teachers' and technical colleges will continue on their current Teaching Service Commission (TSC) contracts for at least 12 months from the transfer date for the college.

For the teacher' colleges the transfer date was 30 May 2021 and for the technical colleges the transfer date was 30 June 2021. Similarly, staff of transferred nursing colleges will continue on their existing contracts for at least 12 months from the transfer date, 5 July 2021. As per the transitional arrangements outlined in the Higher and Technical Education Reform Act (2020) these arrangements ensure continuity of employment for all teaching staff after the transfer date.

New Contracts, Terms and conditions for HEI staff

After transfer, each HEI will assess its ongoing staffing needs and enter into discussions with staff about transitioning to new contracts. For staff who are not offered or do not wish to take up new contracts, appropriate arrangements for redeployment, retrenchment or retirement are in place.

During the transition period, the management of these staffing arrangements will be a key priority for the HEIs, the transferring Agencies and DHERST.

Transition Secretariat

DHERST will work closely with HEIs to ensure that they are kept up to date with the development of the new employment terms and conditions. Consultation and transition awareness activities are being managed by the DHERST Transition Secretariat on a continuous basis. If you have any questions you would like answered please send to: faq@dherst.gov.pg. DHERST

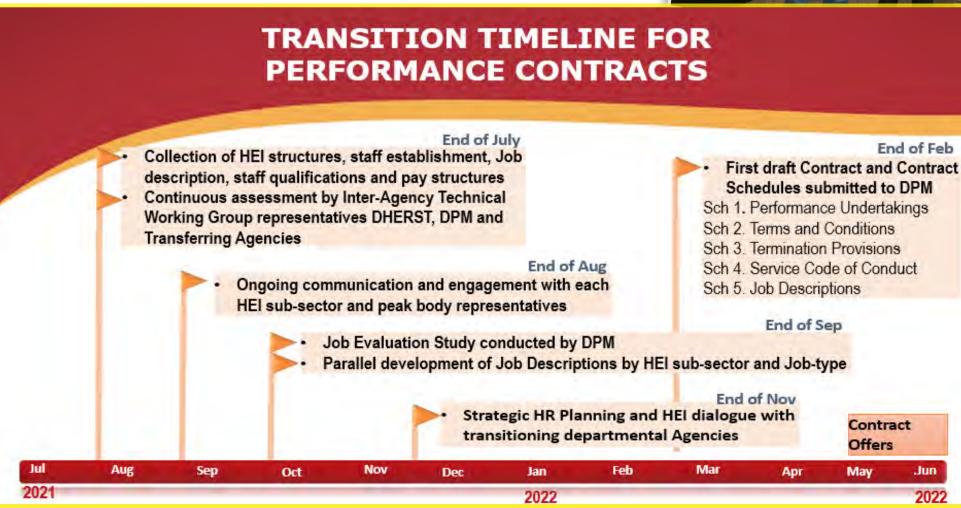
will respond promptly to your enquiries on the FAQ tab on the DHERST website.

For our HEIs to thrive and deliver the highest standard of education we must recognise that keeping and attracting high performing educators is essential. We must also ensure that all transition arrangements are transparent, fair and respectful. Together we must ensure that our Colleges have access to the teaching skills required to drive and support the social and economic needs of our nation.



DHERST Management Team meeting with HR Adviser Mr Anton Neinaka







FREQUENTLY ASKED QUESTIONS (FAQ'S) ON TRANSITION AND REFORM

Many Frequently Asked Questions (FAQ's) on Transition and Reform have been compiled by DHERST staff and can be referenced via the

https://web.dherst.gov.pg/new-regulations-transition

What role do Governing Councils play in the appointment of the Principal and staff?

Board of each HEI. Accordingly, whilst other Governing are developed by the Inter-Agency TWG. Board members must be nominated and ultimately approved the NHTEB, this is not the case for the Principal. A Principal's appointment will be made in accordance with the Public Service (Management) Act 1995 and General Orders as required by the HEGPA.

There is no express function in the HEGPA for Governing Councils to make recommendations for appointments of the Principal and teaching staff, though it may be appropriate that Governing Councils play a role in

Determining what role Governing Councils play in these matters forms part of the work of the Inter-Agency TWG and will be reflected in the processes currently being developed. Stakeholders will be consulted on draft Appointment processes.

Under the HEGPA, Governing Councils do have the function of providing oversight of the administration of a HEI, including its personnel and to formulate policies

The Principal is an ex-officio member of the Governing such appointments once new Appointment processes and planning guidelines for the effective management of the HEI. Governing Councils also have the power to make Rules for the HEI including in relation to the management and good governance of the HEI.

> Any policies or Rules determined by a Governing Council in relation to staffing or human resource matters must be consistent with the employment terms and conditions developed and implemented by the Inter-Agency TWG in accordance with the *Public* Services (Management) Act 1995; General Orders and the HEGPA.



NATIONAL SKILLS DEVELOPMENT AGENCY – MAJOR MILESTONE ACHIEVEMENT_____

Quality foundations for the future growth and regulation of the skills sector in Papua New Guinea

In September 2021 the NSDA exercised its advisory powers and influence as a genuine multi-stakeholder forum to endorse DHERST's proposal for:

- ❖ The establishment of three Industry Skills Groups (ISGs) in Agriculture Construction and TVET Teacher training. The Industry Skills Group Operating Framework and Terms of Reference supports ISGs in their coordination and the development of accredited National Training Packages
- New Quality Assurance frameworks and policies are developed. The Higher and Technical Education Quality Assurance Framework Manual, the DHERST Quality Assurance Requirements: manual for Providers and the Workplace Training and Assessment Policy support HEIs and Industry to meet the DHERST QA requirements aligned to National Standards
- New National Standards for National Training Packages; National Training Package Products Policy; and National Training Package Accreditation and Approval Process Policy



This significant body of work is also underpinned by the Industry Skills Group (ISG) Operating Framework for ISG formation, coordination and the development of accredited National Training Packages, backed by industry.

The Quality Assurance documents, endorsed by the NSDA and subsequently approved by the National Higher and Technical Education Board (NHTEB) underpin the quality foundations for the future growth and regulation of the skills sector in Papua New Guinea.

At its 27 September meeting, the National Higher and Technical Education Board (NHTEB) commended DHERST and the NSDA on the significance of the new quality foundations aimed at

developing, maintaining and protecting the most valuable commodity of any Higher Education Institution Quality!

Working closely with our Development Partners, the focus on Quality also flags DHERST's commitment to implement up-coming capacity development initiatives for HEI continuous quality improvement; the upgrade of Technical Teacher qualifications; and other specific HEI capacity development support.

Insert a suitable design representing the Cover Page graphics (supplied) for each of the policy documents

DHERST DEVELOPS ITS FIRST NATIONAL SKILLS DEVELOPMENT

PLAN (NSDP)

The country's first National Skills Development Plan 2021-2025 will be launched late November 2021. The final draft plan is currently out for stakeholder consultation. The Plan addresses the challenges we face in meeting the ever-increasing demand for access to quality higher and technical education and creating new, relevant and stronger pathways to employment.

Technical and vocational training is an integral part of the higher education sector. Technical and vocational training is critically important in skills development and in fostering science, technology and innovation, driving the application, adaptation and use of new

technologies.

A skilled workforce with the capacity to replace current large numbers of migrant workers at the lower end of the PNG-NQF has significant sustainable benefits to the PNG economy and community. The 5-year National Skills Development Plan also aims to deliver much needed national skills development and expertise into the intermediate and higher levels of vocational and technical skills training in science and technology.

For any enquiries on these documents please contact the DHERST Quality Assurance Division on qad@dherst.gov.pg



Secretary's Invitation to Industry

Supporting demand-driven, quality assured national skills priorities.

The Higher Education (General Provisions) Act 2014 (as amended 2020) includes a new objective to ensure programmes offered by HEIs are demanddriven and quality assured in ways that support national skills priorities.

The enabling legislation gives DHERST powers to enter into arrangements with external organisations (e.g., private training organisations, donors and corporate entities) to provide accelerated and targeted training in areas of national skills priority, under partnership arrangements with the HEIs.

The Department of Higher Education, Research, Science and Technology (DHERST) is currently collaborating with Industry in developing and proposing shared-value initiatives for industry co-funding and co-investment aimed at improving access, quality & relevance of skills training and education.

INDUSTRY FUNDED HEI PLACES FOR ELIGIBLE YEAR 12 SCHOOL LEAVERS

Addressing industry partners and stakeholders recently at the Business Council's Praivet Gavaman Konnekt business forum, DHERST's Acting Secretary, Dr Francis Hualupmomi PhD, delivered a compelling marketing pitch and invitation to industry partners for increasing their 'local content' contributions via Industry funded HEI placements of Year 12 school leavers on the National Online Application System (NOAS).

The system has the capacity to host an industry partner's unique Scholarship application link on the NOAS platform, attracting high quality applicants in targeted HEI course programs, aligned to an industry partner's specific selection criteria.

The NOAS system is currently being configured for this purpose, in time for the 2022 national academic applications which open in August 2022 for HEI placements in 2023. DHERST will be able to offer industry partners an end-to-end quality assured scholarship selection and placement management system at no overhead cost to industry. Interested industry partners are invited to contact DHERST directly for further information on Industry funded placements on noas@dherst.gov.pg







NATIONAL LABOUR MARKET SURVEY (NLMS)

The Department of Higher Education, Research, Science and Technology (DHERST) is also partnering with the PNG Business Council to develop and conduct a National Labour Market Survey (NLMS). Why is this important?

This is the first time that employment forecast demand indicators have been linked to PNG skills supply and demand referenced directly to the PNG National Qualification Framework (PNG-NQF). The NLMS evidence-based data is critical for both Industry and Higher and Technical Education planners to link skills supply and graduate demand directly to employment indicators.

Ongoing critical evidence-based labour market analysis is a critical driver in shaping and influencing skills policy, plans and stakeholder decision-making. For both government and industry, a competitive evidence based National workforce development strategy can reverse PNG's current dependency on large numbers of migrant workers, often employed at the lower end of the PNG National Qualifications Framework (PNG-NQF).

The PNG Business Council and DHERST look forward to sharing the results of the NLMS survey when they become available in November 2021.





PUBLIC INVESTMENT PROGRAM (PIP) FUNDING 2020/2021: RENOVATION, EXTENSIONS AND UPGRADES

Eighty-one (81) Infrastructure Projects completed at a total cost of K73.5m.

Over the 2020/2021 Budget cycles DHERST has funded the oversight and completion of 81 Infrastructure Projects at a total cost of K73.5m. Completed projects included Nursing Colleges (17 projects); Technical & Business Colleges (11 projects); Teacher Colleges (14 projects); and Universities (27

Physical Infrastructure Development – Nursing Colleges Success Stories

Highlights of recently completed projects at the Nursing colleges that reflects the success and impact of the Public Investment Program (PIP) managed by the DHERST.

Nursing Colleges:

1. St. Barnabas School of Nursing, Milne Bay Province

Alteration and construction of 32 bed female dormitory





32 bed female dormitory - Completed and commissioned on the 3rd of September, 2021. The dormitory addresses accommodation issues and provides space for 32 female students.

2. Lae School of Nursing, Morobe Province

Construction of student off-site accommodation at Mutzing Station



Student offsite accommodation - Completed and commissioned on the 7th of July, 2021. The off-site accommodation provides accommodation for students undertaking practical lessons in the district.

3. West New Britain School of Nursing, West New Britain Province

Construction of Administration Building







School Administration Building - Completed in February, 2021. The administration building provides staff with new office spaces and also caters for student's administration.

Conclusion

The Public Investment Program is having significant impact in addressing access and quality in the higher education sector. From 2017 to current, more teaching and learning infrastructure projects have been implemented successfully having direct impact in the number of enrolment and quality of graduates.

It is anticipated that with the continuation of this program, most higher education institutions would advance with improved infrastructures that will provide conducive teaching and learning environment for both staff and students.

References

- 1. DHESRT PIP Quarterly Reports, 2021
- 2. Project Implementation Project updates, 2021





