



Tertiary **Scholarships**
& **Loans** Service
Empowering Fiji's Future



Revised Strategic Plan

2020-2024

OUR VISION & MISSION



OUR Mission

Investing in tertiary education opportunities on equitable and equal basis to build Fiji's human capital.



OUR Vision

To offer opportunities to Fijians through scholarships and study loans to empower them through knowledge, skills and talents for a prosperous Fiji.



OUR VALUES

01

Respect Diversity

We recognize that the thoughts, feelings and backgrounds of others are as important as our own and believe in the transformative power of engaging many different perspectives.

02

Empathy

We strive to build a culture of empathy that enables us to collaborate better and work efficiently to deliver outstanding results.

03

Empowerment

We believe in practicing positive reinforcement to instill greater trust in leadership allowing for creative expression in both staff and students.

04

Fairness

We hold high standards of character and integrity as the foundations upon which the institution is built.

05

Service Excellence

Create a culture of customer centricity going beyond expectations and delivering industry leading experience that develops trust and improves satisfaction.

06

Transparency & Accountability

Fostering trust and open communication that generates ownership and clarity which strengthens relationships between the organization, staff and its customers.

MESSAGE FROM THE BOARD CHAIRMAN

Innovative organizations know how to put together bold and stimulating strategic plans. When conducted in true partnership with the community, such exercises are a guarantee of progress and success.

On behalf of the TSLS board of directors, I am pleased and excited to receive the revised Strategic Plan 2020 -2024 put together by the TSLS management team and many other contributors. This plan is the result of months of reflection and extensive consultation with the broader staff of TSLS and suggestions received from key stakeholders to improve our services through surveys and consultation.



TSLS has taken due note of your suggestions to see the organisation flourish and shine in partnership with the people of Fiji. We have heard your call to rethink the way we serve you as our key stakeholders and provide an engaged learning environment focused on the student experience. In the coming years, this plan will serve as an invaluable collective tool to help make TSLS a unique institution that is more modern, more efficient, and more transparent.

We will be rolling out promising initiatives and introducing new schemes and grants. The plan will be concrete and have an impact on all aspects of meeting organizational goals and objectives.

It will include precise targets and reliable indicators to ensure we meet our ambitions. I am confident that the management and staff of TSLS will embrace the strategic plan and put in an extra yard to provide quality service to our stakeholders. The board of directors will work side by side with you in the ongoing effort to implement this exciting plan.

Rakesh Ram

Chairman of the Board of Directors

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Transformative organisations re-orient themselves with changing product and service demand from the clients. Tertiary Scholarships and Loans Service (TSLS) do not believe in necessary reinventing the wheel and therefore revision to the existing Strategic Plan from 2020 to 2024 was an imperative. I must say the revised strategic plan is derived from the suggestions and feedback received from key stakeholders through surveys and consultations.

The Board, management and staff are inspired to achieve 'moon shooting' strategic focus areas which are;

- Customer Service Excellence;
- Communication and Awareness;
- ICT Transformation; and
- Governance, Compliance and Risk Assurance.



Service to our key stakeholders are underpin in each of the four key strategies focus areas in the revised 2020-2024 Strategic Plan.

Our work happens in a rapidly changing environment, and our strategic direction must allow room for change. With this in mind, the strategic plan was written with the intention to regularly revisit and measure successes and to account for emerging opportunities. Through the transformative journey of the revised Strategic Plan, TSLS will be 'Empowering Fiji's Future' with labour market demand matched schemes on scholarships and study loans.

We encourage you to stay in touch – whether through our website, social media, or reaching out directly to the TSLS team – we always welcome the opportunity to connect with our stakeholders.

Thank you for your continued support. We look forward to the next chapter of TSLS, as we continue to work alongside learners, educators and administrators to push boundaries, inspire innovation and pursue excellence.

Dr. Hasmukh Lal

CEO TSLS

BACKGROUND & OUTLOOK

Who are we?

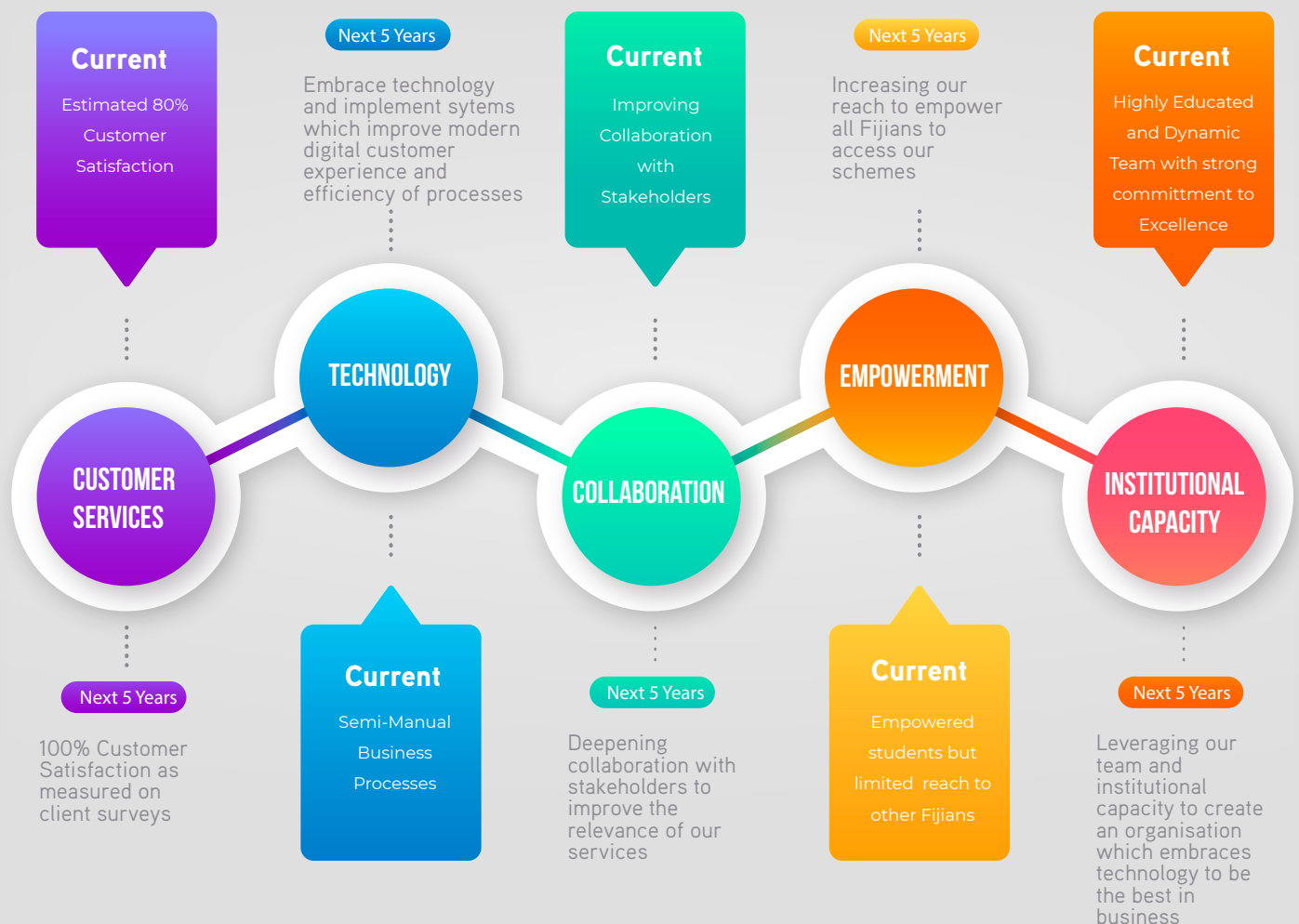
The Tertiary Scholarships and Loans Services (hereafter referred to as TSLS) is a Fijian Government Institution established in 2013 under the Tertiary Scholarship and Loans Act 2014 ("the Act") to administer and implement all the Fijian Government Tertiary Education Scholarships and Loans Scheme.

What do we do?

TSLS is responsible for ensuring transparent and accountable management of government funding provided for tertiary scholarships and loans. In doing this, TSLS focuses on achieving the best educational outcomes for Fiji and ensuring that funding spent on scholarships and loans will result in contributions to the Fiji economy and workforce. To do this, TSLS undertakes the following functions:

- Receive and process applications administered under the Act;
- Monitor scholarship and loan students' academic progress and take appropriate action where academic progress is not at required level;
- Process and facilitate payments for allowances and tuition;
- Work in partnership with eligible tertiary institutions to streamline processes for submitting compliant and accurate invoices to Ministry of Economy for payment; technical and vocational educational.
- Work closely with the FRCS to ensure that the students under the various schemes comply with the bond requirements and loan recovery processes for graduate TELS recipients., should they wish to travel outside Fiji or to migrate;
- Implement marketing and promotion strategies which ensure that all eligible Fijians are aware of the loan and scholarship schemes and have access to information which facilitates them applying and being considered; and
- Collobrate with external institutions for research to publicise impact on socio-economic developments, human capital developments, access and equity and develop morales, investment analysis and future models to the international community.

Our Journey into the Future



STRATEGIC FOCUS AREAS

CUSTOMER SERVICE EXCELLENCE



TSLS to be a customer focused organization by working to understand our customers and put them at the heart of everything we do for accurate and dependable service delivery

COMMUNICATION & AWARENESS



Create a more efficient and flexible working environment by sharing information tailored to its audience and breaking boundaries thus, building rapport among stakeholders that increases productivity and engagement.

ICT TRANSFORMATION



TSLS technology platforms and social media networks are revolutionised not only to ensure efficient service delivery but also to use the data and insights making certain we are delivering the right services in the first place by responding to emerging trends in this digital economy.

GOVERNANCE, COMPLIANCE & RISK ASSURANCE



Organisational culture of good leadership and governance sets the tone of corporate management that conforms to the regulatory requirements and promotes transparent decision-making processes.

STRATEGIC GOAL 1: CUSTOMER SERVICE EXCELLENCE

TSLs to be a customer focused organization by understanding our customers and put them at the heart of everything we do for accurate and dependable service delivery.

Strategic Objective 1.1: Customers at the Forefront of TSLs Function

To achieve this objective, the initiatives are:

1. Create a customer friendly environment
2. Establish a continuous improvement and quality assurance system
3. Embed feedback driven improvement in service culture

Strategic Objective 1.2: Continuous Improvement in Service Delivery

To achieve this objective, the initiatives are:

1. Training & Development Programmes
2. Efficient Complaints Management System
3. Benchmark for Best Practices



STRATEGIC GOAL 2: COMMUNICATION & AWARENESS

Create a more efficient and flexible working environment by sharing information tailored to its audience and breaking boundaries thus, building rapport among stakeholders that increases productivity and engagement.

Strategic Objective 2.1: Outreach Empowerment

To achieve this objective, the initiatives are:

1. "Reach the Unreached"
2. Engagement and Awareness with Careers teachers on TSLS Schemes
3. Conduct regular collaborative sessions with key stakeholders

Strategic Objective 2.2: TSLS Visibility

To achieve this objective, the initiatives are:

1. Strengthen Public Engagement
2. Regular showcase of TSLS impact and success stories
3. MOU's on collaborations and mutual understanding with organisations
4. Internationalisation of TSLS impact



Tertiary Scholarships and Loans Service signs an MOU with Fiji Revenue & Customs Service to strengthen and improve the current student loan recovery process.

STRATEGIC GOAL 3: ICT TRANSFORMATION

TSLs technology platforms and social media networks are revolutionised not only to ensure efficient service delivery but also to use the data and insights making certain we are delivering the right services in the first place by responding to emerging trends in this digital economy.

Strategic Objective 3.1: Accessible and Reliable Information Technology

To achieve this objective, the initiatives are:

1. Upgrade of ICT infrastructure
2. Innovative communication platforms
3. Go Paperless



STRATEGIC GOAL 4: GOVERNANCE, COMPLIANCE & RISK ASSURANCE

Organisational culture of good leadership and governance sets the tone of corporate management that conforms to the regulatory requirements and promotes transparent decision-making processes.

Strategic Objective 4.1: Effective Compliance and Governance Functions

To achieve this objective, the initiatives are:

1. Timely amendments to the Act and Regulations
2. Efficient budget management of scholarships and study loans
3. Scrutinise and approve policies, processes, frameworks, TORs for good governance and best management practices

Strategic Objective 4.2: Appropriate Recognition Frameworks

To achieve this objective, the initiatives are:

1. Participate in the Fiji Business Excellence Awards
2. Robust staff evaluation and monitoring process



TSLS and Asia Pacific Applied Economics Association (APAEA) sign MOU for research collaboration.

NOTES



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