

HOW TO MEET DEMANDS FROM OUR YOUTH

MY CENTRAL, MY CIRCLE

WORKING TOGETHER FOR A GREAT IMPACT

Team Leader – Asilika Koroi

Assistant Team Leader – Comeke Delana

Team Members

Etuate Bari – (Divisional Manager)

Eduard Kofana

Salote Talikai

Harneel Prasad

3/10/2026

Table of Contents

Acknowledgements	3
Executive Summary	4
Introduction	5
1.1 Organisational Profile.....	5
1.2 Background of the Project	6
1.3 Objectives of the Project	6
1.4 Scope of the Project.....	6
2. Project Methodology	7
2.1 Project Approach and Phases.....	7
2.1.1 Plan.....	7
2.1.2 Do and Check	11
2.1.3 Act	16
2.2 Project Milestones	17
3. Project Analysis	18
3.1 Problem Identification.....	18
3.2 Target Setting.....	18
3.3 Cause Identification.....	18
4. Solution Development	18
4.1 Possible Solutions	18
4.2 Solutions Evaluation	18
4.3 Solution(s) Selection.....	19
5. Project Implementation	19
5.1 Implementation Plan.....	19
5.2 Monitoring and Control	20
5.3 Challenges Faced	20
6. Project Implementation Results.....	21
6.1 Tangible Results.....	21
6.2 Intangible Results	22
6.3 Sustainability Plan	22
7. Lessons Learned	23
7.1 Key Takeaways.....	23
7.2 Recommendations	23
8. Conclusion.....	24
9. Appendices	25
10. References.....	26

Acknowledgements

We would like to recognize our Minister, Hon Jese Saukuru for supporting our initiative and championing the cause for process improvement through these quality circles and business excellence.

Executive Summary

The Ministry of Youth and Sports is pursuing operational and organizational reforms under “Our Pursuit for Excellence 2024–2028”. The transformation emphasizes delivering services that are faster, better, and at lower cost, strengthening process capability through documentation, mapping, standardization, and diagnosis of key processes, and embedding improved operating practices consistent with automation (staff and automated systems working in sync). In parallel, the Civil Service Functional Review requires improved effectiveness, efficiency, clarity of roles, accountability, and consistent service delivery.

To support these reforms and ensure the Ministry responds effectively to young people’s needs, the Ministry proposes a Quality Circles Project titled “How to Meet Demands from Our Youth.” Quality Circles will provide a structured, staff-led mechanism for identifying youth service-demand gaps, diagnosing root causes, designing practical solutions, and standardizing improved ways of working.

The “How to Meet Demands from Our Youth” Quality Circles Project provides a practical, staff-driven pathway to operationalize the Ministry’s Our Pursuit for Excellence 2024–2028 transformation priorities and meet expectations under the Civil Service Functional Review. By systematically improving how youth demands are handled—from intake to delivery and feedback—the Ministry will enhance responsiveness, inclusivity, and service value for young people in Fiji.

Introduction

1.1 Organisational Profile

The Ministry of Youth and Sports (MYS) is a government agency dedicated to enhancing the lives of youth and promoting sports and recreational activities across the nation. The Ministry plays a pivotal role in empowering young people, fostering social inclusion, and encouraging healthy lifestyles through sports, which are integral to the national development strategy.

The Ministry's primary functions include:

Youth Development: Offering a range of programs that enhance the skills, knowledge, and wellbeing of the youth in Fiji. The Ministry aims to guide youth toward becoming productive citizens through education, vocational training, leadership development, and social empowerment.

Sports Promotion and Development: Encouraging active participation in sports at all levels—grassroots to elite—by providing support to various national and international sporting events. It also aims to improve Fiji's performance in global sporting arenas, including the Commonwealth and Olympic Games.

Policy Formulation: Developing policies and frameworks that promote youth engagement and participation in sports. These policies guide the development and delivery of youth-related programs and sporting events in the country.

Collaboration and Partnerships: The Ministry works closely with local government bodies, non-governmental organizations (NGOs), community groups, and international partners to deliver programs aimed at youth empowerment and sports development.

Advocacy and Awareness: Raising awareness about youth issues and sports-related opportunities. The Ministry advocates for the importance of youth involvement in nation-building, focusing on building a strong and resilient future for the young people of Fiji.

Vision: Building healthy and socially engaged youth through non-formal education and a physically active nation through sport.

Mission: The Ministry promotes values and social cohesion through national sports development and empowering youth through engagement, qualifications, knowledge, skills and resource development contributing to sustainable success for all.

There are currently 108 staff being employed at the Ministry of Youth and Sports. 39 of which are females and 69 are men. There is a total establishment of 125 staff. The distribution of age and tenure amongst staff is not skewed towards any particular group. Although the range between the oldest and youngest in a particular work level is interesting when at the executive level. The clustering of the age groups is tight at this level.

1.2 Background of the Project

The Ministry of Youth and Sports is committed to improving outcomes for Fiji's youth and strengthening sports and youth development services nationwide. In recent years, youth expectations have increased, youth want more timely access to programmes, clearer pathways to support (training, skills, sports opportunities, leadership, and community activities), and stronger responsiveness from government services. At the same time, the Ministry operates in a context that requires efficient use of public resources, stronger accountability, and consistent delivery of services across divisions and locations. Data has shown that the Ministry needs to quickly adapt or it will become irrelevant to the needs of our youth population.

Within this environment, the Ministry faces common operational challenges that affect how quickly and effectively youth demands are addressed. These may include:

- inconsistent processes for receiving, assessing, and responding to youth requests,
- delays and bottlenecks due to fragmented coordination, unclear roles, or lengthy internal workflows,
- rework caused by incomplete or unclear information when demands are submitted,
- limited feedback loops, leading to repeat issues or mismatches between youth needs and programme delivery,
- and a need for stronger performance monitoring and evidence-based adjustments.

1.3 Objectives of the Project

The project aims to strengthen the Ministry's ability to understand, prioritize, and respond to youth demands by:

- improving how youth needs are captured, assessed, approved, and delivered,
- strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery
- reducing delays and bottlenecks in service delivery,
- strengthening coordination across internal units and external stakeholders,
- and ensuring a consistent, inclusive "customer experience" for all youth stakeholders.

1.4 Scope of the Project

The Quality Circles will focus on the priority steps that commonly affect youth outcomes, including:

- demand intake and communication (how youth requests/needs are submitted and interpreted),
- assessment and prioritization (ensuring youth needs are matched to available programmes),
- planning and scheduling (reducing mismatches and last-minute changes),
- approval and coordination workflows (clarifying roles and reducing rework),
- delivery and feedback loops (ensuring services are relevant, safe, and improved over time).

The work will also support GEDSI objectives by strengthening inclusive participation across Ministry operations and youth programme delivery.

2. Project Methodology

2.1 Project Approach and Phases

2.1.1 Plan

Problem Selection

The team conducted brainstorming and used a ranking matrix to determine its top five problems. Each team member voted in the ranking.

Brainstorming

- Unavailability of Driver
- Benefits of registration commonly asked by youths
- Incentives for registered YC
- Restricted budget for Division, timeframe for advertisement, vetting and approval
- Total amount of grant per applicant applied being reduced.
- Overlooking District Office when visiting Youths Clubs
- Lack of knowledge on DEIA for AYO's
- Budget allocation goes to KMU Virement of allocation decreases capacity budgets
- Minimum cost per training and maximize the reach
- How to meet the demand from youths
- Meeting the Ministers Matrix & request from provincial meetings [BNY & BNT]
- Limited budget & knowledge
- Budget allocation/ youth festival
- Pending pay rise- AYO
- Staff Welfare- PPE, Uniforms, pending ID Cards
- Office condition (Nausori & Nasinu)- Wifi, Aircon, Printer, Workstation & Furniture's, Laptop issues & Office fumigation
- AYO overtime claims

There were some items that were HR and Finance related and these were raised to the departments and removed from the brainstorming table.

ISSUES & RANKING	DMC	YO-SUV	YO-NSR	ANA V	HARNEEL	BIU	MOSESE	SHIVNAY	DELANA	TOTAL
Office condition (Nausori & Nasinu)- Wifi, Aircon, Printer, Wor	2	2	3	8	1	8	7	3	8	42
How to meet the demand from youths	1	10	1	13	3	11	1	2	4	46
Staff Welfare- PPE, Uniforms, pending ID Cards	6	1	4	1	2	14	14	4	7	53
Total amount of grant per applicant applied being reduced.	9	11	8	3	5	8	3	9	3	59
Lack of knowledge on DEIA for AYO's	3	6	13	4	7	2	10	7	10	62
Benefits of registration commonly asked by youths	7	13	5	10	13	6	12	1	1	68
Restricted budget for Division, timeframe for advertisement, v	8	5	6	2	11	4	13	10	9	68
Meeting the Ministers Matrix & request from provincial meeti	5	3	11	9	4	9	9	13	5	68
Overlooking District Office when visiting Youths Clubs	12	7	7	12	6	12	2	8	6	72
Budget allocation goes to KMU Virement of allocation decreas	14	8	9	5	9	3	5	6	14	73
Minimum cost per training and maximize the reach	11	9	10	6	8	5	11	5	11	76
Budget allocation/ youth festival	10	4	2	14	10	13	8	6	13	80
Unavailability of Driver	4	14	14	7	14	1	4	12	12	82
Incentives for registered YC	13	12	12	11	12	10	6	11	2	89

Five issues were selected and taken to the decision matrix.

ISSUES & RANKING	Effectiveness (Impact)		Feasibility		Satisfaction / Buy-in (Acceptance)		Within Circle Influence		Total
	40%	Rank (1 - 5)	20%	Rank (1 - 5)	20%	Rank (1 - 5)	20%	Rank (1 - 5)	
Office condition (Nausori & Nasinu)- Wifi, Aircon, Printer, Workstation & Furniture's, Laptop issues & Office fumigation	40%	3	20%	1	20%	4	20%	2	2.6
How to meet the demand from youths	40%	5	20%	3	20%	2	20%	4	3.8
Staff Welfare- PPE, Uniforms, pending ID Cards	40%	4	20%	4	20%	2	20%	2	3.2
Total amount of grant per applicant applied being reduced.	40%	2	20%	3	20%	4	20%	3	2.8
Lack of knowledge on DEIA for AYO's	40%	2	20%	5	20%	3	20%	5	3.4

Effectiveness (Impact): How thoroughly the solution addresses the root cause and resolves the specific quality or operational problem. [1, 2]

Feasibility (Ease of Implementation): The practicality of execution, considering available resources, time required, cost, and technical capability within the team's control. [1, 2]

Satisfaction / Buy-in (Acceptance): The level of support, enthusiasm, and consensus among circle members and impacted stakeholders or management. [1, 2]

Durability / Sustainability: Whether the countermeasure remains stable, repeatable, and robust against human or operational variation over time.

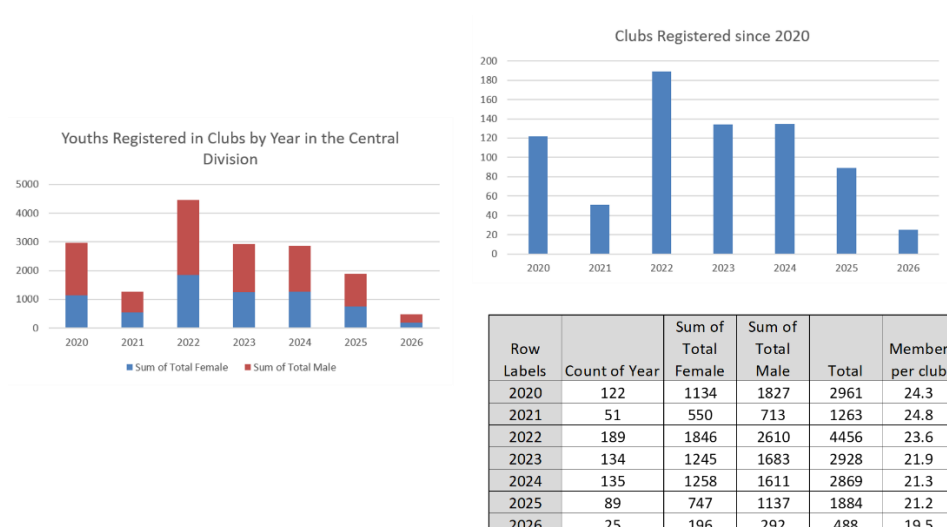
How to meet the demand from youths became the problem for the QCC team to solve. This was not an easy problem as there were many facets to look at but we were guided by our objectives.



Our theme was working together for a greater impact, and the problem statement was how to meet the demand of our youths.

Understand the current situation (baseline)

As stated above this was a multi-faceted problem, so we tackled the problem through one lens at a time.



From the data it shows that there may have been stronger club engagement/support during 2021–2022 (more youth uptake) or these were pending registration post covid.

From 2023 onward, the drop could indicate issues such as:

- reduced club activity/number of active clubs,
- reduced onboarding of youth,
- delays in implementation, funding, or coordination,
- or administrative bottlenecks affecting registrations.

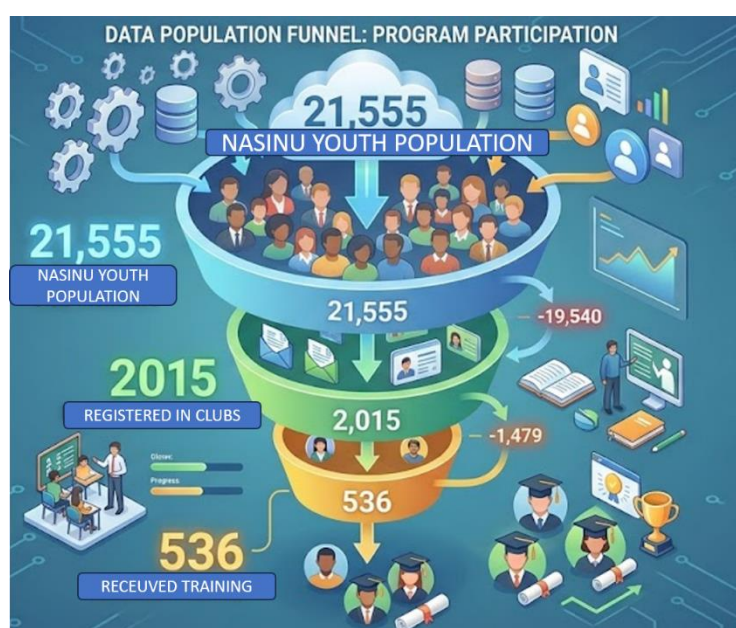
As far as gender distribution table (Females vs Males), the totals show females and males are both present each year, with no single gender completely dominating every year.

- The gender totals change year-to-year, indicating shifting participation rather than a fixed imbalance.

Since youth participation drops when club numbers drop, the project should check whether:

- girls and boys are affected equally by delays/bottlenecks, and
- there are any specific barriers for one group (e.g., access, timetable, distance, programme relevance).

Sectorial in Depth Analysis



The QCC decided to look at a particular sector in the Central Division. Nasinu.

“Only 9.35% of Nasinu youth are registered in clubs, and only 2.49% of total youth receive training. The largest gap occurs at the registration stage (19,540 youth not moving from population to registered clubs), indicating issues in outreach, access, and/or the club registration process.”

- Total NASINU youth population: 21,555
- Registered in clubs: 2,015
- Drop from population to registered clubs: $21,555 - 2,015 = 19,540$
- Received training: 536

- Drop from registered clubs to received training: $2,015 - 536 = 1,479$

The funnel narrows greatly

21,555 → 2,015 → 536

- Interpretation: Only about 1 in 10 Nasinu youth end up registered in clubs.
- About 1 in 4 registered youth actually received training.
- Only about 2.5% of the total youth population received training.

Our biggest leakage

- Biggest loss happens at the first step:
 - 19,540 youth lost between population and registered in clubs.
- Smaller loss occurs at the next step:
 - 1,479 youth lost between registered clubs and received training.
 - The main bottleneck is not training capacity alone—it is primarily club registration/engagement (youth not getting into the programme system).

Our possible investigation angles:

Stage 1: Population → Registered in clubs (largest drop)

Possible causes:

- weak outreach/awareness (youth not informed where/when to register)
- access barriers (distance, transport, fees/requirements, timing)
- limited club availability or inactive clubs
- registration process too complex/slow
- poor feedback loop (youth register interest but don't complete registration)

Stage 2: Registered clubs → Received training

Possible causes:

- training scheduling/capacity constraints (limited sessions, limited facilitators)
- incomplete readiness (youth not meeting requirements to attend)
- communication gaps about training dates
- attendance barriers (transport, cost, conflict with school/work)

Caveats.

There two major caveats are the that youths are from 15 years to 35 years old and majority of these youth would still be in high school and those after 25 maybe in work or higher education.

Measurable objectives and targets

It was clear that this was a very complex problem but one the division needs to resolve and it was the QCC team that has chosen to undertake. It was important to have clear objectives and smart targets.

From our objectives we derived our targets.

Objectives	Target	Measures
Improving how youth needs are captured, assessed, approved, and delivered	Conduct program feedback survey.	- growth in # of youth consulted per year (disaggregated) % of districts/regions covered # of channels used (online, in-person, community, mobile)
Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery	GEDSI incorporated in all programs	Growth of Ministry towards Gender Transformative
Reducing delays and bottlenecks in service delivery	Reduction in lead times for program deployment	10% reduction of lead time
Strengthening coordination across internal units and external stakeholders	Strategic coordination of program deliveries	Two Ministries engaged
Ensuring a consistent, inclusive “customer experience” for all youth stakeholders.	Higher rate of customer response in program evaluation	25% customer rate improvement

The objectives in green were taken onboard by the team as this was already aligned with the Ministry functional review and the transformational goals.

Tools Used

- Bar Charts
- Trending Graphs
- Brainstorming
- Ranking Matrix and Decision Matrix
- Multi Perspective Analysis / Data Stratification

2.1.2 Do and Check

Reducing delays and bottlenecks in service delivery

The Ministry had determined the work content of its divisions including the Central Division in 2025 and exercise which determined the full-time equivalency that existed within the division. The division was able to determine the top five activities that occupied the available hours of the division.

	Division	Process	Activities	Role	Standard	Standard H	# of staff	Quantity	Total Time
647	Central	Waste Care	Site Visit	YO,AYO	180	3.00	1	6	18.0
648	Central	Waste Care	Submission	YO	225	3.75	1	6	22.5
649	Central	Waste Care	Preparation for activity	YO,AYO	450	7.50	1	6	45.0
650	Central	Waste Care	Procure materials	YO,AYO	450	7.50	1	6	45.0
651	Central	Waste Care	Travel to /from site	YO,AYO	360	6.00	1	6	36.0
652	Central	Waste Care	Execute the activity	YO,AYO	450	7.50	1	6	45.0
653	Central	Waste Care	Report writing	YO	225	3.75	1	6	22.5
654	Central	Waste Care	Acquittals	YO,AYO	225	3.75	1	6	22.5
655	Central	Waste Care	Follow ups	YO,AYO	180	3.00	1	6	18.0
656	Central	Waste Care	Follow up Activity Reports	YO,AYO	180	3.00	1	6	18.0
657	Central	Coast Care	Planning	YO,AYO	60	1.00	1	6	6.0
658	Central	Coast Care	Consultation	YO,AYO	120	2.00	1	6	12.0
659	Central	Coast Care	Site Visit	YO,AYO	180	3.00	1	6	18.0
660	Central	Coast Care	Submission	YO	225	3.75	1	6	22.5
661	Central	Coast Care	Preparation for activity	YO,AYO	450	7.50	1	6	45.0
662	Central	Coast Care	Procure materials	YO,AYO	450	7.50	1	6	45.0
663	Central	Coast Care	Travel to /from site	YO,AYO	360	6.00	1	6	36.0
664	Central	Coast Care	Planting Activity	YO,AYO	450	7.50	1	6	45.0
665	Central	Coast Care	Report writing	YO	225	3.75	1	6	22.5
666	Central	Coast Care	Acquittals	YO,AYO	225	3.75	1	6	22.5

Figure 1 - Work Content Data Log

Trainings	7673.2
YC Reg	4386.3
YC Visits	4329.2
Festivals	1896.5
IGP	1693.5
DEIA-Schools	1581.4
TNA	1013.3
DEIA-Youths	605.5
MEL	388.7
Ministers Events	316.0
Coast Care	310.5
Waste Care	310.5
Outreach	253.7
IYD	76.1
Divisional Reports	64.0
YC Monthly Report	54.2

Figure 2 - Total Work Content for each activity

Training was an activity that the division chose to improve on its delivery process. However, the Permanent Secretary identified that it may not be the divisional processes that was affecting operations but the preparations and deployment of resources to the activities that was problematic. This had affected all divisional activities both large and small.

A standard operating procedure was developed and sent out for consultations. The Central Division used this SOP to assist in reducing its lead times to the PS Approvals so that it would give more time for the resource deployment process.

11. Resource scheduling and assignment	Corporate assigns Ministry human resources and assets to suite the submissions being made. Any assignment that may cause issues needs to be flagged in the submission. Other unit managers need to be addressed when Ministry events supersede divisional or unit events. Planning needs to be very strong here with contingencies in place.	2 – 4 hours	1 day		2	4	8	8
12. Funding allocation and approval	Finance determines allocations for use to resource the event or activity.	2 – 4 hours	1 day		2	4	8	8
13. DSYS Approval	Approval by DSYS. Ensuring all sign offs are done and logic for resource dispersal is sound.	1hours	1 day		1	1	8	8
14. PSYS Approval	Approval by PSYS. This process should not take long if chain of approvals and process is sound. Ensuring all sign offs are done and logic for resource dispersal is sound. If PSYS is not involved from beginning this will take time.	1 hours	1 day		1	2	8	8
15. Disbursement of funds to relevant staff and accounts.	Virements if necessary, will take time as it has its own processes. All other sub activities in Finance depend on the FMIS system.	1 – 2 hours	2 days		1	2	16	16
16. Release of staff and resources	Corporate organizes release of staff and mobilization of the MYSET team. HODs need to be informed so that Ministry machinery continues to run. Other Ministries need to be informed for early release of their assets if necessary.	1hours	2 days		1	1	16	16
17. Mobilize for event	Manager for the event or activity emails managers who inform corporate to send out email to inform the entire Ministry of event and also other Ministries.	1 – 2 hours	1 day		1	2	8	8
18. Deploy for event		Milestone		Hours	16	30	79	111
				Days	2	4	10	14



	Processing Time		Lead Time	
	Lower Limit	Upper Limit	Lower Limit	Upper Limit
Hours	16	30	79	111
Days	2	4	10	14

Figure 3 - Process Description with processing times and lead times from SOP

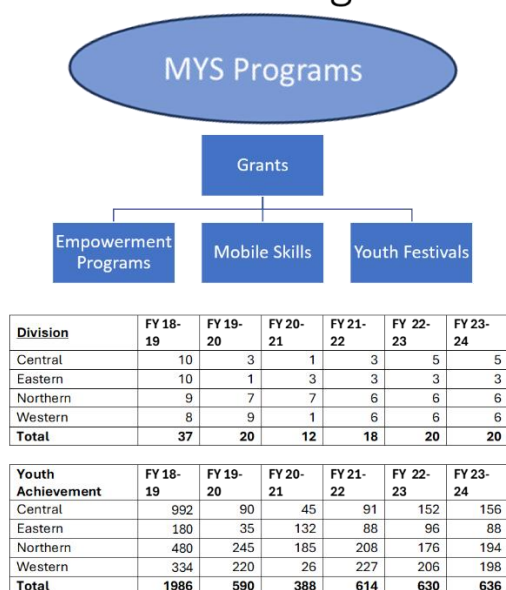
The Division was able to get the approvals to the Permanent Secretary 3 to 5 days prior to the deployment of the activity in comparison to the 6 days in the standard operating procedure. The Division was notorious for getting approvals for training 1 day or 1 weekend before deployment.

Strengthening coordination across internal units and external stakeholders

The Permanent Secretary is leading Tier Two Functional Review for the Civil Service and the Ministry spearheading this process with our own Functional Review. We are calling our review the Reef to Reef initiative.

An analysis of our entire Ministry programs it was seen that there was a similarity in the reach of our Nasinu programs and our whole of Ministry. This meant that there was a common cause. There is a 20% impact on our registered club members and 8% impact on our youth population.

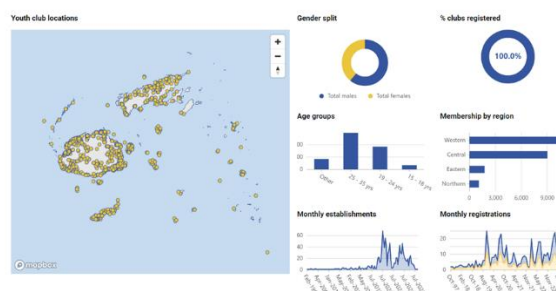
Current MYS Programs



Registration summary

In the area selected, there are 1,320 clubs with a total of 23,577 members. Of all members, 61% are male, 39% are female, and 0.2% have disabilities.

A total of 1,320 clubs have been registered with the Ministry and 1,082 have been approved.



Our Functional Review – Reef to Reef



It was seen that most of our programs targeted the shoreline and valleys in our reef-to-reef spectrum of our youths. What this meant was that we were not impacting the truly disadvantaged, our street kids, and our privileged. We needed to expand our reach, and we could not do this on our own with our size and limited resources.

With the assistance of the Hon, Minister and Permanent Secretary the division has engaged with two Ministries two initiatives and one external stakeholder.

Rural and Maritime Outer Island Advisory Committee – Ministry of Rural Development

The Ministry is on the advisory committee a staff from the Eastern Division.

Sausau Vou Program – Ministry of iTaukei

The Ministry is developing a leadership program for the children of chiefs which will be piloted in Kadavu at the Yavitu Training Centre. The Permanent Secretary is developing this program will be delivering it and then training the staff within the Ministry.

Methodist Church in Fiji – Partnered training programs.

A Life Strategic Planning module for youths has been launched in Nakelo, Tailevu through the partnership with the Methodist Church. A second training has been launched in Nadera. The Permanent Secretary has developed the syllabus and begun the training of trainers within the Ministry.

Tools Used

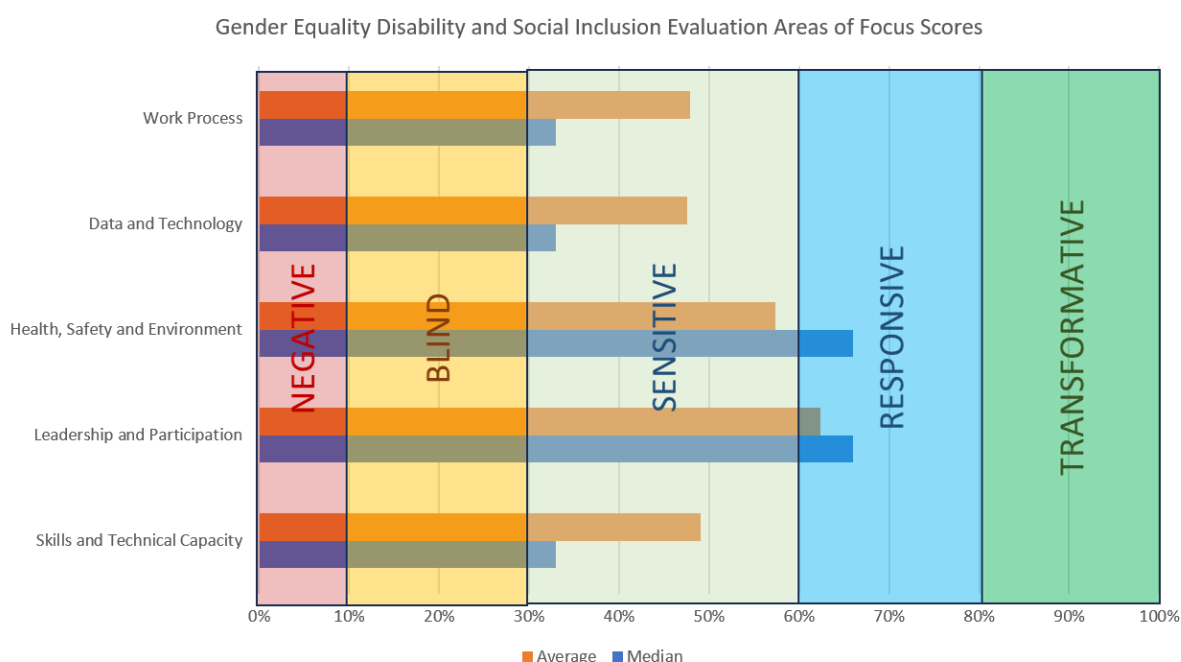
Use of AI to assist in concept notes

Use of standardised checklists

Collaboration

Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery

In 2024 the Ministry conducted its internal workforce assessment with regards to the GEDSI workforce assessment tool.



The 2024 GEDSI assessment for the Ministry of Youth and Sports indicates that while several implementation and service-delivery elements show promising performance—particularly around engagement approaches associated with being responsive rather than purely transactional—there are also clear gaps in how consistently the benefits reach all groups, especially in areas linked to inclusive participation, equitable access, and ensuring that diverse youth needs (including women, vulnerable groups, and persons with disabilities) are adequately addressed. The findings suggest that technical and program delivery capacity exists, but GEDSI integration is not yet uniform across the assessed categories, highlighting the need for stronger

targeted measures, improved disaggregated monitoring, and capacity-building to ensure youth and sports opportunities are inclusive, equitable, and accountable for everyone.

The Ministry has been approved as one of the Ministry to be granted assistance in GEDSI, through the Ministry of Women and will seek becoming responsive in the GEDSI spectrum. Especially in the work processes area as this will impact the programs.

2.1.3 Act

Objectives	Target	Measures
Improving how youth needs are captured, assessed, approved, and delivered	Conduct program feedback survey.	○ growth in # of youth consulted per year (disaggregated) ○ % of districts/regions covered ○ # of channels used (online, in-person, community, mobile)
Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery	GEDSI incorporated in all programs	○ Growth of Ministry towards Gender Transformative
Reducing delays and bottlenecks in service delivery	Reduction in lead times for program deployment	○ 10% reduction of lead time
Strengthening coordination across internal units and external stakeholders	Strategic coordination of program deliveries	○ Two Ministries engaged
Ensuring a consistent, inclusive “customer experience” for all youth stakeholders.	Higher rate of customer response in program evaluation	○ 25% customer rate improvement

2.2 Project Milestones

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
29 Jun 2026	30 Jun 2026	1 Jul 2026	2 Jul 2026	3 Jul 2026	4 Jul 2026	5 Jul 2026
		Brainstorm and Rank				
6 Jul 2026	7 Jul 2026	8 Jul 2026	9 Jul 2026	10 Jul 2026	11 Jul 2026	12 Jul 2026
	Data Collection					
13 Jul 2026	14 Jul 2026	15 Jul 2026	16 Jul 2026	17 Jul 2026	18 Jul 2026	19 Jul 2026
	Data Collection					
20 Jul 2026	21 Jul 2026	22 Jul 2026	23 Jul 2026	24 Jul 2026	25 Jul 2026	26 Jul 2026
27 Jul 2026	28 Jul 2026	29 Jul 2026	30 Jul 2026	31 Jul 2026	1 Aug 2026	2 Aug 2026
	Analysis and Implementation					
3 Aug 2026	4 Aug 2026	5 Aug 2026	6 Aug 2026	7 Aug 2026	8 Aug 2026	9 Aug 2026
	Analysis and Implementation					
10 Aug 2026	11 Aug 2026	12 Aug 2026	13 Aug 2026	14 Aug 2026	15 Aug 2026	16 Aug 2026
17 Aug 2026	18 Aug 2026	19 Aug 2026	20 Aug 2026	21 Aug 2026	22 Aug 2026	23 Aug 2026
24 Aug 2026	25 Aug 2026	26 Aug 2026	27 Aug 2026	28 Aug 2026	29 Aug 2026	30 Aug 2026
31 Aug 2026	1 Sep 2026	2 Sep 2026	3 Sep 2026	4 Sep 2026	5 Sep 2026	6 Sep 2026
7 Sep 2026	8 Sep 2026	9 Sep 2026	10 Sep 2026	11 Sep 2026	12 Sep 2026	13 Sep 2026
	Presentatiion and Practice					
14 Sep 2026	15 Sep 2026	16 Sep 2026	17 Sep 2026	18 Sep 2026	19 Sep 2026	20 Sep 2026
	Presentatiion and Practice					
21 Sep 2026	22 Sep 2026	23 Sep 2026	24 Sep 2026	25 Sep 2026	26 Sep 2026	27 Sep 2026
	INTERNAL CONVENTION					
28 Sep 2026	29 Sep 2026	30 Sep 2026	1 Oct 2026	2 Oct 2026	3 Oct 2026	4 Oct 2026
5 Oct 2026	6 Oct 2026	7 Oct 2026	8 Oct 2026	9 Oct 2026	10 Oct 2026	11 Oct 2026
			NCIQ			

3. Project Analysis

3.1 Problem Identification

Details in the Plan section of the report.

3.2 Target Setting

Details in the Plan section of the report.

3.3 Cause Identification

The selection of the Nasinu sector was due to the cross section of people that lived in the area compared to the other sectors within the Central Division. The use of bar charts was used for comparison and also for trending. Line graphs were not used because the number of years was small. Data was collected from the Bureau of Statistics and from the Ministry database.

4. Solution Development

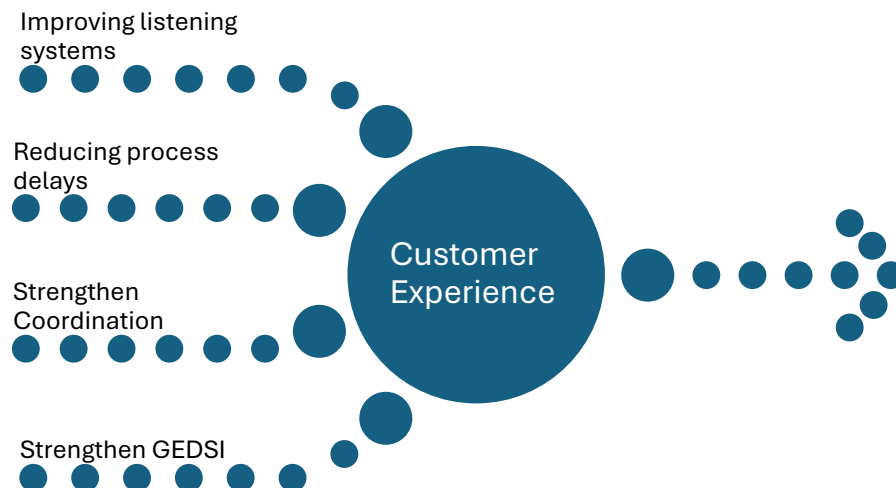
4.1 Possible Solutions

Objectives	Target
Improving how youth needs are captured, assessed, approved, and delivered	Conduct program feedback survey.
Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery	GEDSI incorporated in all programs
Reducing delays and bottlenecks in service delivery	Reduction in lead times for program deployment
Strengthening coordination across internal units and external stakeholders	Strategic coordination of program deliveries
Ensuring a consistent, inclusive “customer experience” for all youth stakeholders.	Higher rate of customer response in program evaluation

Solutions were linked directly to the objectives of the QCC. The possible solutions were set as targets to be achieved with relevant measures.

4.2 Solutions Evaluation

Improving the customer experience and thus reducing the funnelling effect was the solution that the QCC wanted to achieve. However, it needed the entire program to be implemented and in sync which we did not have time to evaluate.



So, the QCC targeted components of the system and targeted it with already reviews in place to ensure progress was achieved. The QCC rode on the existing transformation and the functional review rather than recreate another improvement channel.

4.3 Solution(s) Selection

Final solutions were selected based on the existing initiatives that the division could use to its benefit. These are highlighted in green.

5. Project Implementation

5.1 Implementation Plan

- SOL 1. Improving how youth needs are captured, assessed, approved, and delivered
 - Design of survey
 - Deployment of survey
 - Analysis of survey
- SOL 2. Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery
 - Review of 2024 Assessment
 - Align to Central Program Delivery
 - Conduct GEDSI assessment of programs at venues
- SOL 3. Reducing delays and bottlenecks in service delivery
 - Implementing new resource deployment SOP
 - Reduce lead time versus processing time
- SOL 4. Strengthening coordination across internal units and external stakeholders
 - Identify pilot stakeholders
 - Initiate collaboration
 - Identify common program
 - Initiate pilot
- SOL 5. Ensuring a consistent, inclusive “customer experience” for all youth stakeholders.
 - Implement evaluation mechanism based on the Kirkpatric model

- Level 1: Reaction – Measures how participants felt about the training. It tracks learner engagement, favorability, and perceived relevance using post-training surveys or "smile sheets".
- Level 2: Learning – Assesses what participants actually absorbed. It gauges acquired knowledge, skills, attitude, confidence, and commitment using pre- and post-tests, quizzes, or simulations.
- Level 3: Behavior – Evaluates whether learners applied their new skills on the job. This change in workplace performance is typically tracked weeks or months later via observations, supervisor feedback, and peer reviews.
- Level 4: Results – Determines the tangible bottom-line impact on the organization. It links the training outcomes to key performance indicators (KPIs) like increased sales, higher productivity, reduced error rates, or return on investment (ROI).

All green highlights were implemented and results captured.

5.2 Monitoring and Control

Monitoring and evaluation was driven by the Ministry mechanisms rather than an internal QCC MEL system. Something that the team will need to look at.

5.3 Challenges Faced

Attendance was a key challenge. Support in terms of the other divisions, and the ministry was another challenge. If it was not for the Permanent Secretary, the project would not have been successful. And not to mention the few staff that continued to push the QCC forward. A lot of this was due to a proper change management program for QCC.

6. Project Implementation Results

6.1 Tangible Results

Objectives	Tangible Results
Improving how youth needs are captured, assessed, approved, and delivered	Only at survey design level.
Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery	Review of 2024 results and program implementation which is still at its starting phase
Reducing delays and bottlenecks in service delivery	Reduction of lead time by two days to PS approval and reduction of short notice to PS.
Strengthening coordination across internal units and external stakeholders	Leadership Program – Sausau vou program Strategic Planning Program for Youths piloted for Central Division.
Ensuring a consistent, inclusive “customer experience” for all youth stakeholders.	

A simple depiction of the results not only of our functional review and transformation but the QCC program is the Ministry’s ability to grow from a single lane Ministry able to deliver one major event. But to one that can deliver multi programs at high level.

Overview of Key Deliverables Shown

Before (Single-Lane Model):

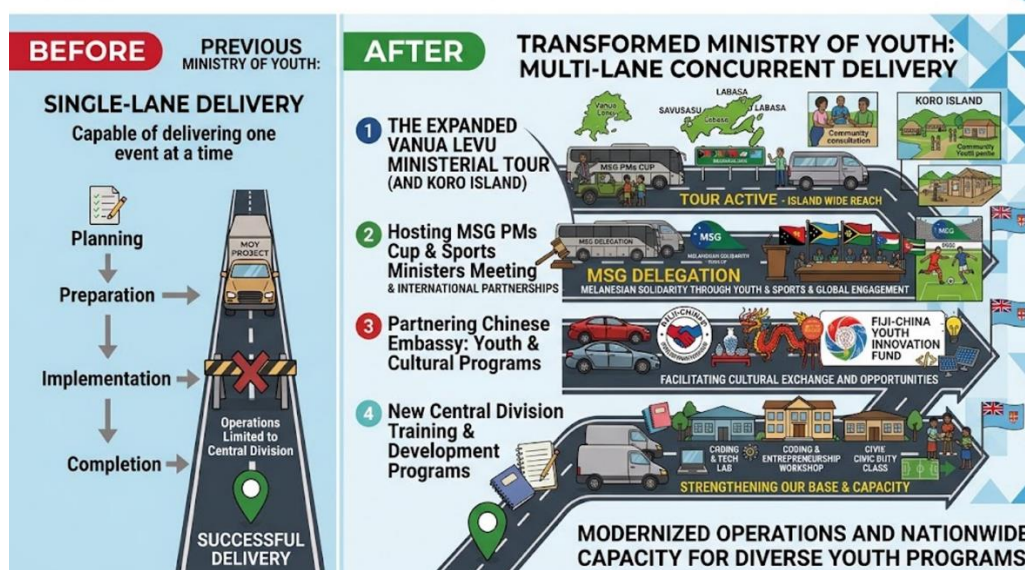
- Sequential task execution capable of managing only one major event at a time.

After (Multi-Lane Concurrent Delivery):

- Vanua Levu Ministerial Tour — Regional outreach and field engagements.
- Melanesian Spearhead Group (MSG) PMs Cup & Sports Ministers Meeting — High-level international sporting event and ministerial conference.
- Chinese Embassy Partnership — Collaboration celebrating International Day.
- Central Division Training Programs — Capacity building and localized community workshops.



MINISTRY OF YOUTH & SPORTS - FIJI FROM SINGLE-LANE TO MULTI-LANE DELIVERY



6.2 Intangible Results

Just the experience of the QCC journey as we have never done that. And having our Permanent Secretary with us all the way. So much learning and the challenge now is to pass it on. We had fun.

6.3 Sustainability Plan

Objectives	Tangible Results
Improving how youth needs are captured, assessed, approved, and delivered	Templates in place with training of trainers
Strengthening GEDSI within the Ministry to ensure inclusivity in its program delivery	An opportunity exists for training of trainers
Reducing delays and bottlenecks in service delivery	SOP in place with QCC members trained
Strengthening coordination across internal units and external stakeholders	Training of trainers in the programs that are being delivered.
Ensuring a consistent, inclusive “customer experience” for all youth stakeholders.	

7. Lessons Learned

7.1 Key Takeaways

- Use data, not guesswork: QCC teaches teams to measure the problem, use facts, and track improvement.
- Root-cause thinking matters: Instead of treating symptoms, QCC builds skills to find the underlying causes.
- PDCA is a powerful cycle: Plan → Do → Check → Act helps teams test changes, verify outcomes, and standardize what works.
- Participation increases ownership: When staff contribute ideas, they feel responsible for improvement and are more likely to sustain it.
- Management support makes QCC succeed: Leadership backing (resources, time, approvals) is essential to implement and sustain improvements.

7.2 Recommendations

Strengthen the above takeaways.

8. Conclusion

Quality Circles work hand in hand with other transformation and reviews. Do not recreate the wheel. That is what we did. Made our work very easy.

9. Appendices

Include any additional materials such as charts, graphs, raw data, or detailed analyses.

10. References

List of references, if any, used during the project or report preparation.