



VANUATU
**SKILLS
PARTNERSHIP**



PACIFIC WOMEN UPDATE
JANUARY TO JUNE 2019



SUPPORTED BY

**Australian
Aid**



ACRONYMS

BOP	Balance of Power
DARD	Department of Agriculture and Rural Development
DFAT	Department of Foreign Affairs and Trade
DoT	Department of Tourism
EVAW	Ending Violence Against Women
GBV	Gender Based Violence
GoV	Government of Vanuatu
IO	Intermediate Outcome
IST	International Skills Training
LLN	Language Literacy and Numeracy
LTO	Long Term Outcome
MEL	Monitoring Evaluation and Learning
MoET	Ministry of Education and Training
MoJCS	Ministry of Justice and Community Services
N	Number
PIF	Partnership Implementation Framework
PGTB	Provincial Government Training Board
PSET	Post-School Education and Training
PTC	Provincial Training Coordinator
RTC	Rural Training Centre
TED	Tertiary Education Directorate
VTC	Vocational Training Centre
VTO	Vanuatu Tourism Office

DEFINITIONS

Registered individual clients – women and men living in the provinces where there are provincial Skills Centres who have an age/ gender/ education level/ disability status and have “signed up” / established a relationship with the Skills Centre, and have participated, or plan to participate, in skills development activities

Individual participants – registered individual clients who have participated in skills activities (could be more than once) within the reporting time period through a Skills Centre

Business clients – individual participants who are also business owners who receive phased coaching, and with whom the Partnership is tracking change in prosperity

Cover image: Weavers from Malekula
preparing wild hibiscus fibre for weaving

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1. INTRODUCTION AND BACKGROUND

1.1 THE VANUATU SKILLS PARTNERSHIP

The Vanuatu Skills Partnership – Skills for Prosperity (Phase 4) – (the Partnership) is a four-year investment by the Government of Australia that commenced in October 2017 in support of an inclusive national skills development system in Vanuatu. The current phase of the investment builds on a long-term commitment and investment modality established in 2008 by Australia in skills development in Vanuatu that has supported the progressive establishment of four provincial Skills Centres in Malampa, Sanma, Tafea and Torba provinces. The Skills Centres, now integrated under the Ministry of Training and Education (MoET), act as brokers between the demand and industry priorities identified in the productive sectors in the Partnership focus areas – agriculture, creative industries, tourism, and construction – and the supply side of local training providers, which the Partnership supports to deliver the required skills development. The Partnership also has an overarching focus on developing improved national leadership and governance through the vector of the skills system, and supporting the growth of inclusive institutions and service delivery.

People living in the provinces where the Skills Centres are operational now have improved and easier access to skills development through the provision of flexible, modular, and non-institutional modalities. This, in particular, assists women and people with disabilities to access targeted skills training and business development opportunities in priority areas of demand close to their homes and businesses, which are often in remote and rural locations.

The improved ease of access to quality skills development is contributing to positive economic change for the participating women and men, their households and their communities. It is also supporting wider economic gains in the value chains in the target productive areas.

The Program Logic and Theory of Change of the Partnership aligns with the Government of Vanuatu's (GoV) *Post-School Education and Training (PSET) Policy (2016 - 2020)*. The policy provides the overarching framework for the further development of the national skills system. PSET sits under the *National Sustainable Development Plan (2016 – 2030)*, (*The People's Plan*) which is the country's highest policy framework that sets out the national strategy for a stable, sustainable and prosperous Vanuatu¹.

¹ Vanuatu 2030 – The People's Plan produced by the Department of Strategic Policy, Planning and Aid Coordination Republic of Vanuatu, Port Vila, November 2016

1.2 THE BETTER BALANCE STRATEGY FOR GENDER EQUALITY

A new gender equality strategy for the Partnership, the *Better Balance Strategy*, was developed during February to June 2019 in consultation with key stakeholders and building on the practical experience and lessons learned through the current and earlier phases of the Partnership in achieving greater equality between the roles and status of women and men. In addition, the Partnership keeps itself abreast of leading relevant research in this field, drawing heavily on the evidence-based findings from the Pacific, produced by development initiatives including Pacific Women and academic and research institutions.

The *Better Balance Strategy* articulates how the Partnership will build on its work to date in achieving greater equality in women's and men's roles, relations and opportunities – in contextually effective ways, in line with national policy drivers, and drawing from evidence-based research, as well as its own lessons from implementation. It aligns with and supports the GoV's *People's Plan*, and the *National Gender Equality Policy of Vanuatu*, under the Department of Women's Affairs, through the Ministry of Justice and Community Services.

The Partnership has defined the Focus Areas in the *Better Balance Strategy* to reflect the intended three outcome areas of the Pacific Women Road Map², and to align with the Pacific Women's *Balance of Power (BOP)* initiative in Vanuatu.

² Pacific Women Road Map (Pacific Women, 2017).

The **three Focus Areas** in the *Strategy* are:

Women's Economic Empowerment



- Continuing support for women's access to economic opportunities and decision-making over economic resources through the service delivery of the provincial Skills Centres in *Skills for Tourism, Skills for Creative Industries*³, *Skills for Agribusiness* and *Skills for Construction*;
- Purposeful selection of work-stream activity to maximise business growth and employment prospects for women, including women with disabilities, with specific interventions to promote women's participation in non-traditional trades;
- Continuing implementation of a holistic value chain approach whereby inter-related and cross-reinforcing factors that contribute to, and reflect, economic prosperity are considered.

Women in Leadership



- Continued promotion of women's participation as leaders in the skills system – including within training providers, sector management structures and as entrepreneurial role models in business – and ensuring that their interests and voices are represented in system policy and practice;
- Enhanced focus on achieving a better balance in key governance and decision-making roles, both within institutions and in the political sphere to support development of inclusive national service delivery – including through the Skills Centres – that is representative of all ni-Vanuatu, and draws on and benefits from the full strength and complementarity of women and men leading and managing together;
- Ongoing support to women who are already in leadership positions to bolster their effectiveness and legitimacy, including facilitating their access to networks and professional upskilling opportunities.

Ending Violence Against Women



- Purposely identifying opportunities to mainstream gender-based violence (GBV) prevention into activity – at planning and implementation phases – focused on addressing attitudes and social norms;
- Specific response interventions, particularly in terms of targeting GBV survivors with skills training aimed at building economic and social resilience;
- Taking account and consideration of the family and community context of the Partnership's work, with a specific focus on safeguards to reduce conflict, jealousy and violence.

³ Previously named Handicrafts but has been changed in April 2019 to Creative Industries to better reflect that the participants in this work stream, who are predominantly women, are professional business operators with the capability and legitimacy to participate in the formal economy - both domestically and internationally. This terminology aligns better with national and international trends.

Different forms of disadvantage and discrimination can combine, overlap and intersect, and targeted efforts are made to address barriers where gender-based discrimination is compounded by other factors.

Two areas of intersection are addressed in the Strategy:

Gender Equality and Disability Inclusion



Supporting the implementation of the *National Disability Inclusive Development Policy 2018-2025*⁴ by ensuring that disability inclusion is mainstreamed through all Partnership activity, and does so with approaches that take into account the specific needs and constraints of women with disabilities with the aim of improving the participation, agency and leadership of women with disabilities within ni-Vanuatu society.

Gender Equality and Climate Change Management



Supporting the implementation of the *Partnership Climate Change Strategy for the MoET Skills Centres* to ensure that women have access to skills to improve their ability to prevent and mitigate against the effects of climate change, and to build upon the roles of women in communities to foster their leadership capability in this regard.

1.3 GENDER EQUALITY IN THE PARTNERSHIP'S THEORY OF CHANGE

The Focus Areas of activity in the Strategy align with the Partnership Program Logic and Theory of Change, in terms of delivering on gender equality through promotion of women and girls' inclusion and participation in skills development, and supporting greater inclusive leadership and governance within the national skills system.

IO-1
Skills planning & coordination



IO-2
Public & private resource allocation



IO-3
Flexible delivery



IO-4
Diversity of skills providers



IO-5
Representation of women and people with disabilities



IO-6
Skills system compliance



IO-7
New businesses started



IO-8
Sustainable business growth



IO-9
New or improved employment



IO-10
Improved market access



Through sex-disaggregated data collection and analysis in all of the Partnership's outcome areas the benefits and risks to women participating in Partnership activities are better understood, and the findings are then applied into the continuous improvement of delivery and quality program management processes. The specific outcomes that focus on women – **Intermediate Outcome (IO) 5 – Increased representation of women, people with disability, and their interests in the skills system, and the Long Term Outcome (LTO) – The status of women and people with disability is enhanced**, ensures the Partnership's contribution to positive change for women is routinely monitored and reviewed.

⁴ National Inclusive Development Policy (MoJCS, 2018).

2. OVERVIEW OF ACTIVITIES COMPLETED IN THIS REPORTING PERIOD JANUARY – JUNE 2019

This report covers the period January 2019 to June 2019, and presents the key results from the Partnership's activities that strengthen gender equality and the outcomes for women and girls. The close partnership with, and funding from, Pacific Women has contributed to implementation of these activities and their results.

2.1 STRATEGY LEVEL PLANNING

The Better Balance Strategy

The revised Strategy was developed under the leadership of the Deputy Director with the Strategic Adviser. This Strategy will guide the implementation of the Partnership's activities to promote and support gender equality activities. A draft of the Strategy has been shared internally with Partnership staff and, based on feedback, revisions have been made. It has also been shared with DFAT and the Pacific Women Support Unit for comment and feedback.

Partnership staff have already used the Strategy, including for collecting monitoring data for this report. Over the next 6 month period staff, with their partners, will increasingly apply the Strategy to guide the design, implementation and monitoring of the Partnership activities in this cross-cutting area. A shorter, localised version of the Strategy will be developed to help improve its accessibility and utility for all staff and stakeholders across the Partnership.

Partnership Implementation Frameworks (PIFs)

The PIF is an annual planning agreement between the Partnership and each of the respective national level government productive sector partners for the implementation of the Partnership's productive sector work-streams. The PIFs, which were first established to guide activities in 2018, have helped strengthen the commitment and coordination between the Partnership and government partners in the implementation of Skills Centre service delivery. The planning process, which involves both national and provincial level partners, and the Framework document create an important opportunity to ensure recognition of the needs, priorities and opportunities to maximise the business growth and employment prospects for women, and contribute to strengthening women's economic empowerment.

The PIFs that were designed and agreed to guide the planning, implementation and monitoring of activities with GoV partners during 2019 are more visible and are better known and understood by those responsible for implementing the activities. The discussions that were facilitated by the Partnership leading to the final agreement for each of the work-streams, took place between the national and provincial partners. Women from the

GoV partners (Department of Tourism, both national and provincial level, Department of Industry, and the Department of Agriculture and Rural Development (DARD)) contributed to the PIF discussions for each of the work-streams. Their contributions helped to strengthen recognition and the prioritisation of women in the activities planned. The PIF process further reinforced the promotion of women being part of decision-making processes with male colleagues. In addition, a female Partnership staff member representing disability inclusion contributed to the PIF discussions.

2.2 SYSTEM STRENGTHENING TO IMPROVE DATA QUALITY

During this reporting period strong investment was made in strengthening the Partnership's program management systems. A critical part of this work has been the design and implementation of new data forms and processes (using the Kobo toolbox⁵ tablet technology) to collect data when clients register in a Skills Centre work-stream and then participate in skills development activities. A new tool, the Prosperity Progress Tool, that tracks progress of the individual participants' business growth and sustainability and contribution by the business to household income, has also been introduced. The introduction of these new tools and processes has contributed to many advantages for the Partnership including:

- **Better quality (valid and reliable) field level activity data**, including more detailed and better quality sex-disaggregated data that provides stronger analysis and improves understanding of the multiple factors that influence the situation and progress of women and men participating in skills development activities;
- **Easier and quicker data collection and analysis and access to participant information (including sex-disaggregated)** by the Partnership staff and partners, which improves understanding, strengthens learning, and contributes to better evidence based decisions for planning and implementation;
- **Improved levels of participation by GoV partners in data collection** which strengthens engagement with women and men participants, and increases awareness about their situation, needs, priorities and ambitions;
- **Reliable data on functional level of disability** collected for all clients registered using the adapted short form of the Washington Group disability questions.

5 www.kobotoolbox.org

The Malampa Skills Centre purposefully strengthened the selection of women in Tourism, Agribusiness and Creative Industries work-stream activities, and women and men with disabilities, by training representatives from the Provincial Disability Desk, the Provincial Women’s Officer and representatives from the Women’s Council in the use of the client registration tools. They then took part in the two-day scoping and registration mission. 79 percent of the 47 clients registered were women, and 8 women had Literacy, Language and Numeracy (LLN) assessments completed during this mission.

The analysis that is presented in later sections of this report draws on the data collected through the new and improved systems from:

Client⁶ registration records

During February to April 2019, the provincial Skills Centres facilitated 7 scoping and registration missions. Up until June 2019, a total of 509 individual clients were registered using the new forms and process. Of these clients, 318 (63%) are women, and 20 (4%) are people with disabilities, of which 11 (55%) are women.

Participant records

Between February to June 2019, the Skills Centres implemented 27 skills development activities. A total of 185 people participated in the activities. Full data is available for 157 of the participants (110 women and 47 men) and 10 people with disabilities (8 women)⁷. Of the participants 7 people (6 women) completed more than one skills development activity.

Prosperity Progress Data

Prosperity progress data using a new form was collected from a total of 81 participants who operate their own businesses and are receiving business coaching through the Skills Centres. Of the data collected, 68 completed forms were used in the analysis presented in later sections of this report. Complete prosperity data was collected from 47 women and 8 people with disabilities (2 women).

It is important to note that not all of these clients and participants are new to the Partnership (i.e. some had previously participated in activities but had not previously been registered).

During January to June 2019, 156 people registered for the first time with the Partnership and are considered to be new clients. A total of 108 women (34% of the women registered) during this period were new clients, and 48 (27%) of men were new clients.

6 Registered individual clients – women and men living in the provinces where there are provincial Skills Centres who have an age/ gender/ education level/ disability status and have “signed up” / established a relationship with the Skills Centre, and have participated, or plan to participate, in skills development activities

7 Individual participants are registered individual clients who have attended skills activities (could be more than once) within the reporting time period. In this sample 28 do not have completed registration data, which means that disaggregated data for sex and other indicators cannot be provided. This will be collected and included in the data set to enable sex disaggregated analysis in the future of the whole data set.

3. PROGRESS AND RESULTS ACHIEVED

The progress made and results achieved during this reporting period, January to June 2019, are presented in this section of the report with reference to the three Focus Areas of activity of the *Better Balance Strategy*.

3.1 WOMEN'S ECONOMIC EMPOWERMENT

3.1.1 Key Client Registration Data



Total number of clients registered

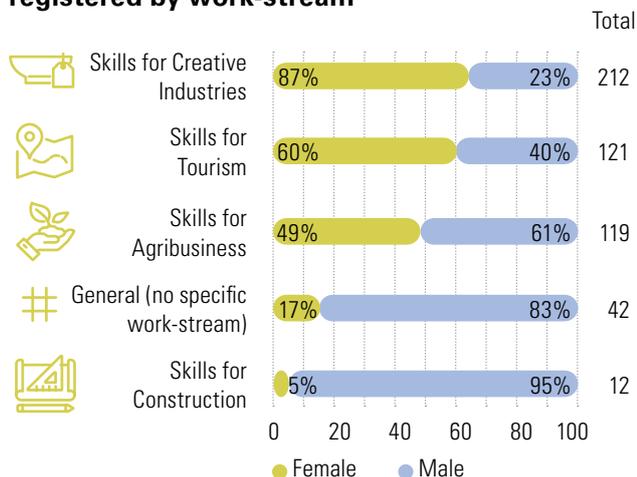
N=509

318 women registered – 62% of all clients

11 women with disabilities registered – 3% of all women

These figures are similar to the 2018 data, when 67% of all clients were women.

Total number and proportion of women registered by work-stream



There is majority representation by women in the Creative Industries and Tourism work-streams. The large representation of women in Agribusiness is largely due to vegetable growing that is traditionally a female work area, however 2 women registered are cocoa farmers, an area of farming in which men typically work. There is very low representation of women in the male dominated Construction sector, although 2 women have registered (5%) in Building and Construction accredited training.

The provincial Skills Centre teams employ a range of strategies to promote and actively encourage women to register for skills development activities.

Promoting Equality of Participation in Torba

When promoting registration and participation in skills development activities, the Torba provincial Skills Centre works with partners in the Provincial Government, including the Area Administrator, and the Community Liaison Officer, to raise awareness on gender equality and disability inclusion. The aim is that all activities and training be accessible and inclusive for women, men and people with disabilities. This also means that women can participate in any male dominated skills area such as construction and joinery, and men may join Creative Industries activities that are more typically female dominated. The provincial team makes an effort to specifically identify women who have interest and the potential to succeed in traditional male skills areas. As part of the advocacy work with communities, video clips of women who have succeeded in male dominated skill areas are shown.

Update from Torba Skills Centre Manager

The videos produced by the Partnership that show the activities and inclusive results from skills development for women and men participants are used within the community to raise awareness and stimulate interest. Interviews with skills development clients are disseminated through newspaper articles, radio and social media channels. For example the 'Vetimbo Weavers – Traditional Craft for Inclusive Economic Growth' video on youtube https://www.youtube.com/watch?v=-xfv_nXjr7Y.



In addition, the Skills Centre Provincial Training Coordinators (PTCs) promote and encourage equitable participation by working with key influencers in their communities. For example, men in the community are often used to promote skills development to women, and encourage their participation, and the experiences of husbands who have seen the benefits of their wives' participation are widely shared.

Promoting Women in Agribusiness

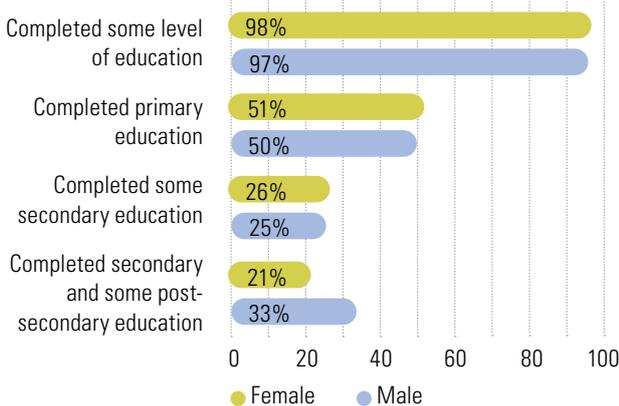
As part of the Ambae response by the Partnership with DARD, registration of clients for tilapia fish rearing in the Backyard Integrated Farming skills development activity has been undertaken. Husbands, with their wives, are being encouraged to register. The construction of the fishponds targets the men and then women are being supported to gain skills in fish rearing. This approach also reinforces the benefits of working with couples, an approach which involves women and men from the same household to help reduce risk of gender based domestic violence.



This is the first time that the data presented in the next section on the education, employment and income levels of Skills Centre clients has been systematically collected. The registration tool provides status data of clients at the time of registration. Data collected by this tool is not intended to be used to track progress and change, and cannot be compared with results presented in earlier reports.

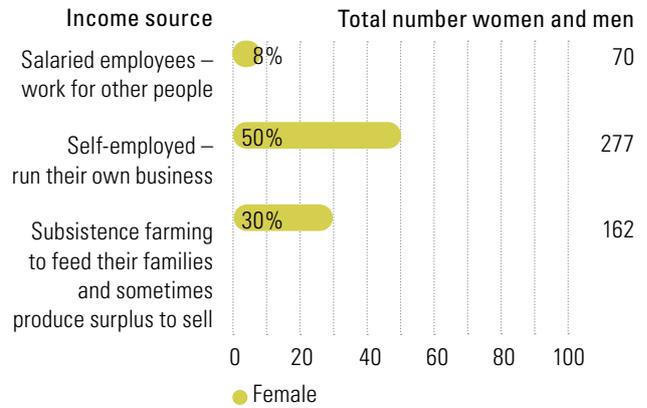
Other processes and tools are being introduced to measure change over time for participants and business clients, for example data collected by the Prosperity Progress tool, which is shared in later sections of this report, and through Social and Economic Analysis of certain cohorts of participants which will be reported on by the end of 2019.

Level of education



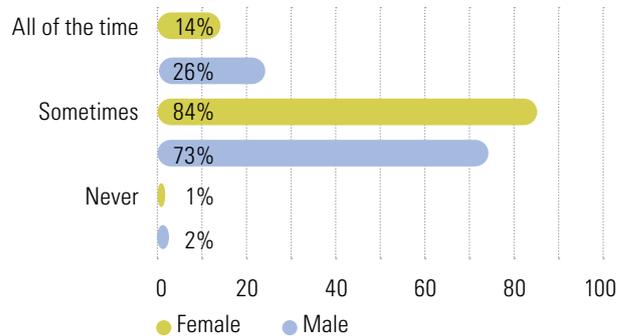
Overall, the level of education completed by women and men in primary and entrance to secondary school is fairly equal. Men are more likely to complete secondary school and attain some post-secondary level education.

Main source of income



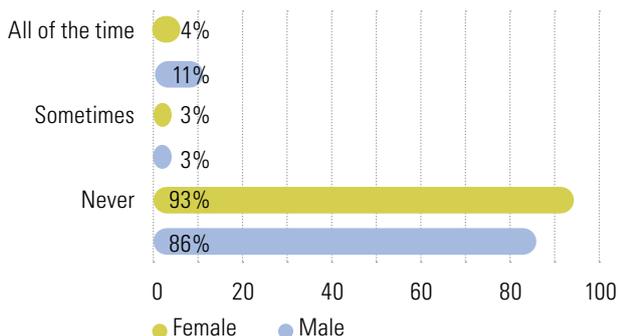
The main source of income for a majority of women clients is from their own business. As the majority of women are in the Creative Industries work-stream, this finding reflects the important contribution that owner-managed businesses supported by this work-stream make to women’s economic empowerment.

Sufficiency of income earned from their business to meet basic needs for the household or family



Overall, men and women clients at the time of registration are equally able to earn enough to cover their basic needs *all of the time or sometimes*. Men are more likely to cover basic needs for themselves and their families *all of the time*, as opposed to women, which indicates that men may have a more secure income source from their business or employment than women.

Income earned from their business to meet Surplus / extra needs for the household or family

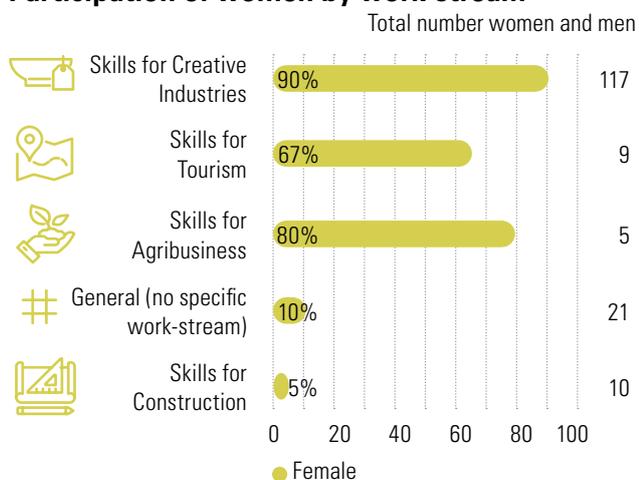


Generally men and women skills development clients at the time of registration are very rarely able to meet surplus or extra (luxury) needs, although a higher proportion of men report that they are able to. This finding indicates the higher earning power that men have compared to women.

3.1.2 Participation in Skills Development Activities

Between January and June 2019, a total of 27 skills development activities (12 coaching sessions and 15 targeted workshops) took place through the provincial Skills Centres. 71 percent of the 157 participants in these activities were women.

Participation of women by work-stream



The high representation of women is due to the large number of participants from the Creative Industries, which traditionally is a predominantly female sector. There is a relatively small number of female participants in the other sectors (refer table above). This creates bias in the results and means that comparison with the larger data set from the 12-month period of 2018 cannot be made. At the end of the 12 month period, when more activities have been implemented, it will be possible to make a valid comparison of the participation rate of women in the different work-streams for the current year and with previous years.

Women in Construction

One woman registered with the Torba Skills Centre and successfully completed accredited units in Certificate II in Building and Construction delivered by Pektel Rural Training Centre (RTC) in Torres, Torba. She also completed an assessment in LLN facilitated by the Skills Centre prior to starting the accredited training.

A woman successfully registered with her husband for accredited training in Certificate II in Building Construction through the Sanma Skills Centre. The couple are evacuees displaced from Ambae due to the active volcano, and are currently living in Santo. The woman had no prior experience in construction, but when she heard about the training opportunity she was keen to try this new area of work. The couple completed the accredited training in June 2019 locally at the Lonnoc Vocational Training Centre (VTC).

Update from the Sanma Skills Centre Manager

3.1.3 Reasonable Accommodations for Women Participants

Women participants commonly face challenges of managing child-care responsibilities with their skills development activities.

One of the clients, a woman in the Skills for Creative Industries weaving work-stream, needs a baby sitter while she participates in the skills development activities. Without this she will not be able to continue the training workshop. She is one of the outstanding weavers, and has a good education background. The other women in the handicraft association need her skills. Can the Partnership support in any way?

Extract from Skills Centre coach's report, March 2019

The Partnership has put in place a number of strategies to help remove barriers to participation that mothers may experience. For example, in each of the provinces safe play areas for children are provided at the training venues, and during coaching activities in the Creative Industries work-stream, Partnership staff and coaches look after the children and babies while the mothers participate with their peers in the training activities.

Child Care in Vetimboso, Torba Province

During the workshop and coaching sessions, two female youth volunteers have been engaged. They look after the young children, and play games with the young children of the Vetimboso weavers during their workshops.

Update from Torba Skills Centre Manager

Assisting Women Jewellery Makers in Tafea Province

There are two 'mamas' who have young babies, who attend the jewellery-making workshop. We encourage them to bring their babies with them, and we help by providing transport and lunch for the carer if they come with them.

Update from Tafea Skills Centre Skills Training Coordinator

Samna 'Pikinini Kona'

At the Sanma Skills Centre we have a specific budget line to provide support if needed to help parents bring their children with them to the skills development activities. At the Centre we have the 'pikinini kona' (a kids' play area) where the children can play while the parents are at their workshop.

Update from Sanma Skills Centre Manager

In Santo, in Sanma province, as part of expanding the productivity and marketing of the headwear and textile products, the Partnership, in collaboration with the Secretary General of the province, is developing plans to establish a specific 'handicraft hub.' This will provide a space for the producers, who are all women, to work together more effectively. Part of the design of the hub is to ensure there is space for mothers to bring their young children. A similar venture to establish a 'weaving house' is being planned in Vetimboso, which will provide suitable shelter during the wet season and in hot weather for the weavers, who are mainly women, to work together.

An example of a new type of adjustment is the safe accommodation of a woman with her husband who both were participants in the construction training held at Lonnoc RTC in Samna.

The training was at Lonnoc RTC outside of town, and all male trainees were accommodated in the RTC dormitory. The female trainee, with her husband, was accommodated in another single room sharing the house with the two construction trainers.

Update from Sanma Skills Centre Manager

3.1.4 Key Prosperity Progress Data

The new prosperity data collection tool was used for the first time. The purpose of the tool is to collect data every 6 months from participants who receive business coaching. The tool is administered as part of the coaching activity, and provides information on a range of business growth and quality indicators, as well as information about the income earned, expenditure made on the business, and the contribution that profit from the business makes to overall household income. Over time, comparative and trend data (that takes into account seasonal differences) about business growth and owner prosperity will be generated and made available to measure client progress.

Baseline prosperity data from a few key indicators in the tool was collected from 68 individual business owner clients and is presented in this analysis. Forty-seven of the businesses (69%) are owned by women. Eight people with disabilities are business owners, and of these six are women with disabilities. The majority (53%) of the businesses are in the Creative Industries sector, 25% are in the Tourist sector, and 22% are Agribusinesses.

Level of income earned from the business

Compared to the previous 6 months, women from all of the sector work streams reported that the income they earned from the business:



Due to seasonal factors, earnings for 75% of the women and men from Agribusiness (vegetable growing and cocoa) had increased when compared to the previous 6-month period. However, 42% of the Creative Industries producers, of which 90% are women, reported less income. This is possibly due to the time period being the tourism low season, with fewer sales to the important tourist market.

Profit from the business

Taking into account expenditure and costs for operating the business, overall, 68% of women reported that in the last 6 months their business had been profitable. A higher proportion of men (86%) reported making a profit. The majority of men work in Agribusiness and Tourism. Businesses participating in these work-streams have generated high levels of profit over the last 6 months, while most women from the Creative Industries work-stream had less profit than in the previous 6 months.

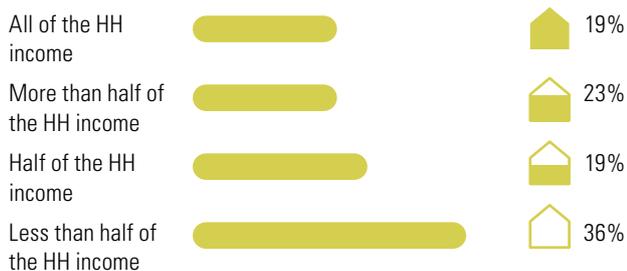
Benefits over time from business profit

One female weaver from Vetimboso, in Torba, recently shared with the Provincial Training Coordinator that she now has banked 100,000 VT, which she saved from the profit of her business. She plans to use this money to build a new bungalow for herself and her family.

Contribution to Household Income

For 61% of women, the profit earned from their businesses in the last 6 months made an important contribution (at least half) of the total household

(HH) income



There was a stronger reliance by the household on the income earned from their business; 71% of men relied on the business for at least half of the total household income.

All of the women had other sources of income in addition to this business, which shows the importance and reliance on diversified sources of income.



Bank Accounts

68% (N=32) of the women business owners currently have bank accounts. This is less than the proportion of men – 83% (N=8) who have their own bank accounts.

Of the 32 women who have bank accounts, 50% (N=16) had made deposits or withdrawals in the last 6 months, and 28% (9) had done so during the past month. The long distance between home and the banks is often a factor that makes it difficult for men, and particularly women, in Vanuatu to make regular transactions. It is worth noting that the uptake and use of bank accounts and financial services by this group of business clients is much higher than the average in Vanuatu, which is 19% for the overall population, and is expected to be less for women, although specific sex disaggregated data on this is not available.⁸

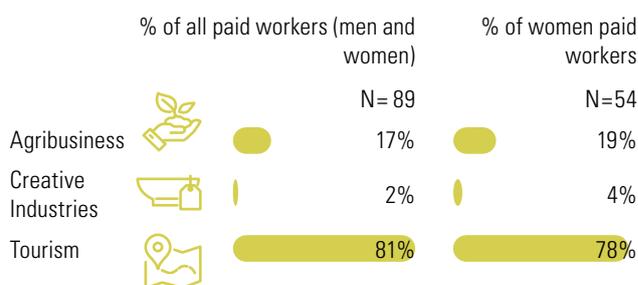
In Samna, one of the Creative Industries coaches has recently helped two of the headwear makers, both women, to open their own bank accounts for the first time.

In Torba, negotiation is ongoing with the National Bank of Vanuatu to ensure clients (who are mainly women) living in Vetimboso – which is more than 4 hours walk from Sola the main city, and where the bank is located – can access financial services. A monthly mobile banking service was established late in 2018, and to help ensure this service continues, discussions are underway between the provincial Skills Centre and the bank about coordination and cost sharing transport with the skills development coaching trips as a way of improving access to banking services by the Vetimboso community.

Employees

A total of 89 people were employed during the last 6 months by the 68 businesses. Of the salaried workers employed, 61% (N=54) are women. One is a woman with disability, and 19 are youth aged between 15 to 24 years.

78% of women workers are employed in Tourism, and 19% in Agribusiness. Only 2 women (4%) are employed by Creative Industries businesses.



8 Refer Financial Service Sector Assessment of Vanuatu (2011) <http://www.pfip.org/wp-content/uploads/2017/02/Vanuatu-FSSA-Final-for-Print.pdf>

3.2 WOMEN IN LEADERSHIP



A major challenge for the Partnership is to change the historically embedded perception that women don't have the requisite skills and knowledge to hold leadership and senior management positions. To change this perception, and to increase women's representation and participation in the skills system, the Partnership has prioritised seeking opportunities for female Partnership staff, trainers, and staff from GoV partners to participate in professional development opportunities, and has communicated their professional skills and experiences gained through social and published media channels.

The case story in Annex One shares the experience of two women from the Tourism sector who through the engagement with, and the support of, the Partnership have successfully progressed and emerged as leaders in their profession at the national and provincial level.

In addition, in line with the principles of the *Better Balance Strategy*, the Partnership has consciously and strategically engaged with male colleagues and peers to collaborate with and support female staff and partners in their professional roles and responsibilities. There is evidence that this investment in positive affirmative action will help women professionally to advance and succeed, and positively change established and often discriminatory perceptions held about women leadership in the work place.

Trainers and Coaches

Female representation and participation in national leadership and management of training providers in Vanuatu remains very low. The presence of women in management roles in the training providers has not changed since the last reporting period. As was noted in earlier reports, there is just one female training provider leader – Vanuatu College of Nursing Education. Two women occupy management positions within the sector – at Vanuatu Agriculture College and Vanuatu Institute of Teacher Education respectively, and a woman has recently been appointed Director of the Tertiary Education Directorate (TED) in the MoET.

In this reporting period (January to June 2019) 19 industry coaches and 4 trainers delivered skills development activities facilitated through the Skills Centres. Of the 23, 39% (N=9) are women, and one is a woman with a disability. The proportion of women coaches has remained the same as it was in 2018, although the total number contracted during 2018 (N=65) is more than the number contracted to date in 2019.

The Partnership has employed strategies to support improvement of female trainers' skills through facilitating access to professional development and opportunities to enhance their experience. One strategy successfully employed is affiliating female trainers with training providers to deliver accredited training. This helps to address the trainer shortfall and has helped advance the professional status of the female trainer.

Examples of Professional Advancement of Female Trainers and Coaches

Two female hospitality trainers were affiliated with Lonnoc Vocational Training Centre (VTC) to deliver accredited units in hospitality training. Lonnoc VTC has now appointed one of the trainers as the lead hospitality trainer. She had previously worked as a coach with Lonnoc VTC, in 2018.

Two women who completed the International Skills Training (IST) course that was delivered by Australia Pacific Training Coalition (APTC) in collaboration with the Partnership in 2018 are now working as coaches in the Skills for Creative Industries work-stream; one as a senior coach. Another female graduate of the IST is employed at Greenhill RTC in Tafea Province.

A female industry coach was promoted by the Partnership to contribute as a key decision-maker in the governance planning for the Sanma hat industry.

The Provincial Government Training Boards (PGTBs)

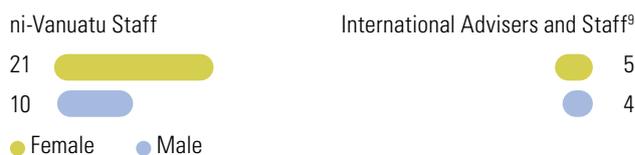
The PGTB is the main governance counterpart for the Partnership at the provincial level and works closely with its respective provincial Skills Centre in fulfilling advisory, planning and coordination functions. The membership of the PGTB consists of local government officers from the relevant productive sectors, education, and key civil society organisations and NGOs, including organisations representing women and people with disabilities.

The size of the PGTB membership varies between provinces. Overall female representation remains very low in all provinces, and across all the PGTBs women make up only 18% (N=10) of the membership.

	Total #	% Women
Torba	10	20%
Tafea	14	21%
Malampa	16	13%
Sanma	15	25%
Total	55	18%

The Partnership is strengthening awareness, understanding and commitment to gender equality of the PGTB members through gender sensitive planning and reporting processes. The PGTB discusses and, through the Chairperson, approves the bi-monthly provincial skills development report that has a section on gender and women’s equality. In October 2018 the PGTB members contributed to the annual provincial Skills Centre contextual analysis that has a specific section on the needs and priorities of women related to skills development for the first time. The findings from the analysis contributed to the annual Provincial Skills Centre activity plan, and to Partnership Implementation Framework (PIF) for each of the productive sector work-streams.

The Vanuatu Skills Partnership Staff



At the beginning of 2019, the Partnership underwent organisational and staff restructuring. This involved a number of changes in staff positions and responsibilities, and has had an impact for both women and men staff at senior and middle management levels and for those holding administrative positions.

There is a strong cohort of women who work with the Partnership in the provincial Skills Centres and the Port Vila office in administrative, operational, coordinator and management roles. Currently women are employed in 68% of the ni-Vanuatu staff positions. Women are Coordinators with management and leadership responsibility for the Creative Industries and Tourism work-streams, Disability Inclusion and for Monitoring, Evaluation and Learning (MEL).

A woman has been recently appointed to the new position of Deputy Centre Manager of the Malampa Skills Centre. She is working closely with the current male manager who has been promoted to Provincial Service Delivery Manager in addition to continuing to hold responsibilities as the Malampa Centre Manager. The creation of the Deputy Centre Manager role will ensure that there is no decrease in quality of Malampa Skills Centre operations. In addition, the Malampa Centre Manager has advised that he is aiming to be selected for an Australia Awards scholarship in 2020 and so the creation of the Deputy position is also part of a succession planning strategy.

One example of promotion of a female staff member is the creation of the position of Deputy Director that was introduced at the beginning of 2019. A ni-Vanuatu woman, who was previously the Operations Manager, was promoted to the new position. In the role of Deputy Director she is now taking greater oversight responsibility for service delivery and activities implemented by the Skills Centres, and is relieving some management responsibility from the Director, enabling him to more explicitly drive governance reform at a national and provincial level. She is highly influential in her leadership modeling, and her advocacy of Vanuatu’s inclusive skills system through social media and her intentional participation at senior level government and regional development partner meetings through Pacific Women and other networks help make explicit the Partnership’s commitment to gender equality and women in leadership.

⁹ All are based offshore and includes Support Contractor staff

The Deputy Director is strongly supported in her new role by her senior male colleagues, including the Director and the newly appointed Provincial Service Delivery Manager and the Productive Sector Manager. The Strategic Adviser (an international woman) has strengthened their mentoring relationship, particularly in building the Deputy Director's confidence in engaging with academic research, through presenting at an international conference, and in building her leadership networks with other prominent female leaders outside of Vanuatu including the Honorable Deputy Prime Minister of Samoa and through regional meetings of the Pacific Women, and DFAT Women in Leadership initiative.

In regard to women international advisers, the Partnership encourages flexibility in input planning around school holiday and carer responsibilities, as well as creating an environment in which parents can bring their children during in-country inputs.

Male Advocates on Gender Equality

All of the Partnership staff, male and female, are expected to advocate and seek ways to promote and support women's empowerment and gender equality. As part of staff professional development, the Partnership management seeks opportunities for female and male staff to increase their knowledge on gender equality. In May 2019, the newly appointed Torba Skills Centre Manager accompanied the Deputy Director to a regional Pacific Women meeting in Fiji, and contributed to a joint presentation made about the Partnership's support to rural women's economic empowerment. In June, the Partnership Director travelled to Fiji as a member of the selection panel for the recruitment of senior staff for the new DFAT initiative through Pacific Women, *Balance of Power (BOP)*.

The Kids' Homework Club

The *Homework Club* in the Partnership's Port Vila office enables women and men staff with parenting responsibilities to fulfill their demanding professional responsibilities while their children are in a safe place close to their working parents. The club is run by two ni-Vanuatu part-time staff (a man and woman) who help the children with their schoolwork and facilitate games and other after school recreational activities.

The children love coming to the club and enjoy and gain from the social interactions and friendships. The parents report that there have been improvements in their schoolwork, with some children now succeeding in subjects, for example improvements in reading in English, that previously the children had found difficult. It is planned to expand the pilot homework club initiative to other Skills Centres.

3.3 ENDING VIOLENCE AGAINST WOMEN



The Partnership employs a twin track approach to ending violence against women (EVAW). This is through purposively identifying opportunities to mainstream gender-based violence (GBV) prevention into activities at the planning and implementation stages that focus on addressing attitudes and social norms; and specific response interventions, particularly in terms of targeting GBV survivors with skills training aimed at building economic and social resilience. Consideration is always made about the family and community context when determining the most appropriate approach to use, with a specific focus on safeguards to reduce conflict, jealousy and violence.

The strategies already established in the design and management of skills development activities have continued to be implemented and strengthened during this reporting period:

- **Encouraging registration of couples in skills development activities**, with the expectation that gaining skills and working together will increase understanding and respect for the roles and responsibilities of women and men, and will help reduce the risk of jealousy and conflict;
- **Active involvement of male partners in support of skills activities** through use of taxis and transport driven by the husbands of coaches and participants to drive women clients to and from activities; and the intentional use of husbands to promote publicly the achievements and successes of their wives through participation in skills development activities;
- **Professional development of Provincial Training Coordinators and the coaches and trainers** includes discussion about the risks and ways to prevent and manage occurrence of GBV, and they are now applying this in the design, implementation and monitoring of the activities that they manage;
- **Strong links locally** with relevant and influential traditional, community and church leaders and other community based groups that can help in raising awareness about the issue of GBV in a culturally located and acceptable way, and provide a channel for referral and support in cases where an incidence of GBV is reported.

In the next few months, as part of implementing the *Better Balance Strategy*, the work on EAW will be strengthened. The activities will include:

- **Formalised partnerships/MoUs with faith based organisations** to jointly develop approaches to mainstream actions against gender-based violence;
- **Mapping of local referral networks and organisations**, and subsequent referrals by Skills Centres as appropriate;
- **Skills Centre staff starting to use networks** with churches, referral agencies and the Vanuatu Women's Centre to design and deliver customised skills programs for GBV survivors;
- **Revision of all Partnership staff contracts and Partnership Code of Conduct** to clearly specify that employment/client engagement will be terminated in the event of perpetration of gender-based violence, and clear inductions and awareness-raising before staff contracts are formally commenced.

3.4 GENDER EQUALITY AND DISABILITY INCLUSION

Registration and Participation



Much of the key data presented in the previous sections of the report has already been disaggregated by sex and for disability. Overall 20 people (11 women) with disabilities registered with a Skills Centre between January to June 2019, which is 4% of all clients registered during this period. Of this number, 13 people with disabilities, of which 38% (N=5) are women with disabilities, were registered as clients for the first time and so are new clients.

Ten of the 20 registered clients with disabilities (50%) participated in skills development activities during this reporting period. This represents 6.4% of all clients who participated in activities during this period (156), and is similar to the level of participation by people with disabilities in 2018. Eight women with disabilities participated in the Creative Industries and Agribusiness work-streams.

Education

The participation in skills development activities is important given 4 of the 10 participants with disabilities, of which two are women, had never been to school, and none have completed secondary school. Of the remaining six female clients with disabilities, two had attended but not completed primary school, two had completed primary school and two had attended but not completed secondary school. This reinforces the potential of flexibly delivered skills development for people with disabilities as an avenue for self- and economic empowerment.

Employment

Six (60%) of the participants, all women with disabilities, are self-employed and running their own business. Two of the four remaining women with disabilities are subsistence farmers.

Income – to meet basic needs

All of the women participants with disabilities are able to meet their basic needs. Of these, six reported that they can meet them *some time*, and two reported that they can meet them *all of the time*. The two men with disabilities reported that they could meet their basic needs *some time*.

Income – to meet surplus / extra needs

All of the participant women with disabilities are able to meet surplus needs. Of these seven reported that they can meet them *some time*, and just one women could meet them *all of the time*. Both the participant men with disabilities could meet surplus needs *some times*.

Prosperity

Three of the clients with disabilities, all women and from the Creative Industries work-stream, had prosperity progress data collected during this reporting period. This number of people is too small to enable valid analysis and comparison with prosperity data collected from other business owners who are not people with disabilities. Based on this very small sample, there is no indication that the progress being made by these women with disabilities is any different from others in the sample who do not have disabilities.

The ongoing collection of prosperity data every six months, and over time from more business owners with disabilities, will help generate data sets with information that will indicate the extent that the presence of disabilities impacts on the prosperity of the business owners.

Representation of Women with Disability in the Skills System

The representation of people with disabilities in the skill systems overall remains very low. This is unsurprising given the challenges that people with disabilities face in accessing education and employment opportunities. Additional attitudinal barriers often contribute to further discrimination and exclusion for both women and men with disabilities.

The Partnership continues to seek staff, coaches and trainers who are people with disabilities, and, as part of promoting gender equality, women with disabilities are specifically sought. To date, it has been difficult to find suitable people to employ. At present one of the coaches in the Tourism work-stream is a woman with disabilities, and another woman with disabilities was employed as a co-trainer to support delivery of the final block of a professional development course in Disability

Inclusion Training Approaches (DITA) for training provider partners, which 14 skills sector personnel (3 female) representing seven training providers from four provinces (Samna, Torba, Malampa and Shefa) completed. The female trainer with a disability shared her experiences to support contextualised, practical learning. Anecdotal evidence suggests that following the training the participants' knowledge, attitudes and practices have improved. A survey of participant knowledge, attitudes and practices survey will be conducted in 2019 – 2020.

At present one member of a PGTB is a woman with disabilities. Although representation is very low, the PGTB members are made aware of gender and disability issues through their contribution to the development and approval (through the PGBTB Chair) of the bi-monthly Provincial Skills Development activity report.

None of the staff employed by the Partnership are people with disabilities.

3.5 GENDER EQUALITY AND CLIMATE CHANGE MANAGEMENT

Climate Change in Skills Development Activities



Activities to support implementation of the Partnership Climate Change Strategy for the MoET provincial Skills Centres progressed during the period January to May¹⁰ 2019. The Climate Change Officer facilitated training in each of the 4 Skills Centres and in the Port Vila office on how to assess which skills activities need to include information on climate change, in order to start mainstreaming climate change information into all relevant training and coaching. A total of 18 Partnership staff, 8 women and 10 men completed the training.

Economic Sustainability for Women Weavers through Pandanus Replanting and Climate Change Awareness

In April representatives from the Agribusiness sector, with the Malampa Skills Centre, facilitated a scoping and registration activity. The aim of the trip was to identify and register participants in a pandanus replanting program in support of the Malampa weavers from the Creative Industries work-stream. The Department of Forestry, with the support of staff from the Department of Women and the Provincial Women's Council, facilitated the field trip. During the trip 78 women and 19 men were registered as clients for the replanting skills activity. This number of clients includes five people with disabilities – three men and two women. The activities that took place during the field trip included introducing and raising awareness to the community on replanting pandanus to supply the current high consumer demand for the handcraft weave products in markets in Vila, Santo and Mystery Island; community consultation meetings with community leaders, women's group and key potential farmers on traditional planting practices and varieties that are resilient and adaptable to climate change; and collection by the team of pandanus planting materials from each community visited for setting up nursery sites at Hokai community in South Malekula and also at the Forestry Department nursery site at Lakatoro in Central Malekula.

Disaster Management Plan

A total of 16 female and 11 male Partnership staff collaboratively developed a Disaster Management Plan specifically for each Centre. The plan provides guidance on appropriate actions during a range of disasters and emergencies, including cyclone, tsunami, earthquake, flooding, fire, ash fall, extreme heat and disease. This is the first time that the Skills Centres have had such a comprehensive guideline for how to act during extreme events.

¹⁰ The Climate Change Officer who was an Australian Development Volunteer completed his contract in May and his position as yet has not been filled.

ANNEX ONE – CASE STORIES

WOMEN LEADERSHIP IN TOURISM

A key strategy of the Vanuatu Skills Partnership is to support women in leadership across government, institutions and the private sector. With increased skills and confidence, women in Vanuatu are demonstrating their capability and legitimacy as leaders of the nation's development agenda.

Here are the stories of Janet (known as Jay) Samuel and Olivet Dorony from the Department of Tourism. Their stories were collected and written by Erinah Malres, the Partnership Tourism Officer, with Jamine Makikon, the Partnership MEL Coordinator.

JAY'S LEADERSHIP STORY

Jay was engaged with the Department of Statistics as a trainee for a week in 2004 after completing her university studies. Her role during that time was to assist with data entry on visitors' arrivals and departures taken from the immigration cards at the airport. In that same year, Jay moved to the Ministry of Finance in the Division of Strategic Planning in the Department of Economic Sector Policy (DESP), as the Sector Analyst for Tourism and Trades. She was there for six months but then decided to look out for other opportunities relating to field or community work. The Department of Local Authorities advertised a position of Project Officer for South [Shefa & Tafea] under the Rural Economic Development Initiatives (REDI) Program. Jay applied and was successful, and had seven years good work experience with this program from 2004 – 2011. In 2011, Jay felt seven years with the REDI Project was enough, and she then looked out for other opportunities and that was when the position of Principal Provincial Officer Position with the Department of Tourism was advertised. Her application for this position was successful and she has held this position to date.

Collaboration with the Vanuatu Skills Partnership

A significant achievement in her role has been overseeing the implementation of Provincial Tourism Plans through all the provincial Tourism offices. During her time in this position, she has been very instrumental in the delivery and implementation of skills development activities throughout 2017-2018, in collaboration with the provincial Skills Centres, with the support of the Vanuatu Skills Partnership. Jay is now seen as a champion of skills development, ensuring that the Department of Tourism is effectively contributing to stronger coordination and communication between the provinces and the national levels of the department, and strengthening collaboration between the Vanuatu Skills Partnership and government partners.

Professional development opportunities

Jay has appreciated professional development opportunities that were made available to her as a senior staff member within the department through the Vanuatu Skills Partnership that enable her to work more effectively. This has included participating in high-level meetings in the region to share experiences and also learn from others. She has also valued the opportunities where senior staff have been supported to step up and gain confidence. For example, through her engagement with the Skills for Tourism work-stream¹¹, she has been given the opportunity to speak at Australia Pacific Training Coalition Board meetings which has given her increased confidence. The formal workshops and trainings have also contributed to her professional development as well as that of her fellow department colleagues. Key areas of learning include:

- managing more effective planning
- identifying priority skill needs for the sector
- preparing collaboratively activity, monthly and yearly budgets
- understanding systems and processes to work more cooperatively with tourism operators, including the development of action plans and regular communications

Challenges

One of the main challenges Jay faced was the ratio of female and male staff under her supervision which was 1 female to 6 male staff members. However, she has learned to address this by ensuring there is common understanding between them, consistent communication, encouraging team work as well as treating everyone with the same respect regardless of gender and age. She applauds the work her team has done so far and also acknowledges that through the collaboration with the Vanuatu Skills Partnership, the positions of the department's provincial officers have now been strengthened.

¹¹ This is one of the core work-streams supported by the Vanuatu Skills Partnership.

Motivators and role models

Jay mentioned several people who have played a key role in motivating her to keep going. Firstly, Mr George Borugu, former Director of the Department of Tourism, who encouraged teamwork between male and female staff, as well as encouraging staff to work together with the Vanuatu Skills Partnership to address the skill needs of the people of Vanuatu, and to take ownership of their responsibilities. Secondly, Mr Warren Gama, who was the Skills for Tourism Manager of the Vanuatu Skills Partnership in 2017, and who supported her through facilitating her participation in professional development opportunities. He also worked with Jay to plan and lead the provincial skills plan 'road show' in 2017 and helped her to revitalise her enthusiasm for her role, which has had a positive effect on her leadership style. There is also Mrs Adela Issachar Aru, Chief Executive Officer, Vanuatu Tourism Office, who is one of her female champions and role models. From observing Adela's work ethic, Jay has learnt to be confident and outspoken herself. She also mentioned one of her female staff, Ms Olivet Dorony, whose fantastic work attitude and approach inspires her as she is always willing to go an extra mile to accomplish tasks.

Personal change

Not only has Jay changed in her work place, she also mentioned personal changes too. Her public speaking skills have improved, which gives her confidence to take up any leadership role within the community and church. For example, she is now currently the Children's Ministry Leader in her local church and she has also taken part in community development work.

Future plans

When asked about her future plans, she smiles, holds her breath ... and confirms she is currently engaged with Southern Cross University this semester to undertake her Masters through research in relation to Tourism, as she still has a lot of passion for sector. Tourism is increasing in Vanuatu and it will require more locals to pursue further studies to identify the right strategies and mechanisms that best help the country benefit from this growing industry in a more sustainable manner.



Ms Samuel presenting tour guide certificate

OLIVET'S LEADERSHIP STORY

Olivet Dorony was first contracted with the Department of Tourism (DoT) in 2012 as a Product Development Officer. She had just graduated from university and was fortunate to take up the role of Product Development Officer in the DoT in Torba Province. Olivet, coming fresh from university, felt that going into the field was quite a challenge since she had no experience in this type of work. She now sees her time of working as a field officer like 'clearing bush' on her own. But as time passed, and she was out in the field more often, her courage and confidence increased to proceed further. This was also in part due to the workshops and coaching she received through the Torba Skills Centre, through the Vanuatu Skills Partnership.

Professional development support

In 2016 the position of the Torba Tourism Manager was advertised which was of interest to Olivet. She applied and was successfully appointed to the position. It is now 4 years since she took up this leadership role. Olivet is very thankful that she has worked with some wonderful people who have contributed to her improvement to become who she is today. She is particularly grateful to some specific people who shared their different areas of expertise with her. They are Pascal Gavotto, Pascal Guillet and Joanne Wade, who all worked with the Vanuatu Skills Partnership as industry coaches; Albert Ruddley, former Torba Skills Centre Manager, who is now the Secretary General of Sanma Province; Mrs Adela Issachar Aru, Chief Executive Officer, Vanuatu Tourism Office; and Mr. Jerry Spooner, Director, DoT. They all inspired her in their roles and she has learned from them all differently. As another woman, Adela was especially influential. As Olivet shares, "I have learnt a lot from Adela Aru especially on how to manage a meeting and solve an issue." She speaks highly of all of these people also in terms of how they were able to create an environment where she felt comfortable seeking advice.



Olivet (centre) and stakeholders from Torba

Working with the Vanuatu Skills Partnership

Olivet acknowledges the importance of the MoU that was signed between the Vanuatu Skills Partnership and the Department of Tourism. Through this, critical training was provided to tourism operators and professional development for the staff of the DoT. She was particularly happy to be part of the workshops that the Vanuatu Skills Partnership coordinated that enabled her to be trained alongside her colleagues. Those workshops have contributed to building her confidence in her leadership skills, as well as her skills in report writing and proposal drafting. Prior to the workshops she would write more about the outputs of activities but now she has a better understanding of the more strategic information she should be including in her reports.

Overcoming challenges of being a woman leader

Her leadership role has its own challenges, as within ni-Vanuatu society men dominate in all levels of work, but she feels fortunate to be the leader of the Torba DoT office in Sola through her management position. Working with another staff member in the Tourism Office who is a male has not, however, been as challenging as some may think. Olivet feels that there is no barrier working with a male as a work colleague because she knows that there are two factors that contribute to a positive working relationship: one is respect and the other is a shared understanding of organisational policies. In addition, Olivet is also a member of the Torba PGTB (Provincial Government Training Board), which, apart from her, consists of all male officers. This experience is not new to her as she was the only female member in the Technical Advisory Committee (TAC) in Torba when she started work in 2012. Again she emphasises that respecting each other is the key to making a great team. She now believes that her gender is not a constraint because it is a matter of teamwork.

Olivet encourages Government Departments to have trust in their female staff, and show this by providing incentives to women who perform beyond expectations, and by always promoting fairness and respect of jurisdiction in the work place. She encourages other women in the workplace to love their job and have the passion and commitment to make changes – and to respect and benefit those you have the privilege to serve. Doing this will help you have good relationships with your clients and community, and you will notice a greater self-respect and confidence within yourself.

As well as changing in her work place, Olivet also mentioned personal changes too. She now feels confident in establishing relationships and negotiating with stakeholders, especially with the Tourism Council stakeholders when discussing coordination and the allocation of resources. She is also now confident in collaborating and working as a team to provide better quality service delivery. Olivet now understands the importance of national and provincial level policies, and has shifted her approach from just working from a technical perspective to being more strategic, which has helped to ensure that the work she is responsible for is 'on track' and supports the frameworks set for strengthening the tourism industry in Vanuatu.

Olivet also acknowledges her role as a member of a community. As she says, "being very wise about how you conduct yourself especially in the different levels of engagement within the community is very important. You need to humble yourself to earn their respect."

Future plans

When asked about what she's looking forward to in the future, Olivet responds that she is passionate about the tourism industry in Torba. She feels that she has a good understanding about the challenges within the Torba, which motivates her to continue to work to improve tourism in the province.

