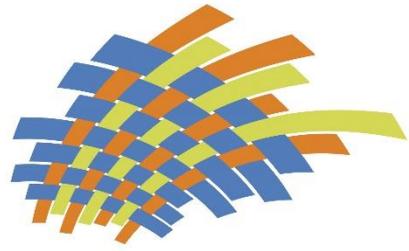


VANUATU

# SKILLS PARTNERSHIP



## Technical Annual Plan 2019

February 2019



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## Acronyms

APTC	Australia Pacific Training Coalition
AVID	Australian Volunteers for International Development
CEO	Chief Executive Officer
CM	Centre Manager
CO	Communications Officer
DFAT	Department of Foreign Affairs and Trade (Australian Government)
DG	Director General
DID	Disability Inclusive Development
DARD	Department of Agriculture and Rural Development
DLP	Developmental Leadership Program
DoI	Department of Industry
DoT	Department of Tourism
DPO	Disabled People's Organisation
GBV	Gender-Based Violence
GfG	Governance for Growth
GoA	Government of Australia
GoV	Government of Vanuatu
IDD	Investment Design Document
IT	Information Technology
LLN	Language, Literacy and Numeracy
MALFFB	Ministry of Agriculture, Livestock, Fisheries, Forestry and Bio-Security
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MHC	Malampa Handicraft Centre
MoA	Memorandum of Agreement
MoET	Ministry of Education and Training
MoJCS	Ministry of Justice and Community Services
MoU	Memorandum of Understanding
NDSP	National Sustainable Development Plan
NHRDP	National Human Resource Development Plan
NTDC	National Trade Development Committee
PGTB	Provincial Government Training Board
PIF	Partnership Implementation Framework
PMO	Prime Minister's Office
PPP	Public Private Partnership
PSC	Public Service Commission
PSET	Post School Education and Training
PTC	Provincial Training Coordinator
QMS	Quality Management System
RTC	Rural Training Centre
SDF	Skills Development Fund
SDP	Skills Development Plan
SfA	Skills for Agribusiness

SfH	Skills for Handicraft
SfT	Skills for Tourism
SMT	Senior Management Team
SPSC	Skills Partnership Steering Committee
TED	Tertiary Education Division
ToR	Terms of Reference
TPIA	Training Provider Improvement Agreement
TPIIF	Training Provider Inclusion Improvement Fund
TTRP	Tanna Tourism Recovery Project
TVET	Technical and Vocational Education and Training
TWP	Thinking and Working Politically
VCPL	Vanuatu Coconut Products Ltd.
VDPA	Vanuatu Disability Promotion and Advocacy
VEMIS	Vanuatu Education Management Information System
VESP	Vanuatu Education Support Program
VIT	Vanuatu Institute of Technology
VITE	Vanuatu Institute of Teacher Education
VQA	Vanuatu Qualifications Authority
VSA	Volunteer Service Abroad
VSPD	Vanuatu Society for People with Disability
VSTAP	Vanuatu Strategic Tourism Action Plan
VTO	Vanuatu Tourism Office

# 1. Executive Summary

This Annual Plan covers the period January – December 2019. It details the technical approach and activities that will be undertaken for the achievement of the Vanuatu Skills Partnership’s objectives.

The Vanuatu Skills Partnership is, at its heart, a locally-led, politically-aware initiative to achieve systemic service delivery reform through the vector of the Post-School Education and Training (PSET) system. The initiative directly supports *Vanuatu 2030: The People’s Plan - National Sustainable Development Plan 2016 – 2030*<sup>1</sup> and Australia’s *2017 Foreign Policy White Paper*, and operates at two complementary levels. At the programmatic level, it aims to demonstrate, through small-scale models, how effective skills training service delivery can lead to locally relevant, inclusive economic growth outcomes. Demonstrating such results enables the Partnership, in turn, to advocate, and build demand for wholesale skills system reform based on these models. However, the Partnership also operates in a broader ‘political’ sphere. Consistent with DFAT’s mainstreaming governance strategy<sup>2</sup>; it supports the emergence and influence of a cohort of developmental leaders committed and equipped to contribute to broad-based governance reform for the achievement of national development goals.

In line with the Phase 4 Design and learnings from the first 18 months of its implementation, the Partnership, from a technical perspective, will continue to support the three Priority Areas of the *National PSET Policy 2016-2020* under the Ministry of Training and Education (MoET): a) Strategic Direction; b) System Oversight; and c) Service Delivery.

Within this integrated approach, outcomes are focused on i) achieving measurable economic and social changes through innovative approaches to skills development – in the target sectors through the Skills Centres - while simultaneously ii) influencing reform of the skills system through embedding successful approaches within policies and processes; and iii) mainstreaming gender equality, disability inclusion and climate change adaptation across all areas. Target productive sectors will continue to be: Tourism - in partnership with the Department of Tourism (DoT) and Vanuatu Tourism Office (VTO); Handicraft - in partnership with the Department of Industry (DoI); Agribusiness - in partnership with the Department of Agriculture and Rural Development (DARD).

## a) Strategic Direction

**Priority demand identification** in target sectors through the iterative development of Partnership Implementation Frameworks (PIF) with the respective Government of Vanuatu (GoV) agency at national and provincial levels. These clearly outline the economic opportunities to be supported by skills development activities and associated inputs along the sector value chain.

**Promotion of resourcing diversity for the skills system** through ensuring compliance with agreed co-contribution arrangements with partner GoV agencies for each PIF. This also includes brokering additional financial partnerships with potential private sector partners, other government departments and other donors. Continued promotion of the Partnership’s Skills Development Fund (SDF), as a prototype for a national multi-source financing mechanism.

**Strengthening ‘demand-supply’ coordination** through strengthening of systemic mechanisms including the Vanuatu Qualifications Authority (VQA) Board, the Provincial Government Training Boards (PGTBs) and the development and implementation of a National Human Resource Development Plan.

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1 *Vanuatu 2030: The People’s Plan – National Sustainable Development Plan 2016-2030* (DSSPAC, 2016).

2 *Effective Governance: Strategy for Australia’s aid investments* (DFAT, 2015).

## b) System Oversight

**Promotion of improved system management** by the Tertiary Education Directorate (TED) of the MoET and the VQA and increased sector budgetary allocations. Critically, this includes ongoing monitoring of the Phase 4 Subsidiary Agreement, which makes any expansion of the Skills Centre network conditional upon GoV budgetary allocation.

**Increased diversity of providers, courses and delivery modalities** with a focus on the development of accredited skill sets in areas of high demand; mechanisms for certifying and upgrading trainer qualifications; integration of accredited Language, Literacy and Numeracy (LLN) bridging courses; and inclusive assessment policies and processes.

**Increased representation of women and people with disabilities and their interests in the skills system.** This includes a stronger gender equality and disability inclusive focus within the national skills system governance agencies and training providers, and is reflected in the relevance and accessibility of skills training to women and people with disabilities.

## c) Service Delivery

**Prosperity outcomes for Skills Centre clients** through implementation of the PIFs for the three target sector work-streams, Skills for Tourism (SfT), Skills for Handicraft (SfH), and Skills for Agribusiness (SfA). Delivery will follow the proven methodology of: i) a value chain approach that positions skills training activity as part of a larger sustainable economic growth plan, with a focus on market access and local private sector development; ii) blended delivery that integrates formal training delivery with customised industry coaching; and iii) seeks and values non-economic results, including social empowerment and quality of life.

**Mainstreaming gender equality, disability inclusion and climate change resilience** through all Partnership activities, with a particular focus on ensuring equitable Skills Centre participation by women and people with disabilities (as trainees and trainers) and implementation of the Skills Centre Climate Change Mainstreaming Strategy. This is undertaken in collaboration with DFAT's Pacific Women and Disability Inclusive Development (DID) Fund initiatives and its Australia Pacific Climate Change Partnership Support Unit.

**Improved quality, relevance, and inclusion of training provider operations at a systemic level** through implementation of Training Provider Improvement Agreements and specific Training Provider Inclusion Improvement Agreements, in line with national standards and internal Quality Management Systems.

Risk management is an integral element of the 'Thinking and Working Politically' adaptive and flexible approach to implementation. This enables the Partnership to pivot adeptly when faced with unexpected barriers, drawing on its local leadership for contextual savvy and effective mitigation and/or alternative strategies. The strong trust and collaboration developed between the Partnership, DFAT and counterpart stakeholders is the essential ingredient for the identification and analysis of risks as they emerge and the development of effective management strategies<sup>3</sup>.

While focusing on tangible outcomes across the three Priority Areas of system reform, the Partnership will continuously seek to integrate all activity into local processes, systems and structures and to have the building of stakeholder relationships, at the provincial and national level, at the core of its approach. In this way, 'Partnership' risks are not perceived solely as risks to be borne and managed by a 'DFAT aid project'. Rather, given the investment which has now been made by local stakeholders and the local ownership of Partnership success, responsibility for risk management is widely shared and accepted.

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<sup>3</sup> *Independent Evaluation of the Vanuatu Technical and Vocational Education and Training Sector Strengthening Program* (Schofield et al, 2015).

## 2. Introduction

This Annual Plan covers the period January – December 2019 in line with the Government of Vanuatu (GoV) planning timelines, as agreed with DFAT Vanuatu Post. It details the technical approach and activities that will be undertaken to contribute to the achievement of the Vanuatu Skills Partnership's objectives. The budget required to implement this Plan is provided in the 2019 Corporate Support Plan, prepared by the Partnership's Support Contractor.

The Annual Plan is informed by a number of key sources/factors:

- Provincial 'road-show' planning processes conducted by the Partnership's national sector Coordinators with each Skills Centre and partner departmental staff, followed by national level validation, during the last quarter of 2018.
- Whole-of-Partnership staff week-long planning retreat in January 2019.
- Technical progress monitoring and reporting as detailed in the most recent progress reports (Dec 2018) and the Annual Monitoring, Evaluation and Learning (MEL) Performance Report (Jan 2019).
- Independent analysis commissioned to a Senior Research Fellow with the Department of Pacific Affairs, Australian National University.<sup>4</sup>
- Evolving political context in Vanuatu and increasing opportunities for systemic reform impact through the developmental leadership of the Partnership.
- Evolving Australian political context and foreign policy priorities as articulated in the 'Pacific step-up' agenda<sup>5</sup> and the *2017 Foreign Policy White Paper*.<sup>6</sup>
- Practical learnings from the last year of implementation related to the importance of 'right fit' personnel and the primacy of values-based recruitment and ways of working.
- Ongoing senior management liaison with the Institute for Human Security and Social Change, La Trobe University and its Chair of International Development/Director, *Developmental Leadership Program*.
- Recent evidence-based research on the centrality of local developmental leadership, adaptive management, and politically-informed implementation in the achievement of transformative development outcomes<sup>7</sup>.

The Annual Plan is supported by, and should be considered in conjunction with, the Scope Global 2019 Corporate Support Plan, which details the administrative, financial and systems-related support which will be undertaken over the period by Scope Global as the Partnership's Support Contractor to facilitate the activity outlined in this Plan.

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<sup>4</sup> *How the Vanuatu Skills Partnership helped build a sector by Thinking and Working Politically* (Barbara, 2019) – awaiting publication.

<sup>5</sup> <https://dfat.gov.au/geo/pacific/engagement/Pages/stepping-up-australias-pacific-engagement.aspx>

<sup>6</sup> *Foreign Policy White Paper* (DFAT, 2017).

<sup>7</sup> For example: *Inside the black box of political will: 10 years of findings from the Developmental Leadership Program* (DLP/DFAT, 2018); *Navigation by judgement – why and when top-down management of foreign aid doesn't work* (Honig, 2018); *Why we lie about aid: development and the messy politics of change* (Yanguas, 2018). These types of approaches are commonly referred to in the overseas aid sector as 'Thinking and Working Politically (TWP)'.

## 3. Activity Description

### 3.1 Stamba Wok Blong Yumi – Foundational Intent of the Partnership

The Vanuatu Skills Partnership is, at its heart, a locally-led, politically-aware initiative to achieve systemic service delivery reform through the vector of the Post-School Education and Training (PSET) system. The initiative directly supports *Vanuatu 2030: The People's Plan - National Sustainable Development Plan 2016 –2030*<sup>8</sup>, *Australia's 2017 Foreign Policy White Paper*, and the *Australia-Vanuatu Aid Partnership Arrangement 2016-2019*<sup>9</sup> and operates at two complementary levels. At the programmatic level, it aims to demonstrate, through small-scale models, how effective skills training service delivery can lead to locally relevant, and inclusive economic growth outcomes. Demonstrating such results enables the Partnership, in turn, to advocate and build demand for wholesale skills system reform based on these models. However, the Partnership also operates in a broader 'political' sphere. Consistent with DFAT's mainstreaming governance strategy<sup>10</sup>; it supports the emergence and influence of a cohort of developmental leaders committed and equipped to contribute to broad-based governance reform for the achievement of national development goals.

In this way, while the Partnership has clear technical objectives – i.e.: activity that supports the aims of the *National PSET Policy* - its vision and strategies are firmly based on an understanding of development as a fundamentally political process. As current research shows<sup>11</sup> sustainable development impact – in any sector - is only possible when local actors are motivated and able to influence power shifts that enable a more equitable and rules-based system of governance and resource allocation.

Local empowerment is core to this perspective. All Partnership activity seeks to identify and cultivate agents of positive change, and to build networks between these agents to create an increasingly influential local coalition for reform. Primacy is given to building positive relationships, grounded in a values-based approach that 'works with the grain' of deeply-held cultural and religious drivers of the local context<sup>12</sup>. The team see this as an essential shift in approach from more conventional modes of 'capacity building' of externally-driven aid projects, with their sometimes tacit paternalist undertones<sup>13</sup>. The approach seeks out and promotes individual potential, and pro-actively navigates complex political and emotional interests to maximise this potential and identify 'win-win' opportunities for collaborative action across diverse stakeholders<sup>14</sup>. Innovation is encouraged with all team members encouraged to work creatively and opportunistically wherever 'green shoots' of reform potential emerge. All these factors function to attract to the Partnership local reformists seeking opportunities to contribute meaningfully to national development goals – to be part of an organisation that actively encourages and supports their own beliefs, values and sense of national sovereignty within a rules-based system of governance.

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<sup>8</sup> *Vanuatu 2030: The People's Plan – National Sustainable Development Plan 2016-2030* (DSSPAC, 2016).

<sup>9</sup> *Australia-Vanuatu Aid Partnership Arrangement 2016-2019* (DFAT, 2016).

<sup>10</sup> *Effective Governance: Strategy for Australia's aid investments* (DFAT, 2015).

<sup>11</sup> *As cited in footnote reference #7.*

<sup>12</sup> *Independent Evaluation of the Vanuatu Technical and Vocational Education and Training Sector Strengthening Program* (Schofield et al, 2015).

<sup>13</sup> *The white man's burden: why the West's efforts to aid the rest have done so much ill and so little good* (Easterly, 2006).

<sup>14</sup> *Fasin Blong Yumi* - (Vanuatu Skills Partnership, 2018).

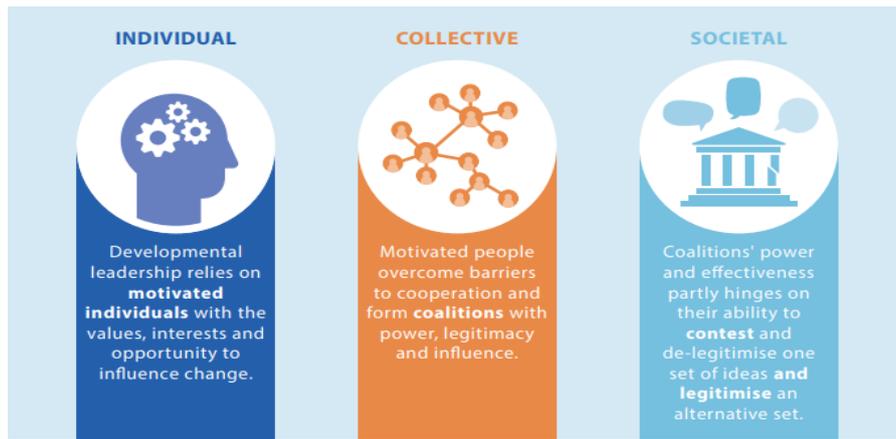


Figure 1: Stamba 'theory of social change' underpinning the Partnership's approach (source: DLP).

This focus on ensuring 'rules-based' systems and developmental leadership within the region is a core element of the Australian Government's Foreign Policy agenda. As such, the Vanuatu Skills Partnership is an optimal vehicle for the ongoing support of the Australian aid program within its new Pacific 'step-up' agenda and the establishment of 'people-to-people' links. The Partnership not only directly contributes to Australia's *technical* objective of building an environment for economic opportunity in Vanuatu through the mechanism of an improved skills system<sup>15</sup>, but it also serves to strengthen *political* relationships of trust between the two countries as it fosters leaders who share Australia's values of good governance and are committed to deepened cooperation to achieve shared objectives.

The potential for the Partnership to facilitate Australia's access to like-minded national leaders focused on improving good governance will be further strengthened during this Annual Plan period. This is in large part due to a number of the Partnership's senior staff members starting to seek positions within the GoV at senior provincial and national levels. Rather than seeing this trajectory as 'leaving' the Partnership, conversely, staff view this as an opportunity to expand the impact and influence of the Partnership and promote its reformist work within government systems. Should Partnership staff move to leadership positions within Government, this also provides a highly valuable entry point for strengthened people-to-people linkages between Australia and the GoV, given the long-standing trust-based relationships between the Australian Government and the Partnership's leadership team.

This 'change from within'<sup>16</sup> approach to development impact is also part of the rationale behind the Partnership's negotiated agreement with the Ministry of Education and Training (MoET) as part of the Phase 4 Subsidiary Arrangement for the latter to assume salary payment of current Partnership key staff (primarily within the provincial Skills Centres). Not only will this contribute to ensuring the financial sustainability of the Skills Centre network, but it will help to increase the number of capable, reform-minded officers within the service delivery functions of government.

<sup>15</sup> DFAT, 2016.

<sup>16</sup> Partnership staff have coined the phrase '*stikfaer*' to articulate how they see themselves as catalysts for change within local systems. The analogy of the 'Trojan Horse' has also resonated strongly with the leadership team in terms of the desire to seek positions within the GoV - while still viewing themselves as core members of the Partnership - in order to have more power to progress reformist action.

In addition to the technical priorities and plans outlined in the Work Program of this Annual Plan (Section 5), the Partnership will concurrently implement the following strategies to continue to develop this *stamba* ‘political’ approach to its work:

- Drawing from the *Fasin blong Yumi* guidance note developed by the Partnership in 2018, continued facilitation of team workshops, analysis, and learning opportunities that expand understanding of, and successful strategies for, ‘thinking and working politically’ within the evolving operational environment.
- Continued promotion of the Partnership’s achievements and its leaders within national and regional forums/media to generate broad-based support for, and appreciation of, their contribution to national development goals. This will include a revised, politically-aware Communications Strategy that reflects the evolving operational context and maximises entry points for influence and advocacy.
- Increasing focus on resource allocation/co-contribution within all Partnership-supported service delivery to mitigate against dependency-model aid and to leverage authentic systemic reform.
- Continued professionalisation and leadership development within the Partnership team, informed by best practice management/leadership theory and evidence-based research.
- Enhanced facilitation of networks between Partnership leaders and other local/regional leaders. This will include facilitating formal participation at regional development-focused events and conferences as well as targeted informal meetings of like-minded local leaders – e.g.: influential women in leadership lunches – to create ‘safe spaces’ to discuss shared experiences, challenges and success strategies, thereby fostering increased confidence and support mechanisms.
- Building of connections with other relevant initiatives, particularly within DFAT, that are focused on developmental leadership. This includes the *Pacific Women in Leadership Initiative*<sup>17</sup> (with which the Partnership’s Strategic Adviser is engaged), the *Developmental Leadership Program*<sup>18</sup> in conjunction with DFAT’s Governance Unit, and initiatives emerging from DFAT’s Innovation Exchange, in particular the *Opportunity2Change* Leadership in Education pilot currently underway in Sanma province. This will also involve the regular sharing and facilitated discussion of articles and case studies among staff to expand understanding of how developmental leadership and local coalitions can bring about positive social change.
- Continued prioritisation and promotion of values-based attitudes and qualities among Partnership personnel, including increasingly sophisticated analysis of success strategies for cross-cultural collaboration within the team. This will be increasingly explicit in staff performance review processes, recruitment criteria and staff team retreats/workshops.

### 3.2 Technical Intent of the Partnership

In line with the Phase 4 Design and learnings from the first 18 months of its implementation, the Partnership will continue to support the three Priority Areas of the *National PSET Policy* under the MoET: a) Strategic Direction; b) System Oversight; and c) Service Delivery.

This will enable the Partnership to continue with its acknowledged successful ‘joined up’ approach to system development. Within this integrated approach, outcomes are focused on i) achieving measurable economic and social changes through innovative approaches to skills development – in

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<sup>17</sup> <https://dfat.gov.au/people-to-people/australia-awards/Pages/australia-awards-womens-leadership-initiative.aspx>

<sup>18</sup> <http://www.dlprog.org>

the target sectors through the Skills Centres - while simultaneously ii) influencing reform of the skills system through embedding successful approaches within policies and processes; and iii) mainstreaming gender equality, disability inclusion and climate change adaptation across all areas. Target productive sectors will continue to be: Tourism - in partnership with the Department of Tourism (DoT) and Vanuatu Tourism Office (VTO); Handicraft - in partnership with the Department of Industry (DoI); Agribusiness - in partnership with the Department of Agriculture and Rural Development (DARD) under the Ministry of Agriculture, Livestock, Fisheries, Forestry and Bio-Security (MALFFB); and Construction (as relevant to the aforementioned sectors).

The release of *Vanuatu 2030, the People's Plan*, with its three pillars of 'Society', 'Environment' and 'Economy', provides an enhanced overarching robust framework to inform all Partnership technically-focused activity. This is in addition to the sector-specific policies that have been launched since the last Annual Plan, namely: *Vanuatu Sustainable Tourism Policy*, *Handicraft Sector Action Plan 2018 – 2020*, *National Industry Development Strategy 2018 – 2022*, *Agri-Tourism Plan of Action*, the *Vanuatu Agriculture Sector Policy*, and the *National Disability Inclusive Development Policy*.

In summary, the key elements of these three technical Priority Areas are as described follows:

#### a) Strategic Direction

**Priority demand identification** in target sectors through the iterative development of Partnership Implementation Frameworks (PIF) with the respective GoV agency at national and provincial levels. These clearly outline the economic opportunities to be supported by skills development activities and associated inputs along the sector value chain.

**Promotion of resourcing diversity for the skills system** through ensuring compliance with agreed co-contribution arrangements with partner GoV agencies for each PIF. This also includes brokering additional financial partnerships with potential private sector partners, other government departments and other donors. Continued promotion of the Partnership's Skills Development Fund (SDF), as a prototype for a national multi-source financing mechanism.

**Strengthening 'demand-supply' coordination** through strengthening of systemic mechanisms including the Vanuatu Qualifications Authority (VQA) Board, the Provincial Government Training Boards (PGTBs) and development and implementation of a National Human Resource Development Plan (NHRDP).

#### b) System Oversight

**Promotion of improved system management** by the Tertiary Education Directorate (TED) of the MoET and the VQA and increased sector budgetary allocations. Critically, this includes ongoing monitoring of the Phase 4 Subsidiary Agreement, which makes any expansion of the Skills Centre network conditional upon GoV budgetary allocation.

**Increased diversity of providers, courses and delivery modalities** with a focus on the development of accredited skill sets in areas of high demand; mechanisms for certifying and upgrading trainer qualifications; integration of accredited Language, Literacy and Numeracy (LLN) bridging courses; and inclusive assessment policies and processes.

**Increased representation of women and people with disabilities and their interests in the skills system.** This includes a stronger gender equality and disability inclusive focus within the national skills system governance agencies and training providers, and is reflected in the relevance and accessibility of skills training to women and people with disabilities. This also includes targeted professional

development and promotion of female Partnership staff and trainers/coaches and supporting the engagement and professional development of trainers/coaches with disabilities.

### c) Service Delivery

**Prosperity outcomes for Skills Centre clients** through implementation of the PIFs for the three target sector work-streams, Skills for Tourism (SfT), Skills for Handicraft (SfH), and Skills for Agribusiness (SfA). Delivery will follow the proven methodology of: i) a value chain approach that positions skills training activity as part of a larger sustainable economic growth plan, with a focus on market access and local private sector development; ii) blended delivery that integrates formal training delivery with customised industry coaching; and iii) seeks and values non-economic results, including social empowerment and quality of life.

**Mainstreaming gender equality, disability inclusion and climate change resilience** through all Partnership activities, with a particular focus on ensuring equitable Skills Centre participation by women and people with disabilities (as trainees and trainers) and implementation of the *Skills Centre Climate Change Mainstreaming Strategy*. This is undertaken in collaboration with DFAT’s *Pacific Women and Disability Inclusive Development (DID) Fund* initiatives and the *Australia Pacific Climate Change Partnership Support Unit*.

**Improved quality, relevance, and inclusion of training provider operations at a systemic level** through implementation of Training Provider Improvement Agreements and specific Training Provider Inclusion Improvement Agreements, in line with national standards and internal Quality Management Systems (QMS).

The anticipated Long Term Outcomes for the Vanuatu Skills Partnership are as follows:

<p><b>Goal</b></p> <p>A sustainable and well coordinated skills system that maximises access to relevant and quality assured qualifications and skills leading to improved economic, social and cultural development opportunities for all</p>						
<p><b>Long-term outcomes</b></p>						
<p><b>1</b></p> <p>Government of Vanuatu manages and coordinates its skills system more effectively</p>	<p><b>2</b></p> <p>The skills system provides inclusive access to relevant and quality assured qualifications</p>	<p><b>3</b></p> <p>Clients follow pathways to further education and training</p>	<p><b>4</b></p> <p>The status of women and people with disability is enhanced</p>	<p><b>5</b></p> <p>Clients have increased income</p>	<p><b>6</b></p> <p>Clients contribute to local sustainable development and management of climate change risks</p>	<p><b>7</b></p> <p>Target value chains have improved productivity</p>

The Intermediate Outcomes along the pathway to achieving these higher order aims are detailed below. These have been articulated in simplified form with each allocated a graphic icon. This facilitates monitoring of Partnership results to ensure activity is on track, and that there is mutual accountability for these results, for which both Partnership personnel and their counterparts are responsible.

## Intermediate Outcomes

### IO-1

#### Skills planning & coordination

PGTBs, Skills Centres and TED jointly plan and manage skills development



### IO-2

#### Public & private resource allocation

Increased public & private resource allocation to implement PSET Policy



### IO-3

#### Flexible delivery

Increased flexible delivery of accredited skills development



### IO-4

#### Diversity of skills providers

Increased diversity of training providers operating within the skill system



### IO-5

#### Representation of women and people with disabilities

Increased representation of women, people with disabilities, and their interests in the skills system



### IO-6

#### Skills system compliance

Training providers are implementing in line with Vanuatu Quality Insurance Framework and the National Disability Inclusion Policy for the TVET Sector



### IO-7

#### New businesses started

Clients\* start new business or self-employment



### IO-8

#### Sustainable business growth

Clients improve sustainable growth of their businesses\*\*



### IO-9

#### New or improved employment

Clients access new or improved employment



### IO-10

#### Improved market access

Improved market access in target value chains



\* Client refers to Individual and Business Clients, and men, women, and people with disabilities

\*\* Note this Intermediate Outcome area was modified to reflect the incorporation of Climate Change element in this result area and strengthen linkage with LTO 6.

The implementation approach is premised on an enhanced mutual accountability model with the GoV and other key PSET system stakeholders. Co-contribution is leveraged as follows:

Demand-side	Supply-side
<ul style="list-style-type: none"> <li>All PIFs stipulate co-contribution arrangements (financial and in-kind) with the respective GoV partner agency, including expectations of budgetary contribution into the Partnership's national Skills Development Fund</li> <li>All Skills Centre clients are required to contribute financially and in-kind to subsidise the cost of training activities and demonstrate personal buy-in</li> </ul>	<ul style="list-style-type: none"> <li>Any expansion of the Skills Centre network into additional provinces is categorically conditional upon the MoET fulfilling its agreed staff resourcing commitments, as detailed in DFAT's Subsidiary Arrangement with the GoV for the Partnership</li> <li>Training Provider Improvement Partnerships and Training Provider Inclusion Improvement Partnerships are only entered into with providers that meet agreed co-contribution criteria</li> </ul>

This authentic 'partnership' focus of the investment underscores the shift from a conventional model donor program, which may primarily be perceived as a disburser of funds, to a mechanism that facilitates and brokers domestic processes of change<sup>19</sup>.

<sup>19</sup> As articulated in *Getting Real about Politics – From Thinking Politically to Working Differently* (Rocha-Menocal, 2014).

## 4. Work Progress

Work progress for this Annual Plan is detailed in the following documentation:

- a) Partnership Progress Reporting Packs – January-June 2018 and June-December 2018.
- b) Pacific Women Progress Updates - June 2018 and January 2019
- c) DID Fund 6-monthly Reports June 2018 and December 2018.
- d) Rural Economic Growth and Women’s Economic Empowerment Project – Malampa Handicraft Centre – 2018 Progress Report.
- e) SfH short film, *Vetimboso Weavers* and SfA short film, *From Farm to Table*.
- f) 2018 MEL Performance Report.

Through the Partnership’s focus on strategically communicating results to regional stakeholders, the progress of the Partnership has been highlighted in the following forums and publications over the last 12-month period, in the main by Partnership personnel:

- a) Reference to achievements of the Partnership in the Keynote Address by Australia’s Minister for International Development and the Pacific, Global Action on Disability (GLAD) Network, Helsinki, January 2018.<sup>20</sup>
- b) Panel presentation on ‘Thinking politically and working differently: How the Vanuatu Skills Partnership is supporting locally-led change’, Australasian Aid Conference, Development Policy Unit, ANU, Canberra, February 2018.
- c) Presentation on ‘Women in emergency response and recovery – achieving social and economic change through skills development’, Pacific Women Annual Learning Workshop, Port Moresby, April 2018.
- d) Presentation on ‘Navigating power and emotion for developmental outcomes’, Institute for Human Security and Social Change, La Trobe University, Melbourne, May 2018.
- e) Presentation on ‘Inclusive and sustainable tourism in Vanuatu’, Pacific Update, USP, Suva, July 2018.
- f) Presentation on ‘Capacity building for resilience? An experience from Vanuatu’, State of the Pacific Conference, Department of Pacific Affairs, ANU, Canberra, September 2018.
- g) Lecture on ‘Disability, Work and Employment’, which included a case study on the Vanuatu Skills Partnership, as part of the Disability and International Development post-graduate subject at the University of Melbourne, September 2018.
- h) Presentation on ‘Catalysts for change: skills development and skills sector reform in the South Pacific’, World Congress 2018, World Federation of Colleges and Polytechnics, Melbourne, October 2018.
- i) Presentation on ‘TVET for all: strengthening disability inclusive skills development in the Pacific’, World Congress 2018, World Federation of Colleges and Polytechnics, Melbourne, October 2018.
- j) Presentation on the Partnership’s draft strategy, *Climate Change Strategy for the MoET Skills Centres*, at the Australia Pacific Climate Change Action - 2018 Regional Workshop, Viti Levu, Fiji, November 2018.
- k) Reference to achievements of the Partnership in *Australia's Report on the Implementation of the Sustainable Development Goals*, 2018.
- l) Reference to achievements of the Partnership in *Development for All: Evaluation of Progress*

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<sup>20</sup> <https://gladnetwork.net/network>

*Made in Strengthening Disability Inclusion in Australian Aid*, DFAT/ODE, November 2018.

- m) Regular coverage of Partnership results and stories of change in the Pacific Women Newsletter/website, Island Life magazine, Daily Post newspaper and two stories by ABC, Australia (radio and web-based).

## 5. Work Program

### 5.1. Priority Area 1: Strategic Direction

#### a) Demand identification in priority sectors

This Annual Plan period will see the first roll-out of the full cycle of collaborative PIF development, implementation, monitoring and revision through the Partnership's national/provincial 'matrix' approach – i.e.: identification and prioritisation of skill gaps in the target sectors aligned with national sector plans and policies, and reflecting the specific requirements of each province's context. PIFs and their associated work-plans for the SfT, SfH, and SfA work-streams were finalised in January 2019 at the Partnership planning retreat, following a process of national/provincial consultation and these are available on request.

Partners will present results against the PIF work-plans at the next Skills Partnership Steering Committee (SPSC) in June with discussion focused on whether demand is being adequately met through the skills training delivered in line with planning and what changes (if any) need to be made to respond to emerging opportunities and challenges.

The development of the NHRDP, which is currently underway through the Prime Minister's Office (PMO) with the support of the Partnership's PSET Systems Adviser, will provide further guidance in terms of priority demand identification. The PIF revision process scheduled for the third quarter, using again the successful 'Roadshow' approach, will also take into account the data within this key national planning mechanism. Systematised implementation of the NHRDP will be supported by the Partnership's PSET Systems Adviser who will work with the Partnership Director and the PMO to strengthen the operations of the VQA Board to take the lead on practically using the NHRDP to guide skills training priorities and investments by the MoET.

#### b) Promoting system resourcing efficiency and diversity

The MoUs that have been signed with each partner GoV agency (DoT and VTO, DoI, MALFFB), and the respective PIFs, stipulate agreed co-contribution arrangements. At each six-monthly reporting period, and as discussed at the SPSC, a key part of the assessment of progress in the agreed areas of activity will be an analysis of the resource contributions of all parties. Before the end of the Annual Plan period, this analysis will form the basis for a re-negotiation of partnership arrangements for the next Annual Plan period, with levels of contribution determining the level of Partnership investment into each respective sector. The Partnership will purposely use the forum of the SPSC to create 'constructive competition' between sectors and, through the bi-monthly Provincial Skills Development Progress Reports and media promotion, will advocate for the benefits of increased GoV investments.

The Partnership will also work with the PMO, in particular the M&E Unit, to ensure that the Partnership's reporting of results can be used to influence budgetary allocations within both the MoET – in terms of Skills Centre and TED staffing - and partner productive sectors - in terms of ear-marked contributions to the Skills Development Fund. The Partnership will also continue to broker financial partnerships with potential private sector partners, other government departments and other donors,

building on the financial partnerships to date including the GoV Tanna Tourism Recovery Program (TTRP), Governance for Growth (GfG), and Pacific Women. In this way, the Partnership will continue to strongly advocate for the efficiency and effectiveness of the Skills Development Fund as a national mechanism for targeted skills development service delivery, financially managed by the Partnership, but operating within the structures and priorities of the GoV.

### c) Skills system coordination

The Partnership will continue to focus on strengthening the operations of, and linkages between, the key governance and coordination mechanisms of the national skills system – namely, the Provincial Government Training Boards (PGTB), the VQA Board, the Skills Centres and the Tertiary Education Directorate (TED) within the MoET – and ensuring key representatives of these bodies are brought together.

The SPSC meetings in June and December will track progress against PIFs and against the PSET Policy Implementation Plan. In this way, system reform will be analysed in a coordinated manner, including areas where there is a lack of traction, those responsible for action, and key recommendations. The Partnership will discuss with DFAT Post the possibility of the Australia-Pacific Training Coalition (APTC) Country Manager becoming a member of the SPSC to ensure that all of Australia's investments in Vanuatu aiming to strengthen the national skills system are working in a coordinated manner, within the policies and systems of the GoV. The Partnership will also aim for recommendations from the SPSC to interface with discussions of the National Trade Development Committee (NTDC), in order to enhance better coordination between the skills system and the broader national economic development agenda. This will include the Partnership ensuring that its reporting incorporates progressive contributions to the *NSDP*.

Work in this period will also be directed in building the capability of the VQA Board to function as the key driver of skills demand identification and coordination, capitalising on the recent announcement of substantive Director General (DG) positions in critical Ministries (who are Board members), and the forthcoming launch of the NHRDP. Similarly, in line with the findings of the 2019 MEL Performance Report, increased efforts will be directed to strengthen coordination and collaboration between the VQA Board, the PGTBs, Skills Centres and TED to better coordinate system reform plans and activity.

The Partnership will also provide ongoing capacity building and professional development to Skills Centre staff and national Sector Partnership Coordinators as they collaboratively plan and coordinate skills development services through the Centres in line with the agreed PIFs.

Finally, at the beginning of this Annual Plan period the Program will also renew its MoU with the Ministry of Justice and Community Services (MoJCS). This will ensure that all activity related to gender equality mainstreaming and disability inclusion is conducted through a formalised coordinated approach with GoV stakeholders at national and provincial levels. Linked to this, the Partnership will continue to convene the Training Provider Inclusion Improvement Fund (TPIIF) Steering Committee on a bi-annual basis regarding grants to training providers to enable them to promote a disability inclusive approach. Comprising representatives of TED, VQA, MoJCS, Vanuatu Disability Promotion and Advocacy Association (Vanuatu's national DPO), DFAT and the Partnership, this forum brings together skills and disability stakeholders to improve coordination at a national level in improving access to skills development for people with disabilities.

## 5.2. Priority Area 2: System Oversight

### a) Improved system management and sector financing allocations

With the ongoing lack of a substantive DG, MoET and Director, TED, it continues to be challenging to progress systemic budget reform for the skills sector. As a core strategy to break this limbo, the Partnership has supported the applications of the current Partnership Director for the roles of DG, MoET and Director, TED. While at the time of drafting this Annual Plan, the outcome of the application process is unclear, the Partnership will maintain its position of respectful lobbying for transparent and merit-based selection processes for this critical position of national system management.

It is also unclear at the time of drafting whether the applications of Partnership staff to the positions of Secretary General (SG) in Torba and Tafea provinces will be successful but there are strong indications that this will be the case. In the event that this occurs, the Partnership will prioritise supporting the SGs in their planning and management processes, potentially working with APTC to develop customised management and leadership training for provincial government staff. A focus will be on reporting and budgeting processes which will enable greater clarity around resourcing needs and support an increase in results-based budget allocations within the national government's decentralisation policy framework.

The Partnership will also continue with its strategy of building pressure for resourcing reform using the leverage of expansion of the Skills Centre network. As noted, any expansion of the Skills Centre network into additional provinces is conditional upon the MoET fulfilling its HR obligations in the existing Centres. Based on the positive results achieved by these Centres, growing numbers of stakeholders at provincial and national levels are requesting that new Centres be opened in Shefa and Penama provinces. The Partnership will therefore continue to support these stakeholders to advocate for action by the MoET in terms of its staffing responsibilities so that the conditions for expansion are met.

Should there be increased governance stability within the MoET during this Annual Plan period, the Partnership will also explore with the MoET its appetite for, and viability of, a discrete feasibility study into improved sector financing. This will be based on the PSET Policy Implementation Plan and will be informed by lessons learned from the unsuccessful initiative conducted on this subject independently from the Program in 2014-15.

Finally, building on the work achieved with the MoET in the development of the first-ever *National Adult LLN Strategy (2018-2023)*, the Partnership will work with the recently recruited LLN AVID volunteer, APTC, MoET, the Vanuatu Institute of Teacher Education (VITE), and potentially the Vanuatu Education Support Program (VESP) to formalise and strengthen a feasible management structure for progressing the Strategy's Implementation Plan.

### b) Increased diversity of providers, courses and delivery modalities

The Partnership's Training Provider Support team will continue to build on the working relationship established with TED to support selected training providers to meet registration quality standards, course accreditation requirements and deliver skills training in line with the priority areas identified in each sector PIF.

Key planned activities to support increased diversity of registered providers and qualifications include:

- Quality coach support for Vetimboso Rural Training Centre (RTC) (Torba) and Napil RTC (Tanna) to facilitate registration, and support to Marven RTC (Malekula) to deliver Certificate

2 in Agriculture and Greenhills RTC (Tanna) to deliver Certificate 2 in Tourism - Accommodation Services.

- New courses to meet growing demand in Handicraft and Agribusiness to be scoped and developed.
- Partnership with APTC to complete the spa massage course accreditation process as well as supporting Torgil RTC to deliver the first-ever nationally recognised plumbing qualification.
- Development of accredited LLN bridging courses in line with the National LLN Strategy and Implementation Plan, with support from the new AVID LLN volunteer.

The continued systematisation of new delivery modalities will be supported through collaboration with VESP on the inclusion of a PSET module in VEMIS as well as the recording of accredited units completed through the Skills Centres. This will entail working with VQA to ensure activity currently underway to build the PSET module complements the existing system architecture and is fit for purpose. Considerable investment has been made into VEMIS and it would be detrimental to the goal of joined-up services across MoET if the PSET module was outside scope of the current system. The Partnership will also progress work with the TED to expand usage of Recognition of Prior Learning (RPL) modalities, based on the successful Tour Guiding pilot with Torgil RTC.

Finally, the Partnership will continue to grow the potential of local industry coaches with the aim of supporting sustainability and increased diversity within the training system. Industry coaches across the three work-streams (SfT/SfH/SfA) will receive more formalised and regular professional development training, and affiliations will be brokered between these coaches and institutional training providers. In line with its explicit local empowerment agenda, the Partnership will continue with its stringent recruitment and performance management processes to ensure any international coach engaged by the Partnership demonstrates a commitment to, and expertise in, skills transfer to local coaches.

#### c) Increased representation of women and people with disabilities and their interests in the skills system

While not yet confirmed, it is highly likely that the Partnership will continue its collaboration with *Pacific Women*, once the current funding phase ends in June 2019. This collaboration will enhance the Partnership's work in:

- The development of handicraft production and market access hubs, with a focus on strengthening operations of the Torba Handicraft Cooperative, the Handicraft Centre in Tanna and the Malampa Handicraft Centre (in partnership with GfG).
- Supporting women in leadership in the skills system, with an ongoing focus on the professional development of female trainers and coaches, with a priority on providing access to internationally recognised qualifications and participation in regional leadership and networking events.

The Partnership will also continue to advocate for a stronger gender equality and disability inclusion focus within the governance and coordination agencies for the national skills system – namely, the Skills Centres, the PGTBs and the VQA Board. Specifically, the Partnership will:

- Continue to focus on the promotion of women within the Skills Centres and Partnership structure; this will include regular strategic planning workshops bringing together all personnel across all provinces to enable women to be seen as effective leaders, and targeted professional development programs.
- In particular, support the leadership capacity of the women in the Partnership's senior

management team (see the Corporate Support Plan for more details on this). As noted in Section 3.1, this will include the purposeful creation of informal 'safe space' networking opportunities for women in leadership within the Partnership and other reform-minded women leaders across sectors in Vanuatu.

- Build on successful models of engaging and supporting coaches with disabilities through the recruitment of more coaches with disabilities to deliver coaching in sector priority areas, as well as challenging attitudes and negative assumptions through role-modelling leadership and inclusion.
- Work with the VQA and the Provincial Governments to increase the number of women and DPO representation on the PGTBs and providing targeted support to develop their confidence, skills and status.
- Explore the potential of representation of the VDPA on the VQA Board.
- Continue to support the TPIIF Committee as a key mechanism to ensure the interests of people with disabilities are considered in national level skills sector coordination.
- Provide reasonable accommodations to enable women with competing family/work/cultural responsibilities to take on professional leadership roles. This will include the expansion of the successful pilot 'Kids' Homework Club' initiative implemented in 2018 to other Skills Centres in addition to the Partnership Head Office. This enables women and men with parenting responsibilities to assume demanding leadership/managerial roles as their children have a safe space to be close to their working parents and also benefit from the LLN programs run by the Club.
- Review the Partnership's *Gender Equality Strategy for the Skills Centres* (see Section 5.3.b) and ensure prioritisation of issues related to women's representation and voice.

### 5.3 Priority Area 3: Service Delivery

#### a) Prosperity outcomes for Skills Centre trainees

Skills Centres will continue to focus on the implementation of the PIF work plans for the three target sectors (and Construction as linked to these) in line with provincial priorities and emerging opportunities. They will work in close consultation with their national-level counterparts through the processes and tools documented in the Partnership's new Systems Management Guidelines. Additional support will be provided through the newly created role of Systems Management Specialist under the Support Contractor. Delivery will follow the proven integrated methodology comprising: a) a value chain approach that positions skills training activity as part of a larger economic growth plan, with a clear focus on market access and small business development; b) blended delivery that integrates formal training delivery with customised industry coaching; c) planning, delivery, analysis and learning conducted collaboratively with partner departmental officers; and d) mainstreamed inclusion and climate change adaptation.

The use of Client Partnership Agreements will be systematised and rigorously monitored by each Centre. Reflecting a 'client' dynamic, engagement in the Skills Centre work-streams will be conditional on agreement to a comprehensive program of skills training and ongoing coaching – defined by the sector PIF work plans - with increased levels of participant accountability and investment. The agreement will detail co-contribution arrangements as well as requirements for the collection of performance measurement and monitoring and evaluation data.

The Partnership will also explore opportunities to link Skills Centre clients with Australian Government funded business development initiatives in the Pacific, including the *Pacific Investment Facility* and the

*Business Partnerships Platform*, so that local entrepreneurs can potentially access financing sources and larger Australian firms with a social impact agenda.

The detailed service delivery plans for each of the sector work-streams can be found in the respective sector work plans for each Skills Centre, and are available on request. Below is a high-level summary of key focus areas to achieve client prosperity in each of the sectors:

### **Skills for Tourism**

- Continued focus on building the 'market readiness' of local accommodation and tour businesses and compliance with national and international standards to enable global marketing by the VTO and other marketing channels. This will include continued facilitation of managers'/owners' participation in nationally/regionally accredited tourism courses.
- Supporting the growth of quality restaurant services as part of the accommodation offering with a focus on providing local and organic 'farm to table' products, in partnership with the SfA work-stream.
- Working with the VTO to strengthen the operations of the Travel Centre network, as well as supporting clients in their own marketing efforts.
- Supporting clients to promote environmental conservation within their businesses.
- Providing support to DOT and VTO to grow Vanuatu as a disability accessible and inclusive tourism destination, building on the progress made at national level in 2018.
- Improving Ports of Call sustainable business practice, with a priority focus on Mystery Island.

### **Skills for Handicraft**

- Continued focus on improving producers' business skills to increase understanding of the importance of a) handicraft as part of an integrated value-chain; b) business planning/management skills; c) formalised operations; and d) productivity and competitiveness improvement.
- Analysing key handicraft production processes and identifying potential productivity gains using different techniques, equipment and work organisation. This will also include identifying possible partnerships with other donors, NGOs and micro-funding projects to provide adequate commercial equipment where needed.
- Improving local design skills to meet demand with a focus on building the capacity of lead producers to design products adapted to domestic/international demand and quality standards while maintaining respect for culture and tradition.
- Improving market access through the strengthening of sustainable operations of the handicraft hubs in Malampa, Torba and Tanna. While these are all at the different stages of development, the Partnership is exploring opportunities for linkages across the hubs to ensure that lessons learned in the different contexts are shared and drawn from.
- Supporting the professional development of local handicraft coaches and trainers and providing them with exposure to and networking opportunities with successful models of local and sustainable production.

- Conducting a program of professional development for Department of Industry staff at national and provincial levels to support the effective implementation of their work program in growing the handicraft sector.

### Skills for Agribusiness

- In close collaboration with SfT, strengthening the implementation of the ‘farm-to-table’ concept through linking farmers with local restaurants and tourism businesses and upskilling farmers to improve their practices to meet the demand and quality standards of these businesses.
- Similarly, strengthening linkages between schools and farmers to both increase market access opportunities for farmers and improve health outcomes for children through a healthy diet.
- Continued development of high potential value-added products through technical and business skills – e.g.: virgin coconut oil in Malampa, nuts in Torba, vanilla and pepper in Tafea. The focus will be on improving competitiveness, branding and market access. This will also include brokering partnerships for production and storage equipment and packaging of value-added products.
- Improving agri-tourism attractions and tours, particularly in Tanna and Santo.
- Continuing the Public-Private-Partnership (PPP) in Malekula between the Malmapa Skills Centre, DARD and VCPL and using lessons learned to inform other potential agriculture-based PPPs.
- Partnering with the Department of Forestry to develop replanting skills of high-demand products including weaving vines, pandanus and tapa trees.
- Conducting a program of professional development for DARD staff and SfA coaches at national and provincial levels to support effective implementation of their work program to build the agribusiness sector in target areas, particularly agri-tourism.

#### b) Mainstreaming gender equality, disability inclusion and climate change resilience

In line with its Program Logic and building on gains made to date (see *Pacific Women* and DIDFund reports for 2018), the Partnership will continue to promote and support the participation of women and people with disabilities in all Skills Centre activities, and also to mainstream climate change adaptation/mitigation wherever possible across all PIF planning and implementation.

### Gender equality

Reflection on and review of the *Gender Equality Strategy for the Skills Centre of Vanuatu* will be a key activity for this Annual Plan period, with the aim of reframing the strategy so it is more coherently aligned with the *Pacific Women* partnership framework as well as the overall Program Logic (and hence, *National PSET Policy*), and the *NSDP*. It will also draw from recent research on best practice in supporting women’s empowerment in contextually appropriate ways<sup>21</sup>. This review will be undertaken collaboratively with the Department of Women’s Affairs. The review will also assess partnerships with other agencies and donors working in the area of gender equality and women’s economic empowerment, in particular CARE International and Oxfam, and incorporate strategies for improved harmonisation and collaboration.

<sup>21</sup> <https://iwda.org.au/resource/do-no-harm-toolkit/>; <http://www.dlprog.org/gender-and-politics-in-practice.php>

Mainstreaming activity for gender equality through the Skills Centre during this Annual Plan period will be focused around the activity areas as agreed in the *Pacific Women* partnership framework: a) ear-marked funds to be disbursed through the Skills Centres for accredited skills training, and customised small business mentoring and coaching, for women in areas of validated economic opportunity; b) upskilling and national/regional certification of female trainers and the promotion of women's voices and leadership in the national skills sector; c) continued development of provincial Women's Handicraft Centres in Malampa, Tafea and Torba provinces, in partnership with the Department of Women's Affairs and the Department of Industry; d) support for implementation of the National Adult LLN Strategy with a specific focus on women's literacy; and e) mainstreaming of gender-based violence (GBV) minimisation through the activities and reach of the Skills Centres in communities throughout Vanuatu.

## Disability inclusion

The Partnership's work to support disability inclusion will be aligned with the priority focus areas of the *National Disability Inclusion Policy for the TVET Sector 2016 – 2020*.

- a) **Policy Priority 1 - Supporting training providers to be disability inclusive.** This will primarily focus on the accessibility priorities identified with TPIIF partners, but will also include the development of a disability inclusive SfH and SfA plan, drawing on the successful experiences with SfT, to guide providers in the development of new and responsive training/coaching areas.
- b) **Policy Priority 2 - Supporting trainers in disability inclusive skills development delivery.** Ongoing professional development for TPIIF grantee trainers and Skills Centre coaches as well as a mid-year learning and reflection workshop. Should entry points emerge within VITE for increased systematisation of disability inclusion mainstreaming, the Partnership will also provide on-demand advice.
- c) **Policy Priority 3 - Raising awareness of disability inclusive PSET opportunities.** The Partnership will continue its collaboration with VDPA as the lead national advocacy organisation to strengthen its operations and identify opportunities for increased awareness-raising within the skills sector. The Partnership will also continue its active participation in the Vanuatu Civil Society Disability Network.
- d) **Policy Priority 4 - Resourcing the specific costs of disability inclusion.** Building on its collaboration with VSPD and the launch of the *Sign Language Situation Analysis*, the Partnership will support the expansion of mobility device services in Sanma province and support outreach efforts to people with hearing impairments to facilitate participation in skills development activities.
- e) **Policy Priority 5 - Collaborating to plan, monitor and evaluate disability inclusive PSET.** This will include supporting the review of the *National Disability Inclusion Strategy for the TVET Sector (2016-2020)*, continued partnership with MJCS to implement Vanuatu's *National Disability Inclusive Development Policy*, as well as supporting the collection of disability inclusion data within the VEMIS PSET module.

In addition, in light of the new Systems Management Guidelines developed by the Partnership to support the expanded operations of the Skills Centres and the SfT/SfH/SfA work-streams, and establishment of a new MIS, the Partnership will develop a new Disability Inclusion Mainstreaming Toolkit for the Skills Centres and productive sector work-streams.

## Climate change resilience

The Partnership will finalise and support the implementation of the *Climate Change Strategy for MoET Skills Centres*, developed in 2018 with the help of an AVID volunteer. This involves the practical integration of climate change considerations across all work-streams conducted through the Skills Centres, as well as roll-out of Mitigation and Disaster Risk Management Plans across all Skills Centres and the Partnership head office. These will, respectively, guide emissions reductions by the Partnership and its operations as well as increase resilience to the impact of natural hazards.

The Strategy is currently in the final stages of review as staff participate in operational briefings that will support implementation. It is expected that the Strategy will be fully endorsed and implementation underway within the early part of 2019. To ensure long-term sustainability of implementation the Partnership is currently exploring avenues of funding for a dedicated Climate Change Officer for the Skills Centres and seeking increased collaboration with the Ministry of Climate Change.

Implementation will be supported by the development of guidance materials required to operationalise the Strategy, including fact sheets and training materials to be provided to trainers and coaches, as well as support documents for Skills Centre staff; these will enable staff to conduct climate change applicability assessments for all skills development activities. Practical training sessions will also be run for key internal staff on Strategy implementation, and a climate change briefing session will be run for trainers and coaches to assist them to integrate climate change content into delivery.

Mainstreaming of gender equality, disability inclusion and climate change resilience through all Skills Centre service delivery will be supported by the Skills Centre progress reporting systems. All Provincial Skills Development Bi-monthly Reports, prepared collaboratively by the Centre Manager and relevant PGTB members to detail progress against the PIF work-plan, will continue to require specific reporting on all mainstreaming activities - in addition to targeted gender equality, disability inclusion and climate change interventions, in line with the Program's 'twin-track' approach<sup>22</sup>.

### c) Improved quality, relevance, and inclusion of training provider services at a systemic level

Implementation of the Training Provider Improvement Agreements (TPIA) brokered in 2018 will continue during this Annual Plan period, with regular monitoring of co-investment contributions. The strategy of engaging, and building the capacity of, local Quality Coaches to work with providers to assist them to comply with national standards and their own QMS will also continue. This will include a focus on expanding this cohort of quality assurance specialists. In the middle of 2019, a joint VQA/TED/Partnership assessment of TPIA providers against the Vanuatu Quality Assurance Framework 2015 Standards will be undertaken.

The implementation of the Training Provider Inclusion Improvement Agreements funded through the DIDFund-financed TPIIF will continue in close alignment with the Training Provider Agreements; the Partnership's Disability Inclusion Team and Training Provider Support Team will also seek to identify further opportunities for collaboration, at both Coordinator and Adviser level.

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<sup>22</sup> In line with DFAT's disability inclusive development policy, a 'twin-track' approach is where disadvantaged groups are specifically targeted in initiatives designed to benefit them, as well as inclusion in mainstream activities to ensure that broader systems and services cater for these groups. See *Development for All 2015-2020: Strategy for strengthening disability-inclusive development in Australia's aid program* (DFAT, 2015).

With the roll-out of the new Partnership MEL system, partner training providers will be supported to ensure that the measurement and monitoring of progress is embedded within their own local systems. This will mean that MEL reporting conducted by and through the Partnership serves simultaneously to strengthen providers' own continuous improvement mechanisms.

The Partnership will also seek to broker a new MoU with the new phase of APTC so that all institutional strengthening of skills/PSET providers through Government of Australia investments is undertaken in a coordinated, complementary and resource-efficient way.

#### d) Improved efficiency and sustainability of system resourcing

The Skills Development Fund (SDF), as the Partnership's service delivery financing mechanism, will continue to be managed within strict governance and probity processes to ensure transparency and accountability of fund distribution. As noted, the aim is for the SDF to function as a prototype for a National Training Fund, with increasing contributions from government and private sector skills system stakeholders and other donors. The Partnership will continue to demonstrate the robust contracting, financial management and reporting processes employed to date to engage training providers and industry coaches for service delivery in line with the PIFs. In this way, partners will be increasingly motivated to use the SDF as a low-fiduciary risk and transparent service delivery mechanisms relative to other financing options.

## 5.4 Program Management

The bulk of Program Management falls under the purview of the Support Contractor and therefore a detailed work program is covered in the 2019 Corporate Support Plan. However, as strategic planning and decision-making has informed the restructure of the Partnership's Organisational Chart (see Annex 1) a summary rationale for key changes has been provided below. ToRs for all new positions are available on request.

- The Operations Manager will be promoted to Assistant Director with increasing oversight responsibility for the provincial Skills Centre. This is based on a multi-faceted rationale:
  - The increasingly national status of the Partnership as a major driver of reform across the systems of government at provincial and national levels is increasing the work-load and strategic collaboration requirements of the Director, who needs greater support for operational oversight of the service delivery functions of the Skills Centres. In addition, given the Director's application for the position of Director General, MoET, it is incumbent on the Partnership to put in place succession plans. Finally, the promotion to Assistant Director (effectively Deputy Team Leader) of a ni-Vanuatu woman who is highly influential in her leadership modelling, will make explicit in practice the Partnership's commitment to gender equality and women in leadership.
- The Malampa Centre Manager will be promoted to Provincial Service Delivery Manager/ Malampa Centre Manager.
  - The role of Provincial Service Delivery Manager is currently an un-resourced position within the TED, MoET organisational structure. Promoting the Malampa Centre Manager (who is exemplary) will demonstrate how this role should work in practice and will be prioritised for MoET budget allocation. In this new, combined role, the Manager will provide technical support to the new Assistant Director as she takes on her new – and sometimes – unfamiliar duties. The strong collegiate relationship between these two staff members will also facilitate this peer-to-peer support.

- A new position of Assistant Malampa Centre Manager will be created and a recruitment process undertaken.
- This role will provide support to the Provincial Service Delivery Manager/ Malampa Centre Manager as he assumes his new dual role and 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 this position is also a succession planning strategy.
- The layer of expatriate SfT/SfH/SfA Advisers will be removed with the current local Skills for Tourism Coordinator promoted to a new position of Productive Sector Manager, responsible for the oversight of the three productive sector work-streams. The STA role of Productive Sector Adviser will remain to provide strategic advisory support to the Productive Sector Manager in his new role.
  - This is in line with the local empowerment vision of Partnership operations and the result of long-term professional development of the local Skills for Tourism Coordinator to assume this new role. Achieving sustainable, systemic reform outcomes in partnership with key productive sector agencies requires sensitive inter-personal skills and adept political navigation skills. The current Skills for Tourism Coordinator has demonstrated his strong capability in this regard, achieving outcomes which have not previously been achieved with non ni-Vanuatu personnel in this type of position.
  - With the creation of the Productive Sector Manager position, the roles of Skills for Tourism Coordinator and Skills for Handicraft Coordinator will be downgraded to Officer positions and a recruitment process undertaken (the Skills for Handicraft Coordinator position is currently unoccupied so there will be no negative impact on existing staff).
- The contract of the Partnership's Strategic Adviser (currently running until June 2020 and directly contacted to DFAT) will need to be amended to run until the end of the phase with additional days for the 2019-20 FY in light of the expanding operations and scope of the Partnership, the increased responsibilities of the local Senior Management Team and the removal of a significant number of other adviser positions.

## 6. Monitoring and Evaluation

As Monitoring, Evaluation and Learning (MEL) is under the responsibility of the Support Contractor, details of MEL plan for this Annual Plan period are included in the 2019 Corporate Support Plan.

## 7. Resource Schedule

In addition to the full-time local staff engaged on the Partnership across the four provincial Skills Centres and head office in Port Vila, DFAT's Strategic Adviser and Support Contractor personnel, the following STA inputs are planned for this Annual Plan period.

### **Training Provider Support Adviser – 100 days – Anthony Bailey**

Working in close collaboration with, and supporting the professional development of, the local Training Provider Support Coordinator, Adviser activity will focus on the implementation and monitoring of Training Provider Improvement Agreements in partnership with TED. Work will be

undertaken collaboratively with the Disability Inclusion team to ensure an integrated approach with TPIIF implementation. The Adviser will also work closely with the CEO and staff of the VQA to improve processes and policies for a more demand-driven, flexible, inclusive and quality-assured system, as well as support the increase in training provider diversity.

**Disability Inclusion Adviser – 42 days + 45 days to be allocated through the DIDFund grant – Sally Baker**

Working in close collaboration with, and supporting the professional development of, the Disability Inclusion Coordinator, Adviser activity will concentrate around supporting implementation of mainstreaming and disability specific activities, as per the twin-track approach. This includes supporting implementation of the TPIIF, supporting formalisation of inclusive policies and practices across the national skills system, supporting disability-specific efforts undertaken in partnership with VDPA, VSPD and MJCS, and supporting the review of the *National Disability Inclusion Policy for the TVET Sector*.

**Productive Sector Adviser - 40 days – Pascal Gavotto**

The Adviser will support the work of the local Productive Sector Manager in his oversight of the Skills for Tourism, Skills for Handicraft and Skills for Agribusiness work-streams. He will provide strategic advice in relation to the implementation of the sector PIFs, with a particular focus on private sector collaboration and market access facilitation.

**PSET Systems Adviser - 30 days – Peter Morris**

Working in close collaboration with the A/DG PMO, A/DG MoET and Governance for Growth personnel, Adviser activity will concentrate around finalisation of the NHRDP and supporting implementation arrangements through the VQA Board.

**Handicraft Design and Market Specialist – 20 days - Chris Delaney**

Under the guidance of the Skills Centre Managers and the Productive Sector Manager, Adviser activity will focus on assisting the Skills Centres with contextually appropriate handicraft design improvements and market access facilitation in line with national priorities, provincial comparative advantages and market demand.

## 8. Cost Schedules

Full estimated costings for implementation of this technical Annual Plan are provided as part of the 2019 Corporate Support Annual Plan.

## 9. Sustainability

The Partnership's fundamental focus on 'local solutions for local problems', and the provision of support to developmental leaders as drivers of internal processes of change, is, essentially, to ensure that all activity leads to reform that can be locally sustained in the long-term. Integral to this is the embedding of all Partnership activity within the policy framework of the GoV, through using the national PSET Policy's priority areas of skills system reform to organise, monitor and measure implementation.

From a practical perspective, key sustainability elements of this locally-driven and developmental leadership approach to implementation include:

- Priority focus on identifying local potential, and fostering and promoting this to support the growth of a cohort of confident drivers of change within local governance and service delivery systems.
- Inclusive economic growth priorities to be supported through skills development are identified by local stakeholders at both provincial and national levels and informed by evidence.
- Sector partnerships and client agreements are based on rigorous validation of economic return from SDF investment, to ensure sustainable viability and economic impact of the businesses and individuals supported.
- Consideration of environmental sustainability is promoted throughout implementation, particularly with regard to building skills in climate change resilience and broader prosperity outcomes.
- Local training providers and local industry coaches are engaged and strengthened to deliver skills development to clients through the Skills Centres.
- Local productive sector officers are mentored to take on management and coaching of Skills Centre clients in priority sectors.
- Improvement agreements with training providers and system agencies are led by the local partner and are determined by levels of reform appetite.
- The Subsidiary Agreement with the GoV for Phase 4 should lead to Partnership systems and personnel being embedded within GoV structures, and the Partnership itself becoming a coalition for positive change within local systems. The Partnership will continue to use incentives to expedite the agreed human resource financing transition process.
- Resource co-contribution from beneficiary stakeholders is a necessary pre-condition for all Partnership investment. This includes Skills Centre clients, productive sector agencies, private sector businesses and training providers.
- Advocacy of the economic and social benefits of SDF activity is leading to increased contribution to the SDF by other financial sources (GoV departments, other donors, private sector), with the ultimate aim of the SDF transitioning into a key national financing mechanism for the skills sector.
- Local leadership of all Partnership activity and alignment with Melanesian values are foundational commitments of implementation. This means that all external advisory and support inputs are directed by the local management team, adapted to the local context, and that empowerment of local staff – particularly women – to drive the development agenda is promoted and mainstreamed.

## 10. Risk Analysis and Monitoring

There are inherent risks in Partnership implementation given the complexity of the operating environment. While risks such as political instability, changing macroeconomic conditions and natural disasters are beyond the scope of a single development program to control, it is possible to mitigate negative impacts through a flexible and responsive approach to risk identification and management.

Clearly the occurrence of a natural disaster of the scale and impact of Cyclone Pam in March 2015, the political events leading to the jailing of sixteen MPs for corruption, and the ongoing concerns of a lack of PSC recruitment transparency affect Program operations in ways that cannot be wholly anticipated or mitigated. However, risk management is an integral element of the 'TWP' adaptive and flexible approach to implementation. This enables the Partnership to pivot adeptly when faced with unexpected barriers, drawing on its local leadership for contextual savvy and effective mitigation and/or alternative strategies. The trust and collaboration developed between the Partnership, DFAT and counterpart stakeholders is the essential ingredient for the identification and analysis of risks as

they emerge and the development of effective management strategies<sup>23</sup>. Over the last six months, this has been strengthened by the engagement of contextually-sensitive and responsive Support Contractor personnel and this will continue to be an important factor in optimising opportunities and managing risk effectively in a complex and unpredictable socio-political environment.

While focusing on tangible outcomes across the three Priority Areas of system reform, the Partnership will, as discussed above, continuously seek to integrate all activity into local processes, systems and structures and to have the building of stakeholder relationships, at the provincial and national level, at the heart of its approach. In this way, 'Partnership' risks are not perceived solely as risks to be borne and managed by a 'DFAT aid project'. Rather, given the investment which has now been made by local stakeholders and the local ownership of Partnership success, responsibility for risk management is widely shared and accepted.

The Risk Management Matrix at Annex 2 categorises risks under four broad headings – *Political, Financial, Technical* and *Institutional* and details the proposed risk treatment. *Monitoring and Evaluation* risks and their treatment are found in the Corporate Support Plan. The following is a brief summary of the key risks and mitigation strategies.

A cross-sector approach will continue to be critical in insulating Partnership activity from the **political risks** associated with vagaries of the political context. Key advisory bodies such as the PGTBs and the SPSC are comprised predominantly of senior Government representatives from a range of productive sector departments at both the national and provincial levels. This participation from beneficiary departments is resulting in a broad base for advocacy of the skills sector as an integral element of economic and social development strategies, independent of the political party(ies) in power. Linked to this, the use of M&E data as a core element of the Partnership's strategic communications will continue to play an important role in ensuring ongoing support for the skills sector and application of the Partnership's successful models by both the GoA and the GoV. Despite the significant risks associated with a fluid local political and bureaucratic staffing environment, the wide acknowledgement of the Partnership's success, specifically through the Skills Centre model and the locally-driven approach, has enabled the Partnership to have greater influence within partner government systems and decision-making processes, including decisions around financial and human resources. These approaches of leveraging incremental reform and authentic partnership development through demonstration of Partnership benefits will continue in this annual plan period. Moreover, the growing numbers of applications of senior Partnership staff for senior positions within the GoV – with the explicit objective of expanding Partnership influence and approaches – is also a key strategy in the navigation of political barriers to reform.

**Financial risks** The increased cost-sharing arrangements with the MoET and productive sector departments are critical steps in the sustainability of the Skills Centre model. However, as discussed, significant sectoral financing reform on the part of the GoV, including increased financial contribution to the skills sector and its Skills Centre network, is required for its ongoing viability and the maintenance of the successful models and approaches established by the Partnership. The mutual accountability mechanisms at the crux of Phase 4 operations aim to leverage increased investment into the sector by a range of partner stakeholders – from government and the private sector. In addition, the Partnership is building on its financial partnership successes with a range of other aid activities and donors by continuing to demonstrate the efficiency of the Skills Development Fund as a national mechanism to support decentralised skills development service delivery.

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<sup>23</sup> Schofield et al., 2015.

The primary **technical risk** area relates to the quantity and quality of training providers that are capable of meeting the skill demand being generated in the provinces. Linked to this, the ongoing obstacles associated with the current course accreditation process (design, development and delivery) administered by the VQA. This is having a significant impact on the availability of nationally accredited training leading to certification, which is limiting skill recognition and pathway opportunities for trainees. This is also damaging the reputation of the VQA and causing questions to be raised across a broad range of stakeholders as to the value of Partnership support to the agency. To address these key risks, a number of strategies will be put in place, including: a) continued fostering of demand by senior GoV stakeholders for increased accountability of the VQA, specifically through the VQA Board, with a focus on its processes and policies related to registration and accreditation; b) ongoing implementation of dedicated Training Provider Improvement Agreements to incentivise training provider reform, with a focus on smaller, more flexible providers with appetite for change; c) supporting the registration of new, private sector providers; and d) expansion of industry coach pool to support training provider delivery.

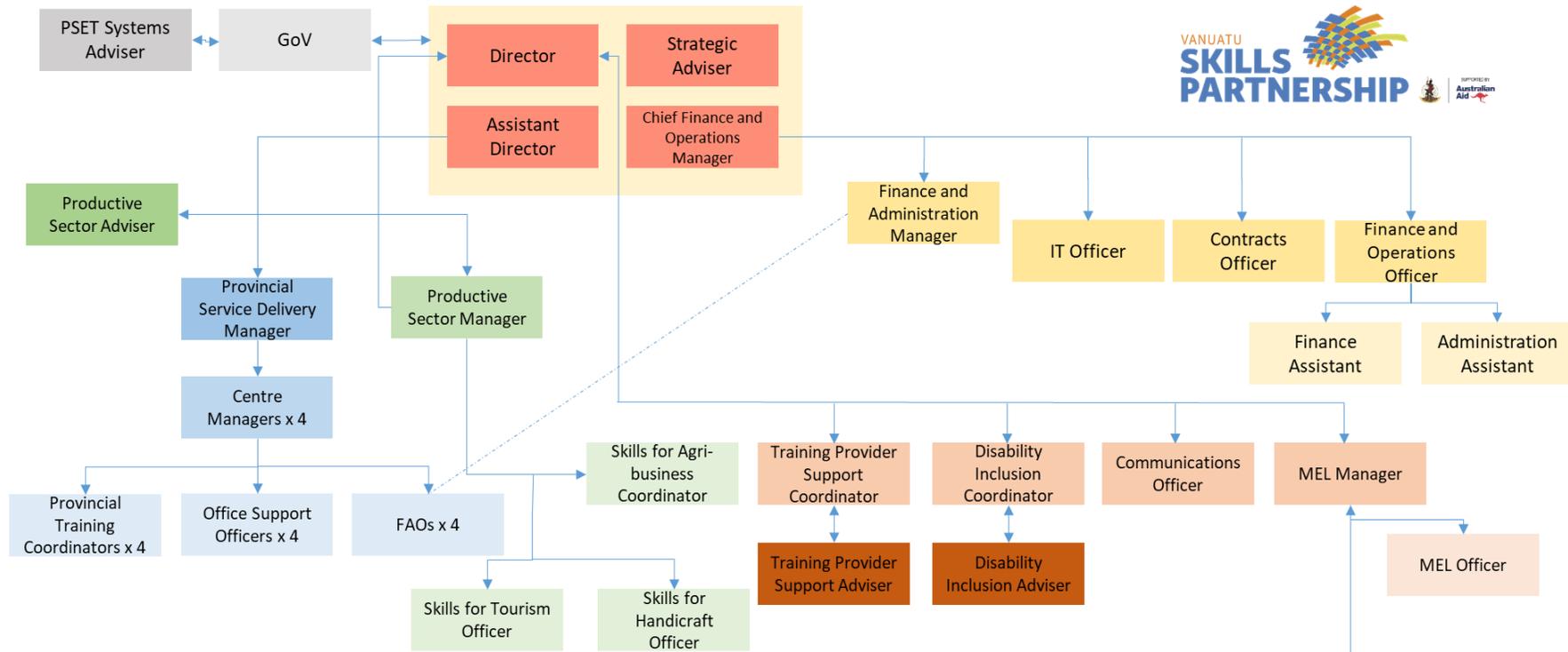
From an **institutional risk** perspective, the principal risk area relates to the adequacy of staffing and capacity in key GoV skills sector governance agencies, namely the VQA and TED, as well as the management of the large public providers. The indications of a lack of recruitment transparency by the PSC for key government/institutional positions are also of high concern to the Partnership. However, as pressure is leveraged by the growing number of stakeholders on the MoET to fulfil its Skills Centre staffing responsibilities in order to meet the pre-conditions for Skills Centre expansion, there is increased likelihood that some degree of institutional change will occur; at the very least more Skills Centre personnel transitioning to become PSC employees through the MoET will result in an increase in the numbers of motivated, reform-minded GoV personnel. In addition, through renewed engagement of the VQA Board members (many of which are newly recruited, substantive DGs with a history of engagement with the Partnership) using the mechanism of NHRDP implementation, the Partnership will seek to build their awareness of critical road-blocks in system development, and of their role as drivers of change within the system.

## 11. Confirmation of partner government inputs

The Subsidiary Agreement for the Phase 4 investment has been formalised between the GoA and the GoV and sets out the fundamental mutual accountability principles of the Partnership. Specifically, the Agreement specifies the structural reform milestones in terms of Skills Centre/head office personnel salary transition to the GoV through the MoET, and the associated performance-based payments to further support skills sector reform activities in line with the PSET Policy Implementation Plan. Status of mutual investments to the sector, as per the Agreement, will be discussed between DFAT and the GoV through the MoET once there is a substantive DG announced, and should also be on the agenda at the annual High Level GoA-GoV Partnership Talks.

The co-investment arrangements agreed with each of the productive sector departments in the implementation of the SfT, SfH, SfA work-stream PIFs will be assessed in the lead-up to the Skills Partnership Steering Committee with changes to relative investment if agreed co-contributions are not forthcoming.

# Annex 1: Organisational Chart



Support Contractor: Contractor Rep | Support Coordinator | Systems Management Specialist | MEL Adviser

## Annex 2: Risk Management Matrix

### Risk Assessment Criteria

LIKELIHOOD (L)	CONSEQUENCES (C)				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
A (Almost Certain)	M	H	H	VH	VH
B (Likely)	M	M	H	H	VH
C (Possible)	L	M	H	H	H
D (Unlikely)	L	L	M	M	H
E (Rare)	L	L	M	M	H

#### RISK (R)

- VH: Very high risk; immediate action required
- H: High risk; senior management attention needed
- M: Moderate risk; management responsibility must be specified
- L: Low risk; manage by routine procedure

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
<b>POLITICAL RISKS</b>						
Political instability and dysfunctionality causing changes in GoV altering the dynamic of commitment to support skills system reform agenda.	- Insufficient political will and direction to integrate Program's reform strategies and successes into national and local GoV structures and processes. Long-term sustainability and impact of the Program undermined.	C	4	H	<p>The likelihood of this risk is at C, as although there is broad-based recognition within all sides of Government of the value of the skills system, the Skills Centre model and the work of the Partnership, the political system itself remains fragile.</p> <ul style="list-style-type: none"> <li>- The Partnership will continue its politically-savvy national advocacy/communications strategy.</li> <li>- The Program will continue to identify and build alliances with reform-minded champions and decision-makers with shared interest to build leverage and demand for skills system reform.</li> <li>- The Partnership will use the Phase 4 Subsidiary Agreement and DFAT high level engagement to leverage increased GoV commitment to, and buy-in for, the reform agenda.</li> <li>- The Partnership will continue its 'Trojan horse' agenda to influence government system for reform from within.</li> </ul>	DFAT, Partnership Director (PD)/Assistant Director (AD), Centre Managers (CM), Strategic Adviser (SA), Communications Officer (CO)
Partnership and DFAT perceived to be favouring provinces with a Skills Centre over others.	- Reputation of the Partnership and DFAT damaged among key stakeholders.	D	3	M	<p>The likelihood of this risk is at 'D-unlikely' given that the Partnership has now established Skills Centres in four provinces and there is growing understanding that GoA funds are limited and that GoV financial contribution is required for sustainable operations.</p>	PD/AD, SA, CO, CMs, DFAT, Productive Sector Manager (PSM)

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
					<ul style="list-style-type: none"> <li>- The Partnership will continue communicating the central message that the Skills Centres are part of the MoET structure and require resourcing from the MoET for sustainable expanded operations. The relative small budgetary amount required by the MoET to meet the requirements for Skills Centre expansion will also be widely – and strategically – publicised.</li> <li>- The basis of the Sector Partnerships will also be emphasised – i.e.: financial co-contribution is required for the effective disbursement of the SDF across an increased number of provinces.</li> </ul>	
<b>FINANCIAL RISKS</b>						
GoV departmental budgets unable or unavailable to provide counterpart contribution to proposed skills system governance and the SDF.	- The sustainability of the work of the Partnership is compromised.	C	5	H	<p>This is 'C- possible' as although the agreed initial contributions in the form of some PTC staff transfer to the PSC has now taken place, there has been slow progress with all other positions within TED.</p> <ul style="list-style-type: none"> <li>- The incentive budget support arrangement with the MoET will provide leverage for GoV allocation of financial resources to the Skills Centre network.</li> <li>- The Partnership will continue to make the establishment of a fifth Skills Centre conditional upon GoV budget allocation, creating a further incentive mechanism.</li> <li>- The Partnership will potentially support a</li> </ul>	PD/AD, SA, DFAT, PSM, CO, MEL team, TAs

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
					<p>'Skills Sector Financing Feasibility Study' to provide clear direction for sectoral financing priorities and opportunities, and to provide justification and leverage for increased GoV investment.</p> <ul style="list-style-type: none"> <li>- Partnership communications and the M&amp;E team will ensure GoV productive sector stakeholders understand the benefits of the Skills Centre model to promote investment into the SDF.</li> <li>- Monitoring of PIF co-contribution arrangements will be rigorous, with SDF investment into a sector relative to the evidence of partner government contribution and mutual accountability.</li> </ul>	
SDF funds insufficient to service potentially additional provinces beyond the current four.	- Skills Centres unable to meet priority training demand and reputation of Centres and Partnership compromised	C	3	M	<ul style="list-style-type: none"> <li>- Collaboration/negotiation with productive sector departments to share costs related to training delivery as part of the PIFs.</li> <li>- The Program will build on its financial partnerships successes with a range of other aid activities and donors, including the Pacific Women and DIDFund initiatives and GfG, by continuing to demonstrate to other donors and the private sector the efficiency of the Skills Development Fund as a mechanism to support targeted skills development service delivery.</li> <li>- Clear focus on specific Sector</li> </ul>	PD/AD, PSM, CMs, PTCs, DFAT

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
					Partnerships with targeted Client Agreements with smaller numbers of participants.	
<b>TECHNICAL RISKS</b>						
VQA systems, policies and procedures limit delivery of quality-assured, demand-driven, flexible skills development services.	<ul style="list-style-type: none"> <li>– Trainees’ lack of certification prevents further education and training pathways.</li> </ul>	B	4	H	<p>This risk level is at ‘High’ due the ongoing obstacles associated with quality assurance services managed through the VQA.</p> <ul style="list-style-type: none"> <li>– Continued TA advice and support to the VQA and its Board to establish efficient and financially sustainable accreditation policies and processes.</li> <li>– Fostering of demand by senior GoV stakeholders through the VQA Board and the SPSC for increased accountability of the VQA to improve its processes and policies related to registration of new providers.</li> <li>– Continued TA support as part of the Training Provider Improvement Agreements to training providers to build capacity to meet VQA accreditation requirements.</li> </ul>	PD/AD, PSET Systems Adviser, Training Provider Support Adviser (TPSA), Training Provider Support Coordinator (TPSC)
Insufficient number and quality of training providers to meet productive sector demand.	<ul style="list-style-type: none"> <li>– Productive sector expectations not met due to lack of quality skills training.</li> <li>– Reduced impact on economic development.</li> </ul>	C	4	H	<ul style="list-style-type: none"> <li>– Implementation of dedicated Training Provider Improvement Agreements to incentivise training provider reform, with a focus on smaller, more flexible providers with appetite for change.</li> <li>– Continued work with APTC in the delivery of Cert IV TAE to increase pool of qualified trainers and assist with their affiliation.</li> </ul>	PD/AD, TPSA, TPSC, CMs, PSM

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
					<ul style="list-style-type: none"> <li>– Expansion of industry coach pool to support training provider delivery.</li> <li>– Support for new initiatives from the private sector to establish training institutions.</li> </ul>	
Limited number of training providers recognised to deliver PSET trainer courses and ongoing obstacles with the development of the VITE as the national TVET/PSET trainer institute.	<ul style="list-style-type: none"> <li>- Insufficient number of trainers with relevant TVET/PSET training qualifications.</li> </ul>	C	4	H	<ul style="list-style-type: none"> <li>– Ongoing collaboration with the APTC to support delivery of Certificate IV TAE and technical upskilling for local trainers.</li> <li>– Potential strategic support to the VITE for trainer training should entry points emerge.</li> </ul>	PD/AD, TPSA, TPSC, TA
Complex cultural and political dynamics at play within the handicraft sector could stymie sustainable and inclusive growth of the sector.	<ul style="list-style-type: none"> <li>- SfH work-stream does not achieve its objectives</li> </ul>	C	3	H	<ul style="list-style-type: none"> <li>– Leadership of politically-savvy local staff in the role-out of the SfH work-stream.</li> <li>– Judicious selection and rigorous induction of any expatriate consultants/trainers/coaches engaged in the SfH work-stream.</li> <li>– Continued participatory, broad-based approaches to sector development.</li> </ul>	PD/AD, PSM, CMS
<b>INSTITUTIONAL RISKS</b>						
As staff progressively transition to employment under the MoET, performance may be compromised due to organisational and management constraints within the MoET.	<ul style="list-style-type: none"> <li>- Partnership unable to fully control and manage staff performance.</li> <li>- SC considers lack of control over staff performance to be too high-risk.</li> <li>- Staff feel vulnerable and constrained in</li> </ul>				<ul style="list-style-type: none"> <li>– Direct recruitment of the Partnership’s Strategic Adviser by DFAT reduces risk carried by the SC for organisational performance.</li> <li>– All local staff contracts to include clauses limiting liability in the case of factors due to transition of personnel to the more volatile and politically complex MoET environment.</li> <li>– Transition of staff to MoET to continue to prioritise junior and middle management</li> </ul>	DFAT, PD, SA

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
	achieving Partnership's objectives.				positions so management control is retained.	
MoET and VQA insufficiently or inappropriately staffed to manage the skills system and lack of priority placed on strengthening of TED.	- Sustainability of Partnership compromised.	B	4	H	<ul style="list-style-type: none"> <li>– Continue advocacy work with the SPSC and the VQA Board to increase MoET and VQA accountability.</li> <li>– Continued planning, implementation and monitoring with TED and VQA personnel to build capability.</li> <li>– Support applications of Partnership personnel into key GoV positions to expand the influence of Partnership's reformist drive within key PSET-related institutions.</li> </ul>	PD/AD, SA, PSA, TPSA, TPSC

## Annex 3: References

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