

Introduction

This report covers the progress of activities implemented through the Vanuatu Skills Partnership (the Partnership) from July to December of 2019 across the three productive sector work streams, namely Tourism, Agribusiness and Creative Industries (formerly Handicraft). The planning and implementation of the activities was conducted in collaboration with the Department of Tourism (DoT), Department of Agriculture and Rural Development (DARD), Department of Industry (DoI), provincial governments, tourism operators, farmers and creative industries producers in Malampa, Sanma, Tafea and Torba provinces.

The Partnership productive sector work streams continue to build very strong partnerships with Government of Vanuatu (GoV) sector partners. The Partnership has engaged in constructive, open dialogue throughout the year and partners value the role and the purpose of the Partnership not as a donor funded program, but as a locally-embedded organisation supporting the implementation of their priorities.

With this understanding, there has been a lot of collaborative discussion and implementation of activities building co-management teams for each work stream. There has been a particular improvement in the level of collaboration and partnership work between the Ministry of Agriculture, Livestock, Fisheries, Forestry and Bio Security (MALFFB) and the Ministry of Tourism, Trades, Industry, Commerce and Ni Vanuatu Businesses (MTTICNVB) with the two ministries demonstrating the true spirit of partnership especially around collaborative coordination, planning and implementation.

In order to have a better reporting methodology against Partnership objectives the productive sector work stream teams have aggregated the results into one report.

Overview

Work plans and priorities are collaboratively implemented with sector officers at national and provincial levels, and the level of collaboration is growing and supporting sustainability strategies with partners. Lessons are learned from successes, and challenges are looked at constructively for improvement and future mitigation together to ensure anticipated outcomes are effectively and efficiently met.

Key Highlights

- ❖ **A new level of partnership** is seen within all the GoV partners. Work plans and new emerging priorities with skills components are systematically and collaboratively discussed between GoV partners and the Partnership sector teams to design, prioritise and implement. There is an increased sense of an authentic team spirit amongst the Partnership sector teams and GoV partners.
- ❖ **Skills providers** are integrating the 'value chain approach' of work programs and as a result, clients have access to, and compete in, the domestic and emerging international markets.
- ❖ **Under the Creative Industries work stream**, the purchase orders of headwear (hats) have reached a level where the original 11 headwear producers need to upskill new hat makers (producers) to manage the volume of purchase orders requested.
- ❖ **Under the Tourism work stream**, the Department of Tourism (DoT), Vanuatu Tourism Office (VTO) and the Partnership have developed a market ready assessment tool to establish a clear tourism product development pathway from the Vanuatu Tourism Operator Minimum Standards (VTOMS) to being ready to access international tourism markets. This tool enables tourism stakeholders to better identify skills gaps with rural tourism operators and also encourage tourism operators to fully operate as responsible formal businesses and compete in the international market confidently.
- ❖ **Under the Agribusiness work stream**, the 'Farm to School' initiative, implemented through the Torba Skills Centre with the aim of improving student diets by substituting imported food with locally grown produce, looks promising after the delivery of initial skills development activities. This is building on the successful roll-out of the 'Farm to Table' initiative in Sanma province. With the

support of the Torba Provincial Government and provincial partners such as the Torba DARD, Torba Fisheries Department, Torba Livestock Department, Farmers, and the Baldwin Lonsdale Memorial College (BLMC), farmers now have a contract with the school to supply locally grown products to the school in 2020.

- ❖ Complying with the GoV implementation of the **Decentralisation Policy 2017 – 2027**, the Partnership actively put into practice decentralisation processes through the four Skills Centres in the four provinces. The initial processes have been handled successfully with the practical understanding of better coordination of national sector priorities and the provincial priorities and coordinated planning in regard to the skills development.
- ❖ In preparation for a higher level of co-design and co-implementation with partners, the Partnership **invested strongly in professional development** of many provincial and national sectors officers in the 3 sectors. This enhanced professional capability is expected to facilitate teamwork and smooth project implementation.
- ❖ The improvement of the Partnership's **management system using tools** such as the **Kobotool and Smartsheet**, (cloud based digital data collection system), has made it easier for the team to work with the provincial offices and register individual and business clients digitally. The planning online **Smartsheet** tool allows all the staff at national and provincial to access and monitor activity delivery within a collaborative framework.
- ❖ The new **prosperity data collection** system has been strongly endorsed by business clients this year, and enabled the start of more robust measurement of business progress every 6 months.
- ❖ DFAT has offered additional funding support to the Partnership to manage its **Ambae Recovery** contribution from 2020 to 2021 fiscal year. The Sanma Skills Centre has been engaged to offer skills support to new evacuated communities in Santo. More than four targeted skills activities were successfully and rapidly implemented.
- ❖ For the first time the Partnership worked with the Department of Forestry, engaging in a Pandanus replanting initiative to support the Pandanus handicraft weaving production in Malekula under the Creative Industries work stream.
- ❖ The Partnership **consolidated its approach to infrastructure and construction**. Through demand driven initiatives, the Partnership, in collaboration with APTC and Torgil Rural Training Centre (now Anglican Church of Melanesia Vocational Education & Training School ACOM VETS), engaged in significant projects within the construction industry, which have been widely appreciated at the provincial/community level and complement efforts in the other work streams.

Key Challenges/Risks

- ❖ In line with GoV decentralisation policy, the provincial Skills Centres have led skills priorities discussions in Tafea, Malampa, Torba and Samna. This process has enabled the provinces to align their priorities with the National Sustainable Development Plan (NSDP). However, local decision makers **still need better access to data** to assist in evidence-based analysis to prioritise demand for skills training inputs which will create social and economic growth.
- ❖ 2019 has seen the Partnership's new Monitoring, Evaluation and Learning and Management Information System being deployed. There is still **need for greater clarity on responsibilities and coordination** between the productive sector work streams and Skills Centres on data collection and coding for Individual and Business Clients in order to guarantee robust data collection and interpretation.
- ❖ The Partnership sector continues to suffer from a **shortage of skills providers** and this generates implementation challenges and undermines sustainability of the skills system. This is particularly relevant to the upcoming EDF11 project as well as the outer islands tourism destination marketing push that requires urgent market readiness action. A strong effort on the skills supply side is necessary to guarantee an increase of qualifications and reduction of skills gaps to maximise productive sector growth opportunities.

- ❖ The new **sustainable tourism policy** and the **ambitious 300,000 air tourist arrival target** does not translate well into an appropriate and feasible action plan by DoT management team and there is confusion as to how this is going to be addressed and the role of the Partnership.
- ❖ The VTO is now convinced of the need and potential of the provincial Travel Centres and has engaged in integrating these within the VTO structure. However, the current legal structure and local governance arrangements do not facilitate the integration process and is generating low productivity and performance of the Centres. This is creating a market access challenge for some of the tourism clients.
- ❖ The premium **Virgin Coconut oil production on Ambrym has been put on hold** due to unresolved land issues. This makes it very challenging for stakeholders to continue to build on the investment that was made in 2018.
- ❖ **MOU with DoI and Vanuatu Strategic Tourism Action Plan (VSTAP)** has permitted the Creative Industries work stream to implement a large part of the Handicraft Sector Action Plan, in particular the introduction of the Vanuatu Made Brand and preservation of a handicraft market in Port Vila exclusively dedicated to local producers. With this MoU coming to an end in February 2020, there are questions that need to be addressed regarding the ongoing working relationship, and financial and technical support needed, to implement the remaining DoI priorities.
- ❖ While there is now a strong collaboration and a common action plan between the Partnership and DARD, **the other departments within MALFFB are not yet engaging with the Partnership** because the Ministry level MOU is still narrowed to agribusiness work programs.
- ❖ The new Director of the DoT was appointed early in 2019 and several months later was suspended for almost two months. The change in leadership meant the Tourism work stream had to **manage changing priorities and agendas**. This caused a hold up of activity implementation in the provinces by the Tourism Provincial Officers.
- ❖ Difficulties in aligning DFAT funding visibility and work planning during the first 6 months of 2019 generated frustration among stakeholders. Between January to June 2019, many activities were postponed or delayed due to the budget uncertainty.

Key Mitigation Strategies (related to challenges/risks above)

- ❖ The Partnership will continue to test and fine-tune the decentralisation processes that commenced in 2019 and direct resources towards improving productivity and efficiency in activity design and implementation.
- ❖ The Partnership will strengthen further engagement by all staff on better data collection to be able to improve sector analysis to inform sector stakeholders decisions and to improve monitoring of progress against specific sector indicators.
- ❖ The Partnership's productive sector teams will have more collaborative dialogue in the development of the PIFs. The Partnership will continue to encourage GoV partners to own the 2 key partnership documents - the MOU which is an overarching legal document and the PIF which is a yearly implementation plan. As most of the Partnership's MOUs will lapse in 2021, options to change the agreements should be reviewed in relation to how skills planning and implementation is officially embedded into the GoV partners' work program.
- ❖ The revised Tourism PIF will be designed with VTO and DoT to address skills gaps and skills shortages generated by the new sustainable tourism and development strategies. This should include strategies for the development of a new training and coaching package to respond to the need for sustainable tourism and market readiness in the province. This package is to be co-financed and piloted in Tanna and Santo.
- ❖ The Partnership has facilitated the development of the GoV's funding proposal for the Provincial Travel Centres Network improvement plan, with the proposal to move the governance of the network under the structure of the VTO. The proposal has been submitted through GoV processes and has been approved by the DSPPAC. The proposal is now sitting with the Ministry of Tourism

Aid Coordination Unit to send to donor agencies for funding and the Partnership will continue to support and advocate for progress in driving this project.

- ❖ The Partnership will initiate a new round of discussions with MALFFB's other departments (beside DARD) to identify one new pilot project per department as a way to build up collaboration and partnerships across the Ministry.
- ❖ The Partnership will participate in the upcoming discussion between DoI and MFAT to coordinate and develop synergies for the 2020 Creative Industry Partnership Implementation Framework.

Progress towards Outcomes

IO1- Skills Planning and Coordination

Sector MoUs and 2019 Partnership Implementation Frameworks

Sector MoU's and sector Partnership Implementation Frameworks (PIF) were signed in March 2019 following three months of coordination and planning exercises with each sector team. For the first time these documents articulated co-designed activities and financial co-contribution arrangements with the intent to:

- ❖ Implement work programs collaboratively
- ❖ Strengthen the empowerment and commitment of the individual provincial officers

An example of this has been the implementation of the integrated backyard farming system program, which saw the involvement of DARD, the Department of Livestock and the Department of Fisheries working together in setting up integrated farming training with 30 clients. This is the first time the fisheries and livestock departments were involved in skills activities, after the signing of the MoU with MALFFB. This activity was implemented to support Ambae evacuees to address food safety and security.

Another example of the utility of these partnership frameworks is in relation to collaboration with DoI. The Partnership's initial MOU with DoI was signed by the outgoing Director and the new Director took office and signed the subsequent PIF 2019. This helped Partnership sector staff to engage easily with DoI under the new leadership without any break in activity implementation. In November a professional development activity was completed for staff/extension officers to further deepen understanding of the processes in support of product development quality.

Public Private Partnership (PPP)

Following significant production improvement results obtained during the 2018 pilot project on cocoa farmer skills development, a Public Private Partnership (PPP) was initiated to scale-up the cocoa farmers' skills development project. The PPP was signed in August 2019 by the Malampa Provincial Government (MPG), Malampa Department of Agriculture (MDARD), Malampa Skills Centre (MSC) and the Vanuatu Cocoa Premium Limited (VCPL), a private company that the GoV entrusted to operate their state owned cocoa estate on Malekula.

As of December 2019 implementation of the PPP agreement had stalled, mainly due to competing priorities of the Partnership's agriculture technical resources caused to meet the demands of the Ambae recovery project and to the change of management on the Vanuatu Cocoa Premium Limited. Implementation of the PPP will be prioritised in 2020.



<https://dailypost.vu/search/?q=Vanuatu+skills+partnership&d1=2019-08-01&d2=2019-08-31&sd=desc&l=10&t=article&nsa=eedition>

Planning Workshops and 2020 Skills Plan Development

The GoV for the first time through the Department of Strategic, Policy, Planning and Aid Coordination (DSPPAC) organised a two-day workshop for government partners and stakeholders on the alignment of the National Sustainable Development Plan (NSDP) - the People's Plan 2030 goals with various sector and provincial policies and corporate plans for government ministries. The workshops were delivered in the six provinces and Partnership sector staff and GoV partners' staff travelled to Santo and took part in the workshop.



https://dailypost.vu/news/consultation-on-national-sustainable-development-plan-in-sanma/article_d1eh6hd4-e49b-11e9-h197-9b7c040f4ac7.html

A collaborative sector planning exercise was undertaken together between the Partnership sector team and the GoV partners' teams and an initial 2020 skills development plan for the Sanma Agribusiness, Creative Industries and Tourism work streams were developed. The same methodology was replicated in the other three provinces with the Skills Centre staff and the provincial sector partners planning together and developing their respective 2020 skills plans in line with the NSDP.

This is the first time the Partnership used the GoV system to conduct planning and is a great example of integration into GoV systems and this is positive step for longer term sustainability.



GoV partners invited the Partnership to participate in their 2020 planning meetings - Creative Industries and Tourism respectively

GoV Partner Professional Development and Partner Strengthening

The collaborative implementation of professional development for GoV partners not only upskilled the GoV partner staff in the priority areas identified but also strengthened 'bonding' with GoV partners, and demonstrated ways of working as one team for a common goal.. Open discussions together strengthened the trust of the partners, giving them a new level of understanding around the work being done together. GoV partners now don't see the Partnership as a donor funded organisation but more of a local partnership organisation that is there to support their priorities which lead to the national goals of Vanuatu under the NSDP.



DARD staff posing after professional development workshop at the Vanuatu Agriculture College

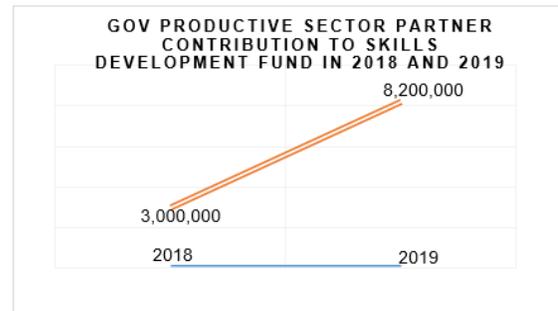
102- Resource allocation/ co-contributions

The Partnership Implementation Frameworks (PIF) are co-written with representatives from each sector and aim to foster co-contribution for skills development in the provinces. Each year partners discuss what could be the Government's contribution toward the National Skills Development Fund (SDF).

The 2019 PIFs were signed by the Partnership Director and GoV partner Directors and following a collaborative implementation of skills development activities in the provinces over the year, a total of VUV 8,200,000 VUV was committed from the Skills Development Fund by Productive Sector partners to implement these activities through the four provinces.

The GoV productive sector partners' contribution contributed 10% towards skills development activities in 2019.

DARD, VTO and DoI contributed for the first time into the SDF and DoT contributed again for the second consecutive year for the equivalent amount. This contributed to the increase of GoV productive sector contribution from VUV 3,000,000 in 2018 to VUV 8,200,000 in 2019.



103- Flexible Delivery

The four provincial Skills Centres continued to engage and strengthen the Provincial Government Training Boards (PGTB) to approve the 2019 provincial skills development plan and any new emerging high demand skills activities that arose during the year.

Activities Delivered in Flexible Modalities Through the Skills Centres from January to December 2019

47 skills development activities were implemented through the four provincial Skills Centres 2019 in collaboration with the provincial government and the GoV sector partners.

The number of skills development activities implemented in 2019 was less compared to 2018, however 80% of all of the skills development activities approved by management for implementation were completed. As outlined in the MEL Performance report, the reduction in activities is related to more realistic planning of what a provincial Skills Centre can realistically deliver while maintaining quality control. It is important to note that there was not a proportional drop in the number of participants, indicating that the number of activities in 2019 were reaching more people. Refer to the MEL Performance Report for more details.

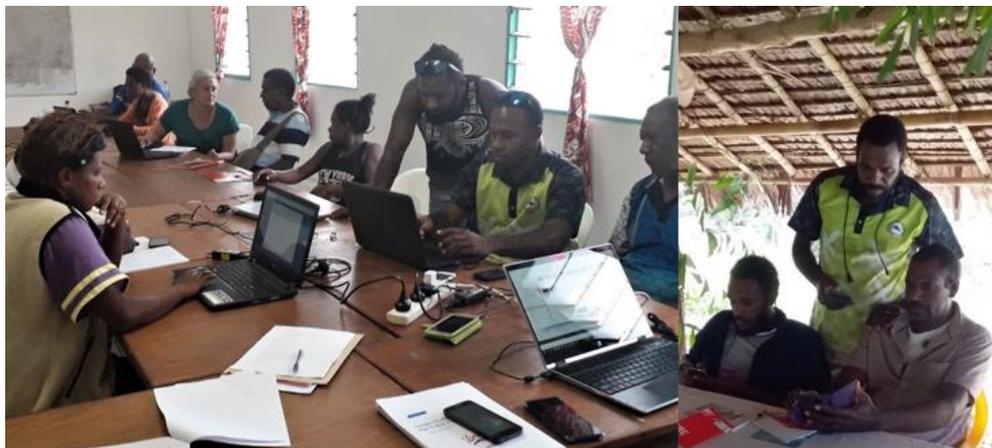
- Workshops = 23
- Coaching sessions = 17
- Integrated workshop and coaching sessions = 3
- Accredited trainings = 4

Tourism Work Stream	Creative Industries Work Stream	Agribusiness Work Stream	Infrastructure/ Construction Work Stream
•9 Skills Development Activities Implemented	•26 Skills Development Activities Implemented	•8 Skills Development Activities Implemented	•4 Skills Development Activities Implemented

Torba Province Implemented 14 Skills Development Activities	• 6 Workshops •7 Coaching/Mentoring •1 Accredited Training
Sanma Province Implemented 17 Skills Development Activities	•8 Workshops •4 Coaching/Mentoring •2 Workshops/Coaching •3 Accredited Trainings
Malampa Province Implemented 9 Skills Development Activities	•5 Workshops •4 Coaching/Mentoring
Tafea Province Implemented 7 Skills Development Activities	•4 Workshops •1 Workshop/Coaching •2 Coaching/Mentoring

Tourism Market Readiness Assessment Tool: A Very Flexible Approach

A combination of targeted workshops, coaching and mentoring was delivered in a one week input and is a good example of flexible delivery of skills development activities. The workshop was delivered to the provincial tourism GoV partners in Tafea, Malampa and Torba on the new tourism business market readiness assessment tool. The provincial tourism staff then went into the field to use the tool and provide coaching and mentoring to tourism operators and assess their level of compliance with international market requirements. Tourism operators were asked a number of key questions to guide the identification of skills gaps and needs for support in 2020. For examples, operators were asked to rate how operationally sound they thought their business was, as well as how well they know their market.



DoT Product Development Officer (in green uniform) provide workshop & coaching assistance to clients on business market readiness

APTC Partnership to Deliver Accredited Infrastructure/Construction Training

The Partnership signed a partnership agreement with Australia Pacific Training Coalition (APTC) to work together in improving the skills system in Vanuatu by working with outer island PSET providers to deliver quality accredited training in high-demand areas. This led to the first ever development and delivery of the Certificate II in Plumbing, through the Sanma Skills Centre, with the support of APTC and working with Torgil Rural Training Centre (now ACOM VETS) and using the Vanuatu Qualifications Authority Framework.



Sanma Skills Centre Demonstrating Flexible Delivery of Skills Development through the Ambae Recovery Project – ‘Building Back Livelihoods Better’

Following the mandatory mass evacuation of the Ambae people to neighbouring islands including Santo, the Sanma Skills Centre demonstrated its flexibility in the delivery of skills development activities, working with partners in Sanma to identify new emerging skills priorities and appropriate training responses. These activities included:

- ❖ Certificate 2 in Building Construction (accredited training)
- ❖ Certificate 2 in Plumbing (accredited training)
- ❖ Integrated Backyard Farming (workshops)

These activities were delivered to Ambae evacuees to upskill them to build their new homes, access clean water and sanitation and also to utilise productively the land they acquire for their new homes through cultivation of crops that are healthy and decrease reliance on imported food.

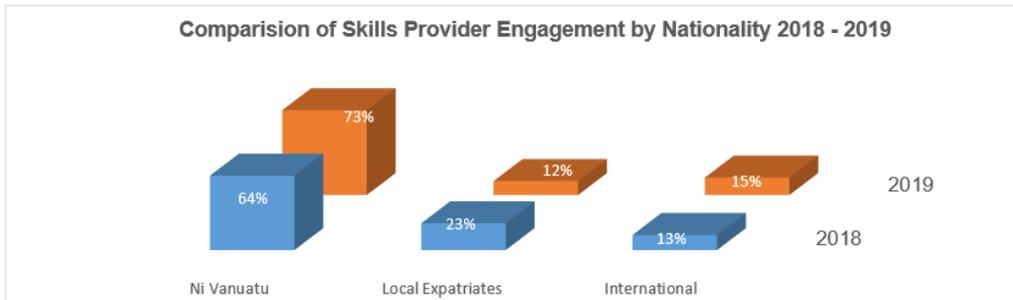


Agriculture Officer preparing vegetable seed nursery with Ambae evacuees

IO4- Diversity of Skills Providers

- 33 industry coaches were engaged by the productive sector work stream in 2019
- 16 are female and 17 are male
- 24 are ni-Vanuatu, 5 are local expatriates and 4 international

There was an increase in the number of ni-Vanuatu coaches this year compared to 2018 and this is the result of the Partnership’s strategy of “coach pairing” started 2 years ago to empower ni-Vanuatu to be confident and skilled enough to deliver skills development independently in the outer islands of Vanuatu. The strategy had expatriate and international coaches work with ni-Vanuatu coaches to provide professional development to them through on the job mentoring and training. The decrease in 11% of local expatriates from 2018 also relates to the results of this strategy.



A 2% increase in the number of international coaches this year reflects the focus of the Partnership's work program on market access. The increase of international coaches helps work streams to access new international market networks for domestic producers and businesses.

With the current strategic direction of work with GoV partners, the Partnership and GoV partners need to work more closely together to develop strategies to enable sufficient numbers of quality skills providers to meet the requirements of the work programs in 2020.

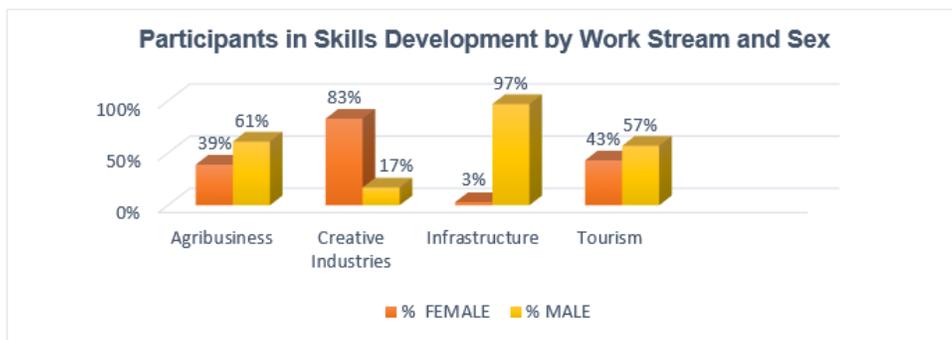
IO5- Women and People with Disabilities

674 clients participated in the 47 skills development activities undertaken in 2019. The four work streams, through the four Skills Centres, continued to advocate for equal opportunities for male and female participation in skills development activities and also encouraged and supported women and people with disabilities to overcome barriers to access, and to contribute positively to their household and their communities more broadly.

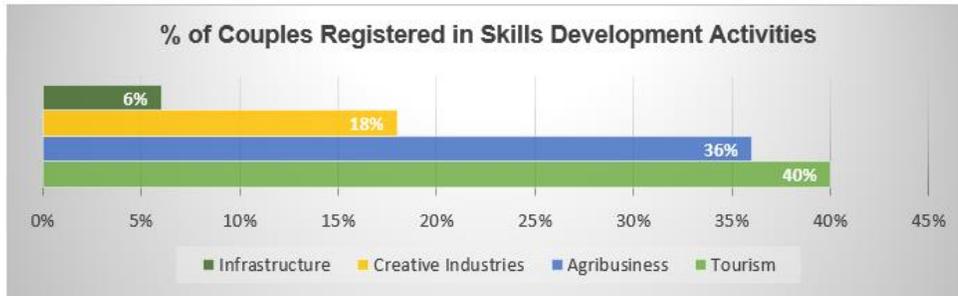
Participation of Women and People with Disability in Skills Development Activities

Overall more women (66%) than men (34%) participated in skills development activities. This difference can be attributed to the cultural norms within the different sectors, with strong female participation the creative industries work stream.

There were 26 participants with disabilities and this represents 4% of the total clients (674) who participated in skills development activities in 2019. Of the 26 participants with disabilities, 31% were men and 69% were women.



The more balanced gender composition in both the tourism and agribusiness work streams can be explained by the Partnership's strong encouragement of couples participating in skills development activities. Infrastructure, however, continues to be male dominated in line with gender norms.



Agricultural practice in Vanuatu has been viewed culturally as a male dominated business area and seeing the almost equal participation of men and women in the Agribusiness work stream is a ‘breakthrough.’ This reflects the Partnership’s use of its new Better Balance Strategy to break down cultural barriers and influence change for improved livelihood of households and communities, particularly through the encouragement of couples’ participation in skills activities in this sector and the use of strong female role models.

GoV Partners Women Developmental Leaders

The Partnership continues to encourage and nurture emerging women leaders within the GoV partners to become developmental leaders. The Partnership currently has very strong working relationship with women leaders from the DARD, DoI, DoT and VTO.

Charity Alick, Principal Agriculture Officer North, has led the implementation of the DARD professional development program. This is the first time the Partnership and DARD have worked together strategically in planning, coordinating and implementing a successful program that has a big impact on the partnership with DARD.

Janet Samuel has always been one of the ‘champion’ leaders in the tourism work stream. She led the tourism team in 2018 to develop the tourism skills plan for 2019 and continues to assist with the implementation of skills development activities. As part of the pathway to building the capacity of Janet towards becoming a developmental leader, the Partnership funded Janet’s trip - along with the Erinah Malres, the Partnership’s Skills for Tourism Officer - to attend the Pacific Update Conference 2019, Suva, Fiji in July 2019.



Geraldine Tari is the new Principal Accreditation Officer for the DoT. She held a management position in her previous employment within the tourism industry and she has shown a lot of potential leadership and management qualities. The Partnership is identifying ways to enhance her leadership capability.

Ellen Tamata's Story

With the increase in the number of handicraft producers in the Creative Industries work stream in 2019, there was a need to provide additional assistance to clients in the area of marketing and sales. Ellen Tamata, a wheelchair user with expertise in this field, was encouraged to participate in a Partnership industry coach professional development program. Through this program, she was supported to provide mentoring to Creative Industries clients in Tafea province in the marketing of their products.

Ellen's engagement was made possible through her response to an Expression of Interest advertised by the Partnership, specifically seeking experts in inclusion. During the interview, Ellen spoke about the advocacy work she undertakes with women and girls with disabilities in her community and her desire to also share her skills in sales and marketing.

The Tafea Skills Centre staff were very impressed with Ellen's performance and the clients expressed their appreciation for her mentoring and coaching support.

Supported by her fiancé Donald as her carer, Ellen is now able to travel across Skills Centres to continue her work as a Creative Industries industry coach. As Ellen says, her involvement is "breaking down negative attitude barriers and discrimination in rural communities". This is a clear example of the Partnership's Better Balance Strategy in action.



James Packete's Story

James Packete is a person with a physical disability. He has lived with his grandmother in the neighbourhood of BP Burn in Luganville, Santo, Sanma Province since he was a little boy. He is now a 19-year-old youth who is very ambitious and determined to pursue a career in the agriculture sector.

James is not new to the agriculture and livestock sector. In 2017, he attended a Backyard Gardening workshop organised by the Sanma Skills Centre and after the workshop he decided to use the concept of the backyard gardening to set up a backyard egg-laying facility. With support from the Sanma Livestock Department and its provision of 10 layer-hens, he was able to start up a small egg production business. Seeing the success of his small business, James was then motivated to pursue further education. Through the focus of the Sanma Skills Centre in facilitating flexible and inclusive training, he was supported by the Centre to enrol in Certificate I in Agriculture (Nursery) with the Vanuatu Agriculture College – the first time a person with a disability has undertaken this course.



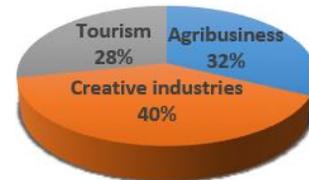
James continues to operate his backyard egg production business to date where he earns 14,000 VUV per month - income that helps him and his grandmother with their daily living. James shares that his future plans are to expand and diversify his farming activities and get into the commercial plant nursery business to earn more income for his household. "I want to show my trainers and the Vanuatu Skills Partnership that I am serious. This will be my passport into my second year of training in Certificate II in Agriculture."

IO7- New Businesses/ IO8 Business Quality

The Partnership's Prosperity Tool was introduced in April 2019. The tool was designed by the Monitoring, Evaluation and Learning (MEL) team with the Productive Sector team as a means to consistently collect key data from clients in each of the three productive sectors who are operating a business and are receiving coaching through the Skills Centres.

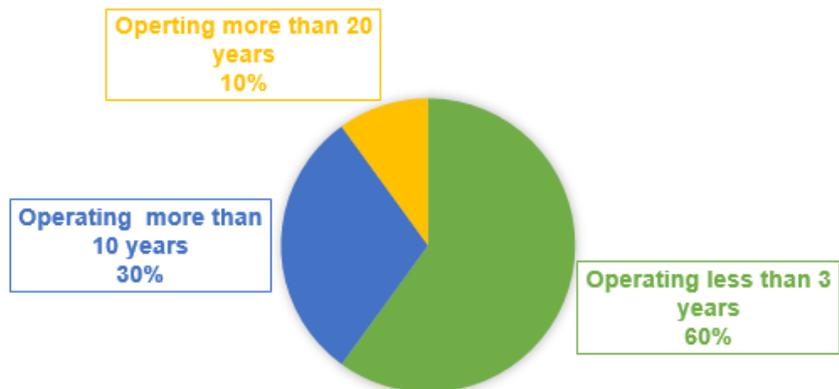
The tool is administered every 6 months, and is a way of tracking development and quality improvement of the businesses. Data has been collected for 237 businesses, and these businesses were assessed based on their productivity, sales, expenditure (investment into business) and income from the business, overall profit made by the owner, and the extent to which the business is contributing to household income. Information about workers employed, bank accounts and financial transactions, registration of the business is also collected.

Businesses Assessed by Sector in 2019



Of the 237 businesses assessed, 93% were operating, 2% were on hold, and 5% were yet to formally open but were receiving coaching to assist them in the start-up phase.

60% of clients had been operating their business for less than 3 years and are still fragile and working towards business resilience. They are the ones who require skills development as a priority to reach a viable business resilience level.

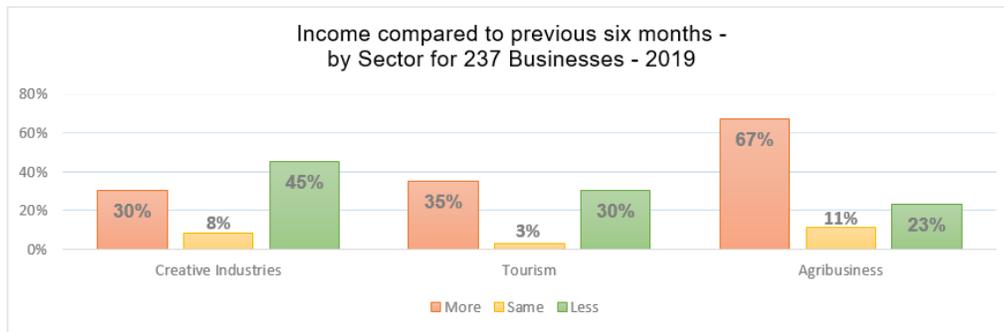


The Partnership and GoV partners will focus on encouraging businesses within the tourism, agribusiness and creative

industries work streams to address the sector value chain and supply chain of product development through targeted and contextualised skills development activities.

Targeted and contextualised skills development will include business governance, customer service, business management and financial literacy. The temporary closure of the Malampa Travel Centre is an illustration of the consequences of weak governance and financial supervision.

Business Income Compared to Previous Six Months



While the headwear program in Sanma positively highlights access to new international markets and the positive impact this has on the headwear producers, 45% of the clients from the Creative Industries work stream overall earned less income than over the previous six-month period. However, there are a number of contextual factors contributing to this situation. For example:

- ❖ In Santo, despite the upgrade of the wharf in anticipation of more cruise ships arriving in 2019, the number of cruise ships has dropped drastically, and this affects many creative industries producers who rely on the cruise ship market to sell their products.
- ❖ Torba producers are protective of opening up to more markets given the production capacity of the producers. The Torba Skills Centre has already identified new producers that will participate in skills development activities in 2020. This will hopefully improve the production capacity and encourage more interaction in the market.

The tourism work stream shows a similar percentage of clients earning more and earning less when comparing the last six months' income. One of the key success factors in tourism is the access to distribution channels - this figure may represent the difference between the businesses who have started digital marketing and those who have not. Further, it is anticipated that seasonal and external factors will influence the business performance and growth. For this reason, measurements take place every 6 months to be able to take into account seasonal factors that impact on all sectors.

67% of the Agribusiness clients reported earning more over the past six months. This is the result of innovative farming practices and linkages with market which have been encouraged through the 'Farm to Table' initiative creating stronger links with restaurants, as well as the use of the newly developed crop calendar.

Towards Formal Business Operations: Opening a Bank Account

Following ongoing targeted skills development activities and the Partnership strategy of encouraging clients to shift their business practices from informal to semi-formal/formal businesses, the Skills Centres have worked with clients to open business bank accounts with commercial banks and encouraged clients to process all business transactions through their accounts.

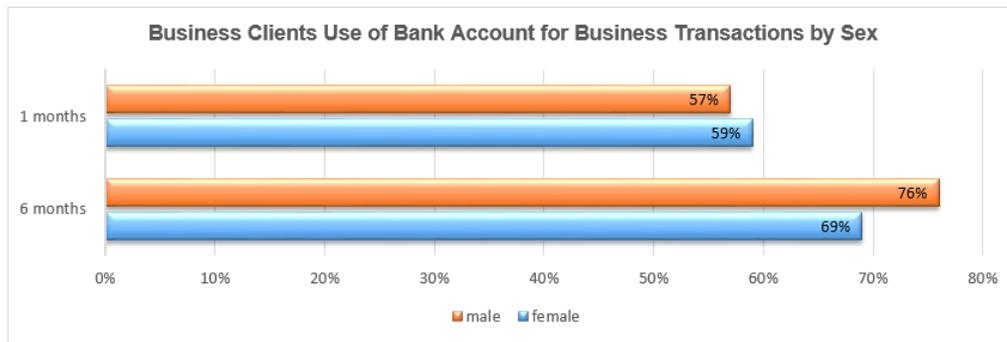
233 businesses were assessed in the three sectors and following the assessment, 64% of the business clients assessed have bank accounts associated with their businesses that they are using to make transactions.



As previously mentioned, the Partnership through the Skills Centres advocates for the equal participation of men and women in skills development activities and business growth. Data shows that the relatively equal proportion of men and women are using their bank accounts for business transactions. Within the last one month, 59% of the female business owners and 57% of the male business owners with bank accounts had made financial transactions, and within the last 6 months the proportion of transactions increased (refer graph below). This rate of use, which is higher than the national average (reported in Financial Service Sector Assessment of Vanuatu (2011) provides evidence that of a shift by clients to more formal entrepreneurship, and indicates the clients are becoming confident to operate semi or formal businesses and that their businesses are active.



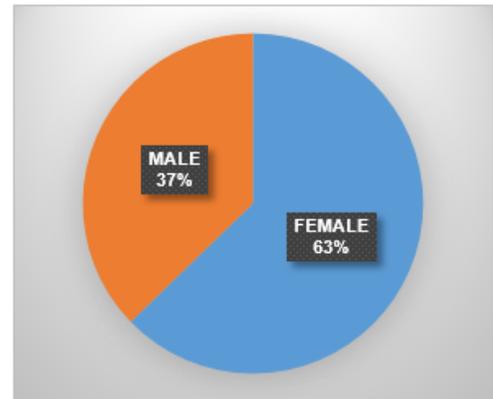
Organising clients' bank accounts at National Bank of Vanuatu, Lenakel, Tanna



Women in Entrepreneurship

Women are becoming more confident and responsible in utilising their skills and knowledge to operate businesses. Out of the 237 businesses assessed, 63% of the businesses are operated by women. This is a strong indication of women overcoming cultural barriers and becoming resilient and responsible in operating businesses.

The improvement of the provincial Handicraft Hubs' administration and operational processes appears to have been a factor in motivating and encouraged the Creative Industries work stream clients who are mostly women to move from informal enterprises to semi-formal enterprises or businesses.



IO9 - Employment

Following the initial use of the Prosperity data collection tool in April 2019, the Partnership now has a clear baseline from which to measure clients' access to new or improved employment.

Employment by Businesses

Over the last 6 months a total of 543 people, in addition to the business owners, have been employed and paid a wage by the businesses assessed. On average, a business employs 2 staff.

Women own most of the businesses that were assessed using the Prosperity Tool (68%), however most of the employees (60%) are men. The Creative Industries work stream and businesses (40%) are mostly women and these women employed their husbands and other men to assist them to prepare raw materials for handicraft production. The Agribusiness work stream also employs men to assist in clearing of new garden plots and some manual digging of land for cultivation.

Youth Employment

According to the Vanuatu National Youth Development Policy 2022, youth are defined as between the ages of 12 – 30 years old and according to the Vanuatu Employment Act under the Labour Department, youth under the age of 18 cannot be employed. The analysis provided on youth employment reflects the age group between 18 – 30 years' old.

Out of the total 543 employees, 146 (26%) are youth employees. This is the first time an analysis for youth employment has been conducted and there will be further analysis done in 2020 to see how youth specifically are able to access and improve their employment in the provinces.

IO-10- Market Access

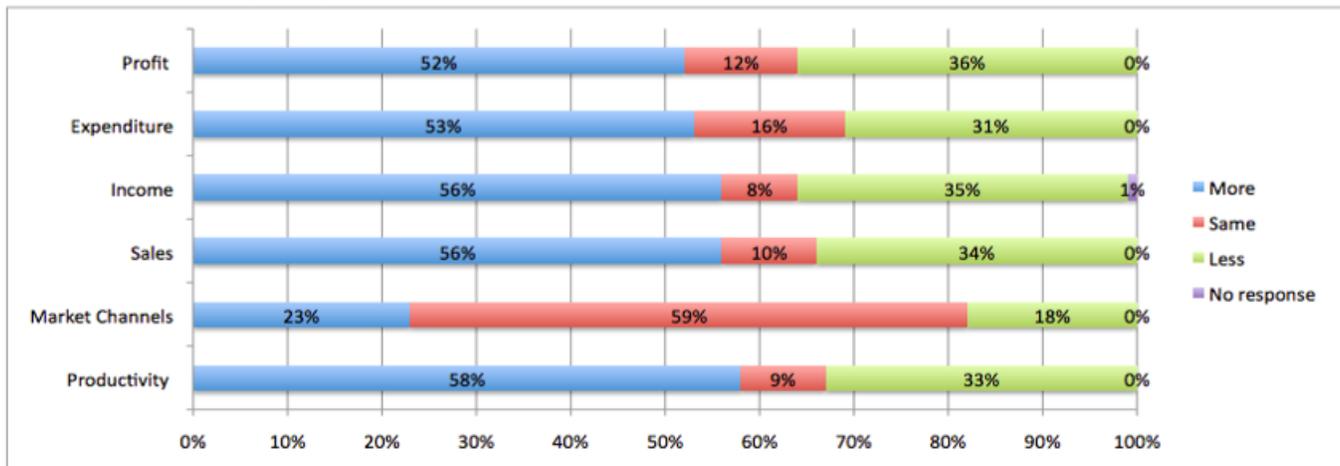
The value chains are different for each sector but the underlying principle is the same: to develop quality products to be commercialised for target markets. The Partnership works with GoV partners to develop targeted skills development and facilitate market access to comply with this principle.

Each work stream aims to facilitate market access in the following ways:

- Tourism: the Travel Centre network provides international and national distribution channels for local tourism operators
- Creative Industries: the Handicraft hubs provide a commercial platform for the creative industries producers
- Agribusiness: the Market Houses and Sanma Agri-Food Trade Association (SAFTA) provide trade platforms for farmers

These various modalities to facilitate access to markets are a major contributor to the increased performance of the 237 business clients.

There have been impressive outcomes in business productivity and growth over the last 6 months. Over half of the businesses reported an increase* in productivity, sales, income, expenditure (investment back into their businesses) and profit.



*It is important to note that all this data is a self-declaration and are not audited figures

Only 23% of the businesses reported having new market channels which is an indication that most of current clients are relying on the current market channels, but are not yet active in developing their own new distribution channels. The Partnership will provide more skills development activities for clients to be confident enough to build their own business networks with buyers.

Business Incubators

The newly established V-Lab Business Incubator in Port Vila encourages and assists entrepreneurs in business start-up. It provides a platform for motivated entrepreneurs to access office space, internet, accounting and advice related to new business startup. The Partnership will explore initiating a partnership with the V-Lab Business Incubator to:

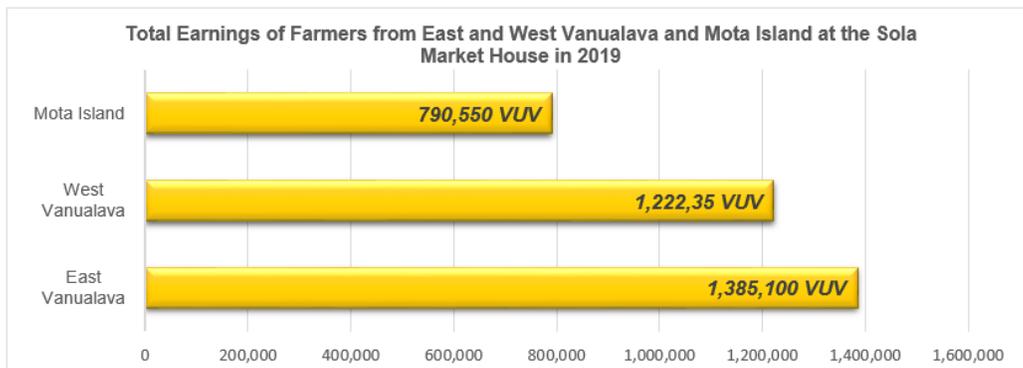
- use the model to open business incubators in Tanna and Santo
- select Port Vila businesses that could be future market channels/distributors for provincial clients' products and support them via V-Lab

- work collaboratively with V-Lab to develop contextualised skills development activities for provincial hubs, travel centers and farm association managers to access the platform, advice and build market channels for clients

Agribusiness Testing Market Channels

The Agribusiness work stream encourages innovative farming practices to respond to market opportunities and this methodology has motivated Agribusiness clients to produce more when they see a financial return of their labour through market access and sales of products.

An example can be seen in the Sola market house data below that shows the total earnings of farmers supported by the Partnership and the Torba DARD as a result of linking these farmers to the Sola market house to sell their produce.



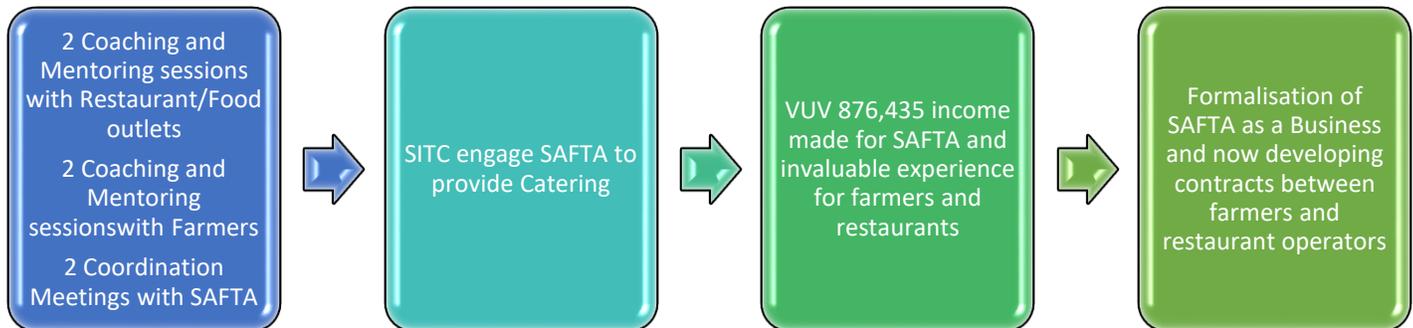
Data source: Sola market house committee records and Torba Department of Agriculture and Rural Development (DARD)

The VUV 790,550 earnings from the farmers in Mota Island was a result of their yam harvest which is a seasonal crop and also facilitating the sales of these yams at the Sola market house.

Agribusiness – ‘Farm to Table’ at Work

After a year of implementing the ‘Farm to Table’ initiative in Santo through the Sanma Skills Centre, farmers, tourism restaurants and food outlet businesses have strengthened their business relationships by setting up the Sanma Agri-Food Trade Association (SAFTA) which aims to facilitate trade between producers and buyers.

During the international Sustainable Island Tourism Conference (SITC) hosted by the Vanuatu Department of Tourism in Santo in November 2019, the SAFTA was awarded the catering contract in partnership with Kandy’s Kitchen (a recognised and successful caterer and restaurant in Port Vila). None of the farmers and restaurants would have access to this contract without the SAFTA platform.



Following the evidence of economic growth through the Farm to Table initiative in Sanma, the Tafea Skill Centre is planning to replicate the concept in Tanna following the upgrades and building of bungalows and restaurants under the Tanna Tourism Recovery Project (TTRP).

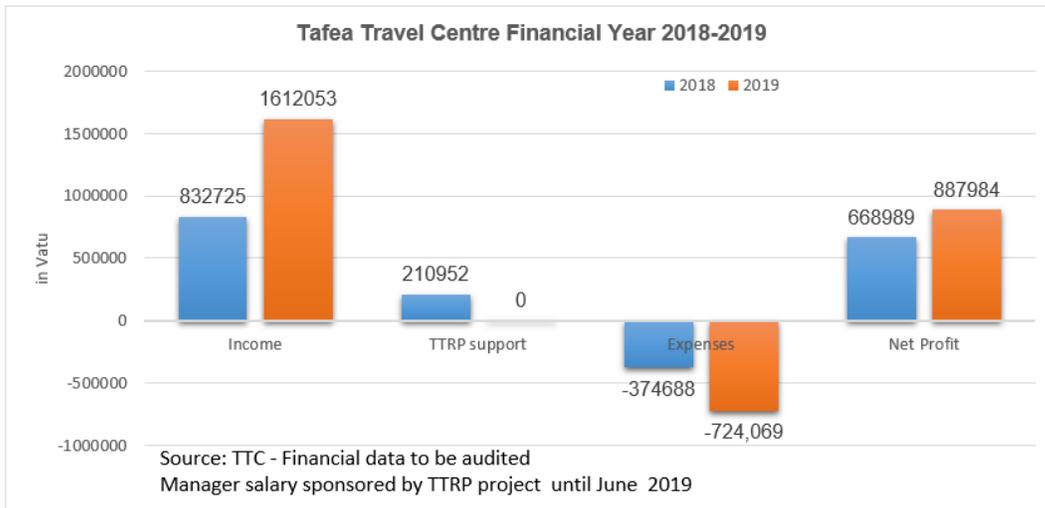
Agribusiness – ‘Farm to School’

Another initiative implemented through the Torba Skills Centre based on the same concept as ‘Farm to Table’ is the ‘Farm to School’ initiative. The Torba Skills Centre is working with the Torba Provincial Government, Torba DARD, Farmers and Baldwin Lonsdale Memorial College (BLMC) to introduce the Farm to School initiative where it link 16 farmers who have contracts with the BLMC to supply and sell their farm products that meet the need of the school that hosts about 96 students in one year, thus creating another market channel.

Tanna Travel Centre – Toward Sustainability

With the ambitious targets set by the Vanuatu Tourism Office through their Marketing Development Plan, the Tourism work stream encouraged tourism business clients to confidently interact more with Online Travel Agents (OTA). This has motivated committed tourism clients to use the skills and knowledge acquired during workshops and coaching on ‘using Smartphone for basic marketing’ delivered through the Skills Centres in 2017 - 2019 to link with OTAs like booking.com, Airbnb, Expedia and Trip Advisor. The Vanuatu Tourism Office, through the Toktok Vanuatu platform, also encourages a ‘face to face’ connection between the tourism clients and international OTA representatives. The provincial tourism hubs, now called Provincial Travel Centres, are designed to act as an OTA and to facilitate linkages with other OTA.

The Tanna Travel Centre (TTC) was established as part of the market access strategy within the Tanna Tourism Recovery Project. It started operating in 2018; at the end of 2019 financial data (not audited yet) shows that the TTC it is on track to business sustainability in 2020.



Despite the fact that the governance set-up is similar in each provincial travel centres, the achievements are very different in each province because of the different operating environments and political economies. The Malampa Travel Centre (MTC) is now on hold due to maladministration and Santo Travel Centre (STC) is still struggling to reach its break-even level. The tools and systems used for the TTC administration and operations have significantly contributed to this centre's strong results. Linking the Xero accounting system and the online booking platform, booking.com, resulted in transparent and accountable transactions that are automated online. Learning from this will be applied to the other travel centres.

Creative Industry Producers Recognised Nationally

In the Creative Industries work stream, 2019 resulted in more collaborative work between the Department of Industry and Creative Industries clients, especially around coordination and sales of products during high profile events organised in Vanuatu. The Sanma Headwear work program and the Malampa Handicraft Centre won first and second prizes respectively during the Vanuatu Made Brand launch for best products and booth display.



Sanma Headwear first prize of VUV 100,000

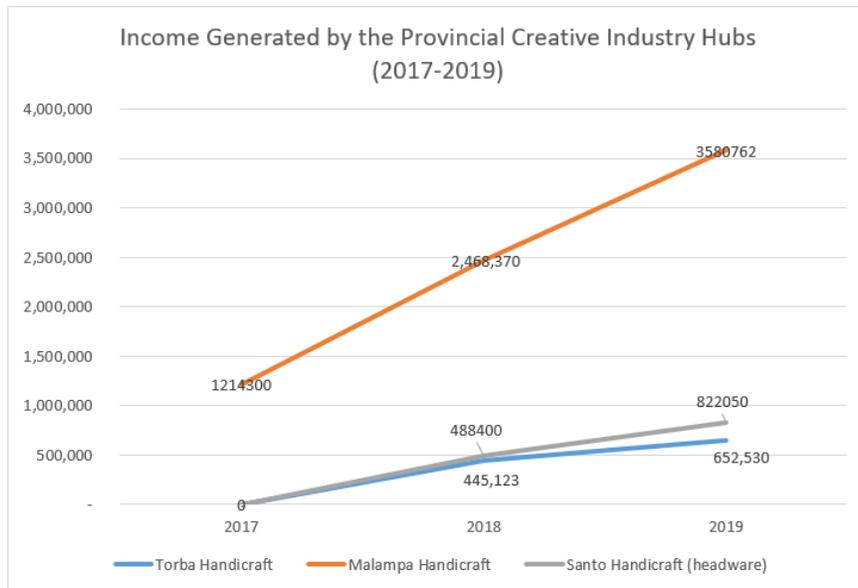


MHC second prize of VUV 50,000

Accessing Markets Through the Creative Industry Hubs

The 3 Creative Industries hubs (Santo, Malekula and Torba) during 2019 have generated a total of VUV 5,055,342 income for the producers. This is a 49% increase compared to 2018, and a 316% increase compared to 2017 (refer graph below).

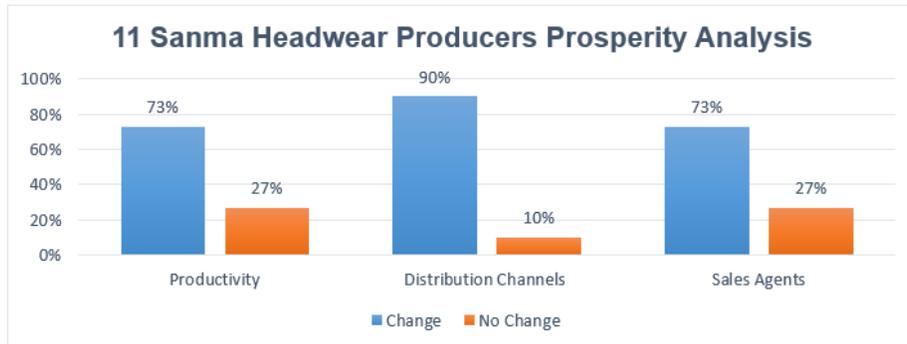
The Malampa Handicraft Centre (MHC) has increased its income from a little over 1.2 Million in 2017 to a little over 3.5 million in 2019. The business model of the MHC is proving to be a viable and sustainable business model where having a hub that acts like ‘broker,’ - selling wholesale and linking producers to markets - is a robust model to replicate in other provinces. The Malampa Skills Centre will continue to work with the MHC in 2020 to ensure that once Governance for Growth funding lapses in June 2020, the MHC can operate sustainably as a community-owned business.



Using the same MHC business model, the Torba Handicraft Cooperative and Sanma Headwear are further proving that the business model is working. Having the producers working together to produce products, with one hub facilitating the sales of these products motivates and empowers the producers - especially the women producers - to become businesses.

Sanma Headwear Snapshot

Under the Creative Industries work stream, the Sanma Skills Centre continued to deliver targeted skills development activities for the Headwear program. The prosperity data collected in 2019 shows positive outcomes for the women producers as they report an increase in production, sales and market outlets.



A new international buyer, Hills Hats (NZ) Ltd was identified through the Partnership's networks and a collaborative arrangement was initiated at the end of 2019. The partnership will be formalised in 2020 when the headwear producers will supply Hills Hats (NZ) with the hats and Hills Hats will distribute and sell through its existing international market network. It is anticipated that there will be an increase in production, sales and income in 2020 as the producers venture into this new and exciting business trade.

Improving Raw Material Access in the Handicraft Value Chain

Malampa Handicraft Centre (MHC) has been in operation for the last ten years, using Pandanus as the raw material for product development. Following the massive increase in demand for products which are produced mainly from Pandanus plants, the Malampa Skills Centre, the Malampa Provincial Government, Malampa Department of Forestry and the MHC producers successfully launched a campaign to replant the Pandanus plant around Malekula. With the theme 'One mama = 10 stamba (Pandanus Plant)', the campaign was launched in the Central Malekula.

The replating of Pandanus was primarily in support of the Creative Industries work stream but indirectly addressed climate change issues related to supply of natural resources. It is also the first time the Partnership worked with the Department of Forestry under the MOU with MALFFB.

Throughout 2020 the Malampa Skills Centre and the provincial partners and stakeholders will continue to monitor the growth of the Pandanus plants, working more closely with the Department of Forestry and the Ministry of Climate Change to see how this initiative can be replicated in other provinces of Vanuatu to address the growth of the Creative Industries work stream, and also to address climate change mitigation and adaptation.



Skills for Creative Industries – Context Analysis

Influencing Factors	Key Opportunities	Key Constraints	How are we taking advantage of these opportunities and mitigating any risks?
<p>Policies and legislation, regulation and standards – government, industry, national and international</p> <ul style="list-style-type: none"> National Industrial Development Strategy 2018-2022 Handicraft Sector action Plan 2018-2020 Vanuatu 2030- The People's Plan 	<p>These national strategic documents will continue to help and guide the SfCI sector in its activity implementation in ways such as:</p> <ul style="list-style-type: none"> Strategic alignment of work program with Vanuatu 2030 - The Peoples Plan Providing clear direction to strengthening the industry and trade sector in Vanuatu both domestically and internationally Supporting the development of clear standards and guidelines to assist with MSME research and product development 	<ul style="list-style-type: none"> Lack of human resources in the provinces which makes it hard to implement activities on the ground No government budget set for provincial offices Lack of proper data collection and management system to support decision making at the national level DOI staff seem to be working in silos as the department is still not clear on what their purpose and goal is after moving from the Department of Trades to the Department of Foreign Affairs 	<ul style="list-style-type: none"> Coordinate the professional development of all DOI staff to come to Vila and facilitate a discussion between staff so they understand their roles and responsibilities and how their work interlinks to serve a common purpose Facilitate a collaborative discussion with senior DOI staff to develop product standards and certification that will assist provincial DOI staff in their daily work especially how to align and address policies at the national level and also gives them a clear picture on the importance of extension officers in the provinces as they are the implementers
<p>Economic – local, inter-island, regional and international economies, investment and markets scope and scale</p>	<ul style="list-style-type: none"> Interisland trade continues to grow between producers and buyers within domestic markets Understanding the process of MHC becoming the first community company has now been motivating Sanma province and producers to register under VFSC as a community company. This will see a well-coordinated Creative Industry sector in Sanma with more economic opportunities for the producers 	<ul style="list-style-type: none"> Need to strengthen the trade facilitation and links with the Port Vila vendors and provincial producers. 	<ul style="list-style-type: none"> SfCI and DOI to work more collaboratively with other donors who work in area of skills development for handicraft vendors in Port Vila to support trade facilitation between producers in the province SfCI to start dialogue with the Port Vila Haos blo Handicraft manager to instigate trade facilitation
<p>Politics, leadership and relationships – the types of different power structures, processes and people of influence, power holders and decision makers in the system/sector/province</p>	<ul style="list-style-type: none"> There is a 'better balance' in DOI staff where we see equal representation of female and male in the different sections within the department. These female staff are motivated and contribute positively to the leadership and management of the department. 		<ul style="list-style-type: none"> The productive sector team will need more internal dialogue with the SMT on how to encourage and strengthen the 'better balance' staffing for DOI The new female staff are motivated but need training in

	<p>E.g. Marketing Division – Ian Bani & Judy John, Research and Development – Donalyne Naviti & Clenes Lignmat, Manufacturing – Lazurus Asing & Flaviana Rory</p> <ul style="list-style-type: none"> ➤ The Port Vila Haos blo Handicraft is managed by a female manager who is passionate to link the provincial producers to the vendors in Port Vila. This is a great enabler for the sector ➤ The Skills for Creative Industry Officer is a female staff who so far has worked very well with the DOI staff and has built a very good relationship with them since starting in June 2019 		<p>leadership and management to assist them in contributing strategically and confidently to the team</p>
<p>Society and culture Inclusion (gender or disability) cultural revitalisation</p>	<ul style="list-style-type: none"> ➤ The Partnership has recruited a new female industry coach for SfCI who has a disability and she will be responsible for inclusive sales and marketing. Her husband is her carer and very supportive of her work ➤ Many youth/school dropouts show interest in the creative industries sector, through skills development for cultural revitalisation e.g. in Vetimboso 	<ul style="list-style-type: none"> ➤ SfCI does not have high numbers youth participation in work programs in the province 	<ul style="list-style-type: none"> ➤ SfCI to encourage youth in Partnership in work streams, taking into consideration the age restriction and also develop a model of skills development/training around cultural revitalisation
<p>Environmental – climate change resilience and mitigation, disaster risk prevention and response</p>	<ul style="list-style-type: none"> ➤ MHC was set up in 2014 and a lot of products have been produced from Pandanus for the 5 years. The replanting of Pandanus on Malekula through the Malampa Skills Centre was successful. There was positive participation from Malampa provincial government, partners and stakeholders. This was planned and organised by Malampa Skills Centre and Malampa Department of Forestry 	<ul style="list-style-type: none"> ➤ There are not enough synergies between DOI, SfCI, Department of Environment, and Department of Forestry to address the issue of handicraft materials use for handicraft production. 	<ul style="list-style-type: none"> ➤ SfCI and DOI need to establish and strengthen working relationship with Department of Environment and Department of Forestry to address replanting of raw materials.

Skills for Tourism – Context Analysis

Influencing Factors	Key Opportunities	Key Constraints	How are we taking advantage of these opportunities and mitigating any risks?
<p>Policies and legislation, regulation and standards – government, industry, national and international</p> <ul style="list-style-type: none"> ➤ Vanuatu Sustainable Tourism Policy 2030 ➤ Vanuatu marketing Tourism Development Plan 2030 	<ul style="list-style-type: none"> ➤ The focus of the tourism sector is around sustainable tourism which means the sector is moving from product development to sustainable business management ➤ An ambitious visitor arrival target set by VTO by 2030 which means more opportunities for niche product development and management and niche marketing ➤ The Partnership to utilise this new strategic development in the tourism sector to strengthen the SfT partnership and look at this as Skills for Sustainable Tourism 	<ul style="list-style-type: none"> ➤ DOT staff do not fully conceptualise the new concept of the tourism sector in Vanuatu ➤ Strategic and analytical thinkers are needed within the DOT to help implement the VSTP ➤ Provincial Tourism Officers still do not understand the new strategic development/direction in the tourism sector 	<ul style="list-style-type: none"> ➤ Use this skills ‘gap’ to provide professional development to tourism staff on project management especially on implementation of policy/plans ➤ SfT to utilise this new strategic direction within the tourism sector and ‘step up’ the partnership with the tourism partners especially in financial contributions
<p>Economic – local, interisland, regional and international economies, investment and markets scope and scale</p>	<ul style="list-style-type: none"> ➤ With the new Sustainable Tourism Policy developed for Vanuatu, Vanuatu is now one of the main countries in the region taking the lead in the contemporary tourism sector around sustainable and responsible tourism. ➤ The innovative and collaborative shared vision between the tourism, travel and aviation industry in Vanuatu complements overall tourism development in Vanuatu 	<ul style="list-style-type: none"> ➤ The Department of Tourism needs to translate the partnership between the tourism, travel and aviation industries into the work of product management and access in the outer island 	<ul style="list-style-type: none"> ➤ Support DOT to collaborate more with Airports Vanuatu and Air Vanuatu on behalf of outer island tourism development and management ➤ Work with VTO to strengthen the Travel Centre network in order to improve the marketing of outer island tourism products
<p>Politics, leadership and relationships – the types and location of different structures, processes and people of influence, power holders and decision makers in the system/sector</p>	<ul style="list-style-type: none"> ➤ Geraldine Tari [DOT], new Principal Accreditation Officer with extensive industry experience joined DOT in July 2019 and she proves to be an emerging champion with whom the Partnership can work. ➤ The Director of Tourism is recognised in the region as a pioneer of sustainable tourism and he is a good influencer within the tourism sector in Vanuatu around sustainable and responsible tourism product management ➤ The Deputy Prime Minister of Vanuatu is the Minister of Tourism and he is very supportive of the new direction within the tourism sector in Vanuatu. ➤ The International Sustainable Tourism Conference was hosted by Vanuatu in November 26 – 29, 2019 and this was 	<ul style="list-style-type: none"> ➤ The Department of Tourism and Vanuatu Tourism Office do not seem to fully understand how their roles interlink and staff are seen to work in silos ➤ There needs to be more influence within the provincial level by the DOT Managers so that all provincial line departments work together to improve infrastructure and telecommunication access for tourism into the provinces 	<ul style="list-style-type: none"> ➤ SfT needs to do more ‘TWP’ and incentivise the DOT and VTO staff to work as a team ➤ Skills Centre and SfT to strengthen the partnership with the tourism provincial offices to support the facilitation of more collaboration with the other line departments to improve tourism to the outer islands

	officially opened by the President of the Republic of Vanuatu		
Society and culture Inclusion (gender or disability) cultural revitalisation	<ul style="list-style-type: none"> ➤ Out of the 4 new Junior Coaches with a disability contracted in July 2019, 2 [one man and 1 woman] have been engaged twice/once over the last 6 months to assist deliver SFT activities in their area of expertise and interest. 		
Environmental – location, climate change resilience and mitigation, disaster risk prevention and response	<ul style="list-style-type: none"> ➤ The Partnership is involved more than other organisations in addressing climate change issues and how to mitigate climate change issue within the tourism sector ➤ Vanuatu Skills Partnership has a strong reputation with the Department of Climate Change, Dept. of Environment, Dept. of Energy, GGGI, Van Kirap Project (SPREP project) 	<ul style="list-style-type: none"> ➤ Need to understand more about our partners in these departments and how they work in line with their strategic objectives ➤ No Partnership staff currently work specifically in this area, thus less efforts and commitment are given to this important area 	<ul style="list-style-type: none"> ➤ SMT to continue to liaise with the Australia Pacific Climate Partnership to address resourcing constraints
Technology and Infrastructure - roads, shipping/flight schedules, airports etc.	<ul style="list-style-type: none"> ➤ Following consultations between the Government of Vanuatu through MIPU and the provincial government, the Norsup airport on Malekula will undergo an extension to its runway as well as renovation to the airport house ➤ North Ambrym Airport [Olal] Contract signed to build a Category C airport that will cater for aircrafts such as Twin Otter and Islander [source, daily post issue#5849 dated 18/10/19].This will improve services for tourist access in the provinces in the future. 		

Skills for Agribusiness – Context Analysis

Influencing Factors	Key Opportunities	Key Constraints	How are we taking advantage of these opportunities and mitigating any risks?
<p>Policies and legislation, regulation and standards – government, industry, national and international</p> <p>Key documents that guide the implementation of the skills activities:</p> <ul style="list-style-type: none"> - National Sustainable Development Plan 2030 - Vanuatu Agri-tourism Plan of Action 2018 - Vanuatu National Extension strategy 2019-2029 	<ul style="list-style-type: none"> ➤ MOUs signed with MALFFB and DARD 	<ul style="list-style-type: none"> ➤ Many provincial extension officers are still lacking skills and knowledge in the areas of : <ul style="list-style-type: none"> - Activity coaching methodology - Project coordination, Management and planning - Market access and facilitation - Monitoring, Evaluation and Learning ➤ Lack of resources allocated 	<ul style="list-style-type: none"> ➤ Provide targeted extension skills development workshops ➤ PPP enforcement and monitoring
<p>Economic – local, interisland, regional and international economies, investment and markets scope and scale</p>	<ul style="list-style-type: none"> ➤ A work agreement has been signed between Bolwin Lonsdale Memorial School (BLMS), the farmers from Lisara village and the provincial government productive sector team to work collaboratively on the 'Farm to School' initiative. 	<ul style="list-style-type: none"> ➤ The model is new and requires continuous close monitoring and supervision from the experts and productive sectors' technicians. 	<ul style="list-style-type: none"> ➤ A French volunteer has been affiliated to the BLMS to assist the school and the 'Farm to School' initiative during 2020.
<p>Politics, leadership and relationships – the types and location of different structures, processes and people of influence, power holders and decision makers in the system/sector</p>	<ul style="list-style-type: none"> ➤ <u>SAFTA</u>: A good platform where producers and professional customers have room to have fair trade discussions ➤ Change in DGs for Agriculture and Forestry creates an opportunity to negotiate co-investment PIF ➤ New young staff with new spirit of development work under DARD is an advantage. 	<ul style="list-style-type: none"> ➤ The executive members of the SAFTA committee require workshop/training in good governance 	<ul style="list-style-type: none"> ➤ Legalisation of the Sanma Agri-food Trade Association with Vanuatu Financial Service Commission ➤ Targeted training to SAFTA
<p>Society and culture</p> <p>Inclusion (gender or disability) cultural revitalization</p>	<ul style="list-style-type: none"> ➤ The Farm to Table concept on Sanma is revitalising commitment to local food crops: <ul style="list-style-type: none"> - Common understanding and commitment from 2 major stakeholders of the sector (farmers and restaurants) 		<ul style="list-style-type: none"> ➤ Need to sustain the on-going process, which is still fragile, and to involve more stakeholders

	<ul style="list-style-type: none"> - Benefits of eating healthy local crops - Reduction in waste and plastic <p>The resources developed will be use to duplicate the concept in other provinces</p>		
<p>Environmental – location, climate change resilience and mitigation, disaster risk prevention and response</p>	<ul style="list-style-type: none"> ➤ Climate change content has been added into Cert I, II and III (in progress) in agribusiness ➤ Most of the projects meet Good Agricultural Practices and organic certification is in progress ➤ All SfA projects for 2019 include resilient agribusiness aspects ➤ New CEO of Vanuatu Agriculture College is very willing to work in Partnership with SfA and Vanuatu Skills Partnership ➤ Organic certification provides market access opportunities 	<ul style="list-style-type: none"> ➤ No existing partnership working agreement with the Vanuatu Agriculture College. 	<ul style="list-style-type: none"> ➤ Development of a feasible working agreement with the Vanuatu Agriculture College
<p>Technology and Infrastructure- roads, shipping/flight schedules, airports etc.</p>	<ul style="list-style-type: none"> ➤ Construction of a new connecting road from Sola to Lisara farm will start in 2020; this means improved market access for agribusiness farmers. 	<ul style="list-style-type: none"> ➤ Fund has been allocated by US funding but political interference might divert the fund for other purposes 	<ul style="list-style-type: none"> ➤ The approved provincial projects should be properly managed and the Partnership will monitor and advocate for this