

TVET for Tourism (TfT)

End of Year Report

April 2014 - May 2015



Contents

Introduction	4
TfT Program Review	4
Program Description	4
TfT Skill Development Principle	4
TfT Client Support Methodology.....	5
Program Objectives.....	5
Evaluation	6
TfT Program Implementation	7
Renewed Memorandum of Understanding (MOU) with DOT	7
Volume of Activities	8
TfT Industry Experts	9
TfT Training and Resource Development.....	11
Training Development.....	11
Resource Development.....	11
TfT Program Impact	13
Individual Clients & Participants	13
Client Performance	14
Education Pathways.....	18
Wider Impact- Flow-on Effect.....	19
Media and Public Relations.....	20
Malampa Program Review.....	21
Program implementation.....	21
Client achievements.....	22
Malampa Call Centre.....	25
Wala Cruise-Ship Initiative	27
Malampa Media and Public Relations	28
Conclusions & Future Directions.....	28
Sanma Program Review	29
Program implementation.....	29
Client achievements.....	29
Sanma Information and Call Centre.....	34

Sanma Media and Public Relations.....	34
Conclusions & Future Directions.....	35
Torba Program Review.....	36
Program implementation.....	36
Client achievements.....	37
Torba Media and Public Relations	41
Conclusions & Future Directions.....	41
TVET for Tourism & Women	42
TfT Female Inclusion Rate	42
Challenges and Next Steps.....	45
Tafea Province.....	45
Mystery Island – Port of Call Skills Development Program.....	45
Tanna Island	45
Port of Call Skill Development Program.....	45
Reintegration of Accredited Training in TfT work plan.....	46
New DoT Accreditation System	47
Industry Expert Localisation.....	47
Localisation of the TfT Coordinator Role	47
Annex 1: TfT Client Monitoring and Evaluation Plan	48
Annex 2: Media and Public Relations List	59

Introduction

This end of year report for the fifth year of the TVET for Tourism (TfT) Program, under the broader TVET Sector Strengthening Program, covers the Program's activities from April 2014-May 2015. The report has been compiled using the TfT Client Monitoring and Evaluation Plan (Annex 1) and draws on information gathered by the coordinators, industry experts, training providers and key partners at the Department of Tourism (DoT). The report focuses on the TfT Program contributions to its short and long term objectives.

TfT Program Review

Program Description

The TfT Program has grown rapidly since its pilot phase on the island of Malekula in 2009. The program today includes localised programs on eight islands in three separate provinces throughout Vanuatu. As the program has grown its methodology has been adapted to take into account the complex and varying environmental, social and political landscapes in each province. This year has seen major additions to the TfT Program including three islands in Torba province and a second tourism 'Call Centre' in Sanma province as well as a larger focus on cruise-tourism development throughout the Program.

Due to the expansion of the TfT Program a full time associate-coordinator was engaged in August 2014 to implement the standardisation and systemisation of TfT policies, processes and tools. This position, under the supervision of the national coordinator, is responsible for the organisation and monitoring of all TfT skill development activities implemented through regular communication with the TVET Centres, training providers, coaches and partner organisations.

The TfT Program is built around a three-stage skill development principle to assist rural tourism stakeholders to grow their ventures from informal projects to formal businesses.

TfT Skill Development Principle



TfT Client Support Methodology

As in previous years, the TfT Program has followed a successful on-site methodology including a combination of face-to-face coaching and technical workshops complemented by accredited training and support from the provincial DoT offices.



Program Objectives

The principal goal of the TfT Program is to provide rural tourism operators with skill development services to support their business expansion and increase involvement in the formal economy. At the same time the TfT Program aims to strengthen the capacity and sustainability of tourism product development at the national level through the professional development of relevant government departments and key staff. More specifically these objectives include:

- Generating significant positive changes in the local tourism industry
- Supporting productive participation of ni-Vanuatu in the formal economy
- Supporting existing tourism business development and emphasising sustainability
- Encouraging and assisting the development of new tourism projects
- Building the capacity of local industry coaches, training providers and DoT officers
- Assisting TfT clients to comply with and exceed the DoT accreditation standards
- Assisting TfT clients to operate at an international standard to achieve interaction with the global tourism industry
- Assisting TfT clients with marketing and promotion at individual and destination levels

Key focus areas:

- Local tourism economic growth
- Individual business growth and interaction with the formal economy
- Individual success stories
- Empowerment of women in the tourism industry
- The enhancement and development of other associated sectors via a 'flow-on effect' (handicraft, transport, agriculture etc)

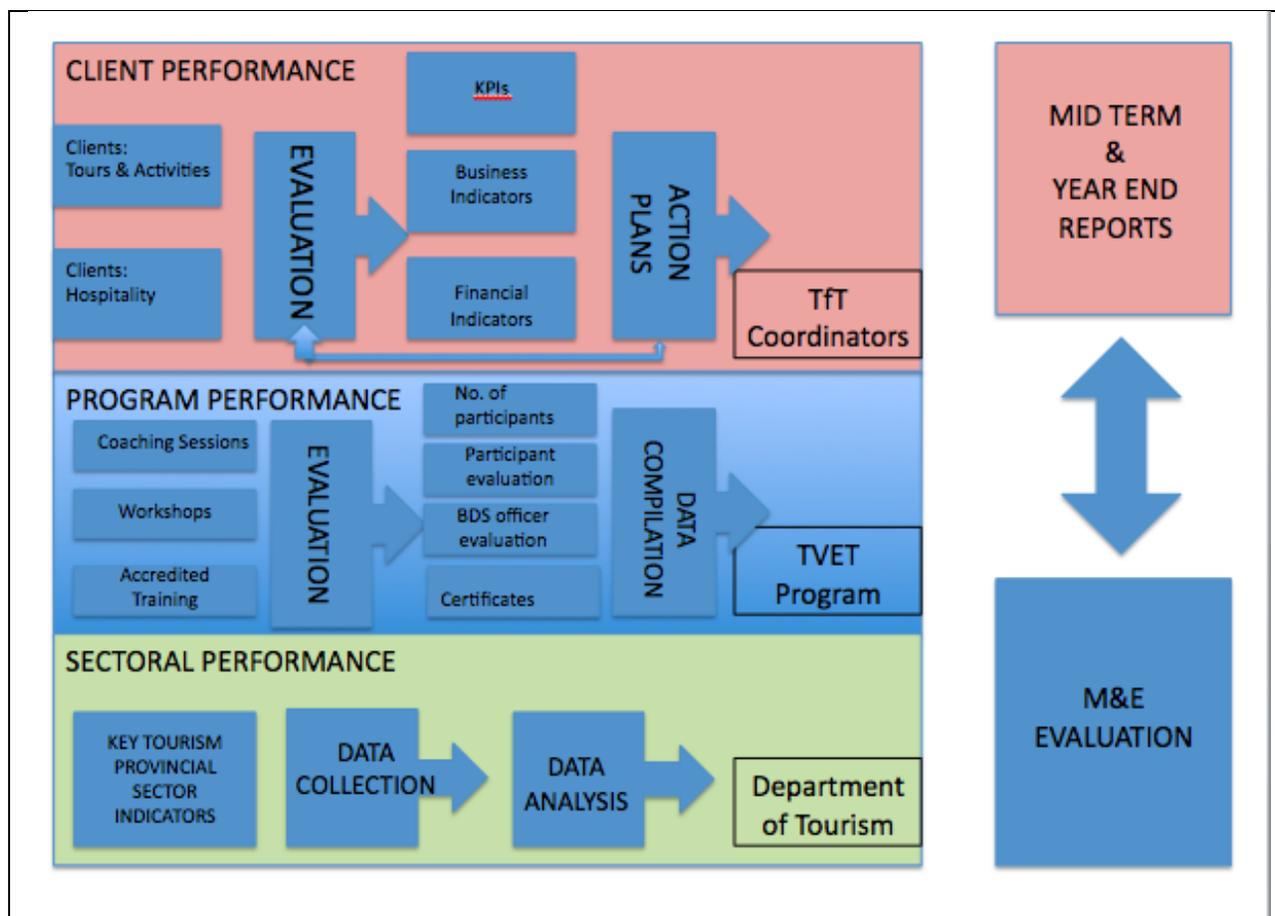
Long term objective:

- The provision of effective, flexible and relevant skills development services to rural tourism businesses through a partnership between the DoT (business mentoring/product development) and the Ministry of Education & Training (formal training opportunities).

Evaluation

As in previous years the evaluation of the Tft 2014-15 work plan has been measured at three levels:

- Client performance- based on Key Performance Indicators (KPIs), business indicators, financial indicators, action plan achievements.
- Program performance- based on program implementation and participants' satisfaction in each of the focus geographic sites.
- Sectoral performance: based on relevant sectoral data to measure economic impact and growth



Due to the expansion of the Tft Program the monitoring and evaluation system of individual client performances has been standardised in 2014 to ensure consistency across the program. The Tft Client Monitoring & Evaluation Plan has been designed to define specific indicators and data collection procedures to be followed in all three provinces.

In previous years, client performance has been based on KPIs, action plan achievements and financial data only. As of the 2014-15 work plan, several key 'business indicators' have been added to help monitor the growth and evolution of these businesses. These indicators include DoT approval (minimum standards), business licence registration, call centre registration, a presence on trip advisor and a ranking within the informal, semi-formal or formal sector. Data provided in this report is based on the most recent data collection from April 2014-May 2015.

TfT Program Implementation

Renewed Memorandum of Understanding (MOU) with DoT

A renewed MOU with the DoT this year formalised the continuing cooperation between the TVET Program and the Department to secure maximum involvement and future sustainability of the TfT Program. The 2014-15 partnership agreement was signed following the success of the first MOU in 2013-14 and ensured that the TfT Program would continue to receive DoT's support and assistance on the ground. This agreement also confirmed the TfT Program's plan to continue to support the up-skilling and professional development of the DoT and VTO staff through a second phase of the National Capacity Building Program (NCBP). This partnership has strengthened the relationship and linkages between the TfT Program and DoT/VTO both at management and provincial staff levels. Specifically, the ongoing relationship between the TfT Program and provincial DoT officers is crucial for the continuation of quality product development and rural tourism business support, especially with the launch and implementation of formal accreditation standards for all tourism businesses.

MOU signed for 'TVET for Tourism' next phase

By Anita Roberts

A MEMORANDUM OF Agreement (MOU) has been signed for the Australian Government funded TVET (Technical and Vocational Training Education) to start a new phase of its tourism program in Vanuatu for another two years, starting this year until 2015.

Leader of the TVET Program, Anna Gibert, and the Director of Tourism (DoT) George Borugu put pen to papers this week witnessed by the Minister of Education and Climate Change, New Zealand and Australian High Commission, directors of various departments including the General Manager of Vanuatu Tourism Office (VTO), Chamber of Commerce and Chief Executive Officer of Vanuatu Rural Development Training Center Association and other invited guests, who played vital role in the tourism sector. TVET and DoT's first

partnership agreement was signed last year and ends this year. Following its successful stories about improving the quality of lives of Ni-Vanuatu people particularly in the provinces of Malampa and Sanma, the second MOU specified that TVET has agreed to continue to work with DoT towards sharing the goal of supporting the growth of the local tourism sector in Vanuatu, with a specific focus on the development of Ni-Vanuatu small business and employment within the sector.

Vanuatu is considered the second best destination in the South Pacific. The Australian Government is proud to fund the Sanma, Malampa and soon to be launch Torba TVET Center, which are assisting tourism businesses to gain national and international recognition at the same time meets the tourism required standards.

Apart from its agreements to continue to support the



Director Borugu and TVET Team Leader Gibert put pens to paper while the First Secy of the Australian High Commission rep (L), TVET Deputy Team Leader Fredson Yanhambath and the Minister for Climate Change James Bule (behind) looks on

up-skilling and professional development of national training providers; providing ongoing monitoring and mentoring support to TVET Centers, TVET agrees to fund the National Capacity Building Program (NCBP) for the DoT officers in each six provinces, along with two

selected officers from VTO.

TVET agrees to continue to coordinate and finance skill development services through the TVET Centers to support the establishment and growth of Ni-Vanuatu tourism businesses, and the employment of Ni-Vanuatu in the tourism sector more

broadly.

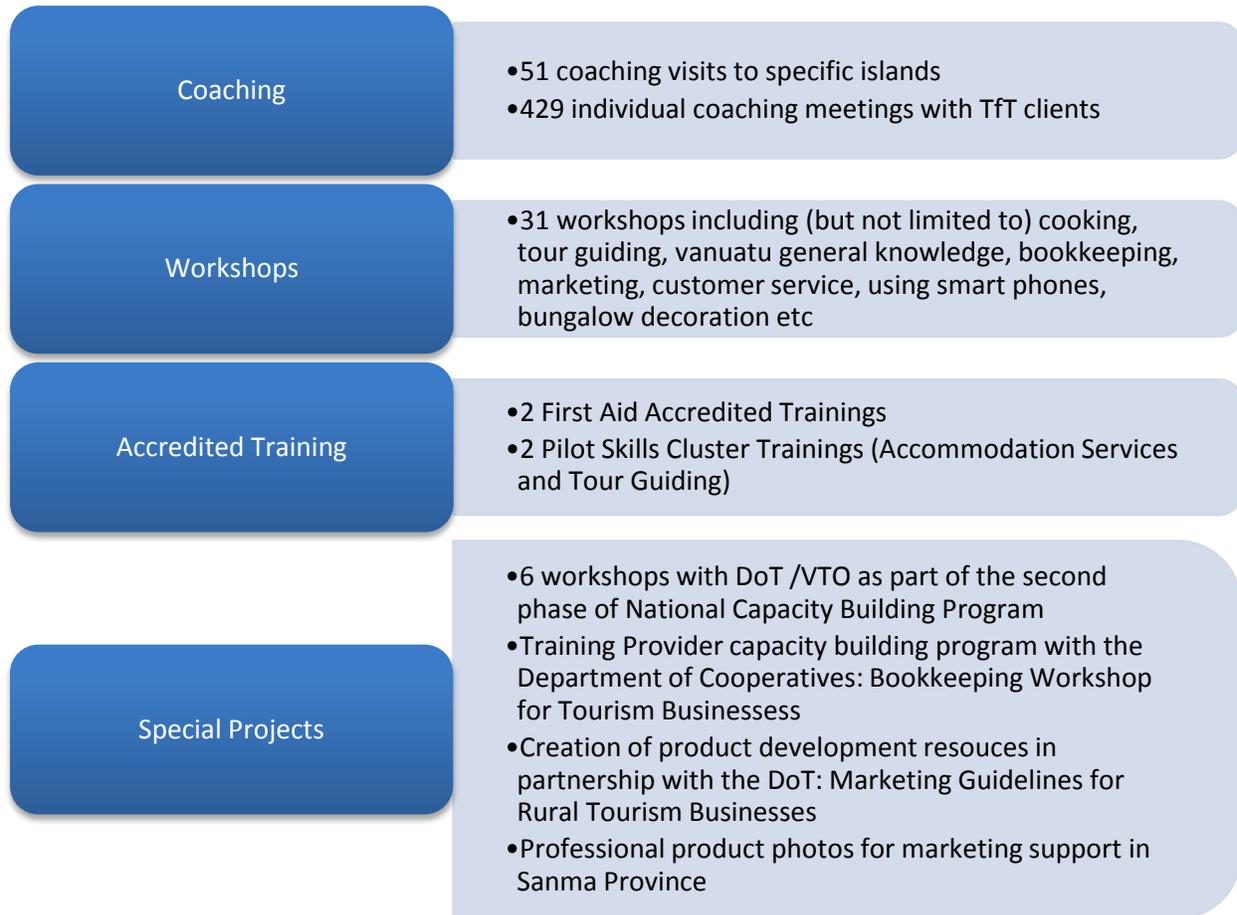
On the other hand, DoT will make sure the TVET training and workshop activities are integrated and prioritized into its own plans and strategies. Of course, it should ensure its all officers fully participate in the workshops and coaching activities with tourism clients.

The Vanuatu Government is grateful for the contribution of Australian Government in its tourism industry.

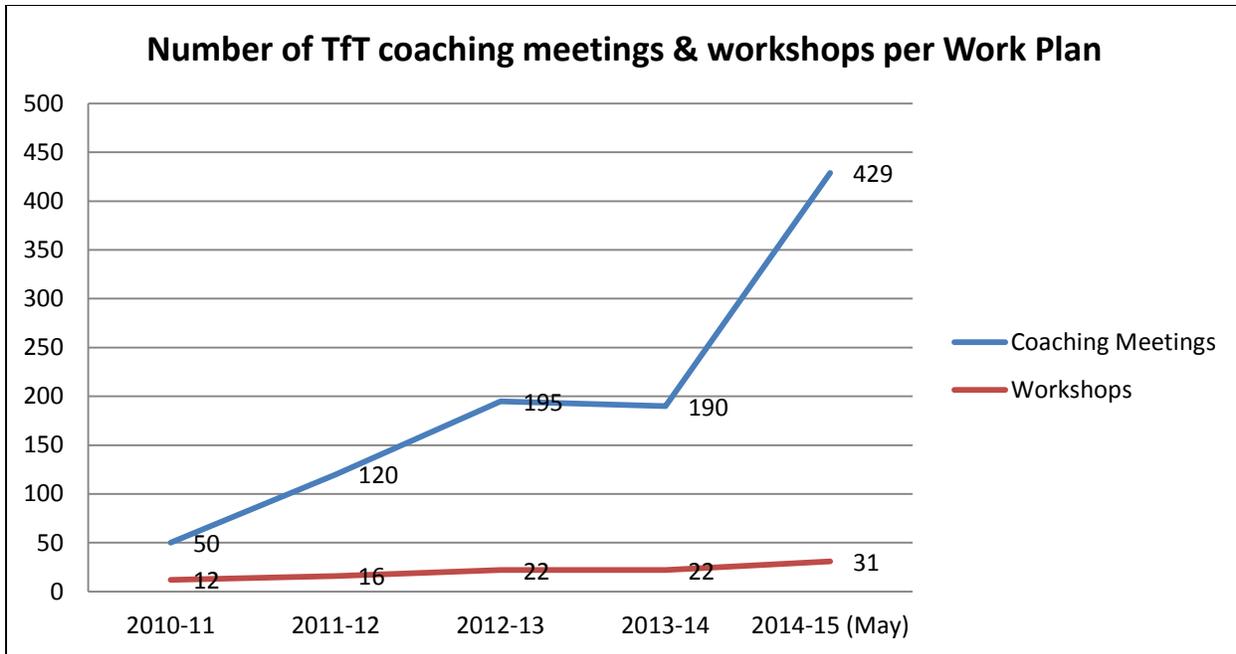
The MOU occasion also witnessed the opening of the new TVET Head Office in Port Vila, located at the former VANGO Building, next to Vanwods at Nambatu Area.

Volume of Activities

From April 2014-May 2015 the Tft Program facilitated 460 skill development activities in localised programs in three provinces including individual coaching meetings with business owners, business development workshops, accredited training and a number of special projects. The program also continued its NCBP in Port Vila with DoT and VTO officers from across Vanuatu.

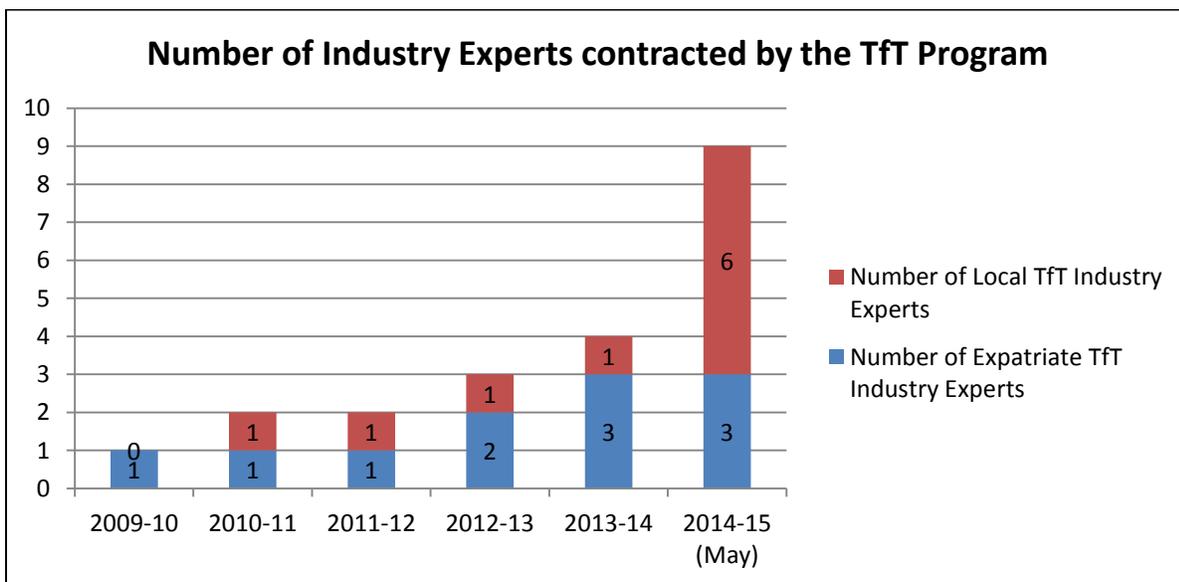


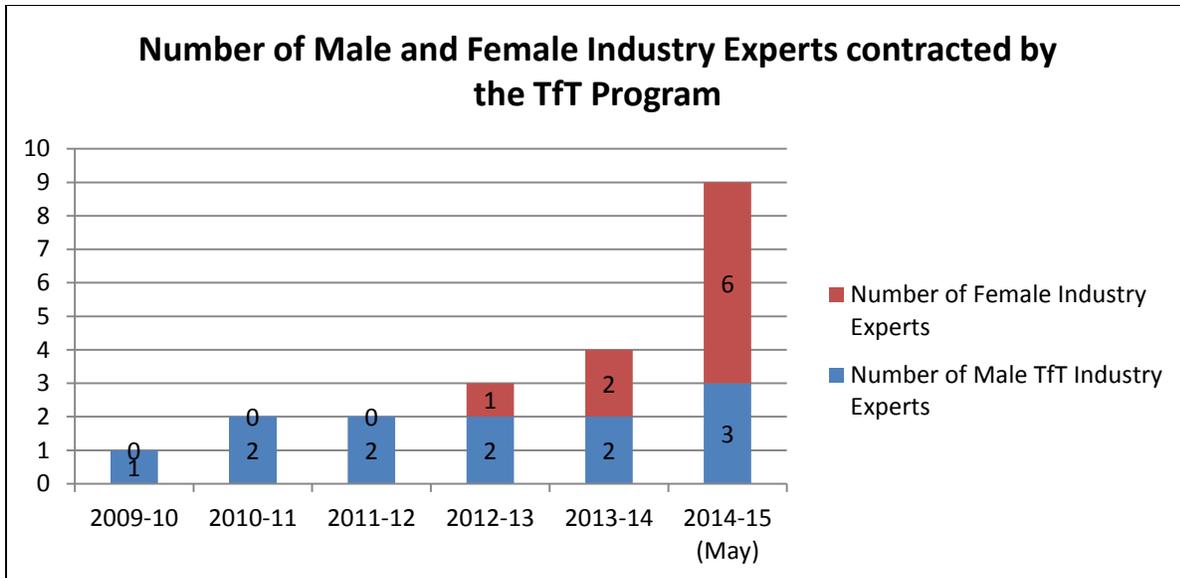
The number of Tft coaching meetings has more than doubled since the 2013-14 programs with the addition of clients from Torba province and new products in Sanma and Malampa. On average, each Tft client has participated in four face-to-face meetings with their coaches over the past twelve months in which their action plans have been discussed and KPIs and other indicators measured. Skills and knowledge developed in these coaching sessions has been reinforced by a range of targeted workshops and formalised accredited training delivered by leading industry experts, registered training providers and government department officers.



Tft Industry Experts

Tft skill development services this year have been delivered by a team of industry experts, key government organisations, institutions and private sector businesses. Due to growing demand, the number of industry experts contracted by the program has increased dramatically from previous years. In the 2014-15 work plan the Tft Program has made an increased effort to source and support local consultants and trainers wherever possible in line with the objectives of sustainability and localised skill development.





To meet the training demands of rural tourism businesses in Torba, Sanma and Malampa the Tft Program has worked in partnership with a number of local training institutions, government offices and private business to deliver tourism-specific content through both customised workshops and accredited training. These providers have delivered a range of business development workshops and accredited trainings to complement the regular coaching activities.

Training Institutions	<ul style="list-style-type: none"> •Vanuatu College of Nursing Education •Vanuatu Institute of Technology •Torgil Rural Training Centre •Vanuatu Chamber of Commerce
Government Offices	<ul style="list-style-type: none"> •Department of Tourism (DoT) •Department of Cooperatives (DoC) •Luganville Municipality
Private Businesses	<ul style="list-style-type: none"> •Telecom Vanuatu Limited (TVL) •Westpac Bank

TfT Training and Resource Development

Training Development

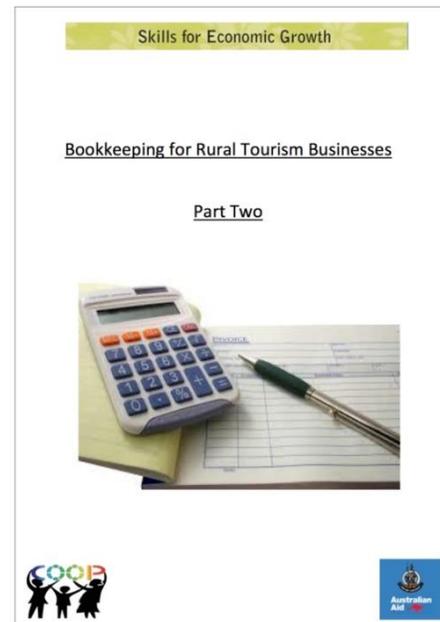
In partnership with an international technical adviser, the Program has also provided curriculum development support and coaching to two affiliated trainers to enable them to develop and pilot two training clusters in the areas of Accommodation Services and Tour Guiding. Using the recently launched training packages and units of competency of the Vanuatu Qualifications Authority (VQA), the TfT Program and technical adviser working in partnership with VQA staff to produce two basic accredited training clusters designed for rural accommodation and tour businesses selected from within the Certificate One units.

Certificate 1 in Tourism (Accommodation Services)		
Field: Tourism and Hospitality		
Subfield: Tourism		
CORE UNITS (GENERIC)		
Domain	Unit code	Unit title
Communication	GSBC0112	Apply basic communication skills
Co-operation	GSCC0112	Work with colleagues and customers
Occupational Health and Industrial Hygiene	GSHP0112	Follow workplace hygiene procedures
Occupational Safety	GHS0112	Follow workplace, health, safety and security procedures
Operations	GSUC0212	Develop knowledge on basic mathematics using calculators
Technology	GSCT0112	Interact with technology
CORE UNITS (INDUSTRY)		
Domain	Unit code	Unit title
Accommodation Services	THCM0111	Clean and maintain premises and equipment
Business core	BFTC0111	Communicate on the telephone
Working Industry	THTI0111	Develop and update tourism industry knowledge
Working Industry	THHS0111	Apply hospitality skills in the workplace
Customer Service	THCS0111	Provide customer care service
Customer Service	THFC0111	Receive and process customer feedback
Inventory	THQP0212	Maintain quality of perishable items
Visitor Information	THPI0211	Source and provide Vanuatu destination information and advice
SPECIALIZE UNITS		
Domain	Unit code	Unit title
Client and Customer Service	THAD0111	Offer arrival and departure assistance
Accommodation Services	THPR0111	Prepare rooms for guests
Bar Services	THNA0511	Prepare and serve non-alcoholic drinks
Catering and Cooking	THSD0612	Prepare simple dishes
Inventory	THRS0111	Receive and store kitchen supplies
Visitor Information	THVI0111	Provide visitor information
ELECTIVE UNIT		
Domain	Unit code	Unit title
Accounting	BFBB0111	Develop knowledge of basic bookkeeping

Resource Development

The TfT Program has worked closely with local training providers and key government offices to design and distribute contextually appropriate resources for rural tourism businesses. This year the Program has facilitated the design of a unique product development resource, 'Marketing Guidelines for Rural Tourism Businesses' as well as a bookkeeping workshop resource and delivery plan.

CASE STUDY: The Department of Cooperative (DoC)s- Bookkeeping Resource Development. In 2014 the Tft Program contracted an industry expert to work in partnership with the Malampa DoC to design and produce a bookkeeping resource to meet the needs of rural tourism businesses. This resource includes two learner workbooks as well as a four-day delivery plan and presentation. While ensuring the delivery of contextually appropriate content to Tft clients, this process simultaneously strengthened the capacity of the Malampa DoC to design new BDS material and create tourism-specific content. Tft then facilitated and funded a pilot workshop in Malekula to ensure the quality management and ‘fine tuning’ of the final content. This resource has now been distributed throughout the national and provincial DoC officers with plans to run these BDS workshops in the near future both in provinces with and without TVET Centre support.



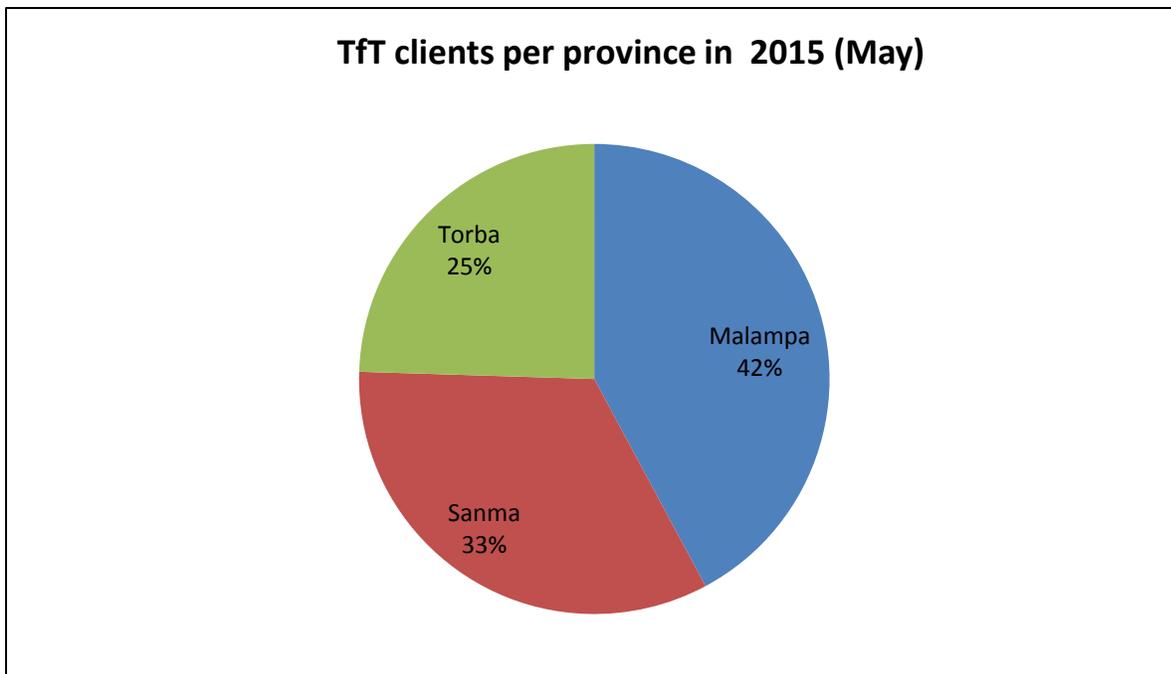
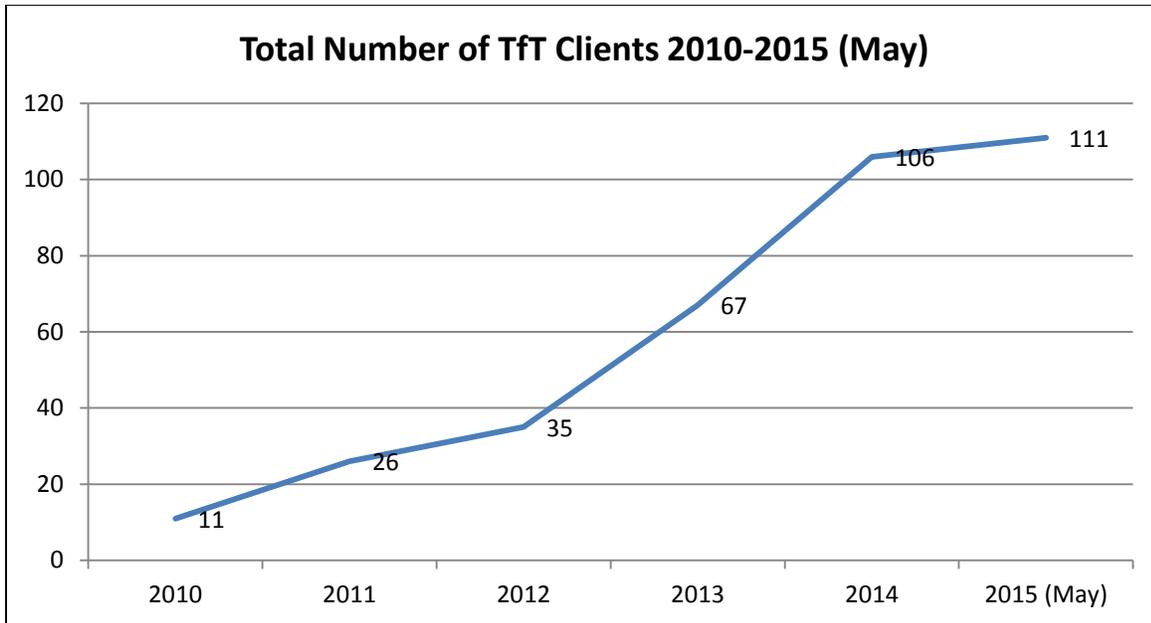
CASE STUDY: Marketing Guidelines for Rural Tourism Businesses. The MoU signed between the TVET Program and the DoT focuses on assisting DoT officers to ‘coach’ island products with their own business development. Marketing has always been a very difficult subject for both clients and DoT officers as absolutely no methodology, tools or training have been previously available. In 2014 the Tft Program allocated a budget for industry experts to write a user-friendly set of guidelines offering advice and ideas on how to start up marketing activities from the islands. This 70 pages guide also contains a marketing directory and action plan sheet to facilitate marketing engagement both domestically and internationally. A two day Marketing workshop has also been developed based on the guide and implemented with the Sanma TVET Centre. The publication was launched and handed over to DoT on 26 February 2015 to be distributed to businesses and government offices.



TfT Program Impact

Individual Clients & Participants

The TfT Program currently provides support through skill development services to 111 ‘clients’ (selected rural tourism businesses, and DoT officers) across Malampa, Sanma and Torba. These numbers have increased by 67% from last year due to the inclusion of the Torba TfT Program (26 clients) as well as the addition of several newly developed products in Sanma and Malampa.



While the Tft Program supports 111 businesses directly, there has been a wider impact on the community through the participation of over 280 client employees in skill development activities. An indirect impact on over 640 people in the three provinces has occurred through skills transfer in the workplace between Tft participants and other employees within the businesses.

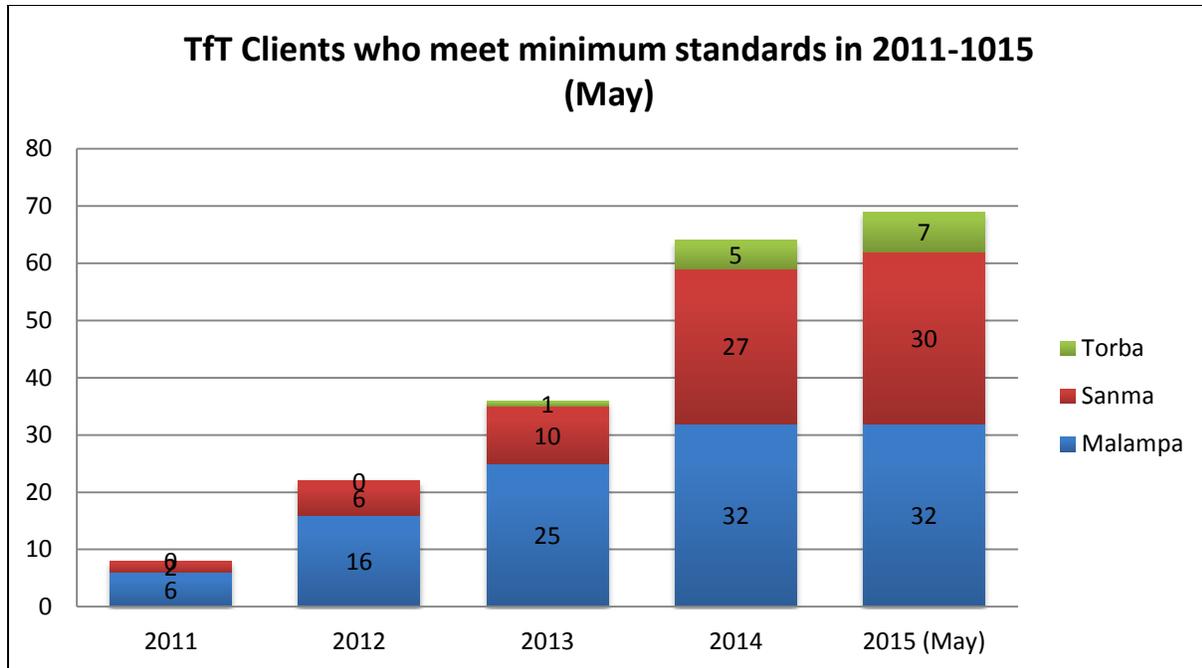


Client Performance

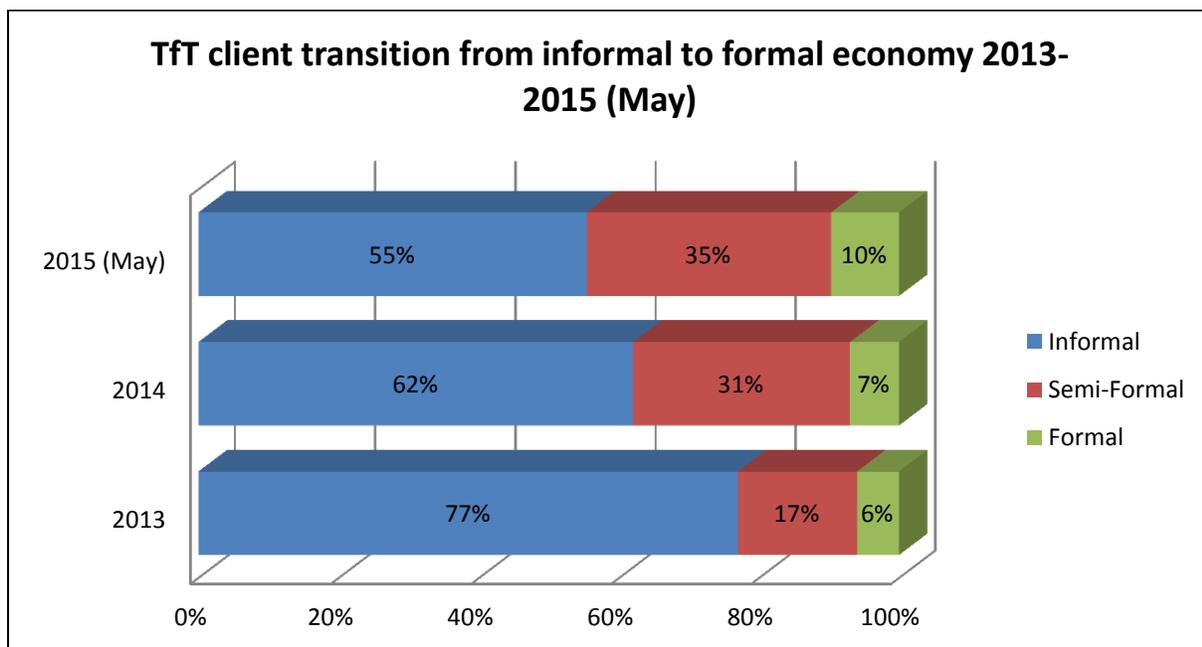
The performance of Tft clients overall has been positive with the majority of businesses showing improvement in terms of product development, financial growth and transition from the informal to the formal economy¹. This improvement is highlighted by the number of clients currently meeting or exceeding the DoT Minimum Standards². Further to training and coaching 62% of Tft clients have reached or exceeded the DoT Minimum Standards.

¹ For the Tft Program's working definitions of informal, semi formal and formal economies please refer to the Tft Client Monitoring & Evaluation Plan in Annex 1.

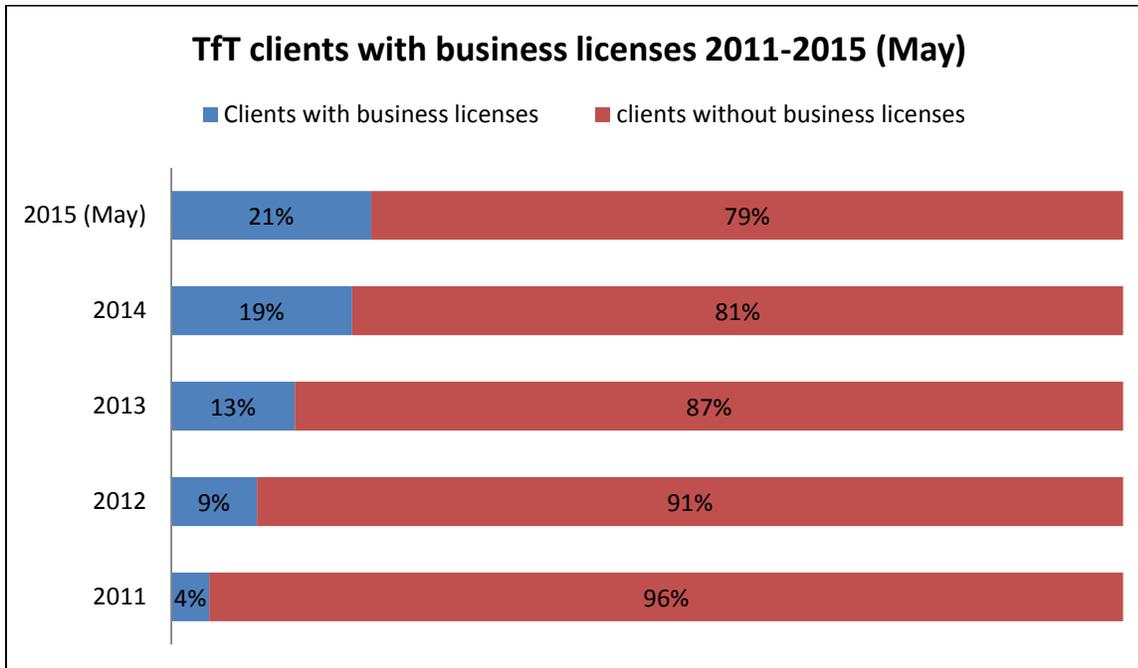
² Since 2011 the Tft Program has collected tourism standards data based on an early draft of the DoT Tourism Minimum Standards. In December 2014 an official version of these 'Accreditation Standards' were launched with a grace period for implementation of twelve months for all tourism businesses. As the accreditation system is still undergoing final alterations, the Tft Program will continue to rely on the 2011 draft when determining whether clients meet or exceed standards.



Through regular coaching and participation in skill development activities, 45% of TfT clients have progressed from the informal to the semi-formal/formal economy. These rural tourism businesses now possess the capability for regular income generation and exercise basic business management practices.



Any individual or company in Vanuatu that wants to partake in a form of business enterprise for income generation is required to obtain an annual business license under the Business License Act No.19 of 1998. This licence costs tourism businesses an annual fee of 10,000vt and formalises the business within Department of Customs and Inland Revenue structure. It is a requirement for tax purposes as well as the DoT Accreditation Standards. The number of Tft clients who have registered for business licenses each year is further evidence of the transition of Tft clients from the informal to formal economy. There are currently twenty one Tft clients who are operating with business licenses compared with only three in 2012.



CASE STUDY: From Millennium Caves Tour to Millennium Caves Limited. In November 2014 Millennium Cave Tours became a registered company, signifying its transition from the informal sector in 2011 to the formal economy today. Millennium Caves Limited is an example of a community based tour which, with the support of the TFT Program, has evolved into a successful registered business fully integrated into the formal sector. Millennium Caves Limited's gross earnings in 2014 totalled above 11 million vatu and today the company employs over 53 members of the local community as tour guides, cleaners, cooks and drivers. Millennium Caves Limited is the major donor of two kindergartens and a local primary school. The company further supports the community through the sponsorship of football teams, youth groups and Promedical Santo.

LOCAL NEWS VANUATU DAILY POST | Tuesday, November 4, 2014 | 5

Millennium Cave becomes a company

By Harrison Selmen

ONE OF VANUATU'S TOP Tourist attractions, the Millennium Cave tours, on the Island of Santo has recently emerged from being a tourist site attraction to a more professional outlook registering the business name in July this year to become a company. The new name of the Company is 'Millennium Cave Limited'.

The shift from the informal state to the current formal business position was a milestone for the family Andikar and the Community of Funaspef as a whole.

Managing Director, Sam Andikar told Daily Post the Company is a community business which aims to support and help the current generation and future generation through job opportunities, trainings and improve the education of village kids. It was reported a total of 8 villages altogether could benefit from the company. This covers tour guiding, handicraft sales and the new funded Millennium Cave primary school.

Andikar was described by Australian High Commissioner, Jeremy Bruer, as a hero, a Village boy who strives through the waves of challenges in order to gain success which in fact developed the business into the current status. Mr Andikar and Family in Funaspef Village worked tirelessly with the hope that this tourism project of bringing tourists and visitors to Millennium Cave will eventually benefit the Community. The efforts caught the attention of the Department of Tourism and assistance was provided by the Australian Technical Vocational and Education Training (TVET) program, the Australian high Commission and the New Zealand High Commission. Currently, Millennium Cave hosts 33 well trained tour guides who accompany tourists in the tour. They are certified for tour guiding, first aid, safety and evacuation.

The company's legal consultant is Mr Bill Bani who has been instrumental in legally defending the interests of the Family Andikar and Millennium Cave since 2008. Even the professional training of the Tour guides, the establishment of the office in Luganville and the network and preparedness of safety of the visitors to millennium Cave, all potential visitors are encouraged to first call into the Luganville Office of Millennium Cave Tours to register and pay the fees before the tour.

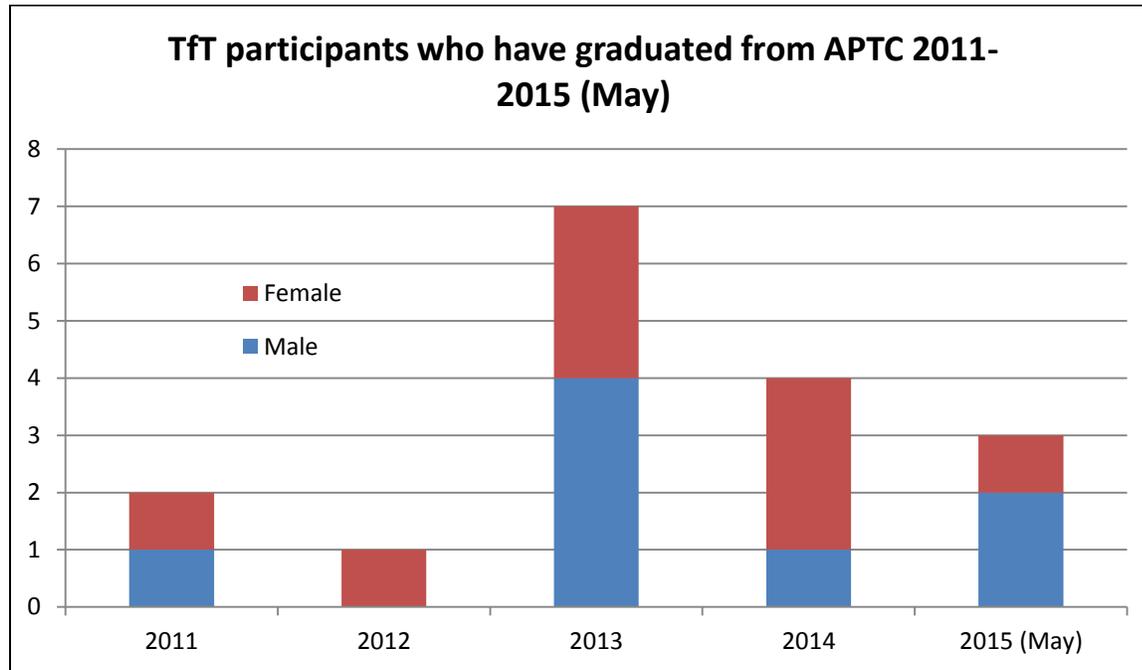
Having becoming a company the management believes security is one of the essential needs. The Santo Maximum Security Services was in Partnership with the Company to provide security services. Thus, the Millennium Company has instructed for all tour operators around Luganville who wish to take visitors to the cave must pass through the office or will be sent back at the security check point at BP Bon. This new system was implemented for the safety of all the visitors and a well defined tourism procedure to be always followed.

The Managing Director would like to thank the police in Luganville, their Legal officer, the Security Company, AusAID, NZAid, the Espiritu Santo Tourism Members, the Vanuatu government and other partners for their support and help which saw the progress in the company so far.




Education Pathways

In the 2014-15 workplan the Tft Program facilitated the pathways of four participants to attend formal training at the Australian Pacific Technical College in Port Vila. These participants have since graduated with Certificate III in Hospitality and returned home to their businesses and families. A total of 17 Tft participants (6%) have now completed a qualification at APTC through the support of the Tft Program.



CASE STUDY: Tam Tam Bungalows wins national awards with help of Tft and APTC pathways

After five years of coaching and skills development as part of the Tft Program the owner of Tam Tam Bungalows, with the assistance of the Tft Program, enrolled two employees at APTC in Port Vila. After graduating with Certificates in Hospitality these employees were promoted to joint-managers in 2014. With the help of these new skills and knowledge they were able to successfully apply, and win, the award for Best Island Bungalow in Vanuatu 2014.



Westpac
VANUATU
TOURISM
AWARDS
 for Excellence 2014

Wider Impact- Flow-on Effect

In 2014-15 the Tft Program has had positive impacts on the wider community in areas where skill development services have been delivered and, as a result, tourism activities have increased. Thanks to regular income generation from tourism businesses many communities have seen their standard of living increase as well as the growth of other complementary sectors such as agriculture, joinery/carpentry, and handicrafts.

The growth of the local tourism industry in Sanma and Malampa provinces has led to a higher demand in local handicrafts and thus more income generation for women, people with disabilities and traditional craftsman. In Sanma the Tft Program has recently facilitated an 'additional income' networking event which brought together tourism businesses, craftsman as well as food producers to enable them to view each other products and arrange sales 'in-store' at tourism accommodation, activity and restaurant properties.

In Torba province vegetable farmers have begun to diversify their products and increase quantity due to the demand from local bungalow operators. While many of these farmers originally grew products for their families only, many are now beginning to sell their excess yields to these tourism businesses and also other members of the population.

LOCAL NEWS

[2] VANUATU DAILY POST | Monday, July 21, 2014

Torba training targets vegetable farmers

By Aesta Roberts

AFTER ITS ESTABLISHMENT early 2014, the Australian Government funded TVET (Technical and Vocational Education) Centre undertook its first Accredited Training (AT) aimed at increasing the quality and quantity of farmer's vegetable production.

21 subsistence farmers both men and women from the northern-most province attended the training on 'Plant Vegetable' for two weeks, from June 7 to 18. These rural farmers have gained basic knowledge on how to make a better living through increasing their vegetable production and sale.

Each day participants joined in theory and practical session to acquire knowledge throughout sessions as site selection; land preparation; indoor and outdoor nursery; direct planting, transplanting; and maintenance of vegetables.

The TVET Centers in Sanma, Malampa and now Torba facilitated Accredited Trainings to provide skills to enable trainees to gain employment, increase their income levels or start and/or develop livelihood projects and small businesses.

This training is facilitated by the Torba TVET Center and delivered by the Vanuatu Agriculture Trainers: Patricia Setak and Godfrey Buletare.

Participant Stephen Beth gave his feedback of the training: "Skills acquired will increase vegetable production and also the lives of our families".

Mr Beth said prior to the training they were experiencing a low production with their vegetables just because as they lack the commercial skills.

"We are looking forward to see an increase in our production," he said. These farmers usually sell their vegetables at Sola, the province's headquarter located in Vanua Lava.

The Torba TVET Center also conducted a four-day tourism workshop-skill improvement for the existing bungalow operators who are part of the 'TVET for Tourism' program.

Chairperson of the Vanua Lava Tourism Council and owner of the Lemerius Bungalow, Robert Isaacher, said the TVET trainer taught them (participants) what to do to prepare for tourist arrival and how bungalow owners should do to improve businesses to meet tourist expectations.

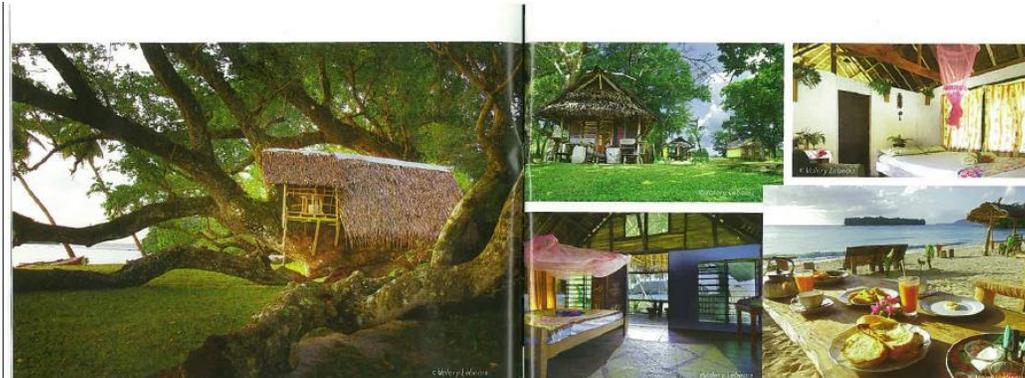
Apart from the agriculture and tourism trainings, assessment has also been carried on Vanua Lava by an officer from the Fisheries Department to introduce aquaculture farming.

TVET Centers are established to support economic growth across all private sectors through skill development service.

Torba TVET trainees in practical session

Media and Public Relations

During the 2014-15 work plan, the Tft Program received strong local and international press coverage with 22 articles published and regular broadcasting on national and provincial television programs (see complete list in Annex 2). During the last twelve months representatives from the Australian High Commission in Vanuatu have participated in five Tft-related public events including the MOU signing with the DoT, Marketing Guidelines Launch, Millennium Caves Limited Launch, Millennium Caves Limited CEO graduation, and Vanuatu Tourism Awards. These events and public visibility have contributed to the strong partnership between the Vanuatu and Australian Governments in relation to their tourism sector development strategic objectives.



Paradise Found Island-style *bisnis*

Story by Patricia Gill. Photography by Valery Lebean. IGMmedia.

In recent years, the island of Espiritu Santo has seen a range of new locally owned and managed tourism businesses. Island-style bungalows, and between-your-toes restaurants, and activities showcasing aspects of traditional culture are making us more so the island of Santo. TVET initiatives and training programs have much to do with this latest outpouring of entrepreneurial action.

Funded by the Australian and Vanuatu Governments, the TVET (Technical and Vocational Education and Training Sector) Strengthening Program has been providing small business owners with the skills to make their operations grow. The program has encouraged the appearance of new economic opportunities by providing individuals with the knowledge and skills necessary to start their own commercial activities.

Since 2009, the TVET program in Santo has been offering accredited courses, workshops and coaching on different industries, from agriculture to hospitality. The tourism industry is an important source of revenue for the island and one of the goals of the program has been to provide individuals with the skills necessary to establish and to operate hospitality businesses. From how to furnish bungalows using locally made furniture and items, to contextualized cooking, customer service and book-keeping, these courses have given locals the knowledge and confidence necessary to launch themselves into the task of becoming economically self-sufficient, using the resources available to them. As a result, more and more locally-owned businesses are surfacing in the island. "The TVET course has seen a lot of interest from local people who, unable to make it to the capital to further their studies, have been able to access education and new skills here in Santo. There was a great need to grow the skills and capacity of people who wanted to start their own small-scale business but did not know how to," explains Elise Salice, Santo TVET course business development service coordinator and coach. Elise is full of energy and his passion for the program is contagious. "Through progressive training and providing workshops and coaching that fit the level of skills and the needs of individuals, we now see that this is translating into real and practical economic opportunities. This year, we are adding more accredited modules to our curriculum to cater for the demand and the skill growth that our program has generated," he explains.

The TVET program's flexible and holistic approach provides not only the training that is needed but also works together with other organizations to ensure that small industry receives the ongoing support it needs to be able to flourish.

In the Malampa Province, after running extensive workshops and training for locals to develop their own tourism business, it was clear that a platform was needed to market these products to potential visitors. Local access to internet and phone means that once a business is up and running, local operators found themselves without avenues to market their services. "Visitors were discouraged by difficulties securing information and accommodation ahead of their visit. To resolve this problem, the TVET program, in conjunction with the Department of Tourism, set up the Malampa Call Centre in Malakula which now covers the islands of Malakula, Ambrym and Pieta and which has proved to be an incredibly successful resource for both visitors and tourism businesses.

Following this model, the Santo Information Centre was created to improve access to market for tourism-related products in Santo and the southern islands. Almonique Soale, manager of the Santo Information Centre, comes with a wealth of experience and knowledge and is ready to help visitors at the office located on Espiritu Santo's main town. "The information centre is a fantastic resource for locals to market their products," she explains. "For the local business owners, we provide the link between their product and their mar-

ISLAND LIFE 7

Malampa Program Review

Program implementation

The Malampa Tft Program includes two sub-programs on the islands of Malekula and Ambrym. After four years of coaching and other skill development activities in Central Malekula the objectives of the Tft Program in 2014-15 were:

- To secure the sustainability of these products through improved business management and marketing
- To identify and support tourism develop in South East Malekula (the Maskelyne Islands)
- To assist the Malampa Call Centre to achieve sustainability.

The Tft Program on Ambrym entered its third year in 2014-15 with a main objective of continuing the development and support of tourism businesses while increasing volume of tourists to the area via the Malampa Call Centre. More specifically these objectives included:

- To develop business management, marketing and reservation skills for Ambrym clients
- To introduce basic accounting skills
- To continue to engage clients into quality improvement both in tours, activities and accommodation
- To encourage Ambrym destination marketing through the Malampa Call Centre

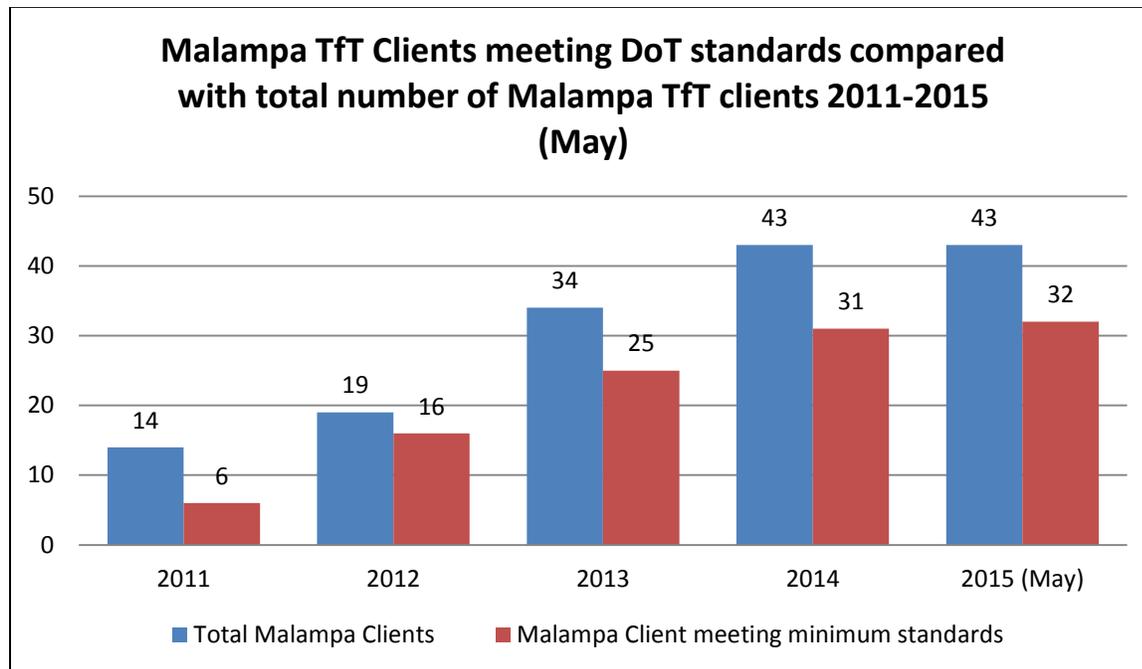
Tft skill development activities delivered in Malampa province in 2014-15 included:

Coaching	<ul style="list-style-type: none"> • 18 coaching visits to individual islands • 143 individual coaching meetings with Tft clients
Workshops	<ul style="list-style-type: none"> • 11 workshops including: <ul style="list-style-type: none"> • island cooking • tour guiding • customer service • bookkeeping • marketing • business management • using smart phones • massage • Vanuatu laws and business regulations
Accredited Training	<ul style="list-style-type: none"> • 1 First Aid Accredited Trainings
Special Projects	<ul style="list-style-type: none"> • Malampa Call Centre Monitoring/Capacity Building • Wala Island Cruise-ship Pilot Program

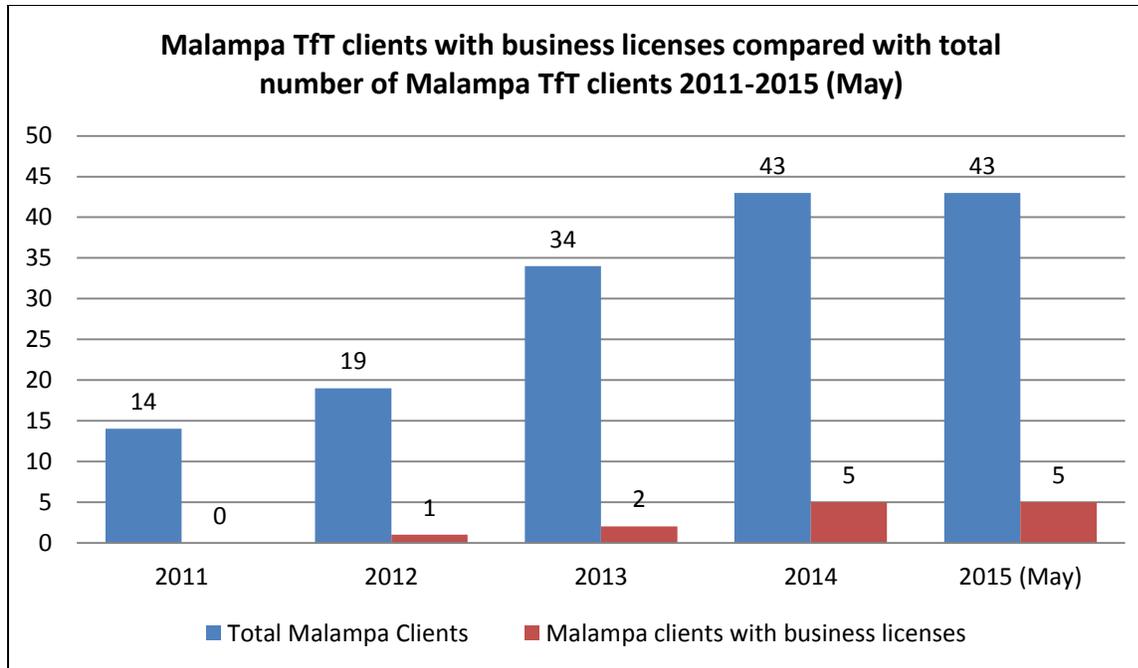
Several coaching visits and workshops were postponed in Ambrym this year due to a number of extenuating circumstances including the closure of the Craig Cove airport for six months between April-September 2014 as well as the eruption of the Ambrym volcanoes in February 2015 and subsequent continuing risk management issues.

Client achievements

The Tft Program currently supports 45 tourism businesses in Malampa province through skill development activities. This includes nineteen clients from Central Makeula, fifteen from Ambrym and nine additional clients from South East Malekula. The ongoing improvement of these businesses can be appreciated in the increasing number of clients meeting the DoT minimum standards in the region. Currently 75% of Malampa clients meet or exceed the DoT minimum standards and are thus able to be commercialised, and sold online, through the Malampa Call Centre.

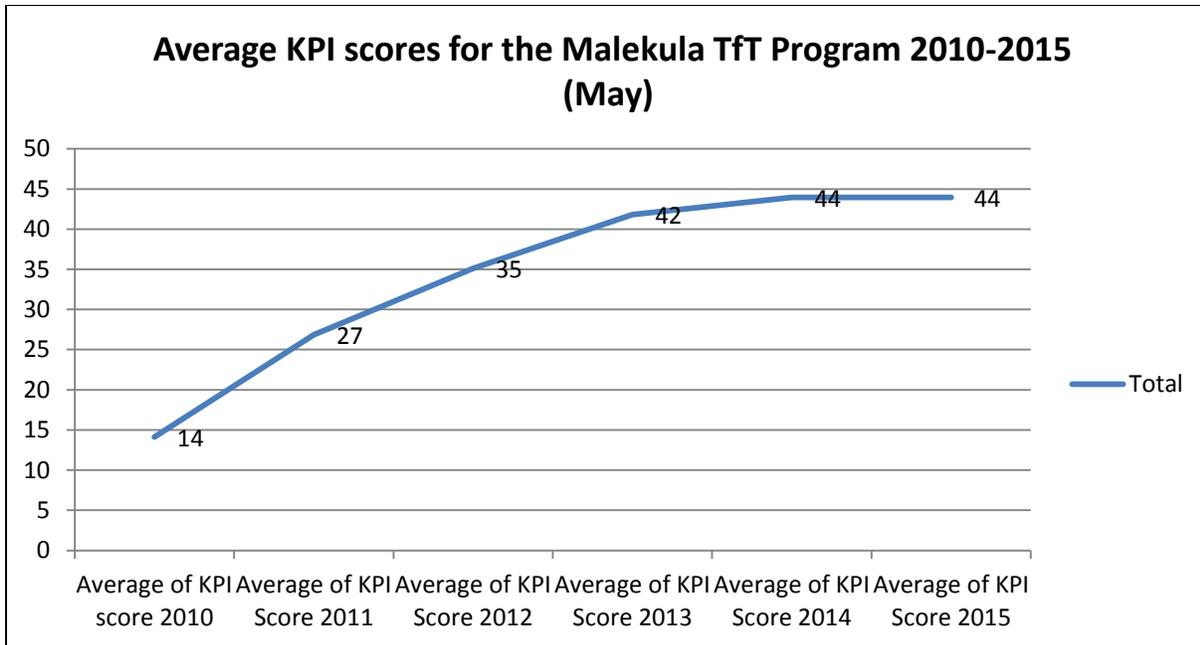


The number of Malampa clients with business licenses is also slowly improving emphasising the transition of these businesses from the informal to formal sector. Currently 11.6% of clients are registered compared to only 6.6% in 2013 and none in 2011.

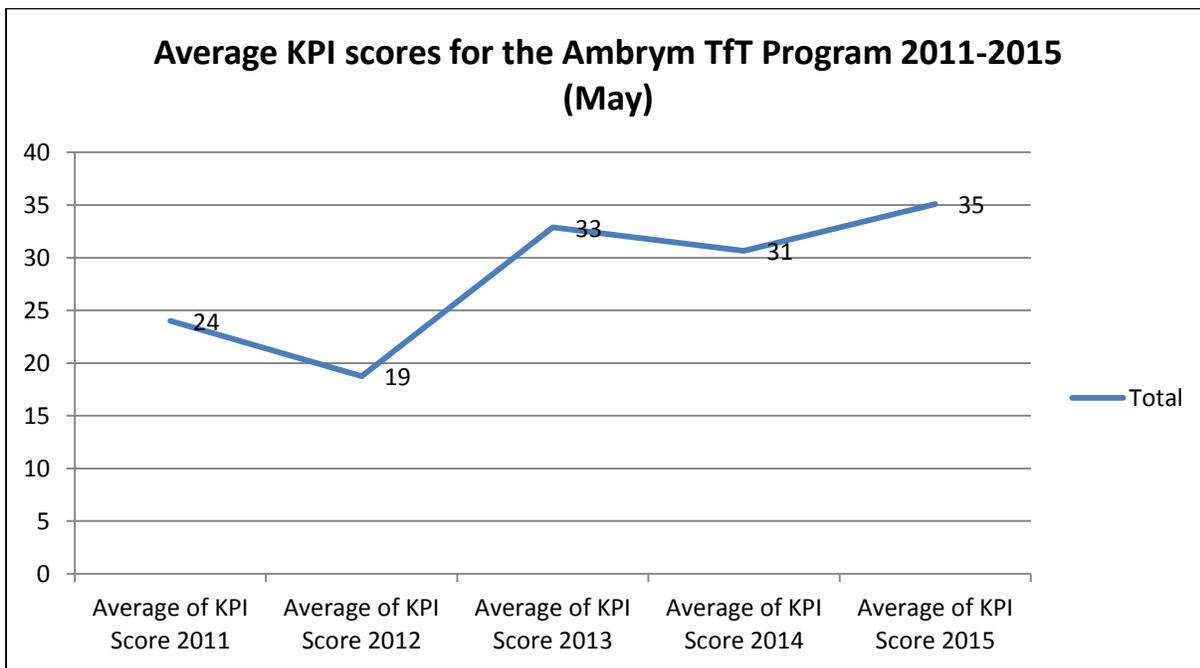


The Tft program uses seventeen specific KPIs in areas such as site maintenance; operation, marketing and service; to determine a KPI score for each client out of 85. This score assists coaches and business owners when evaluating the progress of these tourism businesses and determine 'next steps'.³ The average KPI scores of Malekula clients (excluding new clients from the south east) have improved from 42 in 2013 to 44 in 2015. While the overall increase is not as high as previous years this can be attributed to a healthy plateau and movement towards sustainability of these businesses.

³ For further detail of the Tft Program's KPI system please refer to the Tft Client Monitoring & Evaluation Plan in Annex 1.



Ambrym client KPI scores also improved from 33 in 2013 to 35 in 2015. This small increase can be attributed to a six month period of stagnation in 2014 due to the airport closure and cancellation of workshops and coaching visits as well as a loss of over 1 million vatu worth of tourist arrivals.

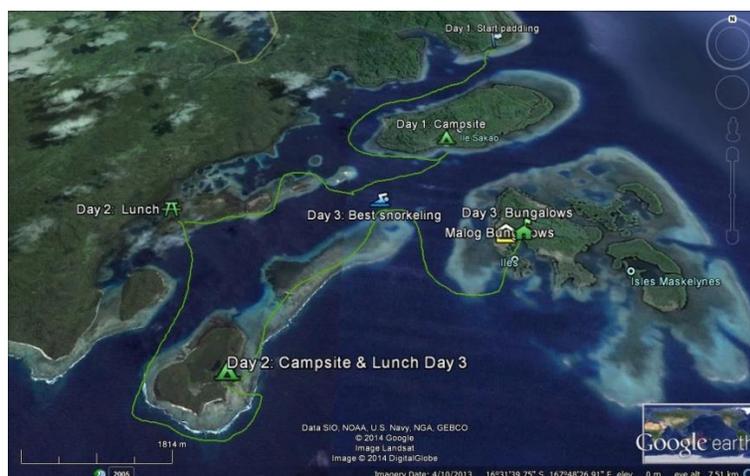


CASE STUDY: Tft Industry Expert and DoT staff developed Tourism Packages that are now commercialised overseas.

This year a Tft Industry expert supported the Malampa DoT office to consolidate local activities from the region of South East Malekula into an adventure package to be commercialised overseas. This is an example of the Tft's multi-stakeholder coordination role:

- **Industry Expert** up-skilled operators and assisted in tour development (mentoring)
- **Malampa DoT** validated the package
- **VSA volunteers** assisted in product description and online marketing
- **Vanuatu Tourism Office (VTO)** in Port Vila engaged French speaking expert to promote the package in New Caledonia
- **Malampa Call Centre** organized bookings and follow-up with interested Caledonian wholesalers

This practical approach has generated tangible tourism impact in a region where very few tourists previously visited.

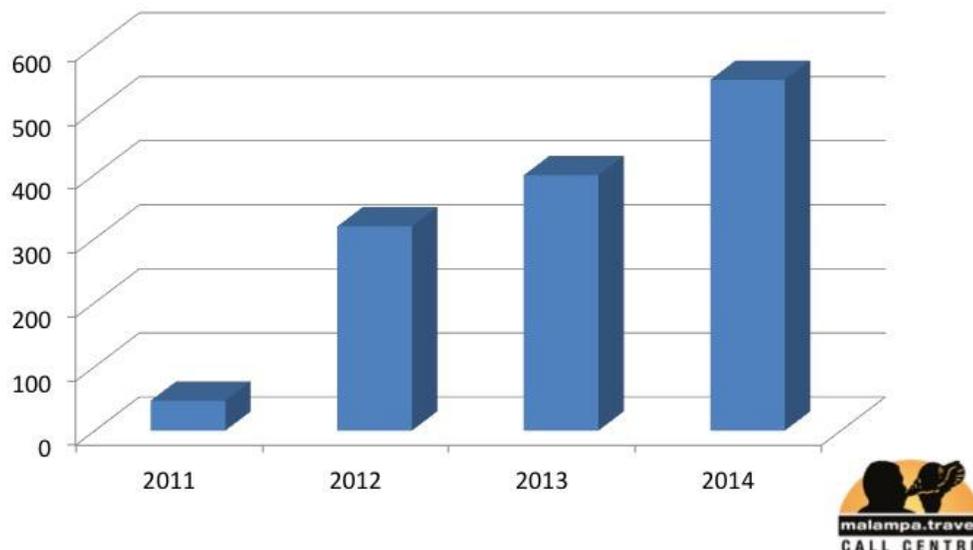


Malampa Call Centre

Malampa Call Centre was created in 2011 after local stakeholders identified the need for access to telecommunication and online marketing. In December 2014, after three years of operation, the centre broke even with over 600 visitors booked through the centre that year. The estimated booking value generated by the call centre is estimated at 18 Million vatu. This pilot initiative has demonstrated that such projects can be sustainable in other provinces or perhaps nationally. Through Tft Technical support and coordination with NZ Volunteer Service Abroad (VSA) several marketing improvements were also achieved:

- full google mapping of all Malampa accredited products
- full integration of Facebook portal into Malampa.travel web site
- automatic translation of the Web site into over 60 languages
- development of a 35 page Malampa travel guide distributed online

Total visitor bookings via Malampa.travel Call Centre



During the last Call Centre Board meeting and Tft coaching meeting, major decisions were taken to further develop online marketing and business generation for local tourism members by:

- Employing a second officer (Francophone) to comply with increasing booking inquiries and New Caledonia market development
- allocating a budget to start advertising online with Google and Facebook advertising platforms
- starting to distribute local island bungalows through Online Travel Agents (OTA) such as Wotif.com and Booking.com

These decisions show the capacity of provincial stakeholders to take care of their own product marketing, to master technologies and concepts that were before used only by Port Vila foreign investors.

Wala Cruise-Ship Initiative

The Wala Cruise-Ship initiative was developed through a formal request by the DoT based on their National Cruise Tourism Action Plan. Wala Island in Malekula is one of the six Ports of Call in Vanuatu. After some years of community tension it had begun to attract negative attention and was in danger of losing future calls. This was largely due to the Port of Call Committee mismanagement of funds and low quality of community customer service. The Tft Program was asked to initiate a skills development program with the support of Carnival Australia, DoT and local communities. A pilot program was developed, and partially implemented until tribal tensions on the island, unrelated to the initiative, made it necessary to withdraw due to security risks and direction from TVET Program and DFAT management.

Despite its short implementation (50% of initial proposal), many lessons were learnt from this initiative. Namely, Tft Program, Carnival Australia and DoT realised the importance of skills development and rural community awareness raising in relation to the development of Ports of Call and the wider cruise industry. It also became evident that skill development activities to strengthen the capacity of the management committees at the Port of Call were crucial for future development. From this experience, and from the achievements recorded, Carnival Australia and the TVET sector Strengthening Program are working together on a national “Ports Of Call Skills Development Program” to be potentially implemented in other priority Ports of Call.

Wala island Tour Promotion

Before Tft initiative:



After Tft initiative:



Sanma Program Review

Program implementation

The Tft Sanma Program entered its fourth year in 2014-15 with the goal of continued product development. More specifically, objectives included:

- Providing strong support to existing clients and empowering them toward the achievement of sound business management, improvement of their quality standards and profits.
- Engaging identified new clients into a process of coaching and training with a strong emphasis on tours/activities and adventure bungalows.
- Assisting in Sanma Call Centre development

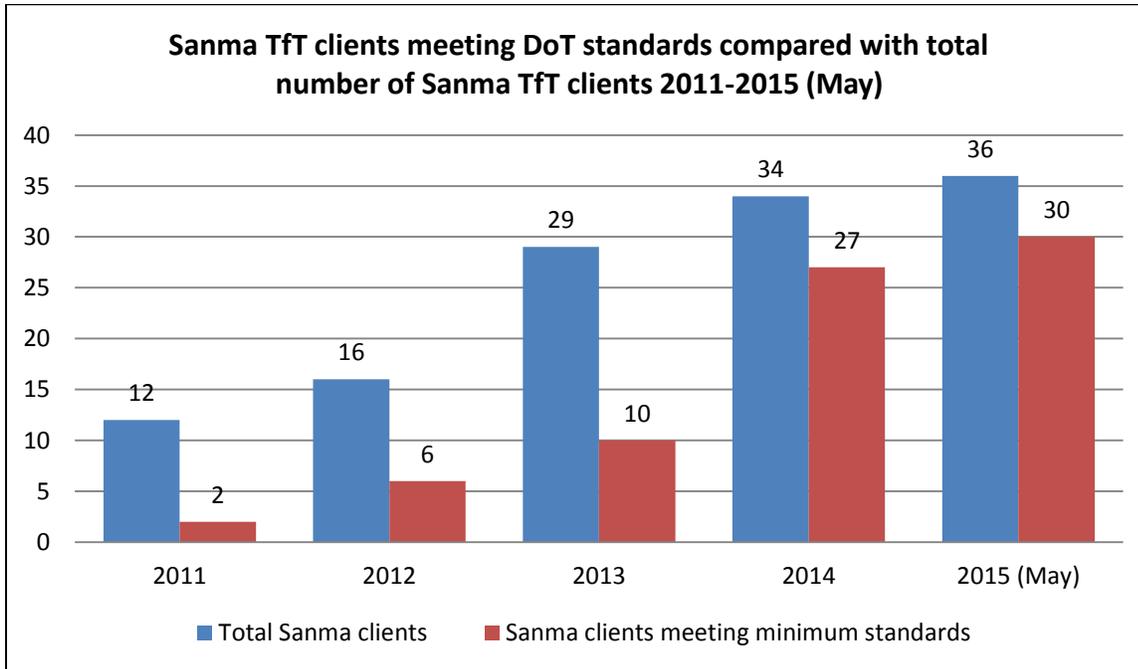
Tft skill development activities delivered in Sanma Province in 2014-15 included:



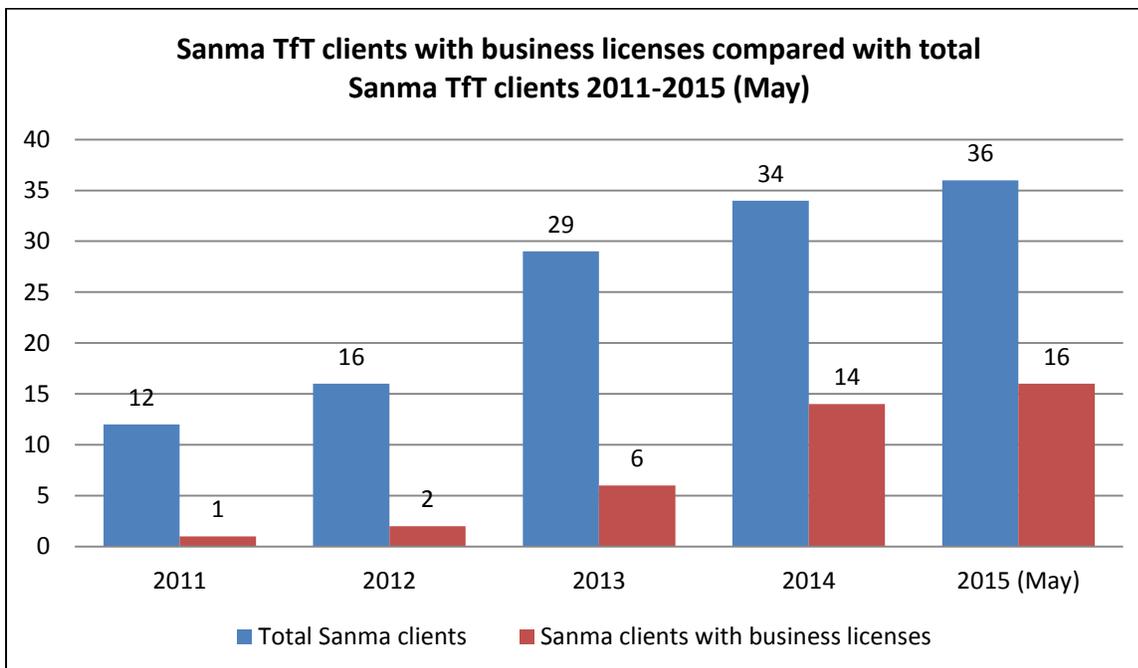
Client achievements

The Tft Program currently supports 36 tourism businesses in Sanma province through skill development activities including 35 clients from Espiritu Santo Island and one client from Malo Island. This number includes the addition of five new products in 2014. The Sanma Tft Program provides coaching and other skill development services to tourist accommodation, tours & activity businesses and also tour

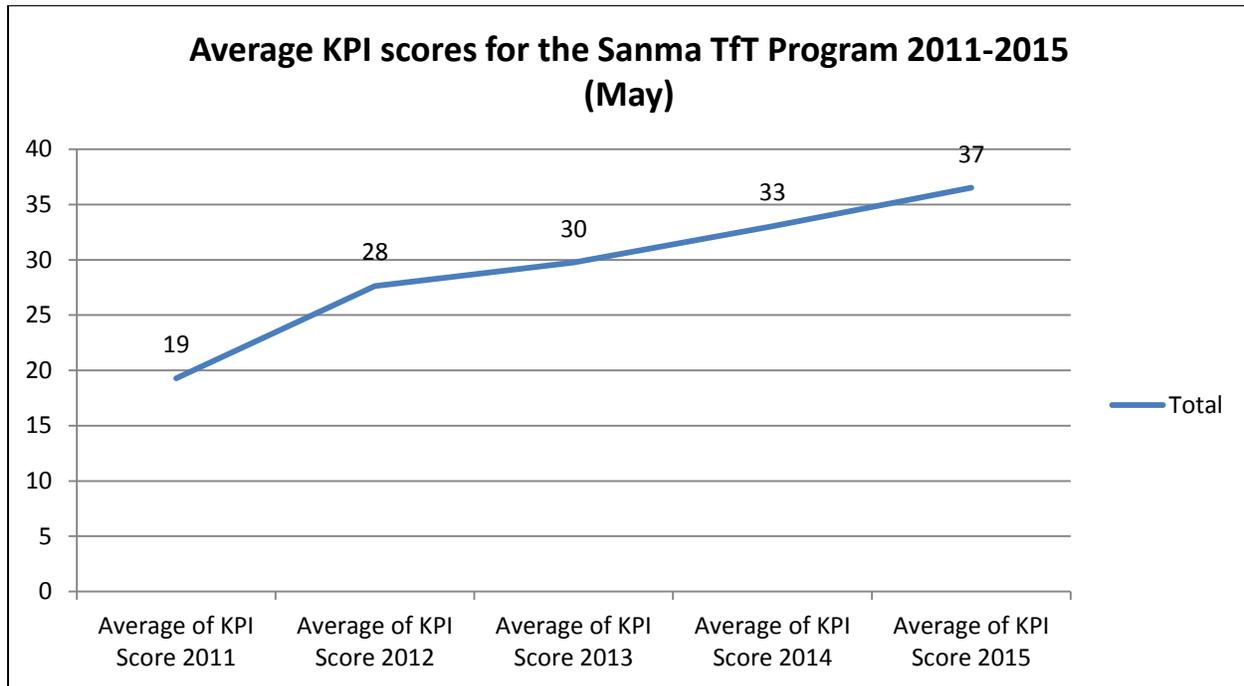
operators. In 2014-15 there has been a dramatic increase in the standard of Tft clients due largely to better business management, higher quality standards and improved revenue. Currently 83% of clients in Sanma have met DoT minimum standards compared with 37% in 2013.



The number of Sanma clients with business licenses has risen greatly in 2014-15 due largely to the refocus of the Tft Program on correct business management, rules and regulations. This increase highlights the transition of these businesses from the informal to formal sector. Currently 44.4% of clients are registered compared to only 22.2% in 2013 and 8.3% in 2011.



The average KPI scores of Sanma Tft clients have improved from 33 in 2014 to 37 in 2015 which reflects the slow moving nature of product development in Sanma province.



CASE STUDY: Luganville Tour Operators

Espiritu Santo has always been one of the major tourism destinations in Vanuatu with regular international flights and two ports of call. Ni-Vanuatu tour operators specialising in airport transfers and tour organisation have been successfully operating in the main town Luganville for many years. The continuous stream of tourist arrivals has made these businesses reluctant to invest in product development or upgrade their services.

In 2014 the Tft Program was asked to provide these businesses with support to help them make themselves more competitive. The industry experts focused on business development strategic advice including specific workshops and coaching sessions tailored to suit these long-time tour operators. After only one year of coaching many improvements are now being witnessed. Several clients are now investing in bigger buses to reduce their cost per passenger and many have developed new exclusive tours to differentiate themselves from the competition. Some are now investing in internet marketing and proper offices in an attempt to separate their business from their own home and family.

CASE STUDY: Port Orly Tourism Zone- Waste Management

The area of Port Olry in north eastern Santo has experienced rapid growth in tourism numbers in recent years. The Tft Program works with five tourism operators in Port Olry all have which have seen vast improvement in terms of product development and revenue. In August 2014 the community of Port Olry recognised that the number of visitors combined with improper waste disposal measures was having a disastrous effect on the environment in the area. The Tft Program, recognising a lack of knowledge as a major cause, partnered with the Luganville Municipality Waste Management Unit to deliver community workshops covering correct waste disposal, recycling and composting. The community and tourism operators are now not only producing less waste but ensuring that their future tourism practices are environmentally friendly. A result of this workshop was the addition of Port Olry to the Municipality's regular recycling pick-up route.

2 | VANUATU TODAY POST | Friday, September 12, 2014



Luganville women learn from experts how to use local resources to build waste disposal site

Tourism Operators embrace waste management solutions

By Les Gorae

Did you know it takes 450 years for a nappy to break down in landfill? Did you know a glass bottle never breaks down and that food waste creates a toxic liquid called leachate?

These and many other interesting facts were presented to more than 20 local tourism operators who attended a full day TVET Centre workshop on Waste Management and Eco-Tourism in Luganville on August 28.

The aim of the workshop was to provide technical skills and demonstrations to tourism businesses so that they can start to plan, act, and better manage the waste generated from their businesses.

Waste Management Officers Gina Buletare and Mary O'Reilly from Luganville Municipality, talked to the participants about the different types of waste that are generated, the waste management hierarchy, the 3R's and what options exist for recycling and disposal in Luganville.

The group then visited the public aluminium can recycling cages in town and as a result 12 tourism businesses will receive their own cage so that they can recycle all their aluminium cans, reducing the amount of waste they send to landfill. Next stop was the large scale composting bin at the Market House where they saw compost that has been maturing for several months. One participant said, "There are no flies and it smells like fresh dirt, it's just great!"

The second part of the day saw the participants travel to Port Olry where they all took part in building two compost bins. The compost bins were made of donated shipping pallets and local borau/kasis poles. The participants then learnt how to layer the food and garden waste into the compost bin to ensure it gets off to the best start.

TVET Centre Business Development Services Co-ordinator Ellise Sallias said, "This is the first time we have run a workshop like this and the participants were really enthusiastic to start to plan, act and manage the waste generated from their tourism businesses."

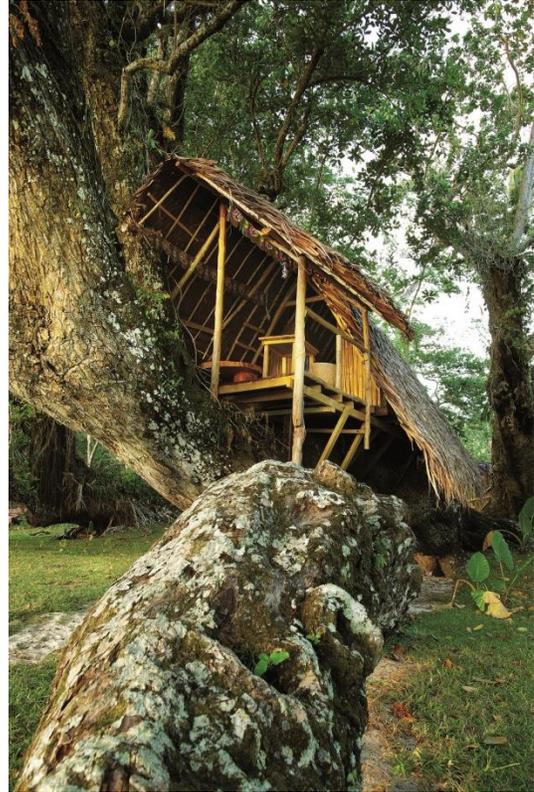
"Through the current 2014 TVET for Tourism coaching program in Santo with these selected local operators, we have identified that whilst there is growing product development in Sanma - tourism business waste is also a growing adverse effect to this developing industry and also its effects to the environment in Sanma province.

Buletare of Luganville Municipality and Sanma Province are so pleased to be able to partner with the TVET Centre and the Department of Tourism to work with these businesses to help them reduce their waste, become more environmentally friendly and as a result hopefully attract more tourists to Sanma".

This will be the first in a series of waste management and eco-tourism activities that the Australian Government funded TVET Centre has lined up to assist the tourism sector to play their part in protecting our environment.

CASE STUDY: Professional Product Photos for Tft Sanma Clients

In 2014 the Tft Program engaged a professional photographer to create product photos and small portfolios for thirteen Sanma tourism clients. These photos have now been distributed to respective business owners as well as Sanma Information and Call Centre and VTO to be used in domestic and international marketing.



CASE STUDY: First cruise passengers now arriving at newly approved clients.

Further to discussion with Carnival Australia in 2013, Tft industry experts have successfully mediated contracts for four clients with Carnival Australia's agent for the coming years. These clients are now enjoying their first passenger arrivals direct from the ship on cruise-ship days and the stability of secure bookings via on-board agents.



Sanma Information and Call Centre

After the proven success of the Malampa Call Centre, Sanma Province initiated plans to develop its own call centre to assist local tourism stakeholders. The Sanma Information and Call Centre (SICC) was designed during 2013 with the assistance of the Tft Program and funded via a variety of donors including the DoT, VTO, TVL and DFAT's 'Governance for Growth' program. The Tft Program provided industry experts to facilitate implementation of the project and training/capacity building of the newly appointed staff.

SICC was officially launched in March 2014, however, the centre faced several challenges from the start that were not anticipated in the proposal. These included:

- The volume of 'walk-in' visitors on cruise-ship days
- Ambiguous communication and reporting lines between the DoT, VTO and Management Board.
- Weakness of in terms of governance and direction from the Management Board
- Underperformance and low productivity from centre staff and centre management
- More inexperience in centre staff than initially anticipated

The Tft Program invested enormous efforts to build up capacity of the centre staff and manager in order for them to run the centre as initially. While the first year of activity has been much lower than expected there are some improvements in 2015 including:

- An updated database of all Santo products
- Active website with over 35 accredited products online
- Increasing interest from local products in SICC registration
- The premium location of the centre has generated large interest from international visitors and passengers and the tourism information aspect of the project has been greatly fulfilled;
- Staff are now able to use a reservation system and can manage bookings on their own
- MYOB accounting system is in use and comprehensive reports are issued to the board of management monthly.
- The Management Board has been strengthened and the correct cross-organisational governance arrangements have been implemented.

Although the initial progress of SICC has been slower than expected, it is still anticipated that by the end of 2015 SICC will integrate the commercialisation of products from Torba province.

Sanma Media and Public Relations

Six articles relating to the Sanma Tft Program were published in the national and international press in 2014-15. Highlights from these include a four page article focusing on the successes of the Tft Program in Port Orly in a popular regional magazine.

TREEHOUSES, GUESTHOUSES AND ISLANDS ONLINE

Thanks to the Sanma Information Centre in Luganville, visitors can now book local style accommodation online to experience the real Vanuatu.

Dave Cross from the Centre said its first booking was for a treehouse at Port Olry in Santo.

With the support of Telecom Vanuatu Ltd providing subsidised internet and mobile phones, the Sanma Information Centre is connecting bungalows and guest houses all over the northern provinces of Vanuatu.

Right: Book treehouses online at www.facebook.com/sanma-information-centre.com

Conclusions & Future Directions

The third year of Sanma Tft Program implementation has shown contrasted results. Clients such as Port Orly tourism zone and Millennium Cave Ltd have demonstrated continued improvements and success and thus increased credibility in the program and its methodology. At the same time many other clients have showed very low achievement and a lack of interest in continuing to develop their products. This is partly due to the continued increase in cruise ship arrivals and mentality that 'mentoring is not necessary'. The slow start of SICC can also be partly attributed to an initial lack of interest from local tourism businesses.

Given this lack of enthusiasm the Tft Program proposes a new approach in Sanma province:

1. Coaching support 'per request only' for existing clients: during the last three years all product owners who registered with TVET program were offered access to the mentoring program. It is now proposed to offer mentoring support only to clients who make a formal request for assistance and sign up on to a 'mentoring Tft contract'. This contract will be based on a formal discussion between the Sanma TVET Centre and client to first agree on common development objectives.
2. New product development: the increasing number of cruise boats in 2015 & 2016 has led to a request from the DoT to assist in identifying and up-skilling potential new product operators to qualify to Carnival Australia & DoT minimum standards. The Tft Program has recently identified seven new tours and activities that could be assisted in the next year of implementation.

Special projects:

- The Tft Program should assist the VTO and DoT to acquire a Volunteer Service Abroad or AVID full-time volunteer to enhance Call Centre operations in order to secure quicker development and SICC sustainability and reduce costs incurred by the Tft Program in the provision capacity building by the industry consultant.
- Should the TVET Program and NZ Aid agree to develop an accredited training qualification for public transport then Tft can assist with input in the development of a VQA-endorsed specific training cluster dedicated to tour operators & transfer drivers.
- Should Carnival Australia and the TVET Program enter into formal agreement for implementation of the proposed 'Port Of Call Skills Development' initiative, Tft can work with the DoT I, the development of; Champagne Beach and/or Luganville Port of Call, designing specific programs adapted to each local context.

Torba Program Review

Program implementation

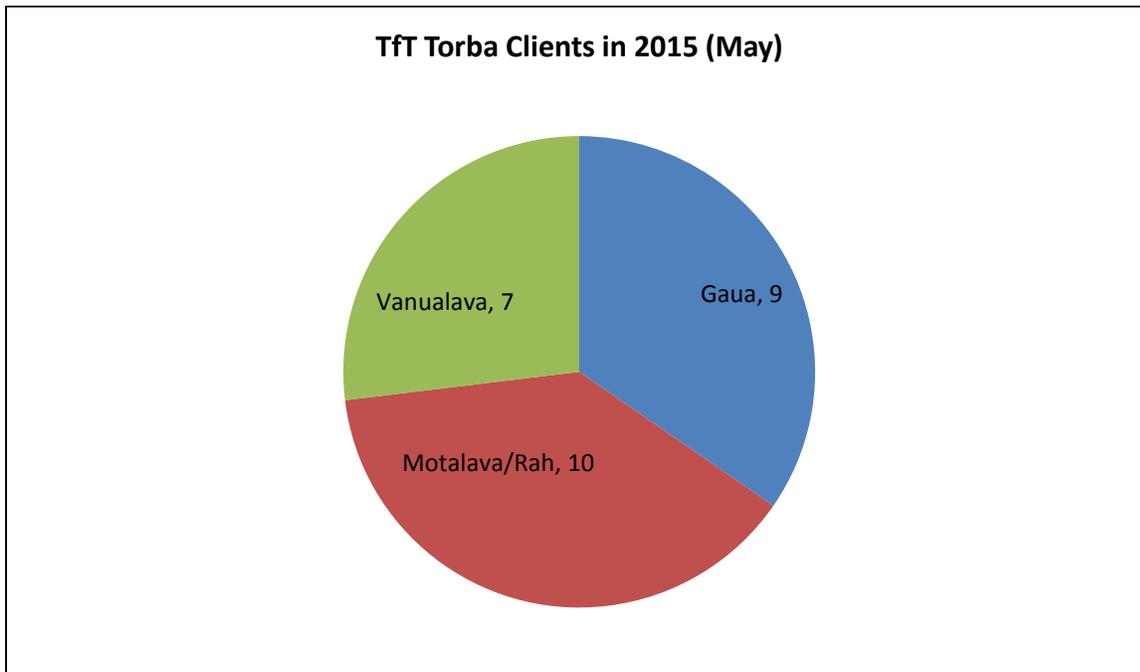
The Tft Torba Program was launched in March 2014 with an emphasis on basic tourism skills development. The objectives of the first year of this program were:

- To select motivated operators in Gaua, Sola and Motalava/Rah
- To assist with coaching to generate action plans & improve momentum
- To with safety & quality development for tours and activities
- To assist accommodation in reaching minimum quality standards (DoT)

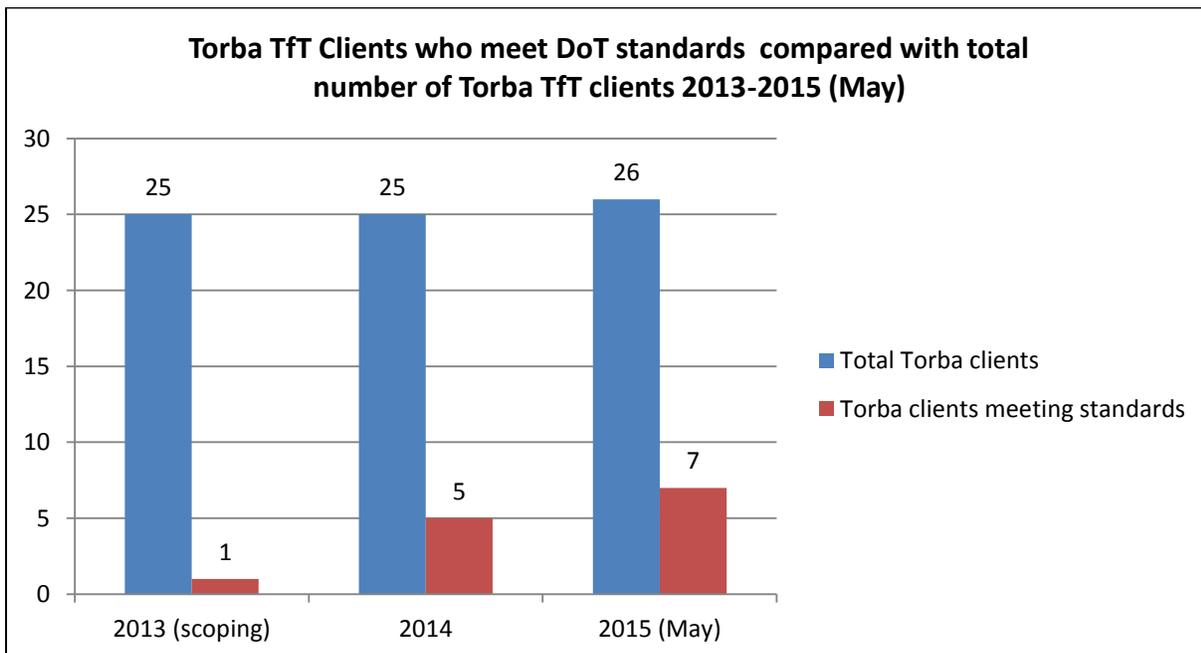
Tft skill development activities delivered in Torba Province in 2014-15 included:



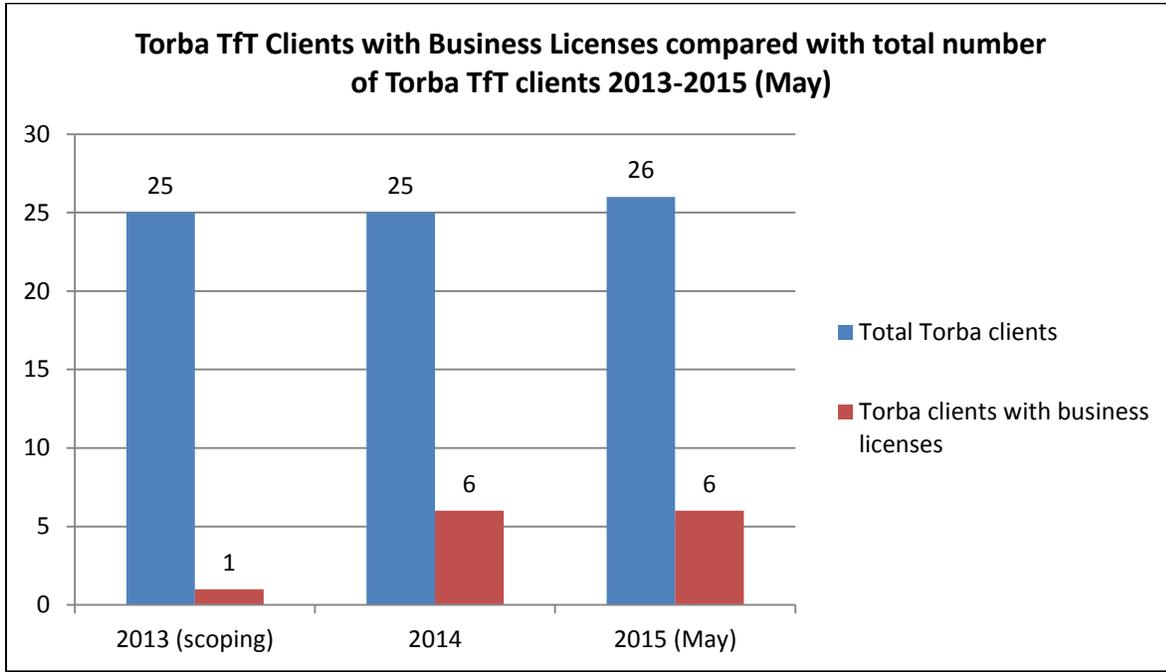
Client achievements



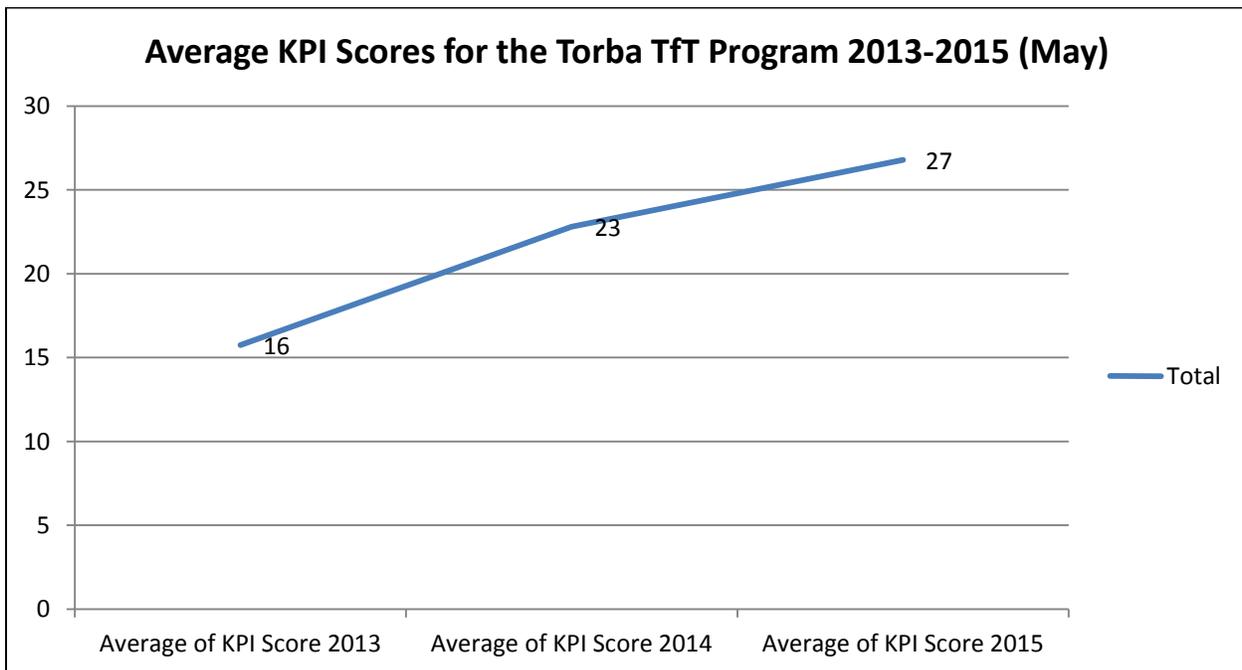
The TfT Program supports 26 clients on three islands in Torba Province. While previously the industry has been slow to develop in the region due to limited tourism numbers (<300 per year) the momentum and enthusiasm for tourism development within the community were noted both by industry experts and TVET Program staff. While only one product was at standard before TfT Program support, there are currently seven products (27%) which meet the DoT minimum standards.



Since the Tft Program has been operating in Torba, the industry experts coaching individual businesses have worked to raise awareness of both tourist expectations as well as government regulations and the responsibilities of tourism business owners. As a result, 24% of Tft clients are now registered businesses compared to 4% when the program first began.



These improvements are further highlighted by the increase in average KPI scores from 16 during the first scoping exercises in late 2013 to 27 in 2015.



CASE STUDY: Local Private/Public Partnership

Like most of the outer islands of Vanuatu, one of the main challenges for tourism businesses attempting to reach minimum DoT standards is access to water. At the start of the Tft Torba program none of the six clients on Motalava/Rah had access to running water. Thanks to a donor aid program, a community water project had been installed on the two islands earlier in the year, however, the community had ruled that only community housing (not bungalows) would be able to access this. Through local DoT and Tft industry coaching, several meetings were organised to try to evaluate how bungalows' properties could have access to water without depleting water levels. An agreement was reached with the Water Committee in November to temporarily authorise each bungalow to connect to the water system to fill up their personal water tanks. If water levels remain above a critical level, the Water Committee will then allow these businesses to permanently connect in the future. In exchange for this access, these tourism businesses will contribute financially to the maintenance of the water project to ensure its ongoing sustainability. This agreement is the first one of this kind in Torba.

CASE STUDY : Motalava-Rah Clients show amazing achievements

When the Tft Program began coaching in Motalava-Rah in March 2014, there were six tourism projects. Five of them were struggling with low visitor numbers and were very far from minimum standards. Only one, a long time established property called Rah Paradise Bungalows, was enjoying 95% of all visitors to the two islands. This situation was creating tension within the community as the five properties did not know how to compete with this one business. Within the 10 months since the Tft program was launched, all properties showed amazing motivation to improve their bungalows. In June 2015, at a high-level launch event, the following will be witnessed:

- 2 re launchings of properties which have completely renovated their product
- 3 openings of brand new bungalows
- 1 new cultural tour that will revive local culture

Interestingly, the property which was the most advanced and getting all tourists now feel that they will need to move up into providing a higher quality offer and build a new "luxury bungalow" as a prototype for their future development, which is a further indication of progress for the sector on the island.

Before the Tft Program:



After the Tft Program:



Torba Media and Public Relations

Since the launch of the Tft Torba program in March 2014 there have been five articles directly related to the program in local and international media. Highlights from these articles include the positive flow on effects of tourism on farmers and vegetable production in the region.

Torba tourism driven by TVET

By Anita Roberts

PEOPLE FROM THE DISTANT TORBA Province, consisting of Banks and the Torres Islands are impressively enthused to the establishment of the TVET (Technical and Vocational Education Training) Tourism Sector Strengthening Program. Earlier this year the Australian Government funded TVET Head Office in Port Vila announced its TVET for Tourism program extended to Torba as the third province after Malampa and Sanma, the fourth for Tafea will set up soon. All TVET Centres encourage

and assist new tourism projects, help clients with marketing and promotion, get existing clients into sustainability mode, to work into formal economy system and comply with the Department of Tourism (DoT) standards. On Torba, the office is grounded on Sola, the administrative capital of the province located on Vanua Lava as the biggest island after Gaua. Following the program's first coaching session, 26 local tourism clients are already working on their individual action plans, stakeholders of the recent Sector Strengthening

Advocacy Group Meeting held in Port Vila heard. The province's tourism council has developed an action plan to enhance the growth of tourism. It was noted that a very good figure; over 40 participants from Gaua, Motalava, Rah and Ureparapara attended the launching session. The northern most Banks and Torres Islands are relatively small but are a pleasant escape with distinctive attractions. Island bungalows are concentrated around west Mota Lava and Rah and its white sand beaches and coral reefs are easy to walk to. Not forgetting, locals are

welcoming. The DoT is taking a lead in the TVET Program that aims to generate significant positive changes in the local tourism industry and support active

participation of Ni-Vanuatu tourism business for tourism is the country's main economy driver. In another development reported in the weekend's

paper, the total figure given by the Australian Government last year to support the TVET program for over three years was 11 million dollars not a million dollars as it was stated.



Conclusions & Future Directions

The initial one year Tft Program in Torba province has been successfully implemented. A second year will now focus on business development and tour & accommodation operations.

Main objectives will be:

- To strengthen operational capacity and focus on customer satisfaction.
- To start basic marketing with clients in coordination with the DoT in preparation to connect to the Sanma Information and Call Centre.
- To facilitate qualifications of tour guides (first aid and tour guiding) to secure quality of all tours especially to Gaua Volcano and Sleeping Mountain Tour which present safety issues.
- To develop specific coaching in Sola area to focus more on business visitors and customer service.

The Tft Program will also conduct two coaching sessions in Ureparapara Island and Loh island to give coaching opportunities to these few operators who have previously existed outside of Tft scope in Torba.

Special projects:

- In parallel, Tft team will adapt to Carnival Australia strategy. The company has expressed the willingness to develop one Port of Call in Torba province. Should this strategy be confirmed, the Tft Program will organise a scoping exercise to develop a Port of Call Skills Development plan if necessary.
- A professional photographer will be engaged to generate the first Torba professional photos to facilitate marketing of the bungalows and tours.

- By the end of the year, Tft should facilitate connection of these clients to a call centre whether in Torba or in Santo. Whatever solution appears to be the most cost efficient and practical.

TVET for Tourism & Women

Tft Female Inclusion Rate

The Tft Program has actively promoted equality throughout tourism-based skill development activities since its pilot in 2009. The program encourages women with an interest in tourism to attend its coaching, workshops and accredited training programs. The program also provides support and capacity building opportunities for female industry experts, trainers and DoT partners. Since the launch of the Vanuatu TVET Centres' Gender Equality Strategy (GES) in 2014 the Tft Program has formalised its gender equality goals in line with key objectives of the strategy.

In line with Objective 1 A in the GES the Tft Program aims to maximise its female participation with a goal of 50% in all provinces. In 2014 the Tft Program had a female inclusion rate of 43% in all Tft skill development activities. As defined in Objective 1 L, 'Identify female industry experts', two local female industry experts have been identified and engaged by the Tft Program in 2014 with plans to contract them again for more skill development workshop in the coming years. In total the Tft industry expert pool has a female inclusion rate of 65%. In step with Objective 4 of the GES the Tft Program will now be monitoring and tracking annual gender equality results as well as collecting qualitative data on the experiences of women in rural tourism.

CASE STUDY: DoT Officer Capacity Building- Edna Paolo

Since 2010 the Tft Program has worked to build the capacity within the DoT through mentoring sessions with industry experts and formal training via the NCBP. Of the fourteen DoT staff, six are women and three are based in provinces in which the Tft Program operates. Edna Paolo, the Malampa Product Development Officer, has been receiving mentoring and support from the Tft Program since the pilot program in 2009. Due to the growth of the tourism industry in Malampa and the success of Tft clients she was recently promoted to Manager of the Malampa DoT and given a second staff member to support her in her work. This is the first time a woman in a provincial DoT office has been promoted to the level of



Manager. Edna currently manages a team of seven staff including four volunteers and directs all Tft activities in Malampa. She is currently in negotiation with the VTO in Port Vila for an additional marketing budget specifically for Malampa Province.

CASE STUDY: Individual Clients & Participants- Erima and Naewen

The Tft Program actively supports and encourages women to engage in the tourism industry both in traditional and non-traditional roles.

Naewen Arnhambath is the Manager of Big Nambas Bungalow in Tenmaru, Malekula. She has been part of the Tft Program since 2012. Through the support of the Tft Program Naewen recently completed a Certificate III in Hospitality at the Australian Pacific Technical College in Port Vila. She lives in Tenmaru and continues to develop her skills in hospitality and tourism through the Tft Program. Naewen recently stated that due to her successful bungalow business “now when I walk through the village the men respect me and you can tell that something has changed”.



Erima Nunumbal is a mother, wife and also the lead Tour Guide at Rano Cannibal Site and the Dog Head Tour. As a woman, Erima was initially worried about joining the tour guiding training as it was ‘men’s work’ but since developing her own tours she and her husband have managed to earn money for their children’s secondary school fees. Erima continues to be supported by the Tft Program and recently completed a First Aid course.



Both Erima and Naewen were interviewed recently as part of the TVET Program’s DVD “Skilling Women - Empowering Communities”.

CASE STUDY: Industry Experts – Esline and Serah

In 2014 Tft Program actively sourced and engaged local industry experts to provide tourism-specific coaching and workshops. As part of this initiative the program contracted two local female industry experts, Serah Tari and Esline Felix, to deliver skill development sessions covering massage therapy and business management. With the support of the Tft coordinators and TVET Centre staff these local business women have been able to transfer their skills to over 25 participants in Sanma and Malampa province with plans for them to deliver further workshops in the near future. Through the TVET Program's Training Provider Support Services, Esline underwent professional training and completed a Certificate IV in Training and Assessment in December 2014 while Serah plans to attend the same training in 2015.



Challenges and Next Steps

Tafea Province

In January 2014 the Tft National Coordinator participated in a scoping exercise in Tafea province to determine tourism skills development needs. Two main findings arising from this trip were:

Mystery Island – Port of Call Skills Development Program

Mystery Island is the second largest port of call for cruise-ships in Vanuatu with over 75 stops per year. While this high tourism activity is already generating income there are many areas needing skills development within the community both for sustainability and inclusive economic growth outcomes.

Tanna Island

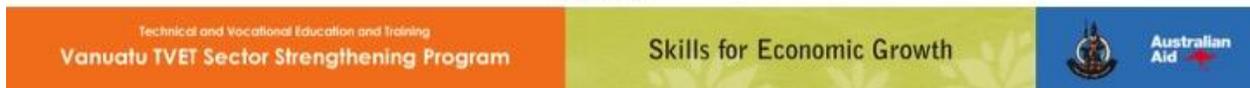
Tanna is the third most popular destination in Vanuatu for air tourists. First estimates counted over 80 locally owned tourism products on the island at varying levels of development. This represents almost the same number of clients in Malampa and Sanma provinces combined, and therefore engaging all of these businesses is not feasible given the Tft budget.

Instead the Tft Program will develop a pilot program with the 20 largest operators in order to quickly obtain results and set some precedent for other products further down the line. At the same time Tft proposes to capitalise on the success of the NCBP; by giving the Tafea DoT officers the lead role of ‘coaching and mentoring’ this will allow them to gain ‘real life’ coaching experience with the ongoing support of Tft industry experts. This new approach will secure improved sustainability by transferring the mentoring program to the DoT. This new methodology will also drastically reduce the cost of the program. In this new methodology industry experts will only run workshops and offer technical support to DoT junior coaches.

Port of Call Skill Development Program

Further to the Wala Port of Call initiative and in preparation for discussions between the TVET Program and Carnival Australia, the Tft Program created a new methodology to implement skill development activities focused on the sustainable development of Ports of Call in Vanuatu. This methodology will be adapted to each Port of Call according to needs and context. A first proposal was developed for Mystery Island. TVET Program management is currently in discussion with Carnival Australia and DFAT to negotiate the implementation of this program through a cost-sharing arrangement..

Proposed Skills Development Program



Reintegration of Accredited Training in Tft work plan

The suspension of all registered training providers in 2013 had a large impact on the Tft skill development program and its methodology. The key success factor of the Tft Program in previous years was the blend of business development services with accredited, formalised training. The Tft Program has since identified two crucial needs for accredited training amongst the 100+ client base in the areas of accommodation services and tour guiding. Using the training clusters developed with the VQA and the international technical adviser, the Tft Program anticipates delivering these trainings throughout its programs with specific focus on emerging provinces. The Tft Program and the DoT have also highlighted the need for accredited training cluster development in food and beverage services, accounting, basic computer skills and public transport.



New DoT Accreditation System

The DoT is in the process of finalising a new accreditation system for tourism businesses based on the previous DoT minimum standards. These requirements are much higher than the original draft and will put Tft clients under a lot of pressure to comply with standards. The new standards include several serious training requirements and there are concerns that the Tft Program is now seen as the 'official provider' for this training. This accreditation system creates two new challenges:

- The demand for accredited training in First Aid and Tour Guiding may rise dramatically in each province and the Tft Program will need to negotiate how much of this training it can provide within available budget. A new Tvet Program– DoT MoU will have to be re-negotiated taking this large training request into consideration.
- Coaches assisting clients to comply with standards could now be seen as “DoT assessors” and not skill developers anymore and this needs to be monitored and managed to reduce suspicions and negativity.

Industry Expert Localisation

A major focus of the Tft Program in 2015-16 is long-term sustainability. To achieve this goal it is essential that training and coaching capacity be available in Vanuatu and that expatriate consultants be used mostly in strategic and highly technical areas. To achieve greater localisation, the Tft Program will:

- Continue to identify local, TAE qualified industry experts and assist them deliver more complex training and coaching activities.
- Encourage DoT officers who have been trained during the NCBP to take active coaching roles within their provinces
 - Two or three DoT officers will also be selected and invited to attend the Certificate IV TAE in 2015
 - Key officers in Malampa, and Tafea will be handed over all coaching responsibilities.

Localisation of the Tft Coordinator Role

To meet the long term objective of the sustainability in the Tft Program, the roles of Tft Associate Coordinator and National Coordinator will become localised and merged into one role- 'Tft Coordinator' before the completion of the 2015-16 work program. The Tft coordination team is currently in the process of identifying potential candidates and plan to employ a counterpart for the Associate Coordinator in the coming months to ensure a long handover period until December 2015.

The current National Coordinator will then continue to support this role as Tft Technical Adviser.

Annex 1: Tft Client Monitoring and Evaluation Plan

Definitions

Indicator/Variable	Definition	Notes
Client	A business or organization that is being supported and coached by Tft	
Clients- Hospitality	A client based in the hospitality industry such as a restaurant, bungalow or guesthouse	
Clients- Tours and activities	A client based in the tours industry such as a tour operator, dance group or custom display village.	
Clients- Government Bodies	A client which is part of the Vanuatu government or supported by it.	This includes provincial DoT offices as well as call centres.
Worker	A person who works for a client and is paid either in vatu or kind	This includes part time and casual staff or even family members who receive benefits for the work their contribution to the business
Participant	A person who is linked to a client and participates in any Tft activities	This includes all attendees at client coaching, workshops and accredited training who are linked with a client.
Workshop	An unaccredited group activity that is intended to transfer customised skills and/or knowledge	
Coach	An Industry expert who provides ongoing support to a client via face-to-face coaching meetings and workshops	
Coaching Visit	A visit by a coach to a particular island for the	

	purpose of delivering workshops or coaching meetings.	
Coaching Meeting	A face-to-face meeting between a coach and client to discuss this specific business's action plan	
Key Performance Indicators (KPIs)	A set of 17 quantifiable measures that Tft coaches use to compare performance and development of tourism businesses in terms of meeting their strategic and operational goals	There are two different sets of KPIs for Hospitality clients and Tourism & Activities. Both include 17 individual indicators with ratings of between 0-5 with a total score measured out of 85.
APTC Graduate	A worker who holds any qualification from APTC	The worker received this qualification at any time in the past regardless of who they were working for.
New APTC Graduate	A worker who has completed an APTC qualification while the last 3 months.	The worker received this qualification in the last 3 months regardless of who they were working for.
DoT Minimum Standards	The standards released by the DoT to cover the minimum requirements for all Hospitality and Tourism based businesses in Vanuatu	
Carnival Australia Approval	Businesses approved by Carnival Australia to be promoted and used by P&O Cruise Ships during shore leave	Only refers to Clients- Tours & Activities
Business License	Current Business Registration OR Vanuatu Business License issued by the Provincial Government OR Customers & Inland Revenue Department	

Trip Advisor Rating	The rating (1-5) that a business has received from reviews on the trip advisor website	This appears as green circles on the client's Trip Advisor page. It is different to their 'ranking'.
Stage of development	Whether a client is operating at an informal, semi-formal or formal level.	This is measured by looking at the client's level of bookkeeping, formal documents and their Accounting KPI rating.
Informal Level	A business with little or no formal documentation, irregular income and a rating of less than '3' on the Accounting KPI.	
Semi-Formal Level	A business with a valid business license, proper bookkeeping a rating of '3' or more on the Accounting KPI but does not reach an income of 4,000,000vt per annum.	
Formal Level	A business with a valid business license, proper bookkeeping and documentation, a rating of '3' or more on the Accounting KPI, pays VNPF & VAT, with an income over 4,000,000vt per annum	Note the Vanuatu Government recognizes businesses as a formal economic entity when its incomes reaches 4,000,000vt per annum

List of KPIs and Guidelines

Hospitality Clients

Indicators	Ranking					
	NA	Very Poor	Poor	Acceptable	Good	Very Good
	0	1	2	3	4	5
Site & Building						
Site & construction appearance (access, entrance, garden, beach, parking, view, bungalow design and material used)	project	land dispute, no view, far from everything, bad access, cement, bad design	far from everything, poor design, not much activity around, minimal view	okay view, moderate distance to everything, average	good view, water access, local material design, site optimized	World-class location, luxury design, quality material, amazing view from the bungalow
Quality standards - bedroom (size, view, decoration, bedding & linen, furniture and light)	project	small, no view, no decoration, low quality furniture & equipment	small, very small windows, basic furniture and equipment, poor or no decoration but clean	meets DoT standards	exceed standards on some of the point, nice decorations	exceptional quality furniture and decoration
Quality standards- bathroom (water, toilet & shower, size & comfort)	project	very small, no running water, concrete	small, concrete, not comfortable	meets Dot Standards	spacious, light, comfort, well equipped	exceptional design, concept harmony, quality
Level of maintenance (site and buildings)	not operating	rusty, dirty, old, water leaking, paint peeling, broken items	getting old, looking 'tired'	no major fix's needed	well maintained with nothing major to be fixed	brand new or very well maintained
Marketing						
Marketing material (brochure, business cards, photos, guest book, bungalow description, tour descriptions)	not operating	nothing	guest book only	brochure or business card, product description, few nice photos	most of the material	all material in good condition updated and used
Local & International distributors (Key distributors in Vila, NC,	not operating	no distributor	some contacts but nothing formalized	work with some distributors	have distributors in NC, NZ	Worldwide coverage with both

Australia, NZ, Europe)					and Australia	Traditional and internet distributors
Advertising & web performance (main travel guides, VTO offices, main websites, Trip Advisor, own website, call center, provincial website, social media, tradeshows)	not operating	no advertising or internet presence	VTO web site only	VTO website + own website + trip advisor	Own web site, several other web sites	multichannel distribution +tradeshaw
Operation						
Staff performance (quality of guest relations, housekeeping performance, waitress performance, level of hygiene, grooming & uniform, level of training & knowledge)	not operating	not qualified , poor English, bad customer service	basic service but quality & hygiene still minimal	meets DoT standard	good communication, customer service and hygiene	exceptional communication skills, quality customer service
Tariff (available and appropriate to services offered for accommodation/restaurant/tours) and billing system	not operating	one fixed price, no proper invoice	fixed price + receipt	menu, international and local prices + proper invoicing	master wholesaler and direct price, variable according to service, packages	master wholesaler and direct price, season and promotion, variable according to service, packages
Communication tools (telephone, email, internet)	not operating	unreliable telephone reception	reliable telephone reception	reliable telephone and email	reliable telephone + email + internet access regularly	reliable telephone + email + internet access 24H
Booking system (reservation book or reservation software, accuracy of booking , quality of information, occupancy ratio)	not operating	by memory only	in a book or note pad	green book or diary	on excel	reservation software

Accounting system (income book, expenses book, receipts & invoices, monthly profit, accuracy of data)	not operating	no accounting	receipts sometime	proper income and expense recorded	detailed book keeping	MYOB
Waste Management Plan (WMP) and processes	not operating	no waste management activities	some waste management activities	Steps in place to manage waste more effectively (recycling/compost etc.)	Actively managing waste	Integrate waste management system into the marketing of product "eco"
Level compared with Department of Tourism Official Standards	not operating	far away from DoT standards	few DoT standards met, many more to go	has met DoT standards	has gone just above DoT standards	has exceeded DoT standards
Food & Services						
Services offered (tours, transfers, bar & cold drink, free activities, kava night) and customer care performance	not operating	no service beside food & accommodation	few activities	transfer, tours & activity some customer care	bar, tour desk	all
Kitchen facilities & hygiene (Stove, fridge & freezer, organization and cleanliness)	not operating	basic Melanesian kitchen, hygiene not guaranteed	Melanesian kitchen clean	proper kitchen hygiene	fridge or freezer	professional kitchen
Food quality and authenticity (availability, choice, ingredients, taste, presentation)	not operating	basic Melanesian plate	one plate, no desert, no fruit, no drink	no choice meal, dessert, drink	effort in food preparation, choice and diversity	real menu and Melanesian authenticity

Tours & Activity Clients

Indicators	Ranking					
	NA	Very Poor	Poor	Acceptable	Good	Very Good
	0	1	2	3	4	5
Interest & Attractiveness						
Tours natural beauty and interest (site quality, view, attraction, uniqueness)	project	not interesting or too far away	poor interest	interesting but limited potential	nice site with some potential	nice site, great potential, unique
Tour accessibility (level of difficulties, access to site)	project	not accessible for normal tourists, not safe	not accessible for all, not always safe	accessible for all, not always safe	accessible for all, always safe for all	always safe, easy access for all tourists
Tour logistics (organization, timing, stops, availability)	project	not on time, many gaps in between activities, some activities not covered	not on time, gaps in between activities	on time but some gaps in between activities	on time, few gaps in activities	all activities running smoothly and on time as advertised
Quality of the site (toilet, pathway, recreation & resting area, shelters, seating, rain protection)	project	no toilet, no shelters, no clear pathway	unclean toilet, basic shelter for resting, no seat	clean toilets, clear pathways, basic resting area and shelters with seats	bucket flush toilets, clear pathways, protected resting areas and shelters with seating	flush toilets, clear and safe pathways, protected resting areas and shelters with seating
Value for money	not operating	very expensive or very cheap	expensive or cheap	little bit expensive or little bit too cheap	slightly too expensive or cheap	fairly priced
Marketing						

Marketing material (brochure, business cards, photos, guest book, tours description & maps)	not operating	nothing	guest book only	product description, few nice photos	brochure or business card	all material in good condition updated and used
Local & International distributors (distribution by hotel & bungalows, Key distributors in Vila, NC, Australia, NZ, Europe)	not operating	no distributor	only few local contacts	work with some distributors	have distributors in NC, NZ and Australia	Worldwide coverage with both Traditional and internet distributors
Advertising & web performance (main travel guides, VTO offices, main websites, Trip Advisor, Own website, Call center, provincial website Social Media, tradeshow)	not operating	no advertising or internet presence	VTO web site only	VTO website + call center + trip advisor	Own web site, several other web sites	multichannel distribution +tradeshow
Operation						
Guide Quality (quality of expression, knowledge & information, customer care, tour guide training, Uniform & presentation)	not operating	not qualified, poor English, bad customer service, no uniform	basic service but quality & hygiene still minimal	meets DoT standard, some knowledge, can communicate in English, basic hygiene and quality of service	good communication, customer service and hygiene, uniform, knowledgeable	exceptional communication skills, quality customer service and knowledge, uniform and name badge
Tours safety and security, tours equipment, first aid kits and first aid training	not operating	no safety and security training, no equipment, no first aid kit	old equipment, basic first aid knowledge	guides have completed a first aid training and carry a first aid kit on tours, up to date equipment	guides trained in first aid as well as search and rescue, up to date equipment	all personnel trained, new equipment, risk management system in place

Communication tools (telephone, email, internet)	not operating	unreliable telephone reception	reliable telephone reception	reliable telephone and email	reliable telephone + email + internet access regularly	reliable telephone + email + internet access 24H
Booking system (reservation book or reservation software, accuracy of booking, quality of information, occupancy ratio)	not operating	by memory only	in a book	green book or diary	on excel	reservation software
Accounting system (income book, expenses book, receipts & invoices, monthly profit, accuracy of data)	not operating	no accounting	receipts sometime	proper income and expense recorded	detailed book keeping	MYOB
Waste Management Plan (WMP) and processes	not operating	no waste management activities	some waste management activities	Steps in place to manage waste more effectively (recycling/compost etc.)	Actively managing waste	Integrate waste management system into the marketing of your product "eco"
Level compared with Department of Tourism Official Standards	not operating	far away from DoT standards	few DoT standards met, many more to go	has met DoT standards	has gone just above DoT standards	has exceeded DoT standards
Services & Transfer						
Customer services (F&B, client equipment, mosquito repellent & sun cream, souvenirs and documentation, photos)	not operating	no services beside tour/activity provided	few extra services, very basic, refreshments	some services such as food and beverages as well as equipment provided	good food and beverage options, up to date equipment, repellent or sun cream also provided	all provided

Transportation (hotel pick-up and drop off, quality of transfer to site)	not operating	no transfer offered	transfers in public vehicle, multiple users	transfers offered in private vehicle	transfers offered in twin cab private FWD truck	pick up and drop off in an air conditioned twin cab 4WD
--	---------------	---------------------	---	--------------------------------------	---	---

TfT M& E Indicator Collection and Storage

<u>Activity Indicators</u>	<u>Storage</u>	<u>Collection</u>
# clients- hospitality (by Province)	Client File- TfT Database	Coaching
# clients- tours and activities (by Province)	Client File- TfT Database	Coaching
# clients- Government Bodies (by province)	TfT Database	Coaching
# clients total	Client File- TfT Database	Coaching
# participants per client (by sex & Province)	Client File- TfT Database	Client Monitoring Records
# participants per TfT activity (by province)-	BDS monthly progress reports- TfT Database	BDS Officers reports
Average # workers per client (by Province)	Client Files- TfT Database	Client Monitoring Records
# workshops (by province)	BDS monthly progress reports- TfT Database	BDS Officers reports
# coaching meetings (by Province)	BDS monthly progress reports- TfT Database	BDS Officers reports

<u>Performance Indicators</u>	<u>Storage</u>	<u>Collection</u>
Average KPI performance (%) (by Province)	Client Files- TfT Database	Coaching

<u>Business Indicators</u>	<u>Storage</u>	<u>Collection</u>
-----------------------------------	-----------------------	--------------------------

# clients (Hospitality) meeting DoT standards (by Province)	Client Files- Tft Database	Client Monitoring Records
# clients (Tours & Activities) meeting DoT standards (by Province)	Client Files- Tft Database	Client Monitoring Records
# clients with a business license (by Province)	Client Files- Tft Database	Client Monitoring Records
# clients registered with Call Centre (by Province)	Client Files- Tft Database	Client Monitoring Records
# clients at each stage of business development (IF,SF,F) (by Province)	Client Files- Tft Database	Client Monitoring Records
#clients with at least 4 starts on Trip Advisor (by Province)	Client Files- Tft Database	Client Monitoring Records
# clients approved by Carnival Australia (by Province)	Client Files- Tft Database	Client Monitoring Records
# APTC graduates	Client Files- Tft Database	Client Monitoring Records
# New APTC Graduates	Client Files- Tft Database	Client Monitoring Records

Annex 2: Media and Public Relations List

2014

1. 'TVET kickstarts tourism program in Torba', *Vanuatu Daily Post*, May 22, p5
2. 'Inspection to determine Wala's tourism sustainability', *Vanuatu Daily Post*, May 28, p3
3. 'TVET and DoT sign MOU for 2014/15 TVET tourism training program', *Vanuatu Tourism Nius*, June 2, p3
4. 'Mou signed for TVET for Tourism next phase', *Vanuatu Daily Post*, June 5, p4
5. 'Torba Tourism driven by TVET', *Vanuatu Daily Post*, July 10, p5
6. 'Full house attendance at producers' workshop', *Vanuatu Daily Post*, July 16, p2
7. 'Torba Training targets vegetable farmers', *Vanuatu Daily Post*, July 21, p2
8. 'Website connection rocketed number of visitors to local bungalow', *Vanuatu Daily Post*, July 30, p4
9. 'Tree houses, guesthouses and islands online', *Island Spirit Magazine*, July Edition
10. 'Tour Operators embrace waste management solutions', *Vanuatu Daily Post*, September 12, p2
11. 'Entries open October 27 for Vanuatu Tourism Awards', *Vanuatu Daily Post*, October 23, p4
12. 'Malampa Province packages for travellers', *Vanuatu Infos*, October 31
13. 'Malampa Province Packages for tourists', *The Independent*, November 1, p17
14. 'Malekula and Ambrym Islands- open to explorers', *Vanuatu Daily Post*, November 1, p7
15. 'Millennium Cave becomes a company', *Vanuatu Daily Post*, November 2, p3
16. 'CEO of award winning tour company graduates', *Vanuatu Daily Post*, November 11, p3
17. 'Week showcases destination Vanuatu', *The Independent*, November 22
18. 'Ambrym tourism sector resumes following airport re-opening', *Vanuatu Daily Post*, November 29, p4

2015

19. 'Paradise Found: Island style bisnis', *Island Life Magazine*, January 2 p6-9
20. 'Visitors run out of buses, taxis', *Vanuatu Daily Post*, January 31, p1
21. 'TVET trainings help boost local bungalow, Rah Island', *Vanuatu Times Newspaper*, 25 February, p3
22. 'Marketing booklet launched for rural businesses', *Vanuatu Daily Post*, March 2, p3
23. 'Rural tourism operators acquire first aid skills', *Vanuatu Daily Post*, March 3, p3