

## Skills for Tourism

### Six Month Progress Report

#### January to June 2018



*Figure 1 Tourist visiting Yakel Custom Village on Tanna 2018*

Prepared by Warren Gama and Lucy Battaglione with support from the Vanuatu Skills Partnership MEL Team as well as input from partners at the Department of Tourism and Vanuatu Tourism Office.

## Introduction

This is a six-month update on activities, achievements, challenges and barriers within the Skills for Tourism (SfT) work stream under the new phase of the Vanuatu Skills Partnership. SfT is implemented in partnership with the Department of Tourism (DOT) and Vanuatu Tourism Office (VTO). This update is for internal use and covers SfT activities from January-June 2018. It is to be read as part of a Six Month Progress Monitoring Package including the SfT Six Month Snapshot Infographic and the SfT Case Story: Accessible Tourism.

Rather than providing a detailed summary of individual and business client outcomes, this report focuses on the progress and challenges within the implementation of this SfT Partnership as well as priority areas moving forward. The report has been compiled using information gathered by the Partnership's Sector Coordinator, as well as Skills Centre Provincial Training Coordinators, industry coaches, training providers and key partner staff.



*Figure 2 Individual clients from the Basic Business Planning workshop in Torba Province 2018*

## DOT/VTO Partnership Update

The Vanuatu Skills Partnership continues to strengthen our working relationship, through the SfT work stream, with the DOT and the VTO by using our Partnership Implementation Framework to bind us together. This allows us to align our work, in a mutually accountable way, to support tourism in Vanuatu through quality product development, market access and skills development. As per the Partnership Implementation Framework co-contribution arrangement (Annex 1), the Vanuatu Skills Partnership, DOT and VTO have worked together collaboratively from January-June 2018 to ensure tourism skills activities contribute to positive social and economic outcomes for rural tourism business and their communities.



Figure 3 Handover of DOT direct contribution to the Skills Development Fund in June 2018

In a first for the partnership, in June 2018, the Department of Tourism contributed VUV 2 million directly to the Skills Development Fund which has been allocated to trainer and coaching costs as per the table below. In addition, through indirect contributions, such as staff allowance or DSA, the VTO and DOT have contributed 50% of their total indirect contribution of VUV 1,747,140 outlined within the 2018 work plan.

Skills Development/ Training	DSA Cost for DOT & VTO Staff	DOT SDF Contribution
Accredited Training	290000	
Business Coaching	45000	
Monitoring Coaching	161700	
Special project	174040	
Technical Coaching	763400	741000
Workshop	313000	1259000
<b>Grand Total</b>	<b>1,747,140</b>	<b>2,000,000</b>

Through financing via this co-contribution funding mechanism, SFT activities from January to June 2018 focused on consolidating systems and coordination processes in several divisions or work streams within our DOT and VTO partners. Key focus areas included:

## 1. Tourism Association and Outer Islands Program

### The 2019 Provincial Skills Planning Meeting

This was the second year the Vanuatu Skills Partnership coordinated and facilitated the Provincial Skills Plan meetings and it was a real success. Building on feedback from 2018 planning sessions in November it was advised that the 2019 planning needed to occur earlier in the year prior to ensure cohesion with the Government of Vanuatu budgeting cycle. During these meetings our sector partners, both national and provincial, took the leading role in presenting the national government priorities to all provincial stakeholders, while the sector coordinators and Skills Centres facilitated

discussions in demand driven areas to see how SfT could support priorities through skills development initiatives.

Item	Total Cost (VUV)
Flights & Tax	812,750
Accommodation	180,800
Meeting Meals	110,780
PGTB Members Allowance	144,640
<b>Total</b>	<b>1,248,970</b>

The DOT Principal Officer, Janet Samuel, who is responsible for all Outer Island Provincial Offices was noticed take an increasingly leading role in all tourism presentations and discussions during these meetings. Her presence has really motivated the provincial staff in meetings to participate and engage during discussion prior to planning with stakeholders and clients.

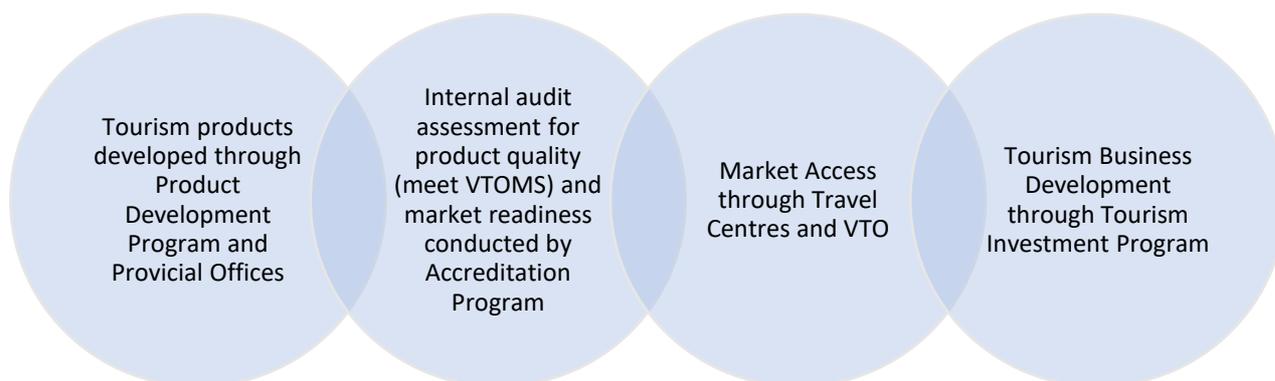
The Torba Secretary General, Mr Reynold Surmat, has set a clear path in moving forward with the skills planning in the provinces. When closing the PGTB Torba 2019 Skills Plan meeting he acknowledged the national staff from the productive sectors and Vanuatu Skills Partnership who organised the meeting. He stated that it was a great example of national government decentralization plan in action. He also acknowledged Janet Samuel who some years ago sent him to Japan on an eco-tourism trip and that trip was a real eye opener for him on how people in the rural areas in Vanuatu can manage the natural resources that God has given us to look after as it states in the Bible, Genesis 1:28-30.

## **2. Accreditation Program- Vanuatu Tourism Minimum Standards**

Following the increasing number of products developed with support from SfT and the DOT through the Product Development Program, May 2018 was the first time that the DOT Accreditation Program conducted its first ever internal audit assessment of clients meeting the Vanuatu Tourism Operator Minimum Standards. This audit was run in collaboration between SfT and DOT as an addition to the workplan.

The internal audit assessment was conducted in Tanna with the Tanna Tourism Recovery Project clients that SfT has worked with through Tafea Skills Centre and Tafea DOT. The team who conducted this internal audit assessment consist of the staff working under the Accreditation Program as well as a staff member from VTO under the Research and Information section to ensure links between market demand and VTOMS.

The internal audit asesessment has put into perspective the practical processes and the links within each individual DOT and VTO section team. This is elaborated further in the figure below:



The DOT and VTO Principle staff feel that if this process is successfully implemented, the tourism sector in Vanuatu will have a robust and genuine standard from product development to market access for sustainable tourism businesses. While this activity was outside the scope of our original work plan it was incredibly beneficial to the overall strategic management of the sector. SfT will work with the Accreditation Team in the coming months to run further audits in Santo.

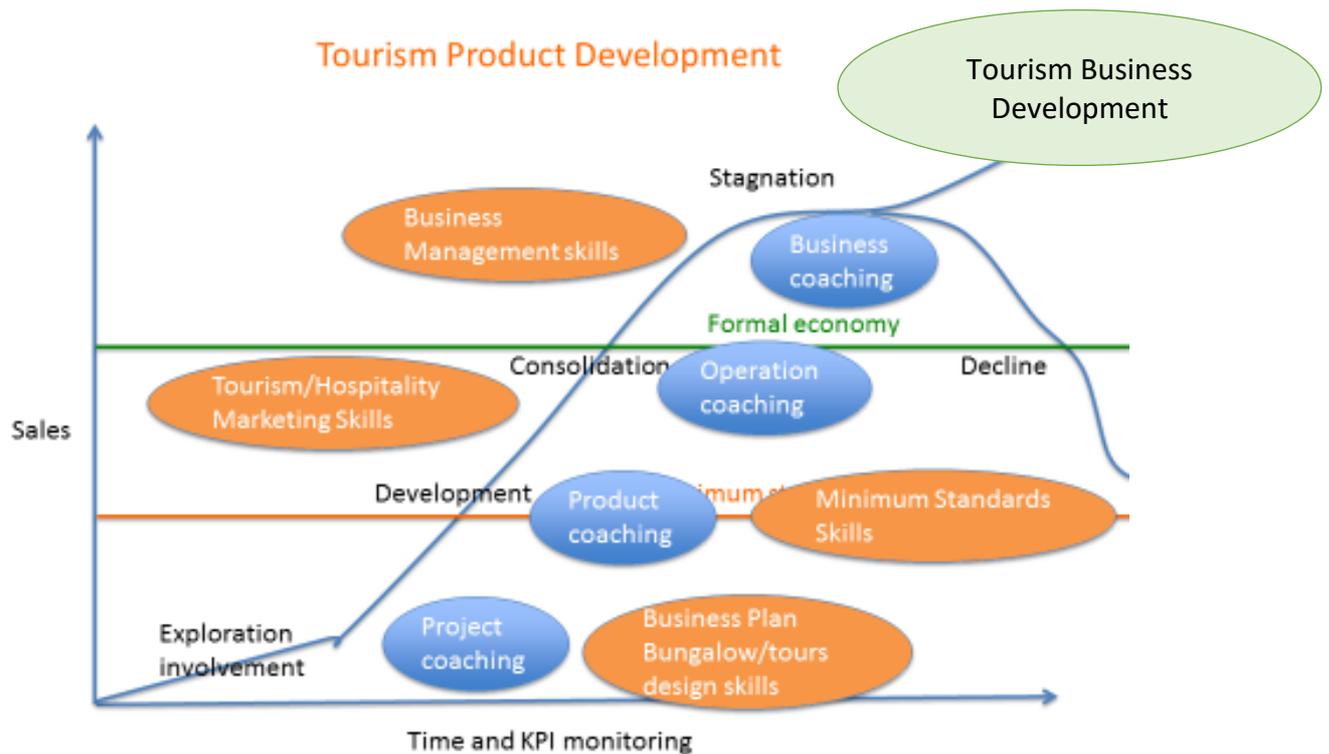
### 3. Tourism Investment Program

In 2018 the Tourism Investment Program within the Department of Tourism has also commenced working with SfT to strengthen the work that they do within the province in tourism business development. This includes specific business development and investment advice to local and expatriate business owners and also the co-facilitation of a Basic Business Planning workshop for rural operators.



*Figure 4 Clients working on business priority as part of the Santo business planning workshop.*

Following the participation of Loretta Bule, Senior Business Development Officer, as co-facilitator of the Business Planning workshop delivered in Tafea, Malampa, Sanma and Torba, the DOT Investment division has greater insight into rural tourism business operations and their changing needs regarding skills, business planning and investment through the product lifecycle.



DOT Principal Officer, Moses Bani and Senior Business Development Officer, Loretta Bule are now continuing to use the Tourism Product Lifecycle, as developed by SfT, to address the 'stagnation' of a tourism business and how they will work to assist the business to operate sustainably.

From the chart above, they developed a Product Development System outlining the different stages of the tourism product development and business development processes, and link these processes between the different programs within DOT and VTO. This includes a specific focus on training needs and monitoring and evaluation of client progress. This shows clear evidence of the DOT and VTO strengthening their own internal coordination systems through the use of SfT methodology and tools.

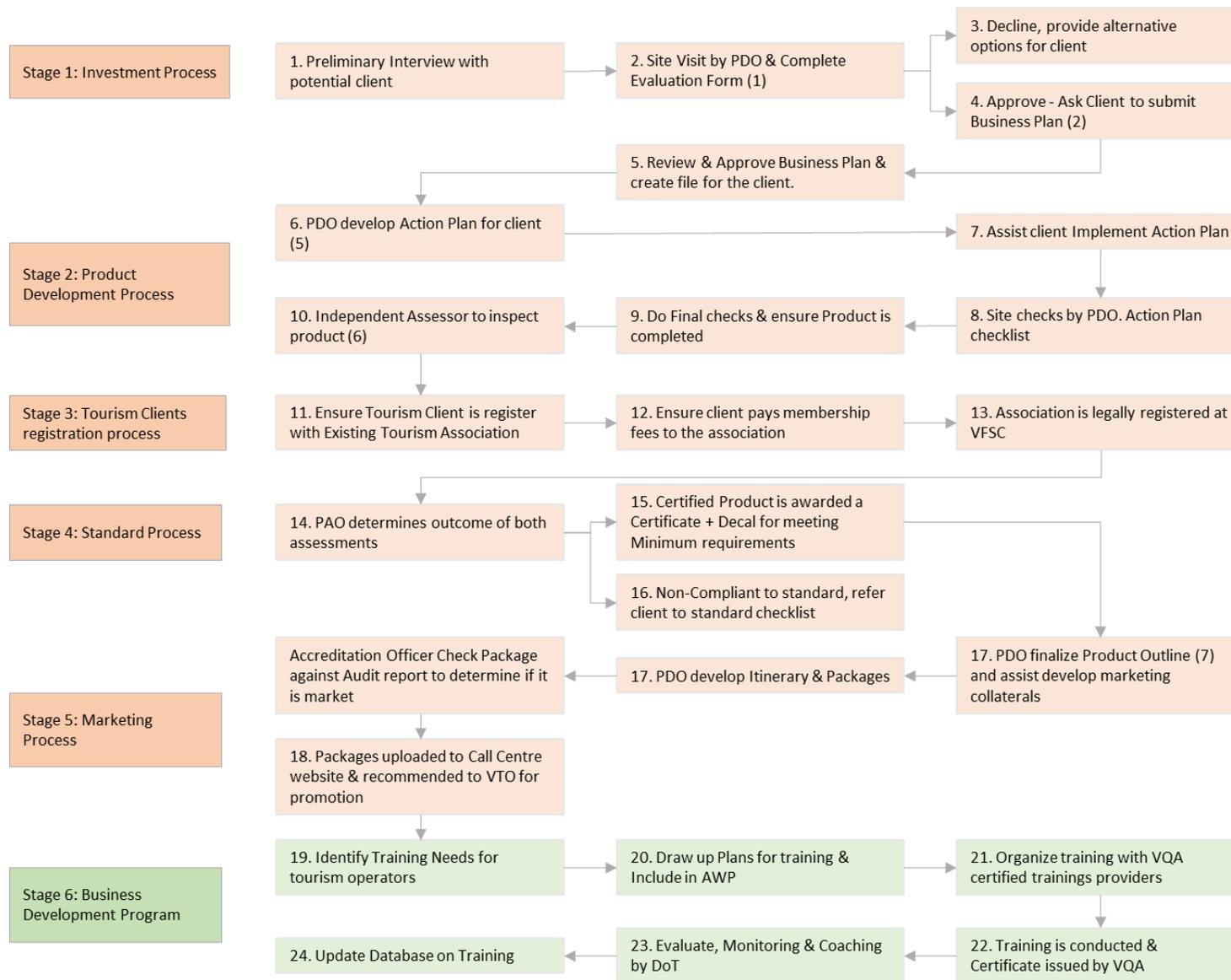


Figure 5 Product Development System Draft VTO & DOT 2018

SfT will now work with the VTO and DOT through the phased Tourism Officer Professional Development Initiative (TOPDI) to update this process and ensure the most effective and efficient links between all divisions.

#### 4. Provincial Travel Centre Network

In 2018 coordination and ownership of the Provincial Travel Centre Network has been enhanced through SfT supported planning meetings, selling skills workshops and the introduction of a phased Travel Centre Coach based at the VTO part time. This coach was responsible for facilitating a coordination meeting in January, followed by a three- day selling skills workshop in preparation of Tok Tok Noumea in March and then a two-day series of on-site coaching visits with each Centre in May-June. This has been complemented by phased weekly coaching via email and phone.

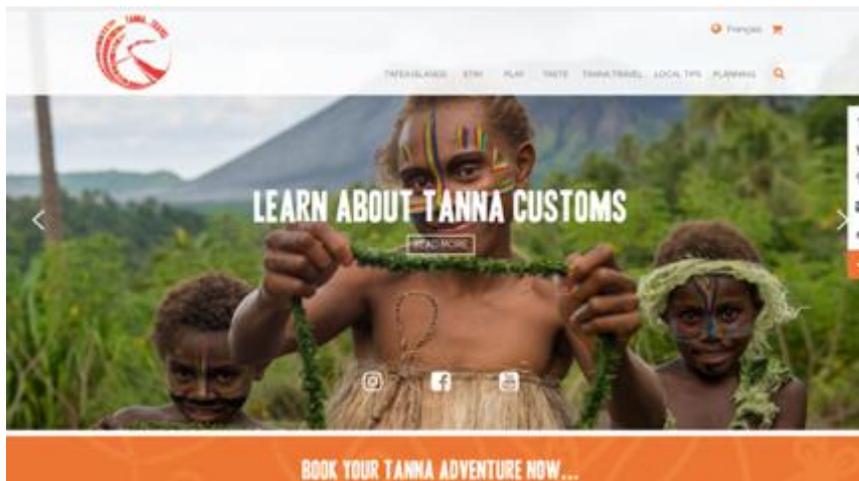


Figure 6 Vanuatu's third travel centre website- [www.tanan.travel](http://www.tanan.travel) became live in April 2018

Evidence of the transition of the travel Centres to a core function of the national Government and tourism system can be found in the language of ownership increasingly used by the VTO CEO and Marketing Manager in their descriptions of the Centres both internally and publically.

*“One of VTO’s priority is to strengthen our call centres to enable remote areas to be more accessible to provide diverse experience that visitors can choose to visit and not only that, they will also provide data on experiences and products that will be used to target not only expats but local tourists such as family packages that are available in outer islands as far as the Banks Islands.” Allan Kalfabun Marketing Manager VTO, Daily Post January 2018*

In addition to this public support, the VTO paid for a full page advertisement of the Travel Centre Network in the regional lifestyle magazine, Pacific Island Living Autumn 2018 edition. This is a clear example of SfT contributions to systemic reform level outcomes within our Government partners.



Figure 7 Full page advertisement for the Travel Centre Network in Pacific Island Living Autumn 2018 edition

### Partnership Enablers and Barriers

Throughout ongoing discussions with partners, clients and PSET suppliers a range of enabling and challenging factors have been identified which hinder or promote the SfT Partnership. SfT operates within a dynamic and ever changing context with links to both the government political landscape and the commercial environment within Vanuatu. As SfT processes transition further into Vanuatu Government process, and outcomes become further embedded within the wider sector there are more internal and external factors that will impact on the direction and outcomes of the initiative.



### Risk Management

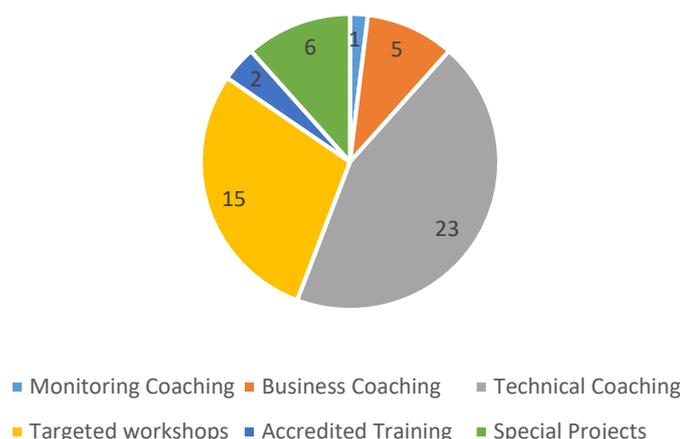
As SfT success is increasingly linked to DOT and VTO budgets and wider government priorities there are increasing risks associated with its implementation. SfT attempts to mitigate negative impacts as they occur through strong partnership arrangements and a flexible and responsive approach to risk identification and management. Risks which have been identified so far by SfT coordinators and

partners are detailed in Annex 2 below, along with outlined mitigating strategies and progress updates.

## SfT 2018 Workplan Progress

SfT currently provides assistance through skill development services to approximately 260 individual clients within 141 rural tourism businesses. From January 2018 to June 2018 SfT facilitated a total of 52 skill development activities across four localised provincial programs, through the provincial Skills Centres, as well as national sector strengthening in the capital Port Vila. This included 29 on-site coaching visits comprised of one DOT led-monitoring coaching, five business coaching sessions and 23 technical coaching sessions as well as 15 targeted workshops, two accredited trainings and implementation of six special projects including: Strategic Business Planning Workshops Resource Development, Tourism Association Strengthening, VTOMS Accreditation Audit on Tanna, Agritourism Farm to Table Workshops and the development of content for the e-Tourism Marketing Masterclass.

**SfT Skills Development Activities January- June 2018**



As of June 30, 47% of the 2018 annual work plan has been delivered with a further 3% of special project engagements ongoing and 1% postponed to later dates in the year due to requests from the DOT and provincial Skills Centres to postpone activities due to other commitments. This is the first work plan that has had a 50% delivery rate in the first 6 months highlighting the success of partner-led planning and the growing coordination skills of the Skills Centre staff.

Skills Centres	%			%			Total Nbe of sessions	Total %	
	planned	ongoing	postpone	done	planned	ongoing			postpone
Malampa	12			5%	10%	0%	0%	18	16%
Sanma	18		1	14%	16%	0%	1%	35	30%
Tafea	10	1		10%	9%	1%	0%	23	20%
Torba	11			13%	9%	0%	0%	26	22%
VTO/DOT/Travel Centres	7	2		4%	6%	2%	0%	14	12%
<b>Total</b>	<b>58</b>	<b>3</b>	<b>1</b>	<b>47%</b>	<b>50%</b>	<b>3%</b>	<b>1%</b>	<b>116</b>	<b>100%</b>

## Changing Coaching Methodology

After feedback received in the sector planning meetings in 2017, the 2018 work plan identified a shift from traditional SfT coaching methodology to a broader range of coaching services offered by both DOT partners as Industry Coaches. A combination of three kinds of coaching have been used from January to June in which each highlight different skills objectives:

**Monitoring Coaching-** site visits by DOT Officers alone to check client progress, review KPIs and action plans as well as VTOMS permit visits and scoping of new potential products. Objectives of these coaching sessions are to monitor and check in with clients to maintain relationships and update client files, issue permits and to link updated product information to travel centres and the VTO office. Implementation of this kind of coaching has been conducted so far only in Torba Province only where the DOT Manager is confident in her ability to deliver this coaching and to support the new PDO to understand the role. It is hoped this kind of coaching will be delivered in Sanma and Malampa in the coming six months.

**Business Coaching-** site visits with a Business Coach and DOT Officers. In this role Business Coaches support and facilitates strategic planning with client in terms of planning investments, overall goals, core market identification. The aim of this kind of coaching is that DOT Officers will be motivated to take the lead on the 'monitoring' and strategic planning role as well as VTOMS endorsement during this time while developing Business Coaching communication skills with support from the Industry Coach. This specific coaching role has been highlighted and discussed with DOT Officers through the Basic Business Planning Workshops held in Sanma, Torba and Tafea which have included 2 days of one-on-one coaching between the Industry Coach, DOT Business Planning Officer as well as provincial DOT staff. Objectives are to support clients to understand and think critically about the directions of their businesses while developing the DOT Officer capacity in how to approach 'Business Coaching' rather than Technical Coaching. It is hoped that full business coaching services will be delivered by the DOT PDO by the end of 2019.

**Technical Coaching-** site visits with an Industry Coach as well as DOT Officers specifically relating to the technical aspects of tourism businesses operations including-communications with smart phone, massage product development, kitchen set up, construction, tour accessibility. During these activities Industry Coaches focus on specific technical elements of business operations to support the improved of a quality product for example construction coaching in Tanna or Accommodation Services coaching in Santo. Throughout technical coaching sessions, it is expected that DOT Officers will concurrently fulfil the 'monitoring' coaching role, however, given the broad range of practical skills required, there is no expectations DOT officer will take over the full technical coaching role in 2019.



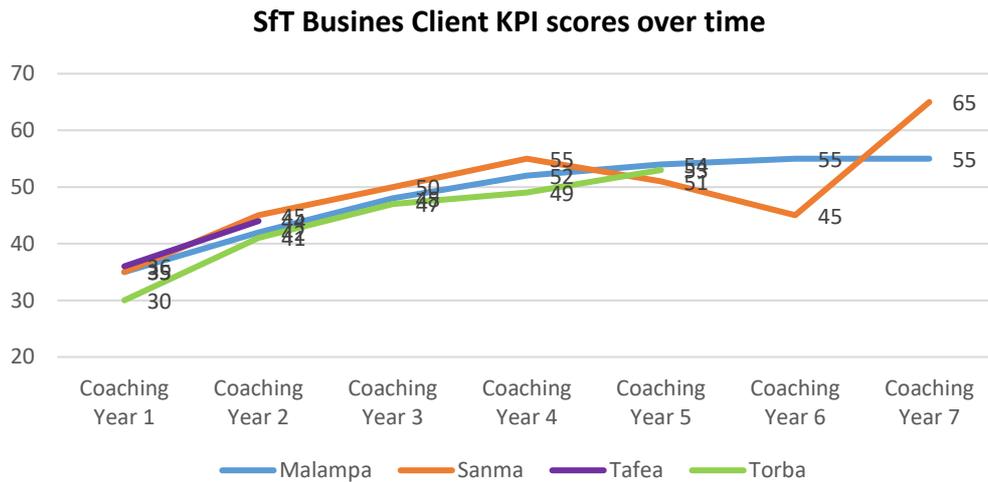
*Figure 8 Construction Technical coaching in Tanna*

Objectives are to build client technical capacity, check in with participants after relevant workshops/trainings and strengthen the product offered. This kind of coaching has led to some confusion between coaches and DOT Officers as to the responsibility of client monitoring. SfT is working with the DOT through the implementation of the Tourism Office Professional Development Initiative to ensure DOT Officers understand their roles and that all monitoring and basic business coaching skills are transferred to the PDO role in 2019. This will be supported further through the new Business Development Officer and the VTO as data collection and monitoring as well as packaging and sales become an increasingly important part of the SfT work plan.

## **SfT MEL and data collection**

In an attempt to review SfT contributions to the overall Program Logic, SfT coordinators have been working in partnership with the Monitoring, Evaluation and Learning (MEL) Team to confirm accurate and reliable data is being collected from individuals, businesses and also partners. The ongoing work of the MEL team in regards to individual client data collection has provided SfT with an opportunity to review current processes and indicators to ensure links to both partner requirements and Long Term Outcomes. Due to the success of previous work in setting up the SfT MEL and data collection system, both for coaching and MEL purposes, there is an opportunity to now 'take SfT MEL to the next level' to ensure continuous improvement in this sector in reporting and learning, along with the overall partnership.

With support and additional analysis from MEL one immediate action made by SfT in 2018 has been to shift from reporting on business client provincial KPI averages in the provinces from calendar years to years of receiving coaching. This shift recognised a more accurate and useful representation of how coaching, over time, can support improved quality of business clients.



For example, this new disaggregation of data clearly showed issues with coaching and business client coaching and progress in Sanma in Years 4 and 5 of coaching. This is indicative of a change in Industry Coach and her recording and ranking methods. This also highlighted the general trend in three provinces of a plateau in progress for business clients after the fourth year of coaching which may be a result of an invalid KPIs or the effectiveness of this skills development method after this amount of time.

### SfT Indicator Validity

While the SfT Business Client KPIs were particularly effective and useful in Phase 3 to show project and product quality improvement, all provinces have shown a plateau in progress as clients have progressed. While this could in part be due to a national trend in tourism sector performance post Cyclone Pam and international airport closure, this may be in part due to the fact that as coaching transitions from tangible infrastructure coaching to operations and business and management the current KPIs do not accurately capture the progress of clients in this operational or business management space.

This is combined with the fact that once clients move from 'product' to 'business' investments such as digital marketing and operations this requires additional external enabling factors such as more flights, telecommunication connectivity, staffing management. There are also concerns raised by some Industry Coaches that the current productivity and business indicators such as income, profit and expenses do not accurately capture the full effects of SfT skills development on overall client and provincial prosperity, particularly for women and people with disabilities.

### Indicator Reliability

As SfT activities have increased and the coaching pool has grown to include 6 DOT officers and over 11 external individuals, moderation of KPIs and collection of all client data has become less reliable. This is in part due to confusion between DOT Officers and Industry Coaches on whose role client monitoring is and partially due to the fact that some clients now do not have only one coach.

Data collection, specifically relating to measure of income and expense are not reliable across all provinces or business categories. While indicators of change and success such as business client meeting VTOMS, Travel Centre registration and Trip Adviser rankings are available, detailed financial data and KPIs have not been reported in the Sft Snapshot due to a lack of valid and reliable data across the initiative. Practically the tools being used to collect and storage data (excel and Dropbox) have become impractical for the growing pool of coaches and DOT officers and there is now a need to update these, while concurrently supporting further integration with DOT and VTO processes.

### **Sft MEL moving ahead**

The current Thinking and Working Politically (TWP) and Social/Economic analyses taking place within the Vanuatu Skills Partnership provide an opportunity for a review of the Sft business client data collection methods and quantitative indicators of change. An assessment will be conducted in early July to ensure that all Sft outcome monitoring will be explicitly linked to the Program Logic and highlighted in the revised Partnership Implementation Framework. There is also a need to confirm the specific business client indicators among our partners and to facilitate an upgrade of the data collection and storage tools to more user friendly and accessible models.

Based on the momentum and useful work to date by the MEL Team and provincial officers regarding individual client data collection, in the second half of 2018 Sft is planning to 'dig deeper' into analysis of our success stories and challenges. This will be completed in partnership with DOT and VTO senior staff, with the support of the MEL Team and the phased use of new tools such as Most Significant Change, Force Field Analysis and Outcome Harvesting. This includes plans for data collection and analysis of:

- The Travel Centre Network, particularly Tanna Travel model as a vehicle for economic recovery.
- TOPDI leadership outcomes
- VTOMS and Accreditation Audit outcomes

### **Sft Planning and Budgeting**

As of 30 June 2018 Sft has invested a total of 8,685,000VT in trainer and Industry Coach fees and per diem to support the implementation of 52 activities. This figure does not include flights or on the ground logistics such as venue hire or training materials. This total investment includes 1,301,000VT in skills development activities in Tanna island which will be reimbursed as part of the Tanna Tourism Recovery Project as well as 2,000,000VT provided in direct contribution from the DOT. Of all provincial activities, Sanma received the largest portion of investment due in part to the engagement of two Sft Industry Coaches in the two-week long Farm to Table Agritourism special project.

Skills Centres	Sum of Total days	Sum of Total Van Skills Cost for Activity Schedule	Sum of ACTUAL COST	Sum of Consultant per diem	Sum of DOT Costs	%
Malampa	67	3452000	1235000	135000	633420	16%
Sanma	153	4269000	2463000	562000	540000	30%
Tafea	182.8	3025400	1536500	146400	190000	20%
Torba	87	2343500	1511500	106500	383720	22%
VTO/DOT/Travel Centres	92	5122000	1939000	259000		12%
<b>Total</b>	<b>581.8</b>	<b>18,211,900</b>	<b>8685000</b>	<b>1,208,900</b>	<b>1,747,140</b>	<b>100%</b>

A large portion of total Sft SDF costs, 22% in total, from January-June are associated with national systems strengthening initiatives such as the Travel Centre Network and the first workshop within the phased Tourism Office Professional Development Initiative.

Of all activities, workshops and technical coaching combined were responsible for 65% of the total budget during the last six months of activity. No costs associated with Monitoring Coaching are noted here as DOT Officers allowance and salary are met by the DOT as per the Partnership Agreement.

### Indicative Plan

The approved 2018 Sft work plan consists of an average of two skills development activities per week. This will include between three to four coaching visits annually for all business clients, ongoing targeted workshops, accredited training as well as emerging special projects. At the current rate of implementation Sft predicts it will complete its current 2018 work plan in full by December 2018 pending any emerging priorities or additional requests.

Skills Centres	Sum of Total days	Sum of Total Van Skills Cost for Activity Schedule	Sum of Consultant per diem	Sum of DOT Costs	%
Malampa	44	2217000	66000	477420	20%
Sanma	72	1766000	191000	290000	32%
Tafea	38.8	1473900	84900	20000	17%
Torba	36	832000	10500	89020	19%
VTO/DOT/Travel Centres	34	1983000	113000		12%
<b>Total</b>	<b>224.8</b>	<b>8,271,900</b>	<b>465,400</b>	<b>876,440</b>	<b>100%</b>

## ANNEX 1: Co-contribution status update (from the SfT Phase 4 Partnership Implementation Framework)

Vanuatu Skills Contribution:	DOT/VTO Contribution:
<ul style="list-style-type: none"> <li>✓ Invest around 30% of available training funds (SDF) estimated around 15 million VT per year</li> <li>✓ Support 4 provincial call centres toward sustainability (Torba once infrastructure available)</li> <li>✓ Support client compliance with Vanuatu Tourism Operators Minimum Standards</li> <li>✓ Link with other donor/GoV tourism development projects and facilitate skill development support where appropriate</li> <li>✓ Upscale, assist and support tourism training providers to develop relevant tourism qualifications</li> <li>○ Transfer all SfT product development knowledge, technical tools, methodology and M&amp;E system for use by government officers (VTO &amp; DOT)</li> <li>✓ Be the implementation agency for Tanna Tourism Recovery Project</li> <li>✓ Organise synergy between Agritourism and Handicraft sectors</li> <li>✓ Organise formalised capacity building program for Tourism Officers (DoT/VTO)</li> <li>○ Facilitate forum on island tourism development and national workshop on inclusive tourism (DoT/VTO)</li> <li>✓ Assist in developing annual Tourism Skills Development Plans</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ministry to fully support the SfT and its work-plan both at DoT and VTO departments, at national and provincial levels.</li> <li>○ Confirm active employment of one Manager and one Product Development Officer in each of the 4 SfT provinces</li> <li>✓ Endorse the provincial call centre strategy and embed the 4 call centres into the VTO marketing service department</li> <li>○ Support financially the call centre development until locally sustainability</li> <li>○ Participate actively in Vanuatu Skills Program Steering Committee quarterly meetings</li> <li>✓ Assist Vanuatu Skills to access tourism data from VNSO, International Visitor Surveys, and any research or reports related to skills and tourism.</li> <li>○ Provincial budget and transportation for the 4 Product Development Officers to cover all costs for implementing annual skills for tourism work- plan. (1,5 million vatu per province per year)</li> <li>✓ National budget to accommodate provincial officers' participation in national capacity building program (1 million per year)</li> <li>✓ To assist with communication of, and advocate for, tourism benefits generated by the SfT program</li> </ul>

## ANNEX 2: SfT Risk Management Matrix

### Risk Assessment Criteria

RISK (R)

VH: Very high risk; immediate action required

H: High risk; senior management attention needed

M: Moderate risk; management responsibility must be specified

L: Low risk; manage by routine procedure

Risk	Effect on Program	L	C	R	Risk Treatment	Responsibility
<b>Unequal implementation and prioritisation between sector work plans</b>	Sector implementation plans unable to progress Tensions rise between SfT, Skills Centres and other Sector Teams	C	4	H	Continued regular communications between SfT, Skills Centres, SfH and SfA regarding upcoming activities, trouble shooting and emerging opportunities for collaboration.  <b>UPDATE:</b> Roadshow planning activities have assisted to ensure Skills Centres are in control of activities within their provinces. SfT has encouraged province led monthly planning and coordination emails rather than a 'sector-led-approach.	Sector Coordinators/TAs, PSA, PD, CMs
<b>DOT/ VTO departmental budgets unavailable to provide co-contribution or minimum staffing needs as per Partnership Agreement.</b>	SfT work plan unable to progress through lack of counterpart resources and support Partnership principle undermined.	C	4	H	Program communications and relationship management will ensure VTO/DOT and Ministerial stakeholders understand the benefits of SfT as tourism's only option to access to SDF funds.  <b>UPDATE:</b> Despite instability within DOT budget allocations in 2017, in 2018 work plan co-contributions have been delivered in a timely fashion with indirect contributions measured and reported as part of SfT reporting for the first time. The timing of this year's strategic provincial planning activities will assist to ensure adequate budget for the 2019 work plan across both partner organisations.	SfT Manager /TA, PSA, PD, CMs

<b>Insufficient number and quality of training providers and industry experts to meet demand</b>	<p>Tourism sector expectations not met due to lack of quality skills training or industry coaching suppliers</p> <p>Reduced impact on economic development.</p>	C	4	H	<p>Continued work with APTC in the delivery of Cert IV TAE to increase pool of qualified trainers and assist with their affiliation. Work with Skills for Providers on this.</p> <p><b>UPDATE:</b> Expansion of Sft industry coach pool through rolling expression of interest process is working with the addition of three new industry experts in 2018.</p> <p>Work with Skills for Providers Team to strengthening skills system through support of training providers and trainers to improve quality of training delivery. In May 2018 the first accredited Basic Bookkeeping Skills Cluster was delivered in Santo with an affiliated trainer.</p> <p>Ongoing communications with Skills for Providers required.</p>	Sft Manager, Sft TA, Skills for PSET Coordinator/TA
<b>Skills development activities at Ports of Call enflame existing community tensions</b>	<p>Cause temporary closure of POC. Reduced impact on economic development.</p> <p>Undermine community, GoV, DFAT perceptions of the program.</p>	D	3	M	<p>Continue to work with DOT Provincial and National DOT Cruise staff to ensure support and direction are in line with national objectives and ongoing communications with SSS, AIP, MITHL and P&amp;O.</p> <p>Ensure a partnership agreement with management committees and community is signed at each POC. Continue to work with other donors, programs and universities to support research opportunities into cruise socio/environmental impact.</p> <p><b>UPDATE:</b> As activities in Aneityum have been reduced in 2017-18 there is no current threat pending. Tafea</p>	Sft Manager, Sft TA, CMs

				Skills Centre is currently working with MITHL and the community to arrange a Boat Safety course, however participant validation will be undertaken in a sensitive and strategic way to boost POC quality and safety standards.	
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