

# SKILLS FOR CREATIVE INDUSTRIES

## 6-MONTH PROGRESS REPORT

July - December 2024

*Image 1: SCICC hats on display at the 'Vanuatu Made' trade show, September 2024*



VANUATU  
DEPARTMENT  
OF INDUSTRY



## INTRODUCTION



*Image 2: Penama baskets on display during the 'Vanuatu Made' Trade Show, September 2024*

- This progress report provides an update on the Skills for Creative Industries (SfCI) workstream over the six-month period from July to December 2023. The planning and implementation of these activities were conducted in collaboration with the Department of Industry (DOI) the Vanuatu Intellectual Property Office (VIPO), relevant provincial sector partners and the provincial Skills Centres.
- The objective of the SfCI workstream is to support the implementation of the National Handicraft Sector Policy in alignment with the National Sustainable Development Plan 2030 through the vector of skills development. It aims to economically empower craft producers through sustainable production and promote the sale of quality crafts while also developing sustainable handicraft hubs to enhance market access links for local producers.
- In the second half of 2024, priorities focused on:
  - Enhancing product development for existing clients with on-site product quality coaching in addition to financial literacy training,
  - Ensuring sustainable resource management practices are in place through the commencement of pandanus system assessments,
  - Strengthening the sustainable business practices and governance structures within the four provincial handicraft hubs,
  - Supporting the DOI to undertake product inventory assessments in Tafea, Malampa, and Sanma.

## CONTEXT

The delivery of the SfCI work plan over the reporting period was significantly impacted by several external factors such as:

- **Economic:** The suspension of Air Vanuatu's domestic flights for several months disrupted travel and logistics, with domestic operations resuming only to a limited number of islands. This significantly impacted access to markets for the craft sector and the implementation of planned skills development activities through the Skills Centres in addition to DOI's product inventories which were postponed.
- **Social:** The liquidation of Air Vanuatu created challenges in human resource mobility, as national staff and SfCI skills providers were unable to travel to implement activities. This highlighted the need for more local coaches and on-ground coordination to ensure program continuity and delivery.
- **Environmental:** Prolonged rain in 2024 has affected pandanus processing, particularly the drying process, which is essential for handicraft production. These changing weather conditions have delayed production timelines and disrupted supply chains for weavers in Santo, Tanna and Malekula.
- **Political:** In August, the Office of the Public Service Commission announced an advisory for all ministries to halt travel and activity spending due to financial constraints within the government. This lack of budget from key partners resulted in the Partnership paying in full for some activity implementation for it to progress.



*Image 3: Pandanus coloured with Teri Dye drying in the sun on the Maskelyne Islands during a quality product development workshop*

## PARTNERSHIP STATUS AND CO-CONTRIBUTIONS

- A Partnership Implementation Framework (PIF) was signed with DOI in March 2024 with a direct co-contribution of VUV 2,500,000 received in April 2024 to support the implementation of priorities around product development, quality and inventory across the country in 2024.
- In the second half of 2024, SfCI worked with DOI to implement a range of skills activities with producers in Malampa, Sanma, Tafea and Penama. Representatives from the DOI attended the Partnership’s annual planning workshops in November and have indicated their continued interest to work with SfCI again in 2025.
- SfCI continues to work with VIPO to support the registration and protection of key producers and designs despite no formal PIF in place due to internal staffing changes within VIPO.
- Despite having a PIF in place with the Office of the Registrar of Cooperatives and Business Development Services (ORCBDS) and receiving a co-contribution of VUV 1,500,000 in June, progress to support the establishment of XERO accounting software set up with all Handicraft Hubs, has been placed on hold after initial testing in Torba province.

PARTNER	AMOUNT COMMITTED FOR 2024 (VUV)	AMOUNT RECEIVED BY 31 DEC 2024 (VUV)	Amount Spent (VUV)
Department of Industry	2,500,000	2,500,000	1,741,645
Office of the Registrar of Cooperatives and Business Development Services	1,500,000	1,500,000	0

## QUANTITATIVE DATA (JUL-DEC 2024)

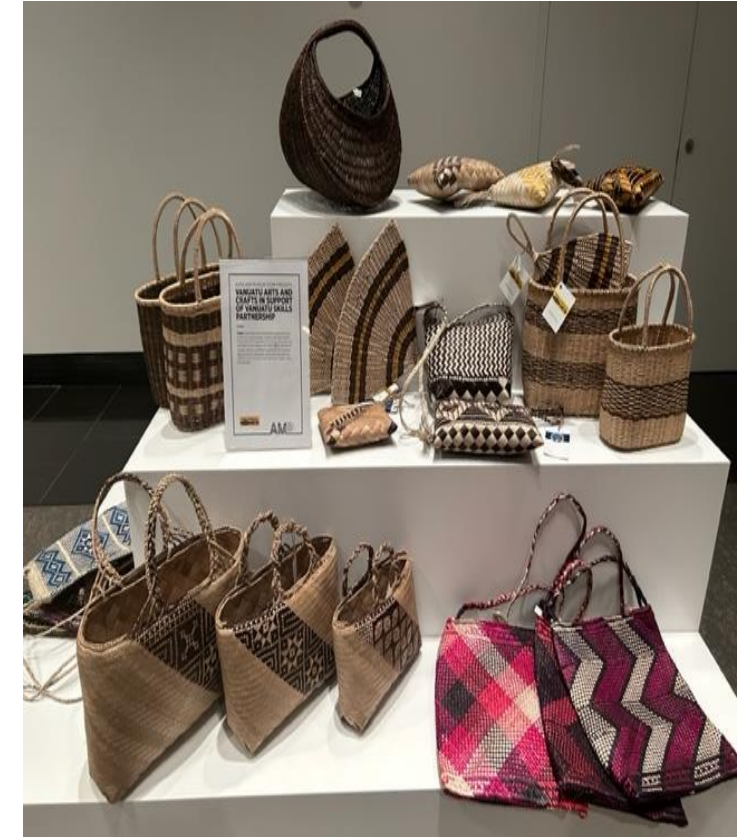
SKILLS PROVIDERS ENGAGED	PARTICIPATION IN PARTNERSHIP SUPPORTED SKILLS TRAINING	BUSINESS HUBS SUPPORTED
<ul style="list-style-type: none"><li>9 skills providers engaged including:<ul style="list-style-type: none"><li>6 women</li><li>3 men</li></ul></li></ul>	<ul style="list-style-type: none"><li>121 participants including:<ul style="list-style-type: none"><li>118 women including 4 women with disabilities</li><li>3 men</li></ul></li></ul>	<ul style="list-style-type: none"><li>4 provincial handicraft hubs supported in Torba, Sanma, Malampa and Tafea</li></ul>

## KEY RESULTS ACHIEVED

### Strengthened access to international markets for the provincial handicraft hubs

- In early November 2024, in collaboration with the DOI, the Partnership supported the Tafea Creative Industry and Cultural Hub (TCH) Manager (Mrs. Lina Numake) and the Torba Handicraft Co-operative (THC) Manager (Ms. Linrose Bisiwei) to showcase local handicrafts at two prestigious events in New Zealand: the 3<sup>rd</sup> Melanesian Festival Aotearoa and a special exhibition at the Auckland Museum.
- At these events, more than 250 handicraft products from Tafea and Torba were displayed. Total sales of VUV 388,935 were generated from the two events, directly benefiting local producers and their communities in Tafea and Torba.
- A significant outcome from the week was an agreement reached with Auckland Museum to sell products from Tafea through the Museum Shop, joining products from Torba, Penama and Malampa. Auckland Museum has already placed an order for products from Tafea, including those produced by a female weaver with a disability, which is currently being filled.
- The visit provided valuable professional development opportunities for Mrs Numake and Ms Bisiwei, including insights into customer preferences, sales strategies, and product presentation.

*"It is my first time to visit the museum. I am proud and happy to see Tafea products being displayed in the store."* Lina Numake, Tafea Handicraft Manager.



*Image 4: THC and TCH products on display inside Auckland Museum*

# KEY RESULTS ACHIEVED

## Strong provincial handicraft representation and sales at 'Vanuatu Made' in Port Vila

- The 'Vanuatu Made' Trade Show was a three-day event organised by the DOI in September 2024, showcasing local craft entrepreneurs from across Vanuatu and promoting their products to local and international buyers. Celebrating its sixth year, the event has grown significantly since its inception in 2019, serving as a key opportunity to showcase the diversity and quality of Vanuatu's provincial craft producers and creating access to new markets.
- The Partnership was actively involved in planning, coordinating, and executing activities related to the "Vanuatu Made" initiative. Partnership contributions included tasks such as arranging transport and accommodation in Port Vila for hub managers and clients in addition to facilitating logistics on ground.
- The Partnership facilitated the attendance of 15 provincially based artisans and hub managers/coaches (two men and 13 women) to the event.
- The provincial hubs reported strong sales and interest over the three-days. Total sales across the four hubs was VUV 854,005, with each hub manager reporting higher sales compared to previous years.



*Image 5: The four provincial handicraft hub managers at Vanuatu Made, September 2024*

HUB	SALES (VUV)
Tafea Creative Hub	236,360
Sanma Creative Industry Community Company	212,145
Malampa Handicraft Centre	145,750
Torba Handicraft Cooperative	259,750

## KEY RESULTS ACHIEVED

### Strong provincial handicraft representation and sales at 'Vanuatu Made' in Port Vila (continued)

- At 'Vanuatu Made' a producer from Ambrym, whom SfCI supported to attend the event, was awarded the **Vanuatu Made Handicraft Innovative Product Award** by DOI. This highlights the exceptional creativity and craftsmanship of the producer, who stood out for their unique approach to traditional handicrafts. The award not only recognises skills but also shows the growing ability of Vanuatu's local artisans to create products that resonate both locally and internationally.
- In recognition of the uniqueness of local products and to protect their intellectual property, VIPO presented **Copyright Certificates** to six SfCI clients at the event including one producer from Torba (Vanua Lava), three producers from Malampa (Malekula), and two producers from Penama (Ambae). This initiative safeguards the intellectual property of local artisans, fostering innovation and empowering them to expand into national and international markets with confidence.



*Image 6: Customers exploring products crafted by weavers from Sanma at the Vanuatu Made event*



# KEY RESULTS ACHIEVED

## Improvements in Product Quality

### South Malekula (Maskelyne Islands)

- In November, the Partnership facilitated training for producers in the Maskelyne Islands as a follow-up to coaching first delivered in August 2023. 22 producers (all women) attended, with the training focused on the use of high quality 'Teri Dye' for colouring pandanus. Producers also practiced harvesting and drying techniques, and completed an order for the Malampa Handicraft Centre, including fans unique to the Maskelyne area.

*"This new dye process is easy – we can do it ourselves now. I love the colours."* Nelsin Ahmed.  
(Pelongk weaver)

### Santo

- In September, the Partnership facilitated a three-day workshop for the Sanma Creative Industries Community Company (SCICC) focused on consolidation of hat sizing, refinement of weave techniques and hat finishing protocols. 16 producers (all women) attended this workshop. As part of the workshop, hat finishing was monitored for compliance of techniques, sizing and finishing.
- Textile producers have also been working with their coach on four new innovative handbag and basket designs using a combination of pandanus and cloth. Nine women (including one with a disability) participated in the training. Following the training, samples of the new designs were marketed and sold out immediately.



*Image 7: A high-quality fan being woven by a producer in the Maskelyne Islands*

# KEY RESULTS ACHIEVED

## Improvements in Product Quality (continued)

### Tanna

- In collaboration with DOI and the Tafea Handicraft Hub, a Teri Dye workshop was conducted for 20 participants (15 women, including one with a disability, and five men) from the Tennis Futuna Mothers' Association. This is the first time a workshop on the use of Teri Dyes has been delivered on Tanna. The workshop aimed to enhance skills in pandanus dyeing and fan weaving.
- The event saw the active participation from Mrs Dolores Teitokaa, a client with a disability. Further highlighting strong community support for inclusive economic empowerment, husbands and partners helped with cooking and childcare during the workshop, ensuring the women could fully participate.
- Immediate outcomes included improved product quality, and an increased emphasis on sustainability through the promotion of practices such as replanting pandanus and reusing dyes. As a result, following the workshop, producers increased the prices of their products that were made using the Teri Dyes.

*" Weaving my product using Teri Dyed pandanus makes my product look different compared to when I use Chinese dye. It adds value to my product."* Dolores Teitoka, producer from Tennis Futuna.



*Image 8: Participants of the first ever workshop delivered in Tanna on the use of Teri Dye*

## KEY RESULTS ACHIEVED

### Increased financial literacy for Malampa craft producers

- In partnership with the Department of Women's Affairs (DoWA) and Vanuatu Chamber of Commerce & Industry (VCCI) a four-day financial literacy workshop was conducted with Malampa-based craft producers- the majority members of Malampa Handicraft Centre.
- 17 craft artisans participated in the activity (14 women including one with disabilities and three men).
- As part of the workshop, two key topics were covered:
  - 'Start Smart' which focused on supporting entrepreneurs to understand how to start their businesses, identify strengths and weaknesses and to understanding government rules and regulations.
  - 'Basic Financial Literacy'- focused on supporting entrepreneurs to understand key accounting terms, how to budget, record keeping, profit and loss.
- Key outcomes from the workshop included improved understanding and confidence amongst the participants. Feedback surveys run at the completion of the workshop indicated that clients were very satisfied with the training and that the new skills and understanding will be used by the producers to increase their economic independence and profitability in the future.



*Image 9: Malampa craft entrepreneurs practicing record keeping using VCCI record templates during the workshop*

## KEY RESULTS ACHIEVED

### Product development and market access - Penama Island Basket Festival

- In late October, the Partnership supported DOI and the Penama Provincial Government to deliver an Island Basket Festival over two days, coinciding with the opening of the Penama Skills Centre on Ambae.
- During the festival, producers from 18 different Associations on Ambae, Pentecost and Maewo were able to showcase a selection of their products, demonstrating their unique skills and handicraft designs. DOI also conducted an awareness session on intellectual property and copyright, with a view to supporting producers to safeguard their unique designs.
- The festival provided an opportunity for producers to share their stories and learn from each other about their production techniques, from harvesting pandanus leaves to creating the final product. DOI officers also worked with producers to raise awareness around product quality and the need for a sustainable supply of pandanus to meet market demand.
- Producers from across the three islands sold several of their products during the festival, which will now be an annual event.

*"I truly enjoyed this event as it allowed us to connect with other producers and discover their contributions to this sector. It's inspiring and motivates us to continue showcasing our unique culture through handicrafts."* – Ruth (North Pentecost)



*Image 10: Participants posing with their products during the Penama Island Basket Festival*

## KEY RESULTS ACHIEVED

### **Pandanus market systems strengthened through detailed assessments on Paama and Malo**

- SfCI in partnership with DOI, Department of Agriculture and Rural Development (DARD) and the Department of Forestry (DOF) have been developing a 'market systems' approach to support the Pandanus value chain in Vanuatu in recognition of the plant's vital role in the craft sector, in addition to its significant cultural value. As a first step, assessments are needed to understand current volume, species types and usage in key locations.
- In partnership with DOF and the Malampa and Sanma provincial governments, the Partnership conducted two pandanus assessments on Paama and Malo. The assessments focused on understanding the use of pandanus in weaving, identifying and documenting existing pandanus varieties and species, raising awareness about protecting endemic plants, and using a bottom-up approach to establish nurseries and replanting sites.
- These locations were chosen by the DOF based on requests from the area council on Paama where there is increasing interest in weaving in addition to requests from clients on Malo who use pandanus in their headwear production. The team identified five existing pandanus species on Paama and eight on Malo including both native species and those introduced from neighbouring islands.
- The assessment team recommended replanting efforts be undertaken for those species most used in weaving prior to increasing craft production to ensure sustainable resource management. They also identified specific communities in key locations that could supply planting materials for nurseries.



*Images 11: Pandanus assessment in progress on Malo island*

# KEY RESULTS ACHIEVED

## ADDITIONAL RESULTS (CROSS-CUTTING)

### *Better Balance*

- SfCI continues to promote women in leadership by supporting the ongoing professional development of the four female provincial hub managers. Two female hub managers from Torba and Tafea attended two events in New Zealand: the third Melanesian Festival Aotearoa and a special exhibition at the Auckland Museum providing them with an opportunity to learn more about the industry and connect with buyers in international markets while building confidence as leaders in the sector.
- The Partnership worked with the Malampa Department of Women's Affairs and the VCCI to deliver financial literacy training for 14 female craft producers including one with a disability. Early results from the workshop noted an improvement in female clients' understanding of basic financial principles in addition to their confidence. Recognising the important of financial literacy for women's economic empowerment, SfCI will prioritise this training for clients in additional provinces in 2025.
- During the Teri Dye workshop on Tanna, male champions from the Tenis Futuna community modelled a 'better balance' by assisting their wives and partners with cooking and childcare responsibilities during workshop delivery to enable the women to engage in the workshop. This highlights how practically sharing responsibilities in the home can foster economic opportunities for women in the craft sector.



*Image 12: Malekula producers participating in group work during the Financial Literacy Workshop*

## KEY RESULTS ACHIEVED

### ADDITIONAL RESULTS (CROSS-CUTTING)

#### *Disability Inclusion*

- SfCI is supporting the participation of people with disabilities in the sector. In this reporting period, four women with disabilities attended skills training through the Skills Centres including: two from Sanma, one from Malekula and a new client in Tafea.
- Mrs. Dolores Teitokaa from Tanna recently participated in a Teri Dye workshop for the first time, where she gained skills to enhance her product quality for the Tafea Creative Hub. As a result of the long-term she has improved her weaving product quality and recently sold seven products in Auckland during the Tafea Hub Manager's recent networking trip.
- Additionally, long-term craft clients in Torba province, Bernard and Victoria, continue to sell their products via the Torba Handicraft Cooperative, where their craftsmanship has gained significant recognition. Most of their product designs are in high demand, particularly at the Auckland Museum in New Zealand, which has become a key international market for their work.



*Image 13: Mrs Dolores Teitokaa, a client with a disability from Tanna, actively participated in the Teri Dye workshop*

## KEY RESULTS ACHIEVED:

### ADDITIONAL RESULTS (CROSS-CUTTING)

#### *Climate Resilience*

- SfCI is taking steps to ensure craft clients are becoming more resilient to the impacts of climate change. In the reporting period work has included supporting the participation of Malekula-based producers at the Malampa Climate Change Symposium organised by the Department of Climate Change and Malampa Provincial Government in addition to the completion of two assessments on Malo and Paama as part of steps to strengthen the pandanus supply across Vanuatu.
- Through the Symposium, producers were able to talk about the benefits of pandanus in weaving with the wider community, participant in tree planting activities and learn more about how pandanus trees are used as windbreaks during cyclones and to help stop soil erosion in coastal areas.
- SfCI will continue to explore strategies to better equip the handicraft hubs and individual producers to mitigate the risks associated with the changing climate. This will be a key focus in 2025.



*Images 14: Dried pandanus woven in a circle sitting next to a green pandanus leaf on Malo*



## LESSONS LEARNED AND ACTIONS

**Lesson 1:** There has been some uncertainty from members of the Handicraft Hub Boards regarding their roles, and how it relates to the role of the Hub Managers.

**Actions:**

- All Hub Managers will now report jointly to their Boards and the SfCI Manager to support day to day operations.
- Support the Hub Managers to standardise their operating procedures including financial management (Xero or other) and reporting.
- Continue supporting the Hub Boards to understand their roles and responsibilities.

**Lesson 2:** The effectiveness of females taking the lead in the handicraft sector (i.e Hub Managers) has been a huge success and been helped by the support they have received from their husbands and families.

**Actions:**

- Continue to foster collaboration with Hub Manager husbands and families to ensure their ongoing support. This will further enable the Hub Managers to work effectively as leaders in the handicraft sector.
- Continue to provide business and operational mentorship for the Hub Managers through coaching, skill-building workshops, and access to resources.

**Lesson 3:** SfCI's activities are vulnerable to the impacts of flight delays and cancellations. There is a need to expand the network of provincial coaches to safeguard the delivery of activities in remote communities.

**Actions:**

- Engage more local coaches to provide hands-on support, mentoring, and guidance to producers and stakeholders.
- Leverage local knowledge and presence to improve the effectiveness and responsiveness of programs.

## ANNUAL QUANTITATIVE DATA (JAN-DEC 2024)

SKILLS PROVIDERS ENGAGED	PARTICIPATION IN PARTNERSHIP SUPPORTED SKILLS TRAINING	BUSINESS HUBS SUPPORTED
<ul style="list-style-type: none"> <li>▪ Nine skills provider engaged including:               <ul style="list-style-type: none"> <li>▪ Six women</li> <li>▪ Three men</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ 202 participants including:               <ul style="list-style-type: none"> <li>▪ 191 women</li> <li>▪ 11 men</li> </ul> </li> <li>▪ Seven participants with disabilities (six women and one man)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Four provincial handicraft hubs supported in Torba, Sanma, Malampa and Tafea</li> </ul>

## SFCI WORK PLAN SUMMARY FOR 2024

WORK PLAN PRIORITY AREAS &/OR GREEN SHOOTS	END OF YEAR STATUS UPDATE (no progress, limited progress, adequate progress, good progress, excellent progress)	ADDITIONAL COMMENTS
Product Development	<b>Adequate progress</b>	<p>Three skills activities focused on product development took place in the last six months in addition to a financial literacy workshop in Malampa. While several activities were postponed due to flight issues and government partners budget constraints, there were still many notable achievements and signs of improved quality.</p> <p>Several key activities under the new Pandanus Market System Action Plan were implemented in partnership with the Department of Forestry including assessments and species identification on Malo in Sanma Province and Paama in Malampa province. Activities in Tafea were postponed due to the challenges of domestic air travel in addition to GOV partner budget constraints. Product quality workshops run with weavers in Sanma and Malekula continue to support high standards of pandanus harvesting and processing including the introduction of more streamlined Teri dye processes.</p>

## SFCI WORK PLAN SUMMARY FOR 2024

<b>WORK PLAN PRIORITY AREAS &amp;/OR GREEN SHOOTS</b>	<b>END OF YEAR STATUS UPDATE (no progress, limited progress, adequate progress, good progress, excellent progress)</b>	<b>ADDITIONAL COMMENTS</b>
Sustainable Hub Development	<b>Adequate progress</b>	<p>In the last six months, Annual General Meetings were held by Hub Boards in Sanma and Malampa while Torba and Tafea hubs postponed their meetings. This year, operational and governance challenges necessitated more intensive governance and business management support across all hub, providing targeting support to the managers. Standard Operating Procedures have been developed and coaching activities to support the operationalisation of these processes took place in Tanna, Santo and Malekula.</p> <p>In the second half of 2024, and following VSP's direct contracting of all Hub personnel, a number of issues have arisen related to personnel performance at the Malampa Handicraft Centre (MHC) as well as concerns regarding MHC's financial position. SfCI is currently working to support the MHC Board to determine and execute the best course of action to protect the integrity of the hub's operations in addition to its reputation with buyers and members alike. Given that the company operates in a very politically sensitive local economy with multiple stakeholders involved, SfCI is committed to supporting the Board to resolve these issues in the most contextually appropriate way.</p>

## SFCI WORK PLAN SUMMARY FOR 2024

WORK PLAN PRIORITY AREAS &/OR GREEN SHOOTS	END OF YEAR STATUS UPDATE (no progress, limited progress, adequate progress, good progress, excellent progress)	ADDITIONAL COMMENTS
Enhancing the Vanuatu Made Brand Awareness & Promotion	<b>Good progress</b>	<p>SfCI continues to support the DOI in its promotions of Vanuatu handicrafts both locally and overseas. Strong provincial representation at Vanuatu Made event in Port Vila was a notable success this year in addition to the strengthened relationships between Auckland Museum and the Torba and Tafea hubs.</p> <p>New regional markets continue to be explored with samples from SCICC shared with Rise Beyond the Reed (Fiji). The hub is currently waiting on feedback after the Christmas break.</p> <p>Despite initial efforts to engage with the Vanuatu Kaljoral Senta (VKS) there has been limited progress due to VKS commitments and other priorities. This relationship will be further explored in 2025.</p>

## OVERALL ASSESSMENT OF PROGRESS IN 2024



- While many of our planned activities were successfully delivered, some planned activities (such as Tafea outer island inventory and Torba product development coaching and Xero accounting coaching) could not be implemented. This was largely due to the issues with Air Vanuatu, in addition to government partner budget constraints. These activities will be implemented in early 2025.
- Overall, the SfCI workstream is considered to have made adequate progress in 2024. We continue to see good results for our clients despite a complex work environment. A notable success has been the ongoing development of the Tafea Hub, and the strengthening of our relationship with the Auckland Museum.
- Moving into 2025, supporting the standardisation of operational processes, finance systems and reporting requirements across the provincial Hubs will be a key focus for SfCI.
- Furthermore, now that the pandanus market system analysis and action plan has been completed, there is a clearer plan for how we will support producers and the sector more broadly to ensure this critical resource is sustainability managed.

# 2025 PRIORITIES

## **Product Development:**

- Deliver in demand skills training to key clients including: financial literacy skills activities to producers in Sanma, Torba and Tafea and product development skills activities in all provinces. SfCI will proactively identify and involve more producers with a disability in skills development activities
- Support the DOI and Department of Forestry to progress pandanus replanting activities using best species and most appropriate locations across all provinces where pandanus is used in collaboration with
- Support DoI to develop a Handicraft Product Inventory, starting with Tafea Province, then followed by other provinces.
- Support strengthening of producer group association governance working with partners such as ORCBDS.
- Support copyright, patent, design inclusive awareness, and registration of products through continued collaboration with VIPO.

## **Sustainable Hub Development:**

- Facilitate coaching for Managers and members of Handicraft Hub Boards to enable them to take more responsibility in supporting the hubs to thrive. This included targeted ongoing business coaching for the Managers to ensure operations, reporting and financial procedures are being followed.
- Support the Handicraft Hubs to establish new links with domestic and international wholesale customers.

## **Market Access:**

- Support DOI to promote the Vanuatu Made brand at home and overseas and explore new opportunities to showcase and sell local handicrafts, such with the Australia Museum and Rise Beyond the Reef in Fiji.

## KEY RISKS TO CONSIDER FOR 2025

RISKS	MITIGATION STRATEGIES
Not enough product quality coaches available to support our activities	<ul style="list-style-type: none"> <li>Engage more provincial based coaches in roles such as production assistants, need to identify young weavers.</li> </ul>
Shortage of pandanus (raw material) for weaving, including through lower production (supply) or quality.	<ul style="list-style-type: none"> <li>Work with the Department of Forestry to deliver Pandanus assessments and action key activities within the Pandanus Market Action Plan, including replanting.</li> </ul>
Disruptions to current market channels or breakdowns with major buyers lead to a reduction in sales.	<ul style="list-style-type: none"> <li>Continue to work with the Hubs to look for opportunities to diversify markets local and internationally.</li> </ul>
Weak business management and/or operational procedures impacts the ability of the Hubs to fulfil orders and pay producers, leading to a breakdown in the relationship between producers and the Hubs, and/or the Hubs and their domestic and international customers.	<ul style="list-style-type: none"> <li>Engage the Partnership’s lead business coach to improve business management practices of the Hubs.</li> <li>SfCI Manager to provide management oversight and support for the Hub Managers on a day-to-day basis. Strengthen internal controls with regular checks by Hub Boards on staff and business performance.</li> </ul>
MHC Manager’s performance continues to undermine the performance of the hub and threatens to impact on relationships with suppliers and buyers	<ul style="list-style-type: none"> <li>Support the MHC Board to resolve these issues in the most contextually appropriate way.</li> <li>If the Manager continues in her role, provide increased coaching support. If she leaves the role, support the Hub to manage communications with partners and to successfully recruit a replacement with the necessary skills to enable the business to thrive.</li> </ul>