

Vanuatu TVET Sector Strengthen Program Phase 3- 2013 to 2016

TVET for Tourism Final Report and Evaluation



May 2016

Table of Contents

Acronyms and abbreviations.....	4
Executive summary	5
Overview	5
Findings	5
Lessons and recommendations.....	7
Looking ahead	8
1. Introduction.....	9
1.1. Evaluation objectives	10
2. History and development of TVET for Tourism.....	11
2.1. Timeline of key events in Tft development	12
3. Tft methodology.....	13
3.1. Methodology	14
3.1.1. DoT partnership.....	14
3.1.2. Industry experts.....	15
3.1.3. Links with formal TVET system	15
3.1.4. Client business focus.....	15
3.1.5. Value chain approach	16
3.2. Tft management and coordination.....	16
3.3. Tft monitoring and evaluation.....	17
3.3.1. Client performance	17
3.3.2. Tft performance	17
3.3.3. Sectoral performance	17
4. Tft outcomes	19
4.1. Tft clients and activities.....	19
4.2. Business development outcomes.....	20
4.3. Participant outcomes	28
4.4. Government and private sector outcomes.....	31
4.4.1. DoT partnership.....	31
4.4.2. Provincial travel call centres	34
4.5. Industry experts.....	37
4.6. Training providers	40
4.7. Resource development	41
5. Success factors.....	43
5.1. Tft methodology.....	43
5.2. Adaptability	45
5.3. Partnership strategies	46
5.4. Communication strategy.....	48
6. Challenges.....	49
6.1. Program challenges.....	49
6.1.1. Social cultural challenges.....	49

6.1.2.	Language, literacy and numeracy	52
6.1.3.	Coordination challenges	52
6.1.4.	Sustainability challenges.....	52
6.2.	TVET system challenges	53
6.3.	Tourism sector challenges.....	53
7.	Lessons	55
7.1.	Flexible approach.....	55
7.1.	Personnel and philosophy.....	55
7.2.	Participatory design	55
7.3.	Streamlining systems	56
7.4.	Cross-sector links	56
7.5.	Sustainability	56
7.6.	New partnerships.....	57
7.7.	Looking ahead.....	57
8.	Annexes	59
8.1.	Tft Malampa Province report	59
8.2.	Tft Sanma Province report.....	59
8.3.	Tft Torba Province report	59
8.4.	Tft Tafea Province report.....	59
8.5.	Evaluation terms of reference.....	60
8.6.	List of respondents.....	65
8.7.	Tft organisational chart	67
8.8.	Tft client monitoring and evaluation plan	68

Acronyms and abbreviations

APTC	Australia-Pacific Technical College
BI	Business Indicator
DFAT	Australian Department of Foreign Affairs & Trade
DoA	Vanuatu Department of Agriculture
DoT	Vanuatu Department of Tourism
GES	Gender Equality Strategy
GfG	Governance for Growth
GoV	Government of Vanuatu
KPI	Key Performance Indicator
M&E	Monitoring & Evaluation
MoU	Memorandum of Understanding
NCBP	National Capacity Building Program
NZ MFAT	New Zealand Ministry of Foreign Affairs & Trade
PHAMA	Pacific Horticultural & Agricultural Market Access
TfT	TVET for Tourism
TVET	Technical & Vocational Education & Training
VQA	Vanuatu Qualifications Authority
VNSO	Vanuatu National Statistics Office
VTO	Vanuatu Tourism Office
VTOMS	Vanuatu Tourism Operator Minimum Standards
VTSSP	Vanuatu TVET Sector Strengthening Program

Executive summary

Overview

This report presents findings on the outcomes and achievements of TVET for Tourism (TfT), an activity within the Australian Government-funded Vanuatu TVET Sector Strengthening Program (VTSSP). Through the provision of a range of integrated on-site skill development activities, TfT in partnership with the Department of Tourism (DoT), aims to support ni-Vanuatu provincial tourism operators improve their businesses and facilitate, where possible, their transition to the formal economy.

Additionally, TfT aims to strengthen the capacity of relevant government departments, training providers and private sector actors through a range of capacity building exercises and mentoring services. As the third phase of the VTSSP ends in June 2016, it is now timely to reflect on program outcomes and offer useful recommendations for future development as part of the broader VTSSP Phase 4 design process.

This report includes a comprehensive record of TfT activities from November 2012 to May 2016 as well as an integrated evaluation component that investigates the history of TfT, key factors of success, challenges and lessons learnt. The evaluation integrated an analysis of existing quantitative program information and the collection of new qualitative data through a participatory process. Detailed provincial reports were also produced for a deeper understanding of program outputs and client outcomes in each specific area.

Findings

TfT has expanded into a national program since initial pilot activities in Malekula in 2010. Currently it operates on ten islands in four provinces supporting a range of tourism businesses including accommodation, tours, activities, transportation, massage services and handicraft production. TfT is facilitated through the provincial TVET Centres in Malampa, Sanma, Torba and Tafea provinces, established under the VTSSP and now formally integrated within the structure of the Ministry of Education and Training. Funded annually and managed by a locally-based Technical Expert, TfT utilizes nine industry experts as well as relevant registered training providers, government officers and private sector representatives to deliver these activities. In 2014 a full-time coordinator was engaged due to the rising demand for TfT support.

TfT Outcomes

TfT currently provides assistance through skill development services to 282 participants within 117 selected rural tourism businesses. Of the 117 tourism businesses supported through TfT activities, fifty-five are owned or co-owned by women. Furthermore 44% of all employees and workers in these businesses are women. From the participants who attended TfT activities, 43% were women and 4% were participants living with disabilities.

From November 2012 -May 2016 Tft facilitated 1,081 individual skill development activities in localised programs including 967 on-site coaching meetings with business owners, 90 targeted workshops, 12 accredited trainings and 12 special projects including the establishment of two provincial travel call centres, professional photo-shoots in five locations as well as the post-cyclone reconstruction and recovery initiative: Building Local Building Strong.

Analysis of Tft client performance data shows that the majority of provincial tourism businesses have made tangible improvements in terms of product quality and increased revenue, with many now implementing formal management and administration processes. Of the 117 clients currently engaged in Tft skill development activities 68% meet Vanuatu Tourism Operator Minimum Standards (VTOMS) and are now commercialized and sold online via provincial travel call centres. Through a refocus on business regulations in 2014 29% of all clients currently operate within the formal economy compared with only 9% in 2012.

The report has found that participation in Tft and increased product development has led to a range of additional positive outcomes for clients and participants including cultural revitalization, empowerment for women and increased youth retention rates in rural communities. Additionally, Tft has facilitated education pathways for participants and client employees through assistance with general information, applications and references. A total of 17 Tft participants (6%) have now completed an internationally recognised Certificate III, IV or Diploma qualification at the Australia Pacific Technical College (APTC) through the support of Tft.

Success Factors

Analysis of client data, documents and stakeholder feedback have identified a number of key success factors which have enabled positive program outcomes. These include:

- The innovative and flexible skills development methodology, including a value chain approach.
- The long term continuity of on-site practical coaching and mentoring for client businesses.
- The flexibility and passion of individual coaches to go beyond basic coaching
- The use of locally-based, highly experienced business professionals to deliver coaching services.
- The use of a suite of comprehensive planning tools and templates as well as a comprehensive monitoring and evaluation system.
- Effective partnership arrangements with key stakeholders in the public and private sectors, specifically the DoT and donors such as NZ MFAT.
- A strong and positive public perception and profile built through a diverse communications strategy enabling Tft to expand, develop, and try new approaches.

Program Challenges

Despite this success and positive client outcomes, Tft has faced a range of challenges including: jealousy and land disputes within communities, low level language, literacy & numeracy skills (LLN) within participants, miscommunication between partner organizations and within Tft and VTSSP staff, a lack of registered training providers to deliver priority demand skills need in the Tourism sector, as well as natural disasters, political instability, limited telecommunications networks and other logistical constraints.

Lessons and recommendations

Through analysis of the findings identified above the report has drawn together eight operational and strategic lessons and recommendations to assist future program development.

1. Tft's flexible approach and annual funding structure has allowed it to grow and adapt to changing needs and demands from within the industry and the broader operating environment. The ability to respond to lesson learnt through an annual process of feedback and redesign has enabled Tft to develop the successful integrated approach used today.
2. The report found that the passion and enthusiasm of industry experts and motivation of VTSSP staff, DoT officers as well as the individual clients themselves has contributed to the success of Tft. The leadership and passion of the Technical Expert, program staff and industry experts goes well beyond a narrow focus on service delivery or program implementation.
3. The report has identified that a participatory design process is needed for further development in Phase 4 as well as clarification of program objectives to ensure priorities align with any changes within the wider VTSSP. Due to the expansion of Tft's scope and the rising number of active partners there is a need to strengthen the involvement of core stakeholders, such as the DoT, in future design and planning processes to strengthen their understanding and ownership of Tft and the sustainability of provincial tourism development.
4. A review of current Tft systems is needed to revise planning and reporting processes to ensure efficiency and to strengthen links between Tft, DoT and VTSSP systems. There is also a need to streamline Tft processes with TVET Centre filing systems and to review planning templates as well as the current monitoring and evaluation indicators used.
5. The report has concluded that there is a need to further strengthen a value-chain approach through cross-sector linkages between Tft and other government and private sector partners as recommended in the 2015 independent evaluation of the VTSSP. An incorporated approach focusing on agri-tourism and handicraft production will ensure

further distribution of skills and knowledge to a wider range of community members, reduce barriers to income generation opportunities, and maximise identified broad-based economic growth potential.

6. In an effort to enhance sustainability objectives within Tft, annual work plan activities should be factored into DoT strategic planning to increase collaboration and DoT ownership. A revision of program sustainability methods is needed to ensure future program activities promote the transition to DoT coaching in a realistic and supportive manner taking into account the current level of DoT resources and appropriate planning and budgetary timeframes.

7. Throughout the duration of program implementation, Tft has worked well to establish strong collaboration and partnerships with a range of government, non-government and public sector stakeholders. Given current initial plans for Phase 4 activities in Tafea and Sanma provinces there are opportunities to promote further cross-program and cross-donor collaboration including with the Australian Government funded Governance for Growth (GfG) Program and New Zealand Ministry of Foreign Affairs & Trade (NZ MFAT) funded Discovery Trails Project.

8. With Phase 4 and the new contractor information communication technology (ICT) systems there needs to be a priority to examine an alternative client file sharing platform to the expensive Dropbox system currently in use.

Looking ahead

Drawing on the success factors and lessons learnt from Tft activity in Phase 3, the full design of Tft as part of the broader VTSSP Phase 4 design will need to capitalize on key aspects of the methodology to continue the successful implementation of Tft and the growth of the provincial tourism industry.

The proven successes of this integrated, practical approach should be further tested in the agriculture and industry sectors that present strong contextual and organizational similarities. This was highlighted as a major recommendation of the 2015 Independent Evaluation of the VTSSP. Both these sectors would benefit from an inclusive value-chain skill development approach and targeted capacity building activities for their government officers.

A combination of 'Skills for Agri-tourism' and 'Skills for Handicraft' programs drawing on Tft methodology can be used in Phase 4 to generate wider economic growth through increased community participation by using the tourism industry as the demand driven market. High level discussions on this subject involving VTSSP senior management are currently in progress at the request of key Ministries.

1. Introduction

A major component of the Australian Government funded Skills for Economic Growth Program (formally called and widely known as the Vanuatu TVET Sector Strengthening Program (VTSSP))¹, TVET for Tourism (TfT) provides ni-Vanuatu provincial tourism operators with skill development services to support their business expansion and increase involvement in the formal economy. Additionally, TfT aims to strengthen the sustainability of tourism development at the national and systemic level by building the capacity of relevant government departments, training providers and private sector stakeholders through a range of capacity building exercises and mentoring services.

Phase 1 of the VTSSP commenced in November 2005 and ended in May 2008. This initial period focused on extending the reach of the Vanuatu Institute of Technology (VIT) through the establishment of VIT provincial training centres in Sanma and Tafea, capacity building support for the network of rural training centres and continuing support for national TVET system development. In 2008 Phase 2 was re-designed and a new decentralized approach to TVET service delivery was implemented. Following a competitive provincial selection process led by the Government of Vanuatu (GoV), two TVET Centres were piloted in Sanma and Malampa provinces in June 2009. The aim of these Centres was to support the delivery of a range of accredited training and business development services for provincial clients across key economic sectors, while simultaneously facilitating the development of local training providers.

This new approach in Vanuatu was continued into Phase 3 which commenced in March 2013. In 2014, after a second competitive selection process TfT expanded into Torba province with the establishment of a third TVET Centre. After high level political negotiations and agreed co-contribution arrangements, TfT was further expanded again in 2015 to include a fourth TVET Centre in Tafea province to strengthen skill development opportunities in an economically active area. The provincial TVET Centres have now been formally integrated into the structure of the Ministry of Education and Training as the key coordination mechanism for skill development at the provincial level. Phase 3 ends in June 2016 with a fourth phase of investment due to begin in the second half of 2016. This will involve a redesign process, including of the TfT sub-component, to ensure TfT continues to adapt to the evolving operational environment, incorporates lessons learnt, and maximises emerging opportunities for sustainable development impact.

¹ The Program name was changed to 'Skills for Economic Growth' by a contract amendment in December 2014. However, to avoid confusion amongst stakeholders this report will refer to the Program by the widely used acronym: VTSSP.

Tourism is one of the largest and fastest growing industries in Vanuatu. Total contribution of the tourism sector to national GDP increased from VUV28,000 million in 2005 to VUV42,000 million in 2015 with an annual growth rate of 7.1%². Two components contributed to this economic growth: visitors by air increased from 60 000 in 2005 to 100 000, and cruise passengers grew from 60 000 to 200 000 passengers in 2015³. Historically, the tourism industry in Vanuatu has been centralized in the two main service centres, Port Vila (the capital in Shefa province) and Luganville (Sanma province), with the mainstream industry dominated by foreign investors and operators. This concentration has given rise to social and political tensions in the past and highlighted the need for the Vanuatu Government to support the development of provincial and ni-Vanuatu tourism businesses.

Despite offering a range of unique products such as volcanoes, waterfalls and traditional cultural displays, provincial tourism has been slow to develop. The lack of quality accommodation and safe, accessible tours, combined with irregular and expensive flight schedules, poor communications and limited destination marketing, has seen most major private and public tourism investment concentrated in Port Vila. The limited knowledge and skills of provincial tourism operators in regard to tourist expectations, product development and business management has additionally constrained provincial tourism growth.

As the third phase of the VTSSP ends in June 2016 and a new design for a fourth phase of investment is planned for the second half of 2016, it is a, appropriate time to reflect on achievements and lessons learnt to offer useful recommendations for future Program development. This final report provides an integrated and comprehensive record of Tft activities from November 2012 to May 2016. It incorporates an evaluation component that has collected new evidence to complement existing program data, enabling an analysis of outcomes, achievements and challenges across Tft's history.

1.1. Evaluation objectives

The objectives of the evaluation component of this report are to broaden understanding of *how, why, and with what strategies and tactics*, Tft has achieved its success. The evaluation included participatory processes such as a program history workshop, and brings together a combination of existing data and new qualitative information. New data collection occurred over a one-week period in April and included input from relevant stakeholders such as Program staff, industry experts, training providers, DoT staff, and provincial tourism operators.

² World Travel & Tourism Council, 2015, <http://www.wttc.org/>

³ Vanuatu National Statistics Office, 2016, <http://www.vnso.gov.vu/>

Data collected from 117 clients over the course of Tft implementation as well as new qualitative data from discussions with 40 respondents has provided valuable insight into perceptions of Tft's outcomes, challenges and factors of success. Due to internal budget constraints, it was not possible to conduct formal interviews in April 2016 with clients from Malampa and Torba provinces. However, this report has drawn from the extensive and ongoing collection of data from groups of respondents. Thus the report can be understood as reflecting a range of perspectives via data collected in the evaluation activities conducted in early 2016, as well as data collected since Tft began. The Evaluation Terms of Reference at Annex 8.5 provides additional detail on evaluation methodology, and the list of respondents is provided at Annex 8.6.

2. History and development of TVET for Tourism

The preparation of this report included a participatory program history and timeline workshop, which charted the development of Tft since its earliest origins in 2010. A group of ten core individuals who have been involved in Tft over its history were brought together in January 2016 to discuss and document the timeline of Tft. This group included industry experts, a DoT representative as well as VTSSP staff and management. This analysis of the history of Tft has enabled the identification of key events and opportunities that led to the creation of the model of skills development that is currently operating. Key turning points and events recognized through this process were then used by the evaluators during subsequent parts of the evaluation process to further investigate Tft's strengths, success factors and limitations.

During the design and early stages of implementation of Phase 2 it became apparent that the provision of skills training for employees was not sufficient in itself and that if real economic growth was to be achieved it was essential to engage with and build the capacity of business owners and managers. For example, in Tafea and Malampa at the time it was noted that the ni-Vanuatu owned bungalows had a lot of potential that would not be realized without coaching and mentoring of owners and managers as well as skills development training for staff.

As a result, in March 2010, the VTSSP engaged a technical expert, Pascal Gavotto, to design a sector-based approach. As a successful businessman with over eight years' experience in the Vanuatu tourism sector Pascal was identified as an obvious choice for this role given his range of technical skills, local language and contextual understanding. The objective of the initiative was to generate significant positive changes in the local tourism industry through business coaching, mentoring and skill development.

A pilot initiative was initially designed for Malekula island in Malampa province to simultaneously assist the development of locally owned tourism accommodation businesses

while providing practical experience and mentoring in tourism product development for the provincial tourism officer.

In February 2011 the pilot expanded to include selected clients in Espiritu Santo in Sanma province as well as tour and activity products in both provinces. In November 2012 VTSSP produced a 15-minute DVD: *'TVET for Tourism- A skill development model for economic growth'*, highlighting the achievements of the Tft approach. Building on the early success of this pilot, an expanded program was designed, incorporating Santo, Malekula and Ambrym islands, along with a national capacity building program for DoT staff across all provinces. This included specific KPI and business indicators, and commenced in early 2013, coinciding with Phase 3 of the VTSSP. Tft grew to incorporate a stronger focus on business management and basic marketing practices in 2014 as well as a wider range of skill development activities for complementary sectors such as massage, handicraft, construction and agriculture.

This sector-specific program sits within the broader VTSSP. It forms part of the services and responsibilities of the provincial TVET Centres and of provincial DoT staff. Since the pilot in 2010, Tft has been funded on an annual basis with an expanding scope and developing methodology.

2.1. Timeline of key events in Tft development

As part of this report preparation a group of Tft and VTSSP staff and stakeholders developed a history and timeline that charts the development and evolution of Tft:

2009	<i>June</i>	TVET Centres open in Malampa and Sanma provinces
2010	<i>March</i>	Malampa Provincial Training Board meeting with participation of key productive sector representatives, including the DoT; first tourism training requests Technical Expert engaged to design a pilot sector-based approach in Malekula Client coaching begins in Malekula (accommodation products only)
	<i>September</i>	2010 VSA NZ volunteer Business Adviser arrives at DoT Malampa Office, strengthened coordination with MFAT
	<i>November</i>	Stakeholder Consultation/Design of Malampa.travel Call Centre (MCC)
2011	<i>February</i>	Client coaching introduced in Santo
	<i>April</i>	Official launch of MCC, strengthens relationship between DoT, TVET, VTO
	<i>June</i>	Engagement of professional photographers for client product development & marketing (MCC, VTO partnership)
2012	<i>January</i>	Tour clients introduced in 2012 (Malekula) with additional industry expert
	<i>March</i>	Action Plans introduced to coaching methodology
	<i>November</i>	<i>TVET for Tourism- A skill development model for economic growth'</i> DVD released
2013	<i>January</i>	Implementation of formal expanded Tft (Phase 3 VTSSP)
	<i>February</i>	First MOU signed between DoT and VTSSP
	<i>August</i>	KPI & Financial Indicators introduced to coaching
	<i>December</i>	Product Development Officer promoted: becomes Manager of Malampa DoT
2014	<i>January</i>	Tft starts in Torba province

	<i>February</i>	DoT formally commences using Tft product development templates & processes
	<i>March</i>	Wala Port of Call Pilot Initiative begins- Introduces Massage workshops Launch of Sanma products meeting standards with high level DFAT and GoV representation and opening of Santo.travel call centre
	<i>October</i>	Complementary VQA accredited training development: tour guiding and accommodation services
	<i>August</i>	Tft engages with other sectors – eg: Waste Management workshop in Santo Full time Tft Coordinator starts, formalizes processes
	<i>December</i>	Vanuatu Tourism Minimum Standards launched with a two-year grace period
2015	<i>January</i>	Complementary VQA accredited training delivery: Certificate I Tourism- Basic skills clusters in tour guiding and accommodation
	<i>March</i>	Two Tft clients win Vanuatu Tourism Awards
	<i>April</i>	Coaching handover in Malekula from Tft coaches to DoT Product Development Officer
	<i>May</i>	Tft Coordinator position localized
	<i>September</i>	'Building Local Building Strong' reconstruction initiative on Tanna shows flexibility of Tft and demand driven nature.
2016	<i>January</i>	Agri-tourism collaboration between Tft, DoT, Department of Agriculture (DoA), private sector
	<i>March</i>	Handicraft vendors incorporated into Tft

3. Tft methodology

Tft methodology has been developed and refined progressively over the period of implementation. With its annual financing and rolling workplan structure, Tft has been allowed to be flexible in its approach and adapt to lessons learnt. Robust client monitoring has allowed industry experts to address challenges and changing priorities for businesses on an individual level. In turn this has allowed Tft more generally to respond to shifts within the industry and increasing demand for specific skill development activities in line with a value chain approach. Drawing on the successes of the initial pilot in Malekula in 2010, national Tft methodology has used innovative approaches, including the combination of regular on-site business coaching and technical workshops complemented by nationally accredited skills training.⁴ All activities are arranged and implemented through the respective provincial TVET Centre and in partnership with the provincial Department of Tourism (DoT) office.

⁴ Program activities in Tafea province are an exception to this model. Tft only commenced activities in Tafea province in mid 2015 following the devastating aftermath of Cyclone Pam. As such two targeted activities were delivered on Tanna and Aneityum focusing on select skill development activities deemed appropriate to meet the needs of an industry, and community, in recovery. The broader Tft methodology was not appropriate in this post-disaster context but will likely become valid in Tafea in the future.



In summary, the core elements of the Tft methodology are:

- Partnership with Department of Tourism
- Use of Vanuatu tourism sector industry experts as coaches and mentors
- Links with formal TVET sector and use of ‘blended’ delivery – business development coaching and accredited training
- Client business focus
- Value chain approach

Each of these elements is described below:

3.1. Methodology

3.1.1. DoT partnership

The pilot programs in Malekula and Santo highlighted the importance of strong DoT representation and direction in regard to provincial tourism development priorities and business selection. Building on this, Tft methodology has supported the development of key provincial DoT officers through the provision of regular observation and mentoring opportunities with industry experts. In early 2013 a partnership agreement was formalized between the VTSSP and the DoT through the signing of the first Memorandum of Understanding (MoU), and this partnership has been renewed annually through subsequent MoUs.

At the request of the DoT, Tft designed an approach to strengthen DoT direction at the national level and to promote effective change within national policy and to support provincial and national coordination. The National Capacity Building Program (NCBP) consisted of nine targeted skill development workshops open to all DoT technical staff at the provincial and national levels, as well as selected staff from the VTO. Tft reinforced policy objectives and provided officers with a better understanding of their roles and responsibilities in the development of tourism in Vanuatu. Furthermore, Tft has provided

the DoT staff with opportunities to increase their professional capacity through a qualification pathway. In 2015 VTSSP financed three key DoT officers to complete formal qualifications at the APTC as per the 2015-16 MoU. Tft has also facilities the development and distribution of a range of product development resources to assist DoT staff in their daily activities. These resources are discussed in detail below in section 4.7.

3.1.2. Industry experts

Tft offers ongoing contextualised support and guidance to provincial tourism businesses through the engagement of experienced, Vanuatu-based industry experts as long-term business coaches. The coaches visit clients on site three to four times per year to assist business operators to implement and use skills and knowledge acquired during workshops and trainings as well as to identify priority directions and next steps for their product development, and support them to use planning and time-management tools, such as a basic action plan, reservation book and diary.

3.1.3. Links with formal TVET system

Tft has used a 'blended' delivery approach to skill development – ie: the customised coaching/workshops provided by industry experts is complemented by modular accredited training by VQA-registered training providers, also delivered 'on-site', facilitated through the provincial TVET Centres. By working with registered training providers to design and deliver contextually relevant accredited training, Tft's methodology has continued to support tourism business staff to access relevant qualifications that meet their evolving needs and aspirations. This has also strengthened the capacity of training providers and the national TVET system in general as it exposes training institutions to current industry practice through engagement with industry coaches. It has also demonstrated the value of the blended approach to skills development to the agencies that oversee skill development and the TVET sector in Vanuatu.

3.1.4. Client business focus

Tft has fostered a holistic approach to skill development by focusing on the long-term development of client businesses, rather than individual participants. By concentrating on the growth of each business, industry experts are able to identify specific skill demands for workers and assist owners to develop clear concepts and goals for their businesses. Using simple planning tools, industry experts are able to support owners to understand the Vanuatu Tourism Operator Minimum Standards (VTOMS), time management and strategic thinking as part of the product development process. This approach has allowed industry experts to ascertain broader social and economic influences on business development and skills utilization, and to respond appropriately. With a deeper understanding of the barriers to provincial tourism development, Tft has progressively expanded the scope of its activities and approach.

In the pilot phase of Tft, the need for increased product visibility and access to marketing technology was identified as a major barrier to provincial tourism. As a result, the Technical Adviser, in partnership with the Malampa DoT office and local tourism association, established a locally-based travel call centres – the Malampa.travel Call Centre – to assist clients to promote their products online and facilitate bookings, enquiries and reservations. To further assist in the promotion of provincial tourism products, Tft supported a professional product photo-shoot on Malekula and Ambrym to ensure high quality photos were available for individual business promotion as well as destination marketing. Building on the success of the Malampa.travel Call Centre a second centre was opened in Santo in 2014 in partnership with the Australian Government funded GfG Program, to cater for products in Sanma and Torba provinces: Santo.Travel Information Centre.

3.1.5. Value chain approach

Tft methodology has supported development and growth within the tourism sector through the use of an inclusive value-chain approach. Tft planning includes targeted activities for clients to ensure promotion and access to the domestic and international tourism market through workshops on online promotional tools as well as Tft’s ongoing support of the provincial travel call centres to assist clients establish links to potential customers.

Tft activities have included targeted skill development services for suppliers in complementary sectors such as those in the transport, construction and local furniture making as well as food preparation and presentation. Most recently Tft has supported workshops and coaching activities for participants involved in handicraft production and massage and beauty services.

3.2. Tft management and coordination

The management and coordination of Tft has been adapted over time as Tft has expanded. Tft develops an annual workplan in response to priority areas of demand as identified by the provincial DoT officers and private sector partners. The DoT and VTSSP management, including TVET Centre management, endorses the annual workplan, which is then implemented by Tft throughout the year. The partnership between the DoT and Tft is reinforced by an annual MoU between VTSSP and DoT management outlining activities and responsibilities of both parties. This methodology differs from the planning and approval procedures of productive sector skills development activity financed by VTSSP and conducted through the provincial TVET Centres. As Tft activities are implemented from an annual plan and endorsed by the DoT they do not rely on the same individual TVET Centre training request process as other sectors.

While Tft was initially managed part-time by the Technical Expert in collaboration with VTSSP management, the rapid expansion of Tft and the increased number of active stakeholders meant that it was necessary to engage a full time Coordinator in August 2014. A key aspect of

this role was the formalization of systems and processes including communication tools, templates and resources to support Tft's expansion, Under the supervision of the Technical Expert, the Coordinator oversees all Program implementation in partnership with the provincial DoT offices, TVET Centres, industry experts and training providers. The current organizational chart for the management and implementation of Tft is provided at Annex 8.7. The Coordinator position was fully localized in December 2015 after a comprehensive six-month handover.

To facilitate effective file sharing and regular communication between Tft partners throughout Port Vila and the four provincial TVET Centres, Tft purchased a license for Dropbox for Business, an external data sharing system, as well as Team up, an online interactive planning system. By allowing access and editing rights to all relevant industry experts, trainers, DoT officers and VTSSP staff Tft was able to strengthen participation in program management at all levels and ensure version control and safe and secure storage of all program information.

While the Dropbox for Business file sharing system was an expensive purchase it was the only option available to VTSSP and Tft given the weak information technology network capacity in Phase 3. It is hoped that recent improvements in technology and connectivity can be used to explore alternative effective VTSSP systems in Phase 4 that will enable secure client file access for external partners.

3.3. Tft monitoring and evaluation

Tft's monitoring and evaluation system has been designed to systematically capture relevant data at three levels:

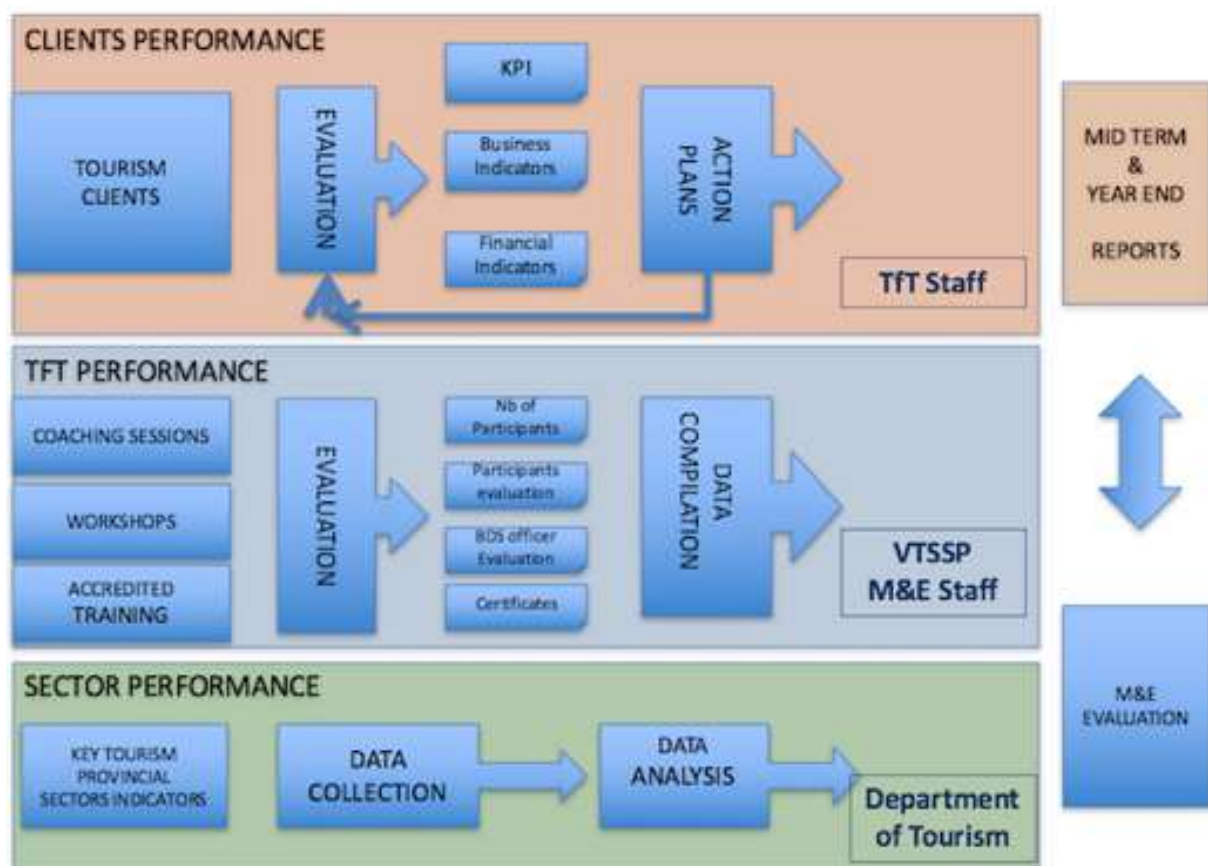
- 3.3.1. **Client performance:** Data regarding the growth and development of individual businesses is based on a set of seventeen specific Key Performance Indicators (KPIs) and twelve business indicators (BI).⁵ Financial data is also collected from willing clients, however this information is used to facilitate coaching discussions regarding business improvements and not for reporting purposes.
- 3.3.2. **Tft performance:** The ongoing performance and quality of Tft is measured as part of regular VTSSP monitoring processes. These include participant feedback questionnaires and baseline forms as well as sample-based outcomes surveys.
- 3.3.3. **Sectoral performance:** Tft draws on information regarding the growth and expansion of Vanuatu's tourism industry which is collected through the Vanuatu National Statistics Office (VNSO). While variations in the industry are not due to

⁵ Further information on the KPI and BI used to measure client performance can be found in Annex 8.8.

Program influence alone, indicators such as aggregated national and provincial arrival numbers are useful when referencing seasonal variability and national trends with DoT officers or clients. Prior to Tft, data regarding outer island tourism in Vanuatu was not collected. At the request of Tft, the VNSO commenced the compilation of information regarding tourist travel outside of Port Vila and Luganville in May 2014.

In an attempt to strengthen the range of sector data available, Tft has recently requested specific outer island analysis from the VTO as part of the Vanuatu International Visitor Survey initiative in order to understand better tourist needs and expectations in provincial areas. This information will help fine tune advice and coaching provided by DoT staff and Tft industry experts.

The diagram below sets out the multi-layered monitoring and evaluation system utilized by Tft Program:



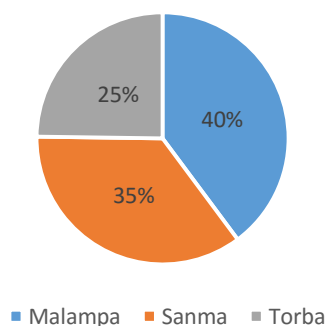
4. Tft outcomes

Sections 4,5 and 6 provide an integrated record of Tft activities since 2012 including major program outcomes, success factors and challenges. Conclusions here are drawn from qualitative and quantitative data and provide a thematic analysis of program successes and limitations. These findings provide an evidence base to inform the future development of Tft, and the consideration of similar approaches in other sectors or countries.

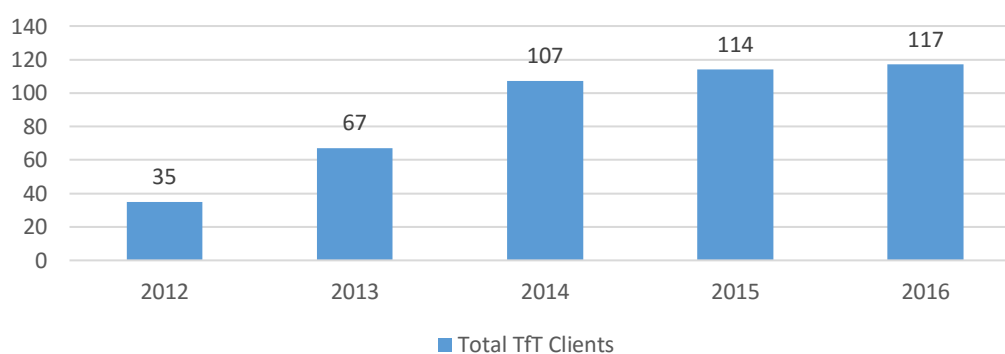
4.1. Tft clients and activities

Tft currently provides support through skill development services to 117 selected rural tourism operators, DoT offices and Travel call centres. Known as Tft 'clients', these businesses are spread across Malampa, Sanma and Torba provinces, as shown in the pie chart below.⁶

Tft Clients per province in 2016 (May)



Number of Tft Clients 2012-2016 (May)



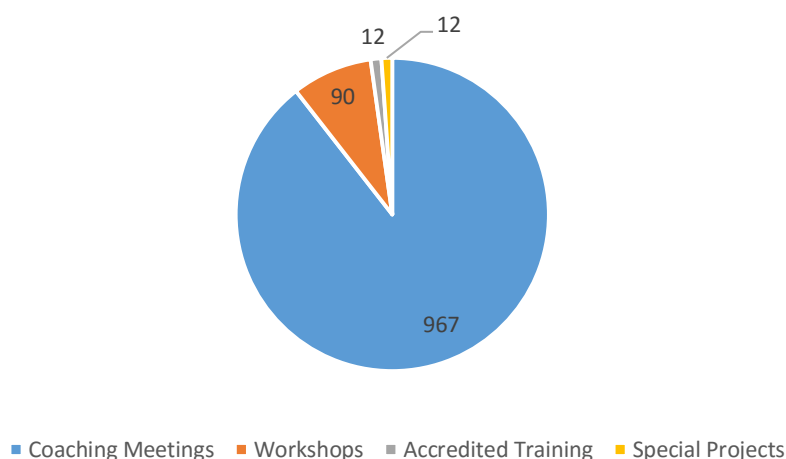
The chart above demonstrates how the client group has grown over the history of Tft from 35 in 2012 to 117 in May 2016. This expansion is due largely to the increasing number of provinces engaged with the VTSSP as well as the growing number of tourism businesses in provincial Vanuatu. The increase in client numbers over time has caused Tft processes and

⁶ Tft activities began in Tafea province in May 2015 in the aftermath of Cyclone Pam. In this post-disaster context, the traditional 'client-based' integrated approach used by Tft in other provinces was deemed unsuitable as such no client data was recorded in this first year of implementation.

program management systems to develop to keep up with the increasing number of clients, industry experts and data.

From November 2012 - May 2016 TfT facilitated 1,081 individual skill development activities including individual coaching meetings with business owners, business development workshops, accredited trainings and a number of special projects. TfT also implemented 9 workshops for DoT officers at the national level between 2013-2014 in Port Vila with DoT and Vanuatu Tourism Office (VTO) staff as part of its National Capacity Build Program as well as a number of special projects⁷. The figure below illustrates the importance and prevalence of the coaching site visits within TfT model with individual coaching meetings accounting for 89% of all program activity.

Total number of TfT Activities 2013-2016



4.2. Business development outcomes

The core objective of TfT is to promote the growth of local tourism businesses through the provision of a range of quality skill development activities. Both quantitative and qualitative data indicate that TfT has been successful in this regard. Analysis of TfT client performance data shows that the majority of provincial tourism businesses have made tangible improvements in terms of product quality and increased revenue, with many now implementing formal management processes through assistance from TfT. This enhancement is evident by the increased number of TfT clients meeting or exceeding the Vanuatu Tourism Operator Minimum Standards (VTOMS).

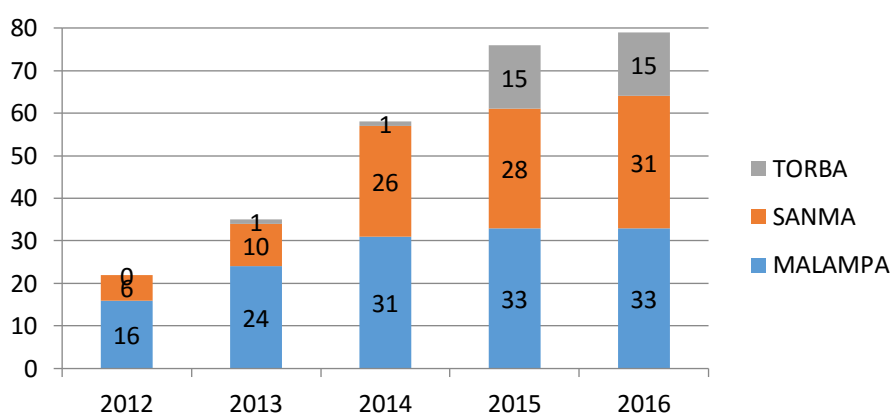
The VTOMS were developed by the DoT between 2011-2014 with support from TfT and consultations with a broad range of industry representatives from throughout Vanuatu. They

⁷ TfT activities have included the facilitation of a number of special projects including four profession photoshoots, provincial travel call centre development in Santo and Malekula, tourism forums and annual meetings as well as a number of product launches.

were officially launched in December 2014, however, Tft has used these standards as a measurement of client quality since 2012. Specific operational standards have been designed and contextualised for a variety of tourism business categories including bungalows, resorts, water-based tours, land based tours and transportation. These standards highlight safety requirements, minimum property standards and basic business administration needs. These standards are to be enforced for all operating tourism businesses in late 2016 after a two-year grace period.

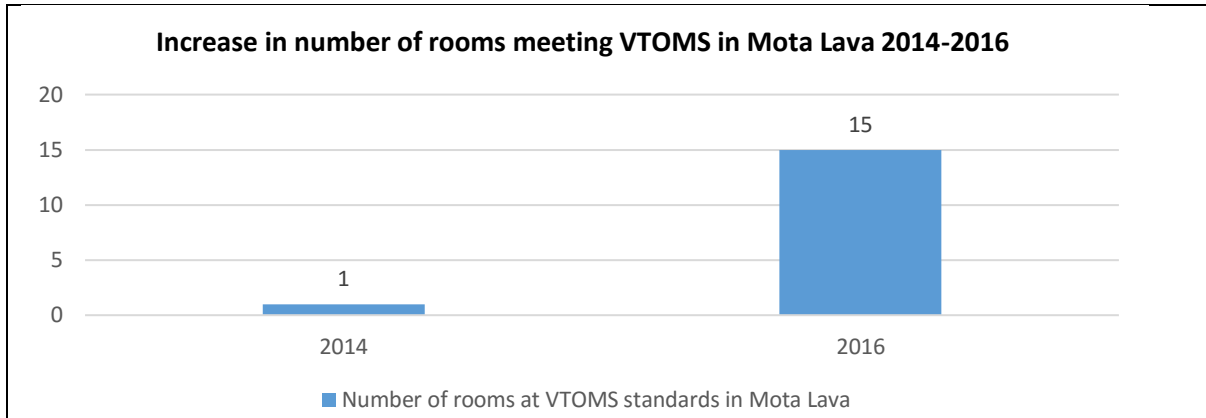
By meeting the relevant standards, clients have been able to acquire business permits through the DoT and a business licence through the Department of Inland Revenue and Customs. The tourism permit proves that a business has met the required tourist expectations and safety standards and can then be commercialised online by the provincial travel call centres and the national tourism information website. Meeting these standards are a vital step in the growth and development of any tourism business.

Tft Clients meeting Vanuatu Tourism Operator Minimum Standards 2012-2016 (May)



Increasing product standards: Mota Lava Tourism Zone

Before Tft commenced activities in Motalava-Rah in March 2014, only one of the six tourism business, a long time established property called Rah Paradise Bungalows, was close to meeting the VTOMS. Through the implementation of coaching, targeted workshops and an accredited training skills cluster in accommodation services, all businesses have improved the quality and standard of their products. In June 2015 the six properties were endorsed as meeting VTOMS requirements and have been issued with tourism permits. With the assistance of Tft industry expert coaching two further tourism businesses have also been developed. There are now 15 rooms available on the island that currently meet VTOMS.



Client standards before Tft:

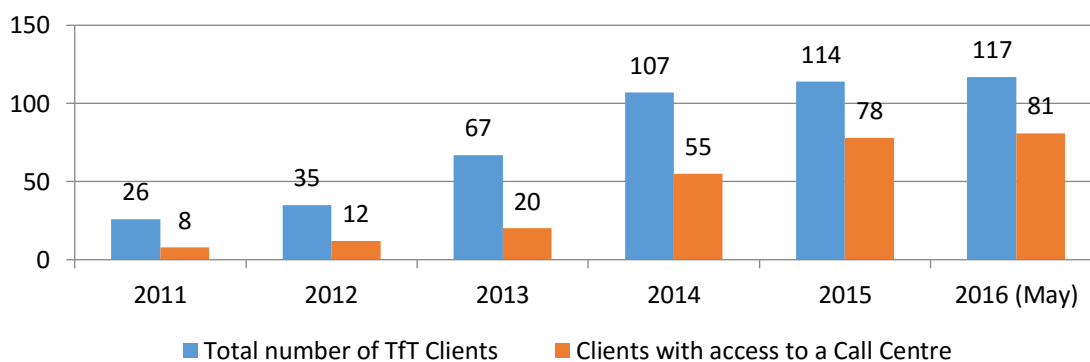


Client standards after Tft:



Access to market has been a key objective of Tft to assist clients increase booking numbers and generate income. Once a client has met the relevant VTOMS, industry experts and DoT officers have facilitated access to online marketing through membership at the relevant provincial travel call centres. In May 2016, 69% of all Tft clients were commercialized and online sold online directly to tourists or wholesalers via these centres. This access to market has dramatically increased the numbers of bookings received by clients and assisted them to increase income. More information on travel call centre operations and outcomes can be found in section 4.4.2.

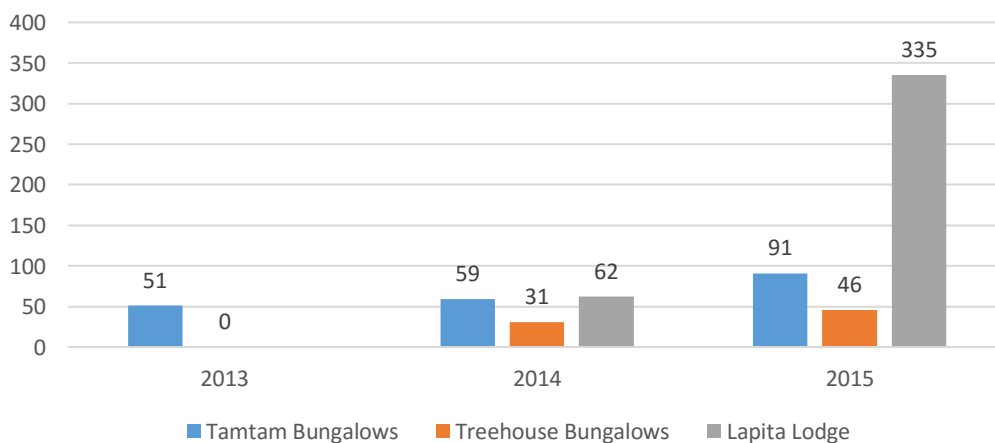
Tft client membership of provincial travel call centres 2011-2016 (May)



Client business growth: Rising annual visitor numbers

Tft clients have shown tangible evidence of business growth through increasing product quality, business management practices and product marketing. Indications of this growth can be found in the rising annual number of visitors to tours and accommodation products in both Sanma and Malampa Provinces. Tam Tam Bungalows in Malekula as well as Lapita Lodge and Treehouse Bungalows in Santo have each experienced an increase in tourist numbers since engagement in Tft activities despite a slow year in 2015 due to a national 20% decrease in tourism numbers in the aftermath of Cyclone Pam.

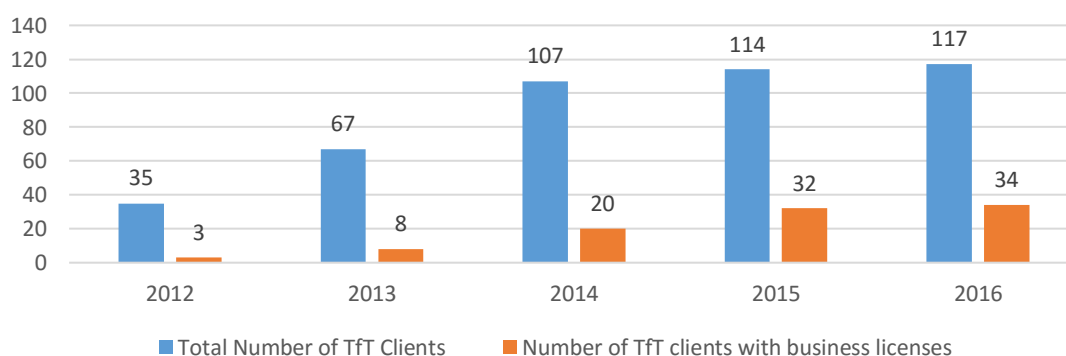
Rise in annual visitor numbers 2013-2015



TfT skill development activities have increased the quality and diversity of local tourism businesses in Malampa, Sanma and Torba provinces. Through the development and growth of individual products, the overall tourist experience has improved. This in turn has strengthened the provincial tourism industry. This is evident when examining the number of tourist complaints received by the VTO regarding provincial tourism operations. Since the start of TfT this number has reduced significantly from around twenty-five complaints each year, to around five in 2015. This indicates an improvement in the quality and customer care provided by tourism operators in these provinces. This is especially evident in a statement made by the Carnival/Royal Caribbean Cruises On-Shore Tour Coordinator during interviews. He believes: *“the increase of the P&O Luganville Port of Call ranking from 6.5-7.9 has been, in part, due to the growth in quality standards and new tour development.”* He has cited a reduction in refunds issued in recent years as further evidence of this improvement in product quality.

Through participation in regular TfT skill development activities, 29% of TfT clients now operate with a business license compared with 9% in 2012. These rural tourism businesses now possess the capability for regular income generation and exercise the required legal business management practices. The increase in tourism businesses operating with business licenses demonstrates a shift in thinking for operators.

**Number of TfT clients with business licenses 2012-2016
(May)**



Increasing income by increasing quality: Port Olry Treehouse

Before Tft commenced in Sanma Province the landowners of Port Olry had done little to develop their site through tourism products. One land owning couple possessed a piece of waterfront land including two large Tamanu trees. They wanted to engage in the tourism industry by providing accommodation to tourists, however, they lacked the skills and knowledge to develop a detailed concept.

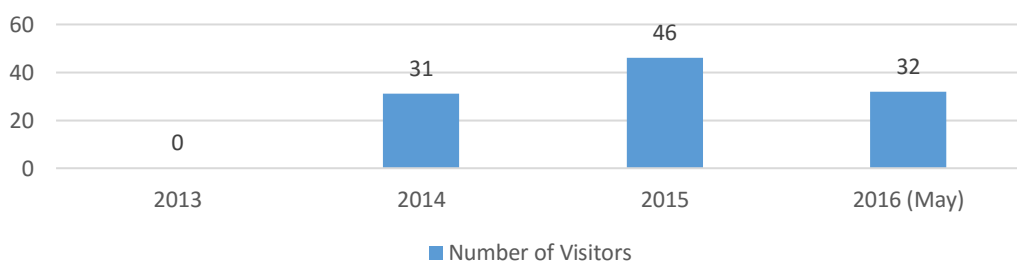
By way of regular Tft coaching activities and participation in a range of targeted workshops, the owners of Port Olry Treehouses have built an idea into a successful tourism product. The recently constructed second treehouse bungalow has been designed to meet international midrange standards.

This VUV10,000 per night bungalow is the first locally owned accommodation at this standard in the province. This demonstrates how, with advice and assistance from Tft, locally-owned products such as these are able to reach beyond the VTOMS and establish high-quality products leading to greater income generation opportunities.⁸



The treehouse bungalows are built integrating local materials and styles with international tourism standards and customer expectations

Number of visitors to Port Olry Treehouse Bungalows 2013-2016



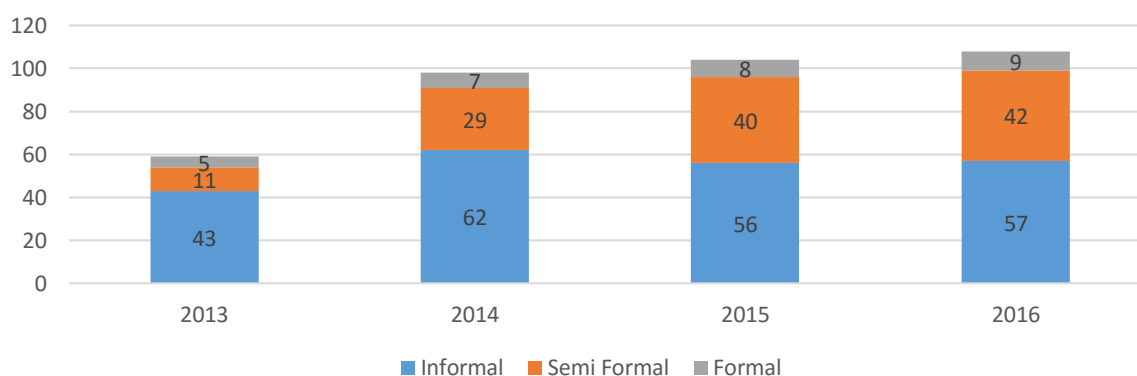
Through Tft activities the owners of Port Olry Treehouse have increased their product quality and marketing capability. This in turn has meant a rise in tourist numbers from 31 in 2014 to 46 in 2015. In May 2016 the business had already recorded 32 visitors with a busy reservations period forecast for the June-July high season. The increase in visitor numbers, as well as the new VUV10,000 per night bungalow has increased revenue significantly for this business.

⁸ More information on Port Olry can be found in the Tft Sanma Province Final Report attached in Annex 8.2.

TfT has supported provincial tourism business in their development from ad hoc hobby projects to formal, profitable businesses through regular coaching and skill development opportunities. The transition from informal to formal economic engagement signifies the business's ability to keep accurate financial records, provide secure and fair work conditions for employees and to contribute to Vanuatu's growth through payment of annual taxes and fees.

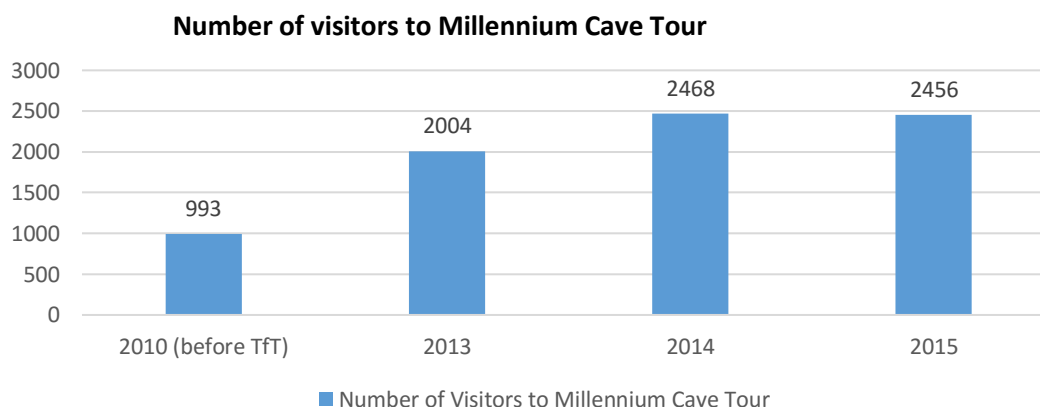
TfT measures the transition of each client from informal to formal business practices through the regular review of bookkeeping practices, annual income, relevant KPIs and ability to meet legal requirements. Informal businesses are defined as those with little or no formal documentation, irregular income and a rating of less than '3' on the Accounting KPI. A semi-formal business is defined as one with a valid business license, proper bookkeeping a rating of '3' or more on the Accounting KPI but one that does not reach an income of 4,000,000vt per annum. The Vanuatu Government recognizes a business as a formal economic entity when its income reaches VUV4,000,000 per annum. Therefore, TfT identifies a formal business as one with an income over VUV4,000,000 per annum as well as one that meets all legal and regulatory requirements with an Accounting KPI rating of over '3'. More information on these definitions are provided in section 8.8.

TfT Client Transition from Informal to Formal Economy 2013-2016 (May)



Transition from informal product to Company: Millennium Caves Limited

In November 2014 Millennium Cave Tours became a registered company, signifying its transition from the informal sector in 2010 to the formal economy today. Prior to Tft coaching Millennium Cave Tours was earning VUV500 per tourist as an 'entrance' fee with an average of between 500-1000 tourists per year. Through coaching and product development the tour was able to design a unique tour package. The tour now generates VUV7000 per visitor with annual visitor numbers exceeding 2000.



Since joining Tft activities, Millennium Caves has seen a rise in annual tourist numbers with the exception of a decline of 0.5% in 2015 due to a large number of cancellations in the aftermath of Cyclone Pam and the temporary closure of Luganville wharf in September 2015.

Millennium Caves Limited is an example of a community based tour which, with the support of Tft, has evolved into a successful registered business fully integrated into the formal sector. Millennium Caves Limited's gross earnings in 2014 totalled above 15 million vatu. This income is distributed between the company's 53 employees who are members of the local community who act as tour guides, cleaners, cooks and drivers. Millennium Caves Limited is also 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.⁹

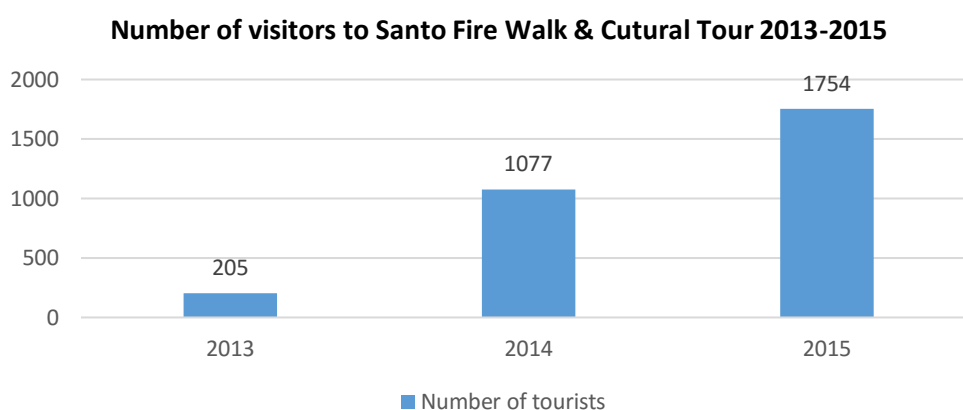
While the majority of provincial tourism business aspires to regular income generation and permanent engagement in the formal economy, there are those who do not aim to reach this level of business growth. For some operators, the goal is a successful semi-formal business to complement existing subsistence activities or to increase community cohesion and participation in cultural activities. This is evidence of Tft's ability and willingness to assist individual businesses to develop at a rate that is socially and culturally appropriate to the context. During discussions, clients as well as DoT and VTSSP officers, have stated that

⁹ More detailed information on this client can be found in the Tft Sanma Province Final Report attached in Annex 8.2.

participation in Tft and increased product development has led to a range of alternative positive outcomes for clients and participants including cultural revitalization, empowerment for women and increased youth retention rates in rural communities.

Cultural Revitalization through tourism development: Santo Fire Walk & Cultural Tour

Tft skill development activities have been a catalyst for cultural revitalization within the community associated with the Santo Fire Walk & Cultural Tour. Originally from Pentecost, this community has been based in Santo for several generations, and increasing urbanization and cultural homogenization in Luganville have concerned the older generations of the Pentecost diaspora. Since joining Tft, the tour has experienced a steady increase in tourist numbers.



This was largely due to a contract with the cruise ship on-shore tour agent, an agreement facilitated by Tft industry experts. The Tour Manager and Chief has seen an increase in the number of youth within the community interested in learning custom songs and stories. The development of this business has strengthened the community's links to their past. In 2015 a new chiefs' *nakamal* (sacred meeting place) was established on the land of this tour. As recognition of his achievements, the Chief was recently ordained, taking the highest rank of chiefly title available within Pentecost custom. He is now the highest ranked Pentecost Chief on Santo island. By assisting in the development of this tour Tft has supported the revival of custom within this community which will, in turn, limit the commodification of customary practices as tourism grows.

4.3. Participant outcomes

Tft supports 117 provincial businesses directly, however, there has been a wider influence on the community through the participation of over 282 client employees in skill development activities. An indirect impact on over 650 people in the three provinces has occurred through skills transfer within the workplace between Tft participants and other employees within each business.



Tft has worked hard to promote equal opportunities for all involved in the provincial tourism industry and provide inclusive skill development activities wherever possible. Of the 117 businesses currently engaged in Tft coaching activities, fifty-five are owned or co-owned by women. Furthermore 44% of all employees and workers in these businesses are women. From the 282 participants who attended Tft activities, 43% were women and 4% were participants living with disabilities. Tft has assisted provincial women to overcome a lack of skills and knowledge to allow them to engage in the tourism industry via non-traditional roles such as tour guiding and tourism transportation.

Women's empowerment in non-traditional roles

Erima Nunumbal is a mother, wife and also the lead Tour Guide at Rano Cannibal Site and the Dog Head Tour on Malekula island in Malampa province. As a woman, Erima was initially worried about joining Tft as a tour guide as it seen widely as 'men's work'. However, since developing her own



tours by attending Tft coaching and workshop activities, her confidence has grown and she and her husband have managed to earn money for their children's secondary school fees. Erima continues to be supported by Tft and completed a First Aid course in 2015.

Erima Nunumbal, Malekula's first accredited female tour guide

Across the VTSSP covering all sectors, participant outcomes surveys found that participants experienced positive outcomes which they attribute to their skills development¹⁰, including:

¹⁰ Complete details are available in the TVET Sector Strengthening Program *Annual Program Monitoring and Evaluation Report 2015*, dated February 2016. The participant outcomes data resulted from a sample survey of participants from 2014 and 2015.

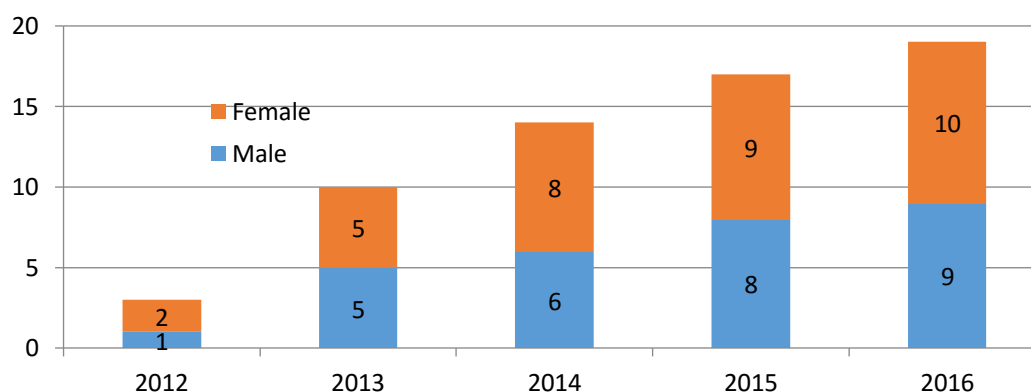
- 63% of all participants report increased personal income
- 89% of self-employed participants report increased personal income
- Improvements in income were most commonly reported by participants in the forestry, manufacturing and tourism sectors (noting that some of the manufacturing sector participants were handicrafts producers)
- 91% of self-employed participants report increased business income

Since 2013, 27% of all VTSSP participants (in Phase 3) undertook skills development in tourism. Given this large proportion of participants in the tourism sector, it is clear that the skills development work of Tft has made a substantial contribution to the overall success of the VTSSP.

Throughout Tft, industry experts and program staff have continuously worked with DoT provincial officers and client businesses to link potential candidates to formal training opportunities at the Australia-Pacific Technical College (APTC) in Port Vila. Tft has facilitated pathways for client employees through assistance with general information, applications references. A total of 17 Tft participants (6%) have now completed an internationally recognised Certificate III, IV or Diploma qualification at APTC through the support of Tft and have returned to work. Two participants are currently completing their studies in Tourism and a further two have recently applied for study in 2017.

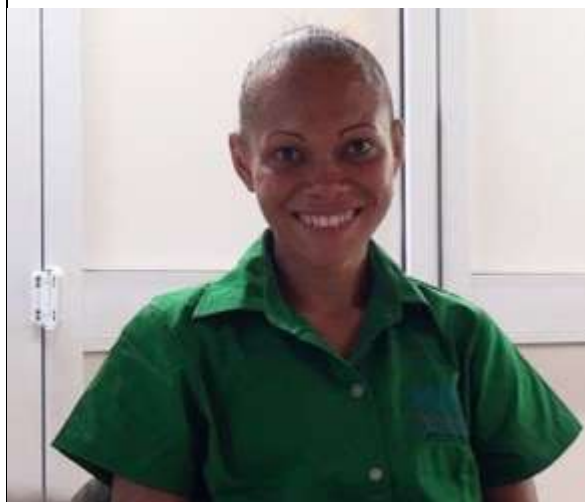
“Tft has been helping me in lots of way especially the TAE training at APTC. I will never achieve this great qualification without the help of TVET. I was so grateful, thankful for the improvement that helped me change my life and improve my business too. After the APTC training I am not ashamed any more to talk and I am passing my skills to other so they can make a better [living]!! It's empowering me to go further in my future training.” (TVET for Tourism industry expert)

Cumulative number of Tft participants who have attended APTC 2012-2016 (May)



Pathways to further education and training: Rossie Daniel

Rossie Daniel began working for her father's tour business 'Flower Garden Water Music' after completing high school in 2014. At the time the business had already been in operation for two years, however, as a student Rossie had shown no interest. At the request of her father, Rossie and her younger sister attended their first Tft workshop in 2014. After this workshop Rossie



continued to attend Tft training and activities and increased her interest in the tourism sector. After attending several Tft activities, Rossie was assisted by Sanma VTSSP staff to submit an application to APTC. She is currently studying with APTC completing a Certificate III in Tourism studies qualification and will graduate mid 2016.

4.4. Government and private sector outcomes

Tft seeks to generate significant positive changes in the local tourism industry while simultaneously strengthening the capacity of government and private sector partners. Outcomes are explored below in the context of provincial travel call centres, training providers, industry experts as well as the DoT.

4.4.1. DoT partnership

As noted in section 3.1.1 above, VTSSP has signed formal partnership agreements with DoT during the implementation of Tft. Within these MoUs shared objectives, planned activities and cost sharing arrangements have been outlined. The overall goal of this partnership as stated in the current MoU is:

“to support 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.”

All Tft provincial activities are implemented in partnership with the relevant DoT officers to work towards the long-term sustainability goal of DoT-managed product coaching. While the TVET Centres are responsible for venue and training logistics, it is the responsibility of DoT officers to identify demand for activities, participant validation and to confirm attendance with clients. DoT officers have accompanied Tft industry experts during all coaching meetings throughout implementation. This partnership arrangement has strengthened both the professional relationships between the DoT and TVET Centre staff as well as the DoT officers and the industry in general.

Prior to TfT provincial tourism operators generally perceived DoT staff as administrators based in offices. Due to limited operational budget, knowledge and tools provincial DoT officers did not make regular site visits to clients and could not facilitate trainings and workshops. DoT officers have stated that, before TfT, they felt frustrated in being unable to implement any major activities to improve the industry due to the costs.

Within the DoT it is widely agreed that TfT has improved the visibility and credibility of the DoT both nationally and at the provincial level. Within Malampa, Sanma, Torba, and more recently Tafea provinces, DoT officers have attended regular coaching visits which have allowed them to build relationships with clients, training providers, industry experts and other relevant stakeholders. DoT Officers engaged with TfT for a number of years have shown a dramatic increase in their professional confidence, time management skills and critical thinking.

“Through TfT our provincial officers are now thinking more critically and being more professional in their correspondence and time management. I see a big change in the confidence of provincial product development officers in their work.” Jerry Spooner, Principle Accreditation Officer, Department of Tourism

As part of the ongoing product development process, TfT has assisted the DoT to practically implement its existing systems, while designing new processes including the VTOMS. These standards were launched in December 2014 and have been incorporated into the coaching methodology used by TfT industry experts. Many within the DoT believe that, without the support of TfT, they would not have been able to introduce the VTOMS as a legitimate system requirement.

Provincial Tourism Staff Development and Success: Edna Paolo

Edna Paolo, the Malampa DoT Manager, has received mentoring and support from Tft since the pilot Program in 2010. In her previous role as a Product Development Officer, Edna improved her management skills and knowledge of tourist expectations and product development during regular site visits to clients with industry experts. Through ongoing mentoring with the lead Technical Expert, Edna successfully facilitated the development of all Malekula tourism businesses. In 2012 sixteen products met the VTOMS and were able to be commercialised online. Due to the growth of the tourism industry in Malampa and the success of Tft clients, Edna was promoted to Manager of the Malampa DoT office in December 2013 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 supervises a team of four staff including two employees of the Malampa.Travel Call Centre. She has previously supervised three New Zealand business volunteers and will begin managing the assistance of an Australian volunteer who will assist her in security development of tours & activities and a New Zealand volunteer who will assist in strengthening destination marketing via a range of social media platforms in the coming twelve months. Edna directs all Tft skill development activities in Malampa province and is in regular communication with the VTO regarding destination marketing.



“Before TVET tourism was a big puzzle that was not complete, but now we are joining the pieces and in Malampa it’s now more complete.”- Edna Paolo, Manager, Malampa DoT Office

Through a number of specialised skill development activities, Tft has assisted the DoT to strengthen its organisational capacity at the national and provincial levels while building the capacity of individual officers. The National Capacity Building Program (NCBP) ran between May 2013 to January 2015 and included a series of nine workshops designed to support the DoT to redefine its direction and strategic goals. Key VTO officers were also invited to attend to support and strengthen the relationships between DoT and VTO staff. During these

workshops TfT coaching methodology, tools and templates were introduced to all officers and practically tested during several site visits to local tourism businesses on Efate island.

The NCBP provided the DoT with the opportunity to strengthen its internal systems relationships and reporting structures. There is a general consensus from within the DoT that the NCBP reinforced relationships between the provincial and national staff and through this, greater communication and accountability has grown. This initiative also assisted DoT and VTO staff in understanding the important linkages between product development and destination marketing and their specific and complementary roles and responsibilities in this process. DoT officers in provinces without TVET Centres have also been able to incorporate the coaching methodology and tools into their daily activities and are now achieving results through this process.

"Using the action plans has been very helpful in my coaching of local tourism businesses as it helps give clients direction and allows me to build relationships with the owners" Kathy Stephens, Product Development Officer, Department of Tourism.

4.4.2. Provincial travel call centres

Through the establishment of provincial travel call centres in Sanma and Malampa provinces, and long-term business coaching of staff, TfT has contributed to significant positive changes in the local tourism industry. The Malampa.Travel Call Centre and the Sanma Travel call centre were formed in collaboration with local tourism associations, DoT, VTO and donor agencies. As non-profit inbound travel agents they were founded to remove barriers for tourism operators as part of TfT's value chain approach. By providing links within the value chain between tourists and local tourism business these centres operate to increase tourist volume through a combination of destination marketing, reservations and sales services. As such, they reflect the reality that improving the quality of tourism products in the provinces will have little effect if there is not also a means to increase the marketing, visibility and access to those products for tourists.

The provincial travel call centres assist rural tourism operators address barriers such as access to technology, communication networks and quality reservations systems. In 2015 the Sanma.Travel call centre integrated tourism products from Torba province, thereby increasing the range of products and experiences available and providing local operators from this remote province for the first time with access to the international market.

By providing tourists and wholesalers with access to up-to-date information and online booking and payment facilities these centres have increased the visibility of Sanma, Torba and Malampa provinces as viable holiday destinations and have improved wholesaler confidence in small locally-owned operators. By joining their provincial travel call centre, clients have not only increased bookings and reservations, but additionally gained insight into

formal tourism processes and policy, such as working with wholesalers, commission payments, invoices, cancellation polices and inventory management.

Boosting sales through travel call centre membership: Lakatoro Palm Lodge

Lakatoro Palm Lodge in Malekula is one of Tft's oldest clients with coaching beginning informally in the concept design stage during the pilot program in 2011. This business has continued to show growth and improvement since its engagement with Tft. It has received steady bookings and a high occupancy rate since joining the Malampa.travel Call Centre in 2012.



By being commercialised through the travel call centre Lakatoro Palm Lodge has seen an increase in online visibility and travel forums, such as a Trip Advisor and Lonely Planet. The business currently has a Trip Advisor rating of 4.5/5.¹¹



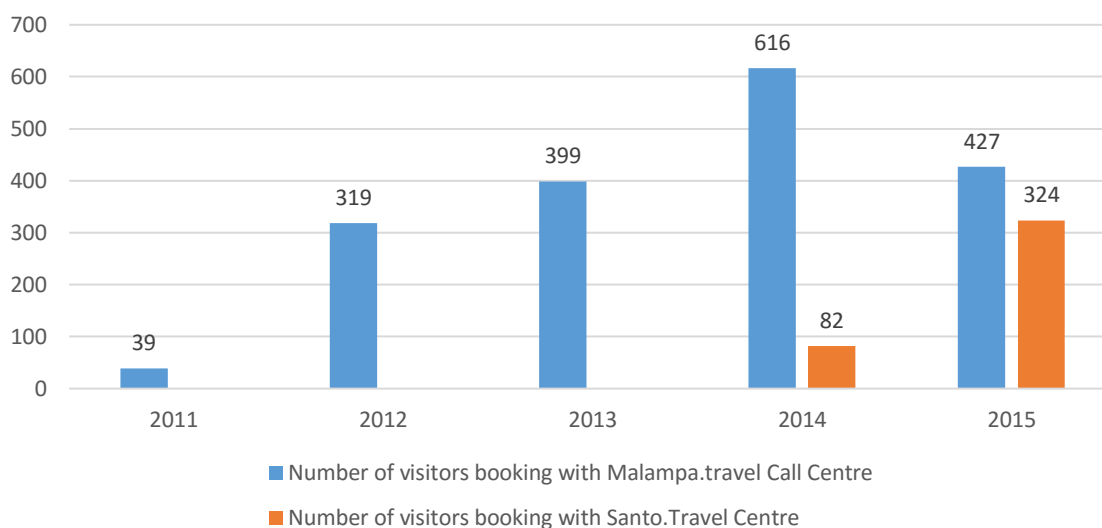
Lapita Lodge exterior with new landscaping

¹¹ More information on Lakatoro Palm Lodge can be found in the Tft Malampa Province Final Report attached in Annex 8.1.

TfT has provided intensive, targeted skill development exercises to build the capacity of travel call centre staff and monitor strategic planning in both provinces. Through TfT Technical support and collaboration with NZ Volunteer Service Abroad (VSA) and Australian Volunteers for International Development (AVID) skill development activities were also conducted to support staff in a number of key areas including:

- Branding, logo and promotional material design
- Understanding reservations and financial software processes
- Website and social media management
- International distribution and new online platforms

Number of visitors booking with provincial travel call centres 2011-2015



Both travel centres have experienced steady growth in the number of visitor bookings made each year since opening. This growth has been consistent with the exception of a drop in figures in Malampa in 2015. This decrease was widely due to the impact of Cyclone Pam on tourism businesses in the province and the cancellation of over 50% of planned bookings between March-September due to the negative global perceptions.

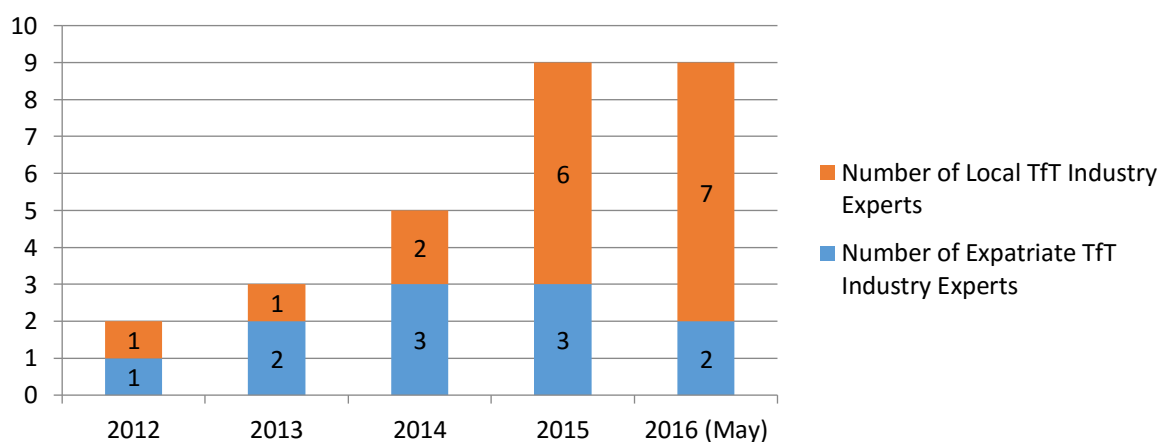
Further information regarding the achievements and challenges of individual travel call centres can be found in the provincial reports in Annex 8.1 and 8.2. Using this access to market approach, TfT has demonstrated the importance of establishing provincial travel call centres to facilitate the connection between clients and potential tourists. Following this approach a third travel call centre has been approved for development in Tafea province in the second half of 2016.

4.5. Industry experts

Throughout Tft, skill development services have been delivered by a team of Vanuatu-based industry experts. Discussions with DoT officers, VTSSP staff and clients revealed that the most successful industry experts have been those who have been able to practically transfer relevant skills and knowledge to clients to meet the priority needs of each business in a positive, yet firm manner. By physically demonstrating customer service and reservation procedures, safety standards and even renovation design ideas, industry experts were able to assist in the skill development of client owners, managers and staff. It was noted that those experts with high level Bislama language skills and cultural competence were better able to develop relationships with clients and address the product development needs of each business.

Due to the growing demand and diversity of specialists required, the number of Tft industry experts increased dramatically in 2015 as specialists in Cooking for Tourists, Massage and Beauty, Business Administration, Tour Guiding and Handicraft Production were incorporated into Tft.

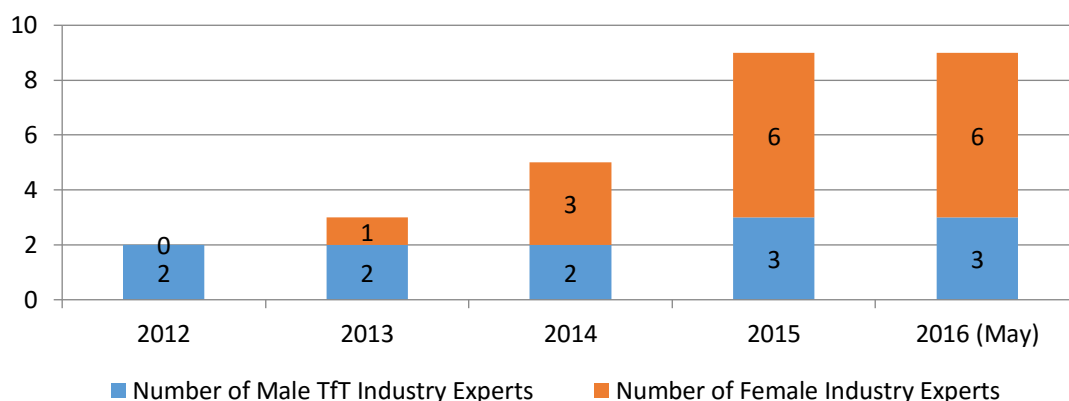
Number of Industry experts contracted by Tft per annual workplan



Tft has made concerted efforts to identify and engage female industry experts in Program activities wherever possible¹². In total the Tft industry expert pool has a current female inclusion rate of 65%.

¹² This was an explicit objective in the 2014 TVET Centres Gender Equality Strategy

Industry experts by gender per annual Tft workplan



In line with its objectives and aims, Tft has made an increasing effort to source local consultants and trainers wherever possible and support these experts expand their professional capacity as tourism consultants. Through support from the wider VTSSP, Tft has actively supported the professional development and skill certification of three local industry experts through scholarships to the APTC. Additionally, Tft has endeavoured to build the capacity of new industry experts through additional reporting support and practical mentoring from the Tft Coordinator and senior industry experts.

Becoming an Industry expert: Upskilling Local Women

In 2014, having recognized the increasing demand for practical and technical skills transfer within the handicraft industry, VTSSP approached a well-known local handicraft producer and weaver to undertake an APTC Certificate IV Training & Assessment qualification. In 2014 she completed this qualification with financial assistance from the VTSSP. The producer believes this training provided her with the knowledge and understanding to effectively share her skills and training with others. After completing this qualification, the producer assisted in the delivery of workshops to handicraft vendors in Port Vila through a NZ MFAT funded initiative. In 2015 she attended a Tft workshop in Santo as an assistant facilitator. Through the support of the Tft Coordinator and senior industry experts, she delivered her first Tft workshops and coaching activities in Aneityum in 2016.

"I believe [Tft] help me in the future, without the help of TVET I wouldn't be this far. I would [still] be in my dark corner and no one would have recognized my talents as a local jewellery maker and a weaver and now I am a trainer." Industry expert, Tft

To meet the training demands of rural tourism businesses in Torba, Sanma, Malampa and Tafea, Tft 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 targeted business development workshops and accredited trainings to complement regular coaching activities.

TfT has enabled a range of positive outcomes for industry experts and workshop facilitators, both professionally and personally. Those interviewed have stated that the experience of delivering activities in the provinces has enhanced their knowledge of their own sector, broadened their technical understanding and has assisted them in their own personal business development. Many also commented that engagement in TfT has strengthened their confidence while concurrently increasing their professional credibility and employment opportunities beyond VTSSP.

Becoming an Industry expert: Ile Beauty Salon

Ile Beauty Salon is a well-established local beauty and massage salon in Port Vila. In 2014, having recognized the demand for targeted skills development activities in the massage and beauty services industry, and also seeking to support the professionalization of local tourism experts, VTSSP initiated discussions around potential collaboration with the owner of the salon (a ni-Vanuatu woman). The owner was subsequently supported by VTSSP to attend a Certificate IV Training & Assessment qualification through the APTC. Shortly after completing this qualification, the owner began delivering targeted “Island Massage & Beauty” workshops and coaching visits as part of TfT pilot activities at the Wala Island Port of Call. She has since delivered workshops in Santo and Aneityum and is currently coaching 27 women as part of TfT. Through her engagement in TfT the owner’s personal business has also grown. She has recently hired two new trainees who she is upskilling with on the job training.

“Today I have 2 trainees with me in the shop and also extra income from TVET that helps me pay the bills. My idea is that I want to help people who have the skills but not knowledge so today TVET makes my dream come true. My family are very proud of what I do.”

The owner’s workshops and coaching activities have increased demand for further beauty services skills training. Due to the growth in cruise ship calls in Vanuatu there is increasing justification for the development of an industry qualification. The owner is currently working with the VTSSP in regard to the development of this qualification under the VQA framework.



TfT Industry expert observing a trainee masseuse

4.6. Training providers

Through their involvement with Tft's technical follow-up coaching methodology, many trainers from registered training providers have also been able to improve their delivery content and redefine their approach to suit skill development in rural areas.

“The technical follow up method used by Tft, six months after training delivery has assisted myself and the [other] trainers to understand what elements of the training ‘worked’ and how much of the skills and knowledge remain with participants. It has helped me to improve future trainings.” Jane Laycock, Trainer, Vanuatu College of Nurse Education

By strengthening relationships with the Vanuatu Qualifications Authority (VQA), and explicitly promoting connectivity between Tft coaching/workshops and VQA accredited training, Tft has been able to influence the VQA's views regarding the requirements for effective skills development at the provincial level. In late 2014, VTSSP engaged a Curriculum Development Expert to work with Tft and two registered training providers to develop two new basis skills clusters in tour guiding and accommodation for VQA accreditation. These skills clusters were the first to be designed and approved by the VQA under its newly launched framework. They were then piloted through Tft activities in Torba and Sanma provinces in 2015.

Certificate 1 in Tourism (Accommodation Services)		
Basic skills cluster		
Accommodation Services	THCM0111	Clean and maintain premises and equipment
Accommodation Services	THPR0111	Prepare rooms for guests
Occupational Health and Industri	GSHP0112	Follow workplace hygiene procedures
Client and Customer Service	THAD0111	Offer arrival and departure assistance
Customer Service	THCS0111	Provide customer care service
Communication	GSBC0112	Apply basic communication skills

Certificate 1 in Tourism (Tour Guiding)		
Basic skills cluster		
Communication	GSBC0112	Apply basic communication skills
Occupational Safety	GSH0112	Follow workplace, health, safety and security procedures
Working Industry	THTI0111	Develop and update tourism industry knowledge
Visitor Information	THIA0411	Source and provide Vanuatu destination information and advice
Tour Guiding	THGK0111	Develop and maintain the general knowledge required by guides

The VQA has come to recognise the value of an integrated, ‘blended’ methodology combining accredited training with business coaching and mentoring, through the activity above as well as observing Tft outcomes throughout the duration of the initiative. The CEO,

David Lambukly, is now actively advocating that coaching be expanded outside of tourism across other sectors: *“Coaching is good to ensure people use skills, and to identify further needs – should be seen as integrated and should be part of all training.”*



VQA CEO and VTSSP Curriculum Adviser with participants of the Accommodation Services Basic Skills Cluster in Torba Province

4.7. Resource development

TfT has produced a range of training and product development resources to complement coaching and skill development activities and further empower client business owners, and DoT officers. In collaboration with the DoT, TfT has facilitated the design and distribution of a range of product development resources to assist DoT officers and clients implement strategies outlined in individual business action plans. These resources include:

- Product Development Guidelines for Tourism Businesses
- Marketing Guidelines for Rural Tourism Businesses
- Bookkeeping for Rural Tourism Businesses



In April 2016, an official Product Development Toolkit was distributed to all DoT Officers including a product photo library, updated templates and all developed resources. This resource will be used by DoT Product Development Officers in their role as client coaches. A Tariff Guideline is currently under production and will be distributed to all DoT officers in late 2016 to assist them when offering advice to clients regarding pricing structures.

Collaboration on the design of tour guiding and accommodation services curriculum has also seen the creation of a number of learning guides, assessment tools and trainer resources currently being used by training providers. Through the increased demand for massage and beauty therapy skills development Tft is now facilitating the development of a further qualification and resources to be distributed and used by relevant training providers.

The creation of a model bungalow in Tanna and distribution of construction and plumbing plans and materials lists as part of the Build Local Build Strong initiative is evidence for further resources development by Tft to practically assist tourism businesses in their development of quality products.

Build Local Build Strong: Prototype bungalow developed as a resource after Cyclone Pam

In the aftermath of Cyclone Pam, Tft, in partnership with the DoT, developed an initiative to support the recovery of the tourism sector on Tanna island. 'Build Local Build Strong' included a series of consecutive practical construction skill development activities to assist in the rebuilding of resilient tourism accommodation using local materials and traditional methods which integrated safety and security risk management principles with aesthetic considerations.

The final output was a full size bungalow prototype including working bathroom and plumbing system. This reconstruction model will now be used by the provincial DoT as well

as Tafea Tourism Association and private operators to ensure they build at an international standard to attract an international market, while also maintaining cultural links and safety and disaster risk management practices.



Participants for the Building Local Building Strong initial workshop: bungalow construction

5. Success factors

Analysis of program data, documents and stakeholder feedback has identified a number of key success factors which have enabled the range of positive outcomes, including: the dynamic methodology, partnership strategies and Program reputation. These factors are explored in greater detail below.

5.1. TfT methodology

“The biggest gold star in TfT is the long-term mentoring”

Dave Cross, Carnival/Royal Caribbean Cruises On-Shore Tour Coordinator

The innovative skills development methodology of TfT has been widely identified as the major contributing factor to program success. The incremental evolution of activities over four years from the initial pilot to a national value-chain approach has underwritten the success of TfT. Through a demand driven approach TfT staff have been able to adapt and respond to client feedback and sector changes strengthening the relevance and effectiveness of activities. The combination of firm, honest and realistic advice grounded in deep practical experience in Vanuatu tourism, in conjunction with targeted workshops and quality accredited training, have led to the overall success of TfT.

“TfT works because it gives opportunities to the grassroots level: people who have been previously overlooked.” Jane Laycock, Trainer, Vanuatu College of Nurse Education

The long term continuity of on-site practical coaching and mentoring for client businesses, rather than individual participants, has been described as the main success factors of TfT by clients, partners and program staff. Results-driven coaching, and the consistent follow-up with clients and their staff reaffirming tourist expectations and compliance with national laws and regulations has been identified as the main driver behind product development and growth. The fact that coaches spend, on average, between two to four nights staying at each accommodation business was highlighted as another factor of success, allowing coaching to identify demand for specific workshops or training by experiencing the product from the point of view of a guest.

The flexibility and passion of individual coaches to go *beyond basic* coaching, through the practical provision of design ideas, assistance with grant applications, professional networks and procurement of materials and tools has also contributed to positive outcomes.

“Language skills, technical experience and knowledge is important, however I think the passion to help people is the most important thing and I see that passion in all our successful industry experts.” Fremden Yanhambath, Team Leader, VTSSP



Coaching clients through bungalow design and construction to the end result

The use of locally-based, highly experienced business professionals to deliver this results-focused activity has also been emphasized as a driver of these achievements given that context is easily understood and a common language is shared.

TfT methodology has a strong focus on professional development and continuous capacity building for VTSSP staff, DOT officers, industry experts and partner organizations. During interviews the majority of stakeholders confirmed that TfT’s ongoing support for individual professional development, for those arranging and delivering activities, has contributed significantly to positive team building and increased morale. This has directly impacted on the effectiveness and success of TfT.

The use of a suite of comprehensive planning tools and templates as well as a comprehensive M&E system has been a contributing factor of program success. Given the level of daily multi-

stakeholder collaboration required within Tft, it has been important to maintain effective communications and reporting procedures. Through an online sharing platform, information regarding planned activities, client information as well as a comprehensive training library is available and accessible for all active partners.

5.2. Adaptability

“Tft was able to respond to the changing demand and needs of provincial tourism businesses because of its flexibility.” Christelle Thieffry, Senior Program Manager-Education, Australian High Commission

The ability to adapt annual work plans to meet evolving industry demands has been a major contributor to the success of Tft. Through coaching, participant feedback and discussions with DoT officers Tft has been able to alter and add to the expected activities to meet the needs of clients in each region. An example of this is the inclusion of a suite of workshops dedicated to ‘cooking for tourists’ which arose out of feedback from industry experts during their coaching site visits in 2013.

On the basis of this feedback, Tft was able to learn that despite having access to organic, fresh produce and locally caught seafood, provincial tourism businesses widely assumed that tourists would prefer to eat imported food such as rice, biscuits and tinned fish. Given this new information and identified demand, Tft was able to adapt. An industry expert was identified and a range of workshops were designed including information regarding customer expectations, hygiene as well as practical cooking component using a list of useful recipes using local ingredients.



Food for tourists: before and after workshops

The evolution and flexibility of Tft has allowed it to adapt its repertoire of available workshops and trainings making it more effective. The recent inclusion of handicraft and massage coaching activities are evidence of Tft’s continuous growth and responsiveness to demand and emerging opportunities.

5.3. Partnership strategies

Since 2013 Tft has developed effective partnership arrangements with key stakeholders in the public and private sector. These partnerships, built on those established during pilot activities in 2010, have ensured continued political and private sector engagement with program activities and enhanced the depth and breadth of positive outcomes.



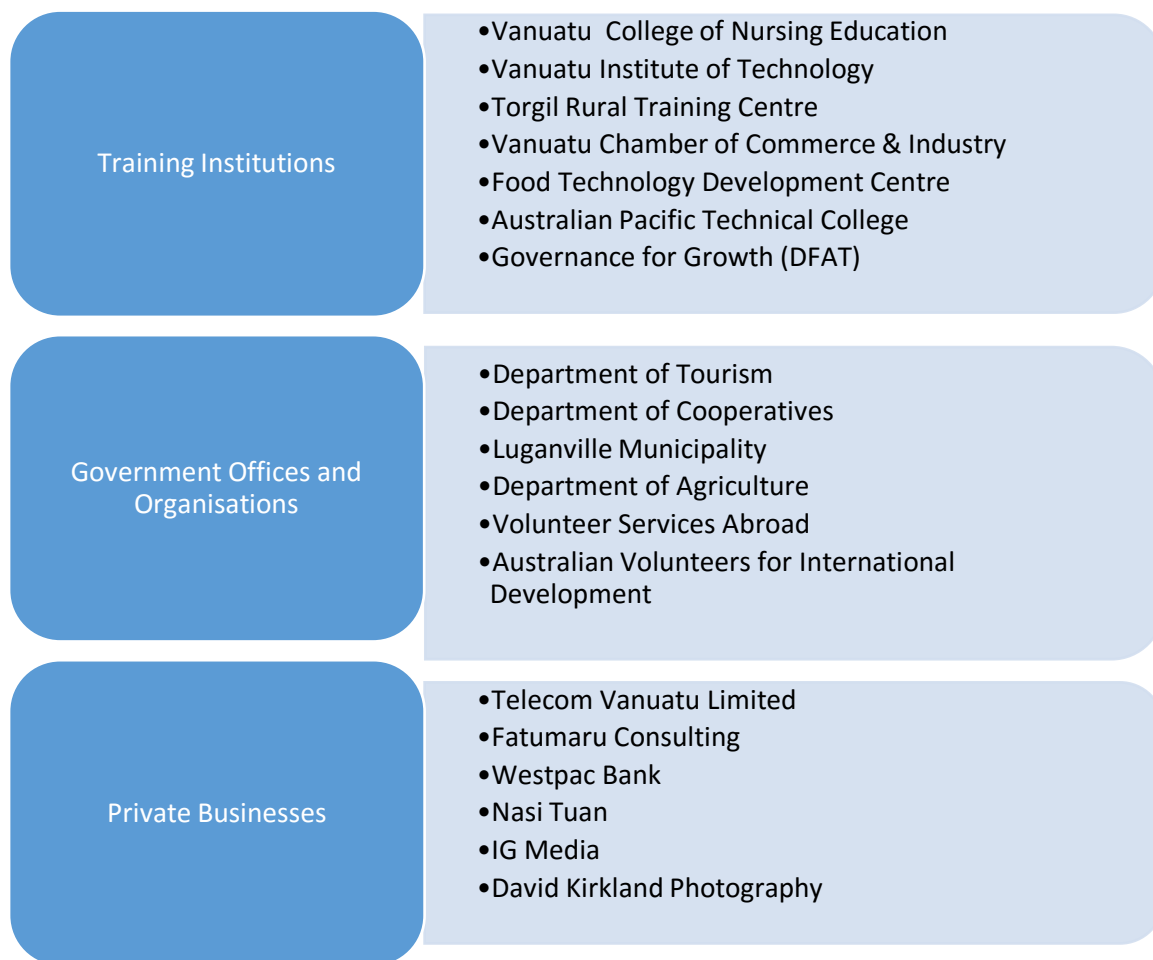
The VTSSP Team Leader hands over resources to the Director of Tourism 2015

Activities undertaken by Tft, such as the NCBP, staff professional development, principal officer site visits and area-specific product launches have actively enhanced relationships between the DoT and VTSSP at the national and provincial level while continuously building the capacity of DoT staff and systems. This core partnership strategy has increased the confidence of DoT officers as well as the department's credibility within Government ministries and donors such as the NZ MFAT and the International Finance Corporation. It has concurrently strengthened relationships between partner organisations through collaboration projects such as the travel call centres.

"Tft, through the Santo.Travel Information Centre has brought the DoT and VTO much closer together as our [Sanma] staff operate under one roof. This has never been achieved before." Linda Kalpoi, General Manager, Vanuatu Tourism Office

The ability of Tft to draw together government officers, training providers and private sector representatives has allowed these stakeholders to strengthen their own cross-institutional relationships. Through a range of media releases, forums and client product launches Tft has ensured that partners continue to meet regularly to discuss events and achievements and to understand Program objectives. The success of these partnership strategies has strengthened Tft's validity, status and core and core partner support which in turn has facilitated expansion beyond traditional skills delivery methods and into a comprehensive value-chain approach.

Key TjT Partnerships:



5.4. Communication strategy

Through the promotion of positive outcomes and successful case studies, Tft has been able to establish a connection with the wider community and has therefore developed a positive reputation beyond the provinces currently engaged in Tft. This strong public perception and profile of Tft has provided a basis of trust and understanding that has been important in enabling Tft to expand, develop, and try new approaches.

Tft has a strong public relations system built on the effective communications strategy of the VTSSP. Through the creation and distribution of the 2012 DVD: *TVET for Tourism- A skill development model for economic growth* a range of private and public sector stakeholders were able to gain greater understanding of the objectives and outcomes of the pilot program. This deeper understanding of Tft within the DoT increased the demand for a national product development strategy and led to a formal request from the Director of Tourism to Tft for the design and implementation of a National Capacity Building Program.



There have been 59 individual articles, an average of nine per year, published in local and international media highlighting the outcomes of Tft. The use of a wide range of media distribution channels such as radio, television, print media and presentations at VTSSP Strategic Advisory Group meetings have allowed the client economic growth to be shared with the wider tourism industry, government offices and wider community.

“Media coverage has been something that has helped inform people at the national level to have a strong relationship with Tft” Fremden Yanhambath, Team Leader, VTSSP

The establishment and promotion of this pre-existing reputation and credibility has allowed Tft to work easily with other organizations and volunteer agencies, and to expand and thrive through a range of special projects, beyond the original scope of Tft including the development of provincial travel call centres, facilitation of professional product photo shoots, and the Build Local Build Strong initiative.

6. Challenges

Analysis of program and evaluation data also highlights a number of challenges, which have arisen during the implementation of Tft.

6.1. Program challenges

6.1.1. Social cultural challenges

Tft has faced a range of socio-cultural obstacles from within local communities and provincial tourism industries. The rapid growth and widely promoted success of Tft clients has made them more susceptible to jealousy, family violence and land disputes. While Tft has worked in partnership with the DoT to ensure client ownership issues are addressed as part of DoT validation processes, and that the VTSSP Gender Equality Strategy is implemented to ensure domestic violence risks are reduced, there have been several cases in which pre-existing operators experienced jealousy or violence only after increasing their income generation opportunities and product standard.

The issue of jealousy is an underlying challenge for Tft's product development objectives as it actively discourages tourism operators from completing their strategic plans or sharing stories of their success. Tft continues to work with the DoT and relevant authorities in an attempt to educate and include a range of community members in Tft to stop jealousy or violence before it begins. For example, the inclusive approach of industry experts to the development and establishment of successful trekking tours through comprehensive discussions and planning with a number of different landowning groups and chiefs to ensure benefit is spread, and is perceived to be spread, throughout the community.

By facilitating skill development activities for tourism businesses, Tft has in some cases inflamed pre-existing tensions within communities when local power dynamics have shifted as a result of product development. For example, through the increase in the quality of tourism products in Sanma Province, Tft inadvertently ended a long-standing monopoly and redistributed power from a handful of tour transport operators back to the local owners of activities and tours. These tour operators in Santo remain unhappy with these actions and openly criticize Tft's coaching model due to their loss of power. However, other local operators see Tft as a positive and empowering agent that assisted with the redistribution of power from an old unfair to a new fairer one.

Inflaming community conflict: Wala Cruise Ship Skill Development Initiative

Wala Island in Malekula was one of the six Ports of Call in Vanuatu in 2014. The Wala Cruise-Ship Skill Development initiative was developed through a formal request by the DoT based on their National Cruise Tourism Action Plan. Several years of ongoing community tension had begun to attract negative attention and Wala was in danger of losing future calls. This was largely due to perceptions of funds mismanagement by the Port of Call community and low quality of customer service offered to tourists. Tft was asked to initiate a skills development program with the support of the cruise ship company, Carnival Australia, DoT and local communities.

A pilot program was developed, and partially implemented in 2014, however, it was cancelled when underlying tensions were exacerbated by program activity and disputes broke out openly between community members. During this period a female Tft Industry expert and VTSSP staff member were threatened while delivering coaching on the island, in full view of tourists from the visiting cruise ship.

From this experience Tft and DoT partners have learnt valuable lessons in regard to skill delivery in Ports of Call communities and the risks associated with attempting to address long established issues with local management. The need for wider community consultation was also highlighted given the highly volatile nature of this particular section of the tourism industry.

Despite vast improvement in the quality of client products and the noticeable transition of clients from informal to semiformal businesses, there have been continuous challenges when encouraging clients to adopt formal business management systems. Tft Industry experts have expressed frustration when advising clients of their formal legal responsibilities such as value-added tax, minimum wage standards and superannuation payments. Industry experts believe these in some cases act as deterrents for operators to develop their businesses with some choosing to end coaching activities and to operate without financial records, rather than join the formal economy.

Community conflict and disengagement: Port Olry Tourism Zone

The tourism products of Port Olry have shown rapid growth since their inclusion in Tft skill development activities in 2012 and the implementation of their Zone Tourism Development Plan. Through the support of Tft the Port Olry community has developed two successful beach-side restaurants and five accommodation properties offering a range of in-house tours. Due to the increase in cruise ship days to Santo, many clients have grown from informal activities into formal businesses as recognised by the Vanuatu Government¹³. Unfortunately, these businesses have turned down further Tft coaching activities given their distrust in formal business processes such as tax, minimum wages and insurance. While these businesses continue to send participants to attend Tft workshops and accredited training, owners have shown little interest in further developing the business management of their products.¹⁴



Picturesque Port Olry

¹³ The Vanuatu Government recognizes businesses as formal economic entities when income reaches VUV 4,000,000 per annum.

¹⁴ Further information on Port Olry can be found in the Sanma Program Final Report Annex 8.2.

6.1.2. Language, literacy and numeracy

The low levels of language literacy and numeracy (LLN) skills among provincial tourism participants has been raised by trainers and industry experts as an ongoing challenge for the implementation of individual workshops and training exercises. This is especially salient in the context of accredited training where formal assessment activities are conducted. While trainers have developed more flexible approaches to training delivery to take this issue into account, low level LLN still impact on the effectiveness of trainings, especially in regard to the effectiveness of pre-existing resources.

6.1.3. Coordination challenges

TfT is implemented through the coordination across ten islands in four provinces and the capital Port Vila of 117 clients, nine industry experts, eight key provincial TVET Centre and DoT staff, as well as key public and private sector partners. This decentralized approach imposes daily coordination and logistic challenges. At times internal challenges have arisen in regard to communications and coordination. Confusion between TfT staff, TVET Centre Staff, DoT officers and industry experts in relation to roles, responsibilities, reporting lines, activities planning and prioritization has caused miscommunications and, in some cases, the postponement or cancellation of activities.

Differences between TfT, DoT and broader VTSSP filing systems, procurement procedures and templates have also been highlighted as a challenge for program coordination. There is existing confusion within VTSSP staff as to TfT activity request processes, training and expert validation as well as payment processes given that these sit outside of normal VTSSP/TVET Centre planning and financial approval procedures in conjunction with the Provincial Government Training Board.

Logistical constraints such as limited accessibility, fluctuating flight schedules and unreliable communication networks have also been raised as challenges for coordination and also implementation. Limited flight availability combined with an increasing demand for coaching have forced TfT Industry experts to increase activity during coaching visits to twelve hour days during site visits. This has been described by industry experts and VTSSP staff as unsustainable long term and a challenge for quality delivery.

6.1.4. Sustainability challenges

It has been an objective of TfT since 2013 to eventually transition all product coaching responsibilities to provincial DoT offices once individual officers possess the professional capacity to do so. This will ensure that the current coaching methodology is sustainable long term as it matures alongside the quality improvements of formal skill development through the capacity development of registered training providers, which is a key focus of the broader VTSSP.

Given the growth and success of Tft in recent years there is increasing pressure in regard to the sustainability of product development activities long term. Currently there is a reliance and expectation from the industry, and Government, that Tft will continue to grow, expand and produce positive growth. The expenses associated with regular coaching and skill development activities are highlighted as a challenge for program sustainability as DoT operational budgets have remained low throughout the duration of Tft implementation. While Tft has successfully handed over coaching responsibility to DoT staff for clients in Central Malekula, a lack of operational resources limits any further handovers as regular travel for coaching visits would be impossible. There are also potential limitations related to coaching handover due to concerns that DoT officers will not be accepted by clients as viable coaches given their lack of industry experience.

6.2. TVET system challenges

A number of challenges to program implementation and outcomes have arisen from within the national TVET system; namely the deregistration of all training providers by the VQA in 2014. While Tft was able to continue implementing workshops and coaching activities during this time, only two accredited trainings were delivered out of a planned twelve. This impacted on the range of training activities available for Tft clients during this period. Without the availability of accredited tour guiding, accommodation services and bookkeeping training some client employees were left without core skills which impacted on the effectiveness of coaching visits and slowed product growth.

Since the re-registration of some training providers in early 2015 Tft has facilitated the delivery of seven accredited trainings. However, due to internal issues within VQA processes, certificates for these activities are yet to be distributed twelve months later. Trainers have identified this as a major challenge for the morale of participants, and also the perception of accredited training requirements in the provinces.

6.3. Tourism sector challenges

Despite the developments and improvement of clients across Tft, a number of external factors have impacted on the overall growth of these provincial tourism operators and the industry more generally. Poor roads, limited telecommunications networks and other infrastructure issues continue to limit the opportunities for provincial tourism in Vanuatu. The lack of marketing support and promotion of outer island destinations abroad is also a contributing factor to slow growth.

These challenges are compounded by the limited access for to provincial tourism destinations due to airport closures, saturated flight schedules, cyclones, volcanic eruptions and other natural disasters. In March 2015 damage caused to client businesses and homes by Cyclone Pam stopped program activities in Malampa province for five months while tourism activity across the country was stationary for several more months. The recent cancellation

of flights from a number of international carriers due to runway conditions in Port Vila is an example of the sectoral challenges impacting on program outcomes.

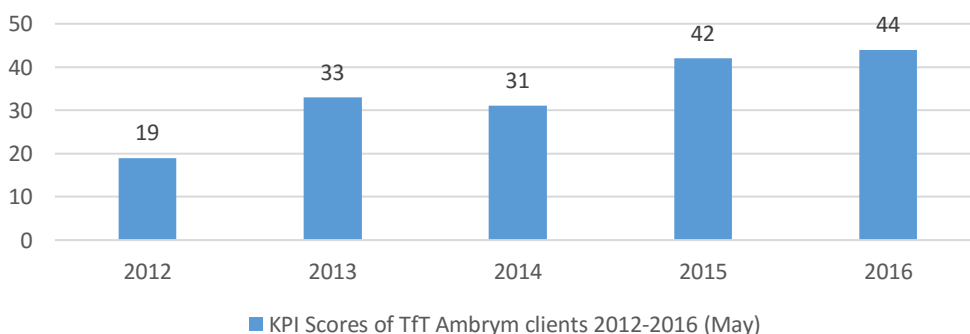


Damage to bungalows caused by Cyclone Pam

Multiple challenges to provincial tourism development: Ambrym

Within the four-year duration of Tft, activities on the island of Ambrym in Malampa province have been postponed for a total of fourteen months due to circumstances beyond the control of Tft. During this time the main airport at Craig Cove has been closed on three occasions due to a combination of land disputes, runway management issues, volcanic eruptions and schedule disruptions caused by Cyclone Pam. These airport closures have impacted, not only on Tft implementation, but also effectively put the entire tourism industry on the island on hold. It is very hard for tour operators and bungalows on Ambrym to maintain momentum in these situations as is evident in the dip in KPI scores of Tft clients in 2014.

KPI Scores of Tft Ambrym clients 2012-2016 (May)



7. Lessons

“It’s like, we all have muscles, but some people have big muscles, and go to the gym to get them to stand out. With skills it the same... they are there, but for them to really come out, to show, something has to bring them out. And that’s TfT.” Warren Gama, TfT Coordinator

Through analysis of the key factors identified above, a number of operational and strategic lessons have been drawn together to form recommendations to assist future developments within TfT and the sector. While TfT has achieved measurable and impressive outcomes in line with its core objectives, there are aspects which can be adjusted to ensure continued effectiveness and success.

7.1. Flexible approach

The evolution of TfT, from an initial accommodation-only pilot program in Malekula to an inclusive national program has been instrumental to the successful of program outcomes. This flexible approach has allowed TfT to grow and adapt to changing needs and demands from within the industry and the broader operating environment. The ability to respond to lesson learnt through a process of continuous improvement has enabled TfT to develop the successful integrated approach used today.

7.1. Personnel and philosophy

The integrity and dedication of individual personnel involved in TfT have been instrumental to the successes and growth of provincial tourism businesses. The passion and enthusiasm of industry experts and motivation of VTSSP staff, DoT officers as well as the individual clients themselves has contributed to fostering a positive, results driven working philosophy. The values-based leadership and support of key personnel goes well beyond a narrow focus on service delivery or program implementation. Interviews highlight the deep personal commitment these professionals have to TfT and to developing ni-Vanuatu tourism businesses, as well as the sense of mutual learning and development that coaching work offers.

7.2. Participatory design

Due to the expansion of program scope and the increasing number of active partners, a participatory design process is needed for further development and clarification of program objectives in Phase 4. Given the push towards the sustainability of product development coaching through DoT officers, there is a need to involve these officers further in design and planning processes to strengthen their understanding and ownership of TfT. There is also a need to align any design changes with new objectives and priorities which arise in the design and implementation of the overarching VTSSP Phase 4.

7.3. Streamlining systems

Since the formalisation of Tft systems in mid-2014, new provinces, personnel and products have been incorporated into program activities including a new range of client businesses. A review of current Tft systems is needed to revise M&E indicators, planning and reporting processes to ensure efficiency and to strengthen links between Tft, DoT and VTSSP systems. There is also a need to streamline Tft processes with TVET Centre filing systems and to review planning templates as well as the current M&E indicators used.

7.4. Cross-sector links

Building on the successful cross-sector collaboration of Tft through activities such as the Aneityum agri-tourism pilot project, there is a need to further strengthen cross-sector linkages between Tft and potential government and private sector partners, particularly from the agriculture and the handicraft industries. The need for closer links between tourism and complementary sectors in Vanuatu was highlighted as a major recommendation of the 2015 Independent Evaluation of the VTSSP.

An incorporated cross-sector value-chain approach focusing on agri-tourism and handicraft production will ensure further distribution of skills and knowledge to a wider range of community members, reduce barriers to income generation opportunities, and maximise identified broad-based economic growth potential. This will also provide an opportunity to expand the sector-based methodology beyond the tourism industry through the engagement of new technical experts to implement a complementary approach in the Agriculture and Trade sectors in Phase Four.

7.5. Sustainability

A revision of program sustainability objectives and planning is needed to ensure future program activities promote the transition to DoT coaching in a realistic and supportive manner. Open discussions with DoT staff should be facilitated before the next MoU is signed to discuss operational budgets, barriers and required support. There is a need to factor all Tft annual work plan activities into the DoT annual plans to allow officers to account for these in their planning. There is also scope to include a further phase of the National Capacity Building Program with a focus on project management skills such as time management, budgeting and planning, for all staff including an increased focus on the skills and knowledge of Port Vila-based 'national' staff.

A new 'handover' methodology is currently being designed to be piloted in Malampa province to ensure the sustainability of client coaching activities. Tft will transition from industry expert-led coaching to DoT-led coaching. Industry experts will 'coach the coach' to preserve outcomes and maintain momentum until such time as the DoT can take over full technical and financial responsibilities. This pilot in Malampa province in will be closely

monitored by Tft and DoT staff. The effectiveness of this methodology will then inform wider application of further handovers in other provinces.

7.6. New partnerships

Tft has worked well to establish strong collaboration and partnerships with a range of government, non-government and public sector stakeholders. Drawing on recommendations from the 2015 Independent Report of the VTSSP, more active collaborations may be formed with donor partners such as the Australian Government funded Pacific Horticultural & Agricultural Market Access (PHAMA) Program given the demands for the establishment of a handicraft sector approach as well as the Australian Government funded GfG Program given plans for the establishment of a third Travel call centre in Tafea Province. There is also a need to come to a formal arrangement with the NZ MFAT funded Discovery Trails Project in Santo and Tourism Ambassador Program as well as relevant non-government organisations.

The Departments of Agriculture and Industry & Trade are now expecting to partner with VTSSP in Phase 4 to develop an integrated skill development program to promote rural economic growth in these industries. The coaching methodology and value-chain approach demonstrated by Tft are now in high demand across these sectors. A Skills for Agri-tourism program is currently being developed with strong links to Tft.

7.7. Looking ahead

Drawing on the success factors and lessons learnt from Tft activity in Phase 3, the design of Tft as part of the broader Phase 4 VTSSP design will need to capitalize on key aspects of the methodology to continue the successful implementation of Tft and the growth of the provincial tourism industry.

As mentioned in section 7.6 the proven successes of this integrated, practical rural approach should be further tested in the agriculture and industry sectors that present strong contextual and organizational similarities. A combination of Skills for Agri-tourism and Skills for Handicraft programs drawing on Tft methodology can be used in Phase 4 to generate wider economic growth through increased community participation by using the Tourism industry as the demand driven market as recommended in the 2015 Independent Evaluation of the VTSSP.

Looking ahead, given the reputation of Tft within high levels of GoV, this report recommends the continuation of mainstream program activities while concurrently engaging in new cross-sector innovative skill development approaches including:

- Development of online vocational resources and video tutorials to facilitate skill acquisition for people with low LLN levels,

- New skills activities that meet demand driven skill gaps that have not yet been comprehensively addressed such as Tourism Online Marketing, Project Management, Beauty therapy, eco-tourism development, 'Coaching the Coach' methodology,
- Private training provider business development program to encourage private sector investment into vocational training businesses to service the tourism industry,
- International transfer of TtT model to other countries, especially in the South Pacific where DFAT is investing in similar skills development programs,
- The implementation of an alternative client file sharing platform or Customer Relation Management system to better manage data collection and improve coordination.

8. Annexes

8.1. Tft Malampa Province report

The Tft Malampa Province report is provided in a separate word document.

8.2. Tft Sanma Province report

The Tft Sanma Province report is provided in a separate word document.

8.3. Tft Torba Province report

The Tft Torba Province report is provided in a separate word document.

8.4. Tft Tafea Province report

The Tft Tafea Province report is provided in a separate word document.

8.5. Evaluation terms of reference

TVET for Tourism Program November 2012- May 2016

Program Background

A major component of the Australian Government-funded TVET Sector Strengthening Program, the TVET for Tourism (TfT) Program provides ni-Vanuatu provincial tourism operators with skill development services to support their business expansion and increase involvement in the formal economy. At the same time TfT aims to strengthen the capacity and sustainability of local tourism product development at the national level through the professional development of relevant government departments and key staff. Since its inception in 2012 TfT has grown rapidly and today includes localised sub-programs in the provinces of Malampa, Sanma Tafea and Torba. TfT employs a successful on-site methodology including a combination of face-to-face business coaching and technical workshops complemented by nationally accredited skills training and ongoing support from relevant provincial government departments.

The ultimate aim of TfT is the provision of effective, flexible and relevant skills development services to rural tourism businesses through a partnership between the Department of Tourism, Vanuatu Tourism Office (business mentoring/product development) and the Ministry of Education & Training (formal training opportunities).

The main objectives of TfT are:

- Generating significant positive changes in the local tourism industry
- Supporting productive participation of ni-Vanuatu in the formal economy

This includes specific skill development goals such as:

- Supporting existing tourism business development and emphasising sustainability
- Encouraging and assisting the development of new tourism businesses
- 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

Within this structure specific aims regarding the sustainability of TfT include:

- Building the capacity of local industry coaches, training providers and DoT officers
- Assisting TfT clients with marketing and promotion at individual and destination levels
- Empowerment of women in the tourism industry
- The enhancement and development of other associated sectors via a flow-on effect (handicraft, transport, agriculture etc)

TfT sits within the broader TVET Sector Strengthening Program and forms part of the services and staff responsibilities within the provincial TVET Centres. TfT was designed by technical adviser, Pascal Gavotto in 2012 after piloting isolated tourism development activities in Malampa and Sanma provinces between 2009-2011. TfT has been funded on an annual basis with an ever-expanding scope and evolving methodology. TfT has been implemented in partnership with the Department of Tourism and utilises the expertise of key industry experts from the private sector as well as five registered training providers. Due to the expansion of TfT a full time coordinator was engaged in August 2014.

Rationale and Objectives of the Evaluation

With the third phase of the overall TVET Sector Strengthening Program ending in June 2016, it is a logical time to reflect on the outcomes and achievements of TfT. As the TVET Program's highest profile component, it is necessary to evaluate the effectiveness of TfT in its entirety to assist program staff, donors and stakeholders gain a better understanding of its development model, key factors leading to its success as well as the constraints and challenges faced during implementation. This evaluation will also assist in developing recommendations for the next stage of TfT as part of the broader design for the Phase 4 TVET Program and be a beneficial tool in the consideration of potential application for other sectors or internationally.

TfT has collected extensive monitoring data, particularly since 2013, which has provided robust evidence of its success in supporting client tourism businesses, individual participants, and the tourism industry in program provinces. Therefore, this evaluation will focus on deepening the understanding of *how, why, and with what strategies and tactics*, TfT has achieved its success.

TfT has produced annual reports in previous years. In 2016, after several years of investment, the TVET Program has now decided to prepare an overall program report which draws together the whole story of TfT. This evaluation will be the centrepiece of the report.

Scope and Evaluation Questions

The scope of this evaluation covers the three and a half year period between November 2012 and May 2016 and includes all TfT activities during this time. Activities implemented prior to these dates are considered to be part of the initial pilot program, leading to the design and implementation of the formal TfT in November 2012.

The evaluation will address the following key questions:

How did TfT develop over time?

- What was the origin of TfT?
- What were the major events in TfT's history – catalysing or enabling program development, or constraining that development?

How successful has TfT been in supporting ni-Vanuatu tourism business development?

How successful has Tft been in strengthening the capacity of local industry experts and DoT officers?

- What were the experiences of DoT staff, and DoT processes, during the implementation of Tft?

How is Tft perceived and understood by program participants and stakeholders in the provinces where it operates and at the national level? To what extent have those perceptions influenced program performance?

What were the main factors which lead to the success of Tft?

- What were the specific strategies and approaches that enabled Tft to achieve its positive outcomes?
- To what extent have the partnership strategies and activities between the DoT and TVET Program influenced this success?

What challenges arose during Tft and how were these addressed?

What lessons can be drawn from Tft, and how might these be applied to other programs and or sectors in Vanuatu or elsewhere, and in future tourism investments in Vanuatu?

What are the key factors to consider in the design of Tft in Phase 4?

Methodology

The evaluation will consist of a participatory process including input from relevant stakeholders including broader program staff, industry experts, training providers, Department of Tourism and Vanuatu Tourism Office staff and provincial tourism operators. The evaluation will use a combination of existing quantitative data and new qualitative data to evaluate the impact and effectiveness of Tft in all four provinces and at the national level including:

- Document review and analysis of existing program and sector data, including relevant Tft documentation, published reports and documents relevant to the broader TVET Program and tourism sector.
- Group workshops and interviews with key stakeholders from relevant groups including an initial workshop to document the timeline and development of Tft.
- Semi-structured interviews with a sample of DoT staff, industry experts, Tft participants, training providers, Vanuatu Qualifications Authority representatives and TVET Program staff.

The evaluation team will also invite feedback from the Australian High Commission Senior Education Program Manager.

Evaluation Schedule

Activity:	Date:	Person Responsible:
Document Review	January-March 2016	Lucy Battaglène
Program history workshop with core stakeholders	January 2016	Lucy Battaglène
Draft Evaluation Methodology and Tools	January-March 2016	Lucy Battaglène Sara Webb
Data collection (group processes and interviews in Vanuatu)	April 2016	Lucy Battaglène Warren Gama Collin Tavi Jamine Makikon Sara Webb
Analysis and Report Writing	April 2016	Lucy Battaglène Sara Webb
Finalise Report	May 2016	Lucy Battaglène Sara Webb Pascal Gavotto

Program History Workshop

We will seek to answer the first evaluation questions, in part, by developing a detailed timeline of Tft's history. We will involve a small group of core individuals from a range of perspectives who have been involved in Tft over its history.

At a minimum we would involve:

- Pascal Gavotto
- Lucy Battaglène
- Ellis Silas
- Edna Paolo
- Pascal Guillet

We will invite Anna Gibert, Peter Morris, Fremden Yanhambath and George Borugu to contribute in response to a draft timeline, if they cannot participate in the group work in person.

Method/Process:

This activity will comprise group work for 2-3 hours to collectively develop a timeline of Tft. The group will use a large scale butcher's paper timeline across a long wall; will document key events, dates, challenges and achievements in Tft's history, and plot these against the timeline. The focus will be on the defined program period (2012-2016) but the group will be encouraged to go as far back as necessary to capture historic events that led to the formal commencement of Tft in 2013. Group members will write events on individual small pieces of paper, and stick

these to the timeline - this will enable the group to re-arrange the events as required as the timeline is populated with additional events.

The aim of the process is to both document the timeline of Tft, and begin to identify key turning points and catalysts for program development which can be further investigated during subsequent parts of the evaluation process.

Group Processes and Stakeholder Interviews

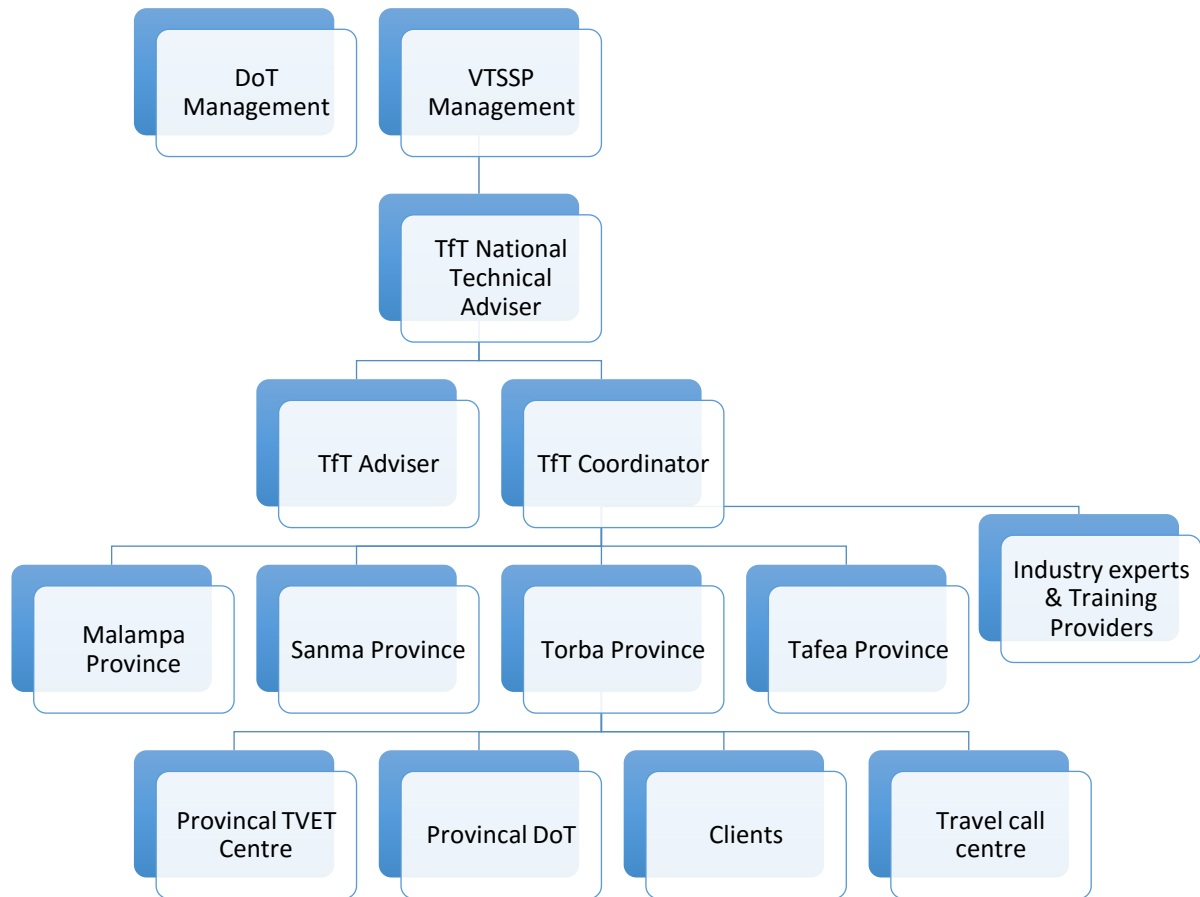
The evaluation team of Lucy, Sara, Collin, Warren and Jamine will collaborate over February and March to develop detailed plans for the data collection and analysis work in April, with a view to completing the process, including report writing, by the beginning of May 2016.

8.6. List of respondents

Name	Position/Organisation
Port Vila	
Rossie Daniel	Employee, Flower Garden Water Music (TfT Client)
Max Zacharie	Affiliated Trainer-Torgil Rural Training Provider
Jane Laycock	Trainer, Vanuatu College of Nursing Education
Odile Guiomar	TfT Industry expert
Esline Felix	TfT Industry expert
Pascal Guillet	TfT Industry expert
Trudy Kalotiti	TfT Industry expert
Esline Turner	TfT Industry expert
Mereana Mills	TfT Industry expert
Pascal Gavotto	TfT National Technical Adviser
Linda Kalpoi	General Manager, Vanuatu Tourism Office
Fremden Yanhambath	Team Leader, VTSSP
Warren Gama	TfT Coordinator, VTSSP
Collin Tavi	M&E Manager, VTSSP
Jamine Makikon	M&E Officer, VTSSP
Elton Barley	Communications Officer, VTSSP
Ellise Silas	Centre Manager, Malampa TVET Centre, VTSSP
David Lambukly	CEO, Vanuatu Qualifications Authority
Christelle Thieffry	Senior Program Manager- Education, Australia High Commission
George Borugu	Director, Department of Tourism
Adela Issachar	Principle Product Development Officer, Department of Tourism
Jerry Spooner	Principle Accreditation Officer, Department of Tourism
Moses Bani	Principle Tourism Investment Facilitation Officer, Department of Tourism
Janet Samuel	Principal Provincial Tourism Development Officer, Department of Tourism
Brenda Andre	Cruise Tourism Officer, Department of Tourism
Edna Paolo	Malampa Manager, Department of Tourism
Kehana Andrew	Sanma Product Development Officer, Department of Tourism
Olivet Dorony	Torba Product Development Officer, Department of Tourism
Alma Wensi	Sanma Manager, Department of Tourism
Jimmy Kawiel	Tafea Product Development Officer, Department of Tourism
Selwyn Tangabu	Tafea Manager, Department of Tourism
Lesly Mera	Penama Product Development Officer, Department of Tourism
Kathy Stephens	Shefa, Product Development Officer, Department of Tourism
Luganville, Sanma Province	

Dave Cross (AIP, Carnival)	Previous Chairman STC, Shore Activities Manager on behalf of Adventures in Paradise for Carnival Australia
Sam Andikar (Millennium Caves)	Manager, Millennium Caves Limited (TfT Client)
Tarsisius Alguet	Owner, Little Paradise of Port Olry (TfT Client)
Moulin Tabouti	Centre Manager, Sanma TVET Centre, VTSSP
Simon Bage	Provincial Training Coordinator, Sanma TVET Centre, VTSSP
Timmy Rovu	Owner, Santo Heritage Tours (TfT Client)
Andrew Vari (Million Dollar Point)	Manager, Million Dollar Point (TfT Client)

8.7. Tft organisational chart



8.8. 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, Australia, NZ, Europe)	not operating	no distributor	some contacts but nothing formalized	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 + 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 +tradeshaw
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	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

Tourism Official 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

Activity Indicators

clients- hospitality (by Province)

Storage

Client File- TfT Database

Collection

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

Performance Indicators

Average KPI performance (%) (by Province)

Storage

Client Files- TfT Database

Collection

Coaching

Business Indicators

Storage

Collection

# 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 Travel 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