

CORPORATE PLAN 2020 – 2023

Leading the Way to Innovation through Partnership

MINISTRY OF TOURISM, TRADE, INDUSTRY,
COMMERCE AND NI-VANUATU BUSINESS



PORT VILA | REPUBLIC OF VANUATU



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FOREWORD BY THE HONOURABLE MINISTER



Destiny is not achievable for a boat without a sail. Similarly, targets will not be achieved without proper planning. I am delighted to present to you, the Corporate Plan of the Ministry of Tourism, Trade, Commerce and Ni-Vanuatu Business (MTTCNVB).

The MTTCNVB plays a significant role as a government institution to provide services to its citizens in creating investments and job opportunities, increasing individual wealth, increasing GDP and increasing fiscal revenues to enable the government to sustain its “service delivery” to the people of Vanuatu.

This Corporate Plan was developed jointly with the Vanuatu Trade Ready Program, the Trade Policy Framework and in alignment with the National Sustainable Development Plan 2030. The formulation of this Corporate Plan provides a guided roadmap to achieving economic prosperity and self-reliance for Vanuatu.

I seize this occasion to acknowledge the continuous support from major donor partners such as the Australian Government, New Zealand Government, Japanese Government, Chinese Government, American Government and the European Union. I wish also to acknowledge the inputs from our very hard working staff of this Ministry.

The implementation of this Corporate Plan is another major step. In this regard, I sincerely look forward to actively support the implementation of this plan and furthermore, awaiting to see the progressive achievements in implementing this plan. All Heads of Agencies under my Ministry now should ensure that there is alignment between this Corporate Plan and their respective Business Plans.

Yours sincerely,

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, is written over a circular official stamp. The stamp contains the text "REPUBLIC OF VANUATU" at the top, "MINISTRY OF TOURISM, TRADE, COMMERCE & NI-VANUATU BUSINESS" in the center, and "MINISTÈRE DU TOURISME ET DU COMMERCE" at the bottom.

Honourable Jotham Napat

Deputy Prime Minister and

Minister of Tourism, Trade, Commerce and Ni-Vanuatu Business

1. INTRODUCTION AND METHODOLOGY

As part of the Government programming, planning and monitoring framework, each Ministry is tasked to produce a 3-years Corporate Plan aiming at guiding the implementation of its respective policies and strategies under the overarching umbrella of its dedicated sectoral policy framework and the National Sustainable Development Plan 2030 (NSDP 2030).

After 40 years since the independence of Vanuatu, the Ministry of Tourism, Trade, Commerce and Ni-Vanuatu Business (MTTCNVB) is at a cornerstone, whereas the country is soon expected to graduate from its Least Developed Country (LDC) status to become a developing country. Following successful enhanced partnerships programmes with historical partners such as the Government of Australia, the Government of New Zealand, the Government of the French Republic and the European Union, further bilateral relationships have been secured during the past decade enabling critical funding, budget and technical support to enable the Ministry to carry out its statutory duties.

In this context, the MTTCNVB has mobilised its resources to produce the present Corporate Plan, which encompass a synergetic component: the “***Vanuatu Trade-Ready Programme 2020-2022 (TRP)***” and which provides key priorities for planned activities for the three years to come.

The TRP was initially designed to cater for the implementation of the 11th European Development Fund (EDF 11) Vanuatu Value Chain (VaVaC) Programme intervention towards the MTTCNVB. Following close consultation in November 2019 with the Ministry of Tourism, Trade, Commerce and Ni-Vanuatu Business, it has then been agreed to enable the TRP to become a catalyst for the implementation of the Ministry’ Corporate Plan.

Methodology

The implementation of the Corporate Plan and its TRP requires the alignment of the following parallel processes, which include policy alignment, planning and M&E and budgeting:

Policy Alignment

The Corporate Plan and its TRP will be implemented in consistence with the high-level policy objectives set out by the Government's overarching development policy, as well as the Ministry's dedicated policy framework's recommendations. The Corporate Plan is administrative in nature and does not aim at substituting the role of policy or strategic documents.

The Corporate Plan Programs' formulation process is aligned with sectoral policies to ensure programmatic consistencies by each agency. In addition, sectoral strategies' components have also been integrated.

Consistency with Planning and M&E

The MTTCNVB and its Line Agencies have undertaken successful, regular and consistent planning and reporting exercises set out under the NSDP, the Public Service Commission (PSC) and the Ministry of Finance and Economic Management's (MFEM) requirements.

Agencies' annual business plans and annual reports have been produced and published according to such requirements.

In the design of the TRP 2020-2022, Agencies' Business Plans and Annual Reports were used as baseline for its formulation, using a bottom-up approach.

Budgeting

The Government of Vanuatu does not systematically apply a multi-year budgeting approach except for specific circumstances or sectors requiring such modus operandi.

Budgets are therefore appropriated on an annual basis, during the last session of Parliament usually held in December. The MFEM usually sets the Ministry's budget ceiling in March or April each year. Thereafter, the MTTCNVB is required to indicate its budget allocation for each agency, based on a programmatic approach, which ideally shall be aligned with the agencies' operational planning. Unfortunately, the latter consolidation process is not always effective and often create discrepancies between budgets and planned activities.

In the Corporate Plan formulation context, the budget narrative structure is used as programming framework for all listed programs and objectives in this document.

Consultations and Validation

The formulation of the Ministry's Corporate Plan and its TRP is the responsibility of the MTTCNVB under the supervision of the Director General.

Corporate Plan 2020-2022

The MTTCNVB has, to this effect, undertaken one-on-one consultations with the heads of each agency sitting under the Ministry, as well as open consultation with agencies during their 2019 Annual Retreats.

Records of such interactions can be obtained with MTTCNVB's Line Agencies.

The Corporate Plan and its TRP 2020-2022's final validation process includes a formal endorsement by the MTTCNVB's Senior Executives during their Annual Retreat on the 19th of February 2020 at the Grand Hotel in Port Vila. Subsequently, the Honourable Deputy Prime Minister and Minister of Tourism, Trade, Commerce and Ni-Vanuatu Business will perform the launching of the present document early March 2020.

Structuring the Ministry's Corporate Plan

To ensure consistencies between the Ministry's budget formulation and appropriation with the programming of activities, the Budget Narrative structure has been taken as template model to structure the Corporate Plan.

However, and since a large number of current Program Activities in the Budget Narrative document are not in line with upcoming planned activities, adaptations have been made to accommodate compulsory elements of a Corporate Plan.

Such discrepancies are due to the lack of alignment between the Government overall planning cycle and budgeting cycles. Indeed, for the same fiscal and operational year, budget narratives and subsequent appropriation are screened and passed by Parliament on an annual basis before the agencies business plans are produced.

It is highly hoped that the recent amendment to the Public Finance and Economic Management Act enabling a multi-year appropriation will allow greater consistency firstly between the overall budget formulation of a Ministry and its 3-year Corporate Plan and secondly between the annual budget appropriation and the agencies' annual business planning cycle.

Finally, the Corporate Plan, is to be considered as an administrative planning document in addition to a strategic and operational plan. It shall facilitate policy linkages and the programming of sectoral activities. Therefore, it will not substitute the components, objectives and activities of existing strategies or policies, but rather shall propose overarching administrative and operational directions to execute them.

The Corporate Plan is an excellent platform for elaborating sectoral planning, budgeting and orientations in addition to specific actions or activities to be implemented and which shall fall under each agency's business planning formulation and implementation.

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As a major component of the MTTCNVB's Corporate Plan, the elaboration and implementation of the Vanuatu Trade Ready Programme (TRP) constitutes an integral part of this document.

Subsequent sections will further detail the content and objectives of this programme, which aims at catalysing critical components and activities of this Corporate Plan to ensure enhanced implementation of the 11th European Development Fund funded Vanuatu Value Chain (VaVaC) Programme.

The VaVaC Programme is identified as the major budget contributor alongside the Government of Vanuatu for the period 2020-2023. The TRP will channel this support and facilitate the implementation work of each concerned agency.

2. MISSION AND VISION STATEMENT

Vision

The Ministry's vision is fully aligned with that of the Government, which aims at achieving:

“A Stable, Sustainable and Prosperous Vanuatu”

Mission

- (a) To establish an organisational, policy, legal and planning framework that will be effective in facilitating the achievement of the objectives of the Ministry in the NSDP
- (b) To mobilise resources to enable agencies under the Ministry to be effective in achieving their objectives to grow the economy
- (c) To facilitate the development and strengthening of partnerships with relevant stakeholders as a strategy to extend the reach of the Ministry throughout the country and expand the quantity and quality of government services to the people
- (d) To ensure that agencies under the Ministry are efficient and effective in their operation and delivery of their development services
- (e) To positively and progressively contribute to the growing of the national economy.

Values

Our Ministry:

- Values success;
- Promotes the principle that development partners are a valuable form of development assistance and asset in the provision of trade, investment and development services;
- Is innovative, flexible and lean towards a mode of operation that sets the standard for delivering real benefits through development cooperation to ni-Vanuatu families and business clients;
- Strongly focuses on all its stakeholders;
- Respects individual contribution, values teamwork, and promotes staff excellence and integrity through selection and development practices that adhere to the principles of equal employment opportunity; and

- Adheres to the principles of fairness, justice, transparency, sustainability and good governance.

3. CONTEXT

Trade Mainstreaming Agenda

The MTTCNVB's Corporate Plan, fully abides to the principles of the Vanuatu's Trade Mainstreaming Agenda, which consists of three Pillars:

1. **The Policy Pillar** – This pillar targets the operationalisation of the MTTCNVB overarching framework, namely the Trade Policy Framework, which has been updated in 2019. Policy coordination and consistency is also a target under this pillar
2. **The Institutional Pillar** – This pillar aims at pursuing the organisation of NTDC meetings at least three times a year. The NTDC is identified as the MTTCNVB's key institutional coordination tool for mainstreaming trade in Vanuatu. Moreover, this pillar now encompasses the needs to further reform the MTTCNVB's institutional landscape by rationalising its structure
3. **The Operational and Cooperation Pillar** – This pillar first aimed at securing and enhancing Aid-for-Trade cooperation with existing partners. It now also encompasses the need for increased administrative and financial planning and for improved operational performance.

The Trade Mainstreaming Agenda for Vanuatu was endorsed by a Council of Ministers' Decision on the 27th of March 2012 (COM Decision no 20/2012).

Institutional Context

As of 2019, the MTTCNVB is under the responsibility of the Honourable Deputy Prime Minister, who is simultaneously in charge of the Tourism, Trade, Industry, Cooperative and Ni-Vanuatu Business portfolios.

The Ministerial structure consists of a Ministerial Cabinet, a Corporate Services Unit headed by the Office of the Director General, which currently comprises an Administrative Division including a Human Resources section and a Finance section, and a Policy Coordination Division. Distinct from the CSU, the Trade Development Division and the Vanuatu Intellectual Property Office are also under the supervision of the Office of the Director General.

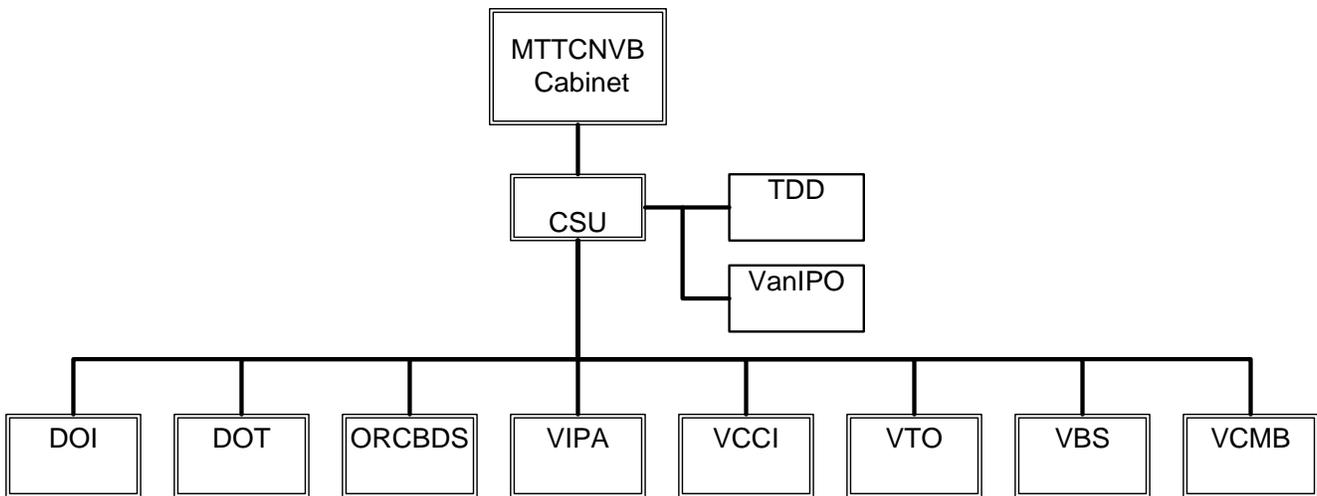
The Departmental structure involves three Departments:

1. The Department of Industry (DOI);
2. The Department of Tourism (DOT); and

3. The Office of the Registrar of Cooperative and Business Development Services (ORCBDS).

Statutory Bodies, established by way of legislations passed by Parliament, include:

1. The Vanuatu Investment Promotion Authority (VIPA);
2. The Vanuatu Chamber of Commerce and Industry (VCCI);
3. The Vanuatu Tourism Office (VTO);
4. The Vanuatu Bureau of Standards (VBS); and
5. The Vanuatu Commodities Marketing Board (VCMB).



Policy Context and Legislative Framework

Policies

The National Sustainable Development Plan 2030

Vanuatu 2030 The Peoples Plan is the National Sustainable Development Plan (NSDP) for the period 2016 to 2030 and serves as the country's highest-level policy framework. It is founded on culture, traditional knowledge and Christian principles, and builds on Vanuatu's development journey since independence.

Vanuatu's most recent national plan, the Priorities and Action Agenda 2006-2015 (PAA) sought to deliver a just, educated, healthy and wealthy Vanuatu. It was the first concerted attempt to link policy and planning to the limited resources of government. Looking ahead to the next 15 years, it is the goal to further extend the linkages between resources, policy and planning to the people and place they exist to serve. Vanuatu 2030: The People's Plan outlines the national sustainable development goals and policy objectives in order to translate the 2030 national

vision of a stable, sustainable and prosperous Vanuatu into specific priorities to be actioned and providing a sound framework to track and report on progress.

The Final Technical Report on the National Sustainable Development Plan 2016 to 2030 details the important strategic context behind the goals and policy objectives. It also provides the detailed background to the consultative process that led to the final document and explains the key issues under each goal. This is complemented by the Monitoring and Evaluation Framework for the NSDP. This framework details the processes necessary to ensure the goals and policy objectives are embedded across every part of government and its partnerships with civil society, the private sector and development agencies. It also outlines the process to ensure that there will be regular tracking and reporting on progress towards achieving the national vision through the implementation of plans throughout Vanuatu.

The Trade Policy Framework 2020-2025

The Trade Policy Framework (TPF) is the overarching framework of the Ministry. Whilst the TPF provides us with the guidance, recommendations, orientations and direction towards our final destination, which is materialised by the NSDP vision statement, the TRP structures the pathways to achieve our milestones to get there.

The TPF was first formulated in 2012 within the context of the Trade Mainstreaming Agenda of the Government, which was then supported by a national Diagnostic Trade Integration Study (DTIS); a document aiming at informing the process for Vanuatu to access the World Trade Organisation (WTO) membership in 2012.

The TPF was updated in 2019 for a five-year implementation period, 2020 to 2025, and is structured in 13 chapters as follows:

1. Introduction
2. Macroeconomic environment
3. Trade composition and trends
4. External trade policies and trade agreements
5. Backbone services and related infrastructure
6. Trade facilitation and related infrastructure
7. Doing business- reforms for private sector development
8. Education and skills
9. Trade and sustainable development
10. Trade mainstreaming and its pillars
11. Goods
12. Tourism services
13. Other services (offshore and ICT)

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Sectoral Policies

The Table below lists the policies and strategies currently under implementation by the MTTCNVB's lines agencies:

Agency	Policy / Strategy	Timeframe
MTTCNVB-CSU	Trade Policy Framework	2020-2025
DOI	National Industrial Development Policy	2018-2020
	Handicraft Sector Action Plan	2018-2020
	Department of Industry Marketing Strategy	2018-2020
DOT	Vanuatu Sustainable Tourism Policy	2019-2030
ORCBDS	National Cooperative Policy	2017-2022
VBS	Not yet available	
VIPA	Not yet available	
VCCI	VCCI Strategic Plan	2019-2021
VanIPO	Not yet available	

Legislative Framework

Generally, all Government agencies are bound to abide to the Constitution of the Republic Vanuatu (1980) and the Laws of Vanuatu.

The Table below lists the legislations currently under the scope of the MTTCNVB's lines agencies:

Agency	Legislation
DOI	Industrial Development Act no 9 of 2014
DOT	Tourism Council Act
ORCBDS	Cooperative Societies Act
VBS	Vanuatu Bureau of Standards Act, Weight Act

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VIPA	Vanuatu Foreign Investment Promotion Act [CAP 248]
VCCI	Vanuatu Chambers of Commerce and Industries Act
VanIPO	Patents Act, the Copyright & Related Act, the Trademarks Act, Trade Secrets Act, Geographical Indications Act, Designs Act and Circuit Layout Act, Protection of Traditional Knowledge and Expression of Culture Act No 21. Of 2019
VTO	Vanuatu Tourism Office Act Cap 142

Planning and M&E Framework of the Government

Overall Government Planning and M&E are under the responsibility of the Department of Strategic Policy Planning and Aid Coordination (DSPPAC). Planning and M&E is heavily guided by the People’s Plan 2030 – the National Sustainable Development Plan for Vanuatu. In this context, the Planning and M&E Framework is set out as follows:



The principles of the Theory of Changes involving the utilisation Logical Framework indicators as tools is widely accepted in the context of both planning and M&E.

Monitoring cycles for the government provides for the periodical establishment of Departmental Annual Reports, which are consolidated in an annual corporate annual report to be submitted to the Public Service Commission (PSC), the DSPPAC, and ultimately be tabled in Parliament during its first sitting each year. The deadline for consolidated annual report submission to the PSC is the 31st of March each year.

2017-2019 Budget Appropriations

The Table below summarises the MTTCNVB's budget appropriation for the year 2017-2019:

Year	Funding source	Budget (VT)	Actual (VT)	% Budget utilised
2017	All	817,045,697	552,841,463	67.7
	Recurrent	352,182,822	337,550,081	95.8
	Development	464,862,875	216,641,382	46.6
2018	All	698,078,924	681,057,975	97.6
	Recurrent	449,754,622	445,728,946	99.1
	Development	248,324,302	235,429,029	94.8
2019	All	833,185,920	758,202,231	91.0
	Recurrent	583,273,418	479,249,281	82.2
	Development	249,912,502	278,952,950	111.6

The nominal overall budget increase between 2017 and 2019 is around 2%. Development funding decreased by almost 54% during the same period.

2020-2022 Budget Projection

Year	Funding source	Budget (VT)
2020 <i>Current</i>	All	648,723,418
	Recurrent	648,723,418
	Development	-
2021	All	850,000,000
	Recurrent	600,000,000
	Development	250,000,000
2022	All	875,000,000
	Recurrent	680,000,000
	Development	195,000,000

Budget Cycle of the Government of Vanuatu

At the beginning of each budget cycle the Ministry of Finance and Economic Management circulates a budget timetable, which provides a schedule of tasks and the deadline within which the tasks are to be completed.

General Instructions for the 2021 Budget Cycle

The outlined tasks will assist the Government in meeting the requirements specified in the PFEM (amendment) Act. 1998, as well as enable the preparation of an accurate budget to be passed by Parliament by the end of November 2020.

The proposed timetable requires Ministries to devote extensive time and effort towards budget preparation. At this stage, it is important for all Director Generals to consult with the staff of Department of Strategic Planning Policy and Aid Coordination (DSPPAC) and the Treasury to

begin work on identifying the recurrent and development budget priorities for the upcoming year's Budget. This is to ensure conformity of Ministry and Department priorities with the national development strategy, policies and objectives of the overall Government of Vanuatu.

Further information and guidelines regarding the preparation of budget submissions are usually circulated in May each year when Ministry Ceilings are distributed.

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2019 Budget Cycle Timetable (example)

Date	Activity	Responsible Agencies
18 th – 22 nd March Week 13	Meeting to discuss policy priorities	<u>DSPPAC</u> & DOFT
25 th March – 5 th April Week 14 – Week 15	Consultation with line ministries regarding Budget Policy Priorities	<u>DSPPAC</u>
29 th March Week 14	Closing date for 2019 Supplementary Budget Submissions	<u>DOFT</u> & DSPPAC
1 st – 12 th April Week 15 – Week 16	Budget Training	<u>DOFT</u>
8 th – 12 th April Week 16	MEC Meeting	<u>DOFT</u> , <u>RBV</u> , <u>NSO</u>
8 th – 19 th April Week 16 – Week 17	<p>Compile budget policy priorities</p> <p>Submit budget policy priorities to DCO for information</p> <p>Submit budget policy priorities to COM for approval</p> <p>Inform Ministries to start amending their programs, activities and narratives to reflect policy priorities</p>	<u>DSPPAC</u>
15 th – 19 th April Week 17	<p>Fiscal aggregates and macroeconomic framework developed by DOFT in consultation with RBV & NSO:</p> <ul style="list-style-type: none"> ➤ Draft overall expenditure envelope (for whole of Government) ➤ Establish Fiscal Priorities 	<u>DOFT</u> , NSO and RBV
22 nd – 26 th April Week 18	Budget Policy Statement to be submitted to Minister and DG MFEM followed by its publication	<u>DOFT</u> & DSPPAC
22 nd April – 10 th May Week 18 – Week 20	Analysis of the 2019 Supplementary Budget	<u>DOFT</u> & DSPPAC
30 th April Week 19	Q1 Expenditure Report	<u>DOFT</u>

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Date	Activity	Responsible Agencies
29 th April – 3 rd May Week 19	Budget Policy Statement to be shared with Development Partners	<u>DSPPAC</u>
6 th – 10 th May Week 20	Finalize Financial Regulation 2.2. Reports	<u>DOFT</u>
13 th – 17 th May Week 21	Screening of 2020 Ministry Ceilings Screening of 2019 Supplementary Budget Submissions	<u>MBC, DOFT & DSPPAC</u>
20 th – 24 th May Week 22	Submit Ministry Ceilings for approval to DCO and COM Distribution of MBC approved ceilings to every Ministry and Department along with the Budget Guidelines <i>Ceilings are set at the Ministry level only.</i>	<u>DOFT</u>
27 th – 31 st May Week 23	Internal consultations on their respective budget ceilings	<u>Line Agencies</u>
3 rd June Week 24	Open VBMS to line agencies for budget entries	<u>DOFT</u>
24 th – 28 th June Week 27	Presentation of the Financial Regulation 2.2 Report to PSC	<u>DG MFEM</u>
5 th July End of Week 28	Submit budget submissions to DOFT	<u>Ministers, DGs & Finance Officers</u>
8 th July – 2 nd August Week 29 – Week 32	Lock-down of VBMS for all Ministries	<u>DOFT</u>
8 th July – 2 nd August Week 29 – Week 32	Review budget submissions and NPP's for MBC briefs and presentations	<u>DOFT & DSPPAC</u>
8 th July – 2 nd August End of Week 28	Review and finalization of Narratives Narratives sent to language service for translation	<u>DSPPAC</u>
26 th July End of Week 31	Q2 Expenditure Report	<u>DOFT</u>

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Date	Activity	Responsible Agencies
29th July – 2nd August Week 32	Publish Half Year Economic and Fiscal Update	<u>DOFT</u>
5 th – 16 th August Week 33 – Week 34	Presentation of budget and NPP briefs	<u>DOFT</u> & <u>DSPPAC</u>
5 th – 16 th August Week 33 – Week 34	Presentation of Ministry budgets to MBC	<u>Ministers</u>
19 th – 23 rd August Week 35	Final Development Partner support figures provided to DOFT for presentation to MBC	<u>DSPPAC</u>
23 rd – 30 th August Week 36	Consideration of final draft of budget and NPP list (Recurrent and Donor)	<u>MBC</u> , <u>DOFT</u> & <u>DSPPAC</u>
2 nd – 6 th September Week 37	Draft final budget papers sent to DCO for information Final Budget forwarded to COM	<u>DOFT</u>
2 nd – 6 th September Week 37	Preparation of Appropriation Bill	<u>SLO</u>
9th – 13th September Week 38	Appropriation Bill distributed to MP's	<u>Clerk of Parliament</u> & <u>DOFT</u>
16 th September – 18 th October Week 39 – Week 43	Final budget books prepared in French and English and printed	<u>DOFT</u> & Language Services
21 st October – 15 th November Week 44 – Week 48	Distribution of Budget Books to MP's Budget tabled at the Parliament	<u>Clerk of Parliament</u> & <u>DOFT</u>
25 th October End of Week 44	Q3 Expenditure Report	<u>DOFT</u>

4. MTTCNVB'S INSTITUTIONAL STRENGTHENING

The MTTCNVB saw its operational budget steadily increase since 2014. This is mostly due to the successful implementation of the Trade Mainstreaming Agenda, which encompasses the following three pillars:

1. The Policy Pillar;
2. The Institutional Pillar; and
3. The Cooperation Pillar.

Whilst each pillar has evolved at different pace, the cooperation pillar has shown positive results, with many donor partners contributing to a large portion of our operational budget in 2020.

The New Zealand Government remains a solid partner for the tourism sector, the Australian Governance for Growth Program continues to support capacity building, research and policy formulation initiatives, the EDF 11 funded VaVaC Programme is currently under implementation and historical partners such as the UNIDO, UNDP, IFC and others are still widely supporting our annual activities.

Despite unforeseen shocks challenges affecting Vanuatu's economy during the last decade, Vanuatu has generally seen positive growth. Such growth has had a direct impact on the status and expectations of the MTTCNVB as to its prospective positioning and sub-sequential roles and duties.

The MTTCNVB is by establishment, the Ministry of commerce, trade, business, private sector development, investment, industries, tourism, cooperatives, intellectual property and standards. The actual contribution of these sector to the economy is immense, as tourism alone accounts for over 60% of GDP contribution, and sustains a current surplus in trade in services.

Commerce trade and investment are key drivers for Vanuatu's economic growth and the MTTCNVB is gradually upgrading its vision and mission statements, as well as its key long terms objectives to ensure it will achieve maximum yield for the next decade to come. At its current state, the MTTCNVB and its line agencies will not be able to deliver expected results for the Government and long-term impact-benefits for the Vanuatu population.

In this context, the Corporate Plan proposes to develop and design an "institutional strengthening action plan", which shall build up on the past challenges and lessons-learned so

to further enhance the Ministry's capacities in the medium term. Key focal interventions areas under such action plan to be considered are proposed as follows:

1. Institutional strengthening of the MTTCNVB to enhance its role and interventions
2. Communication strategy and plan at internal and external levels;
3. Policy, plans, strategies and programmes rationalisation to avoid gaps and duplication, as well as enhanced alignment with the budget formulation cycle;
4. In conjunction with other Ministries and Government Agencies, simplify business establishment processes and procedures and render Vanuatu's commercial and investment environment more attractive;
5. Further strengthen staff capacities, by conducting capacity needs assessments in each agency with a resulting human resources capacity development plan and reform.

Strengthening the role and interventions of MTTCNVB

This proposed action will be implemented during the 3-year lifespan of the present Corporate Plan shall affect the following entities:

- The Corporate Services Unit, including the Trade Development Division, the Vanuatu Bureau of Standards and Vanuatu Intellectual Property Office;
- The Department of Industry;
- The Office of the Registrar of Cooperatives and Business Development Services; and
- The Department of Tourism

The Corporate Services Unit (CSU)

The capacities and roles of the CSU have been drastically severed during the last decade. Whilst its main responsibilities included planning, monitoring, policy coordination, financial management and general administration at corporate level, the CSU barely provides those executive services to the Ministry and its line agencies. The reasons behind such shortfall can be explained by increased commitment from the Ministry and its agencies towards donor funded facilities, which were forcefully redirected towards the TDD and the Departments.

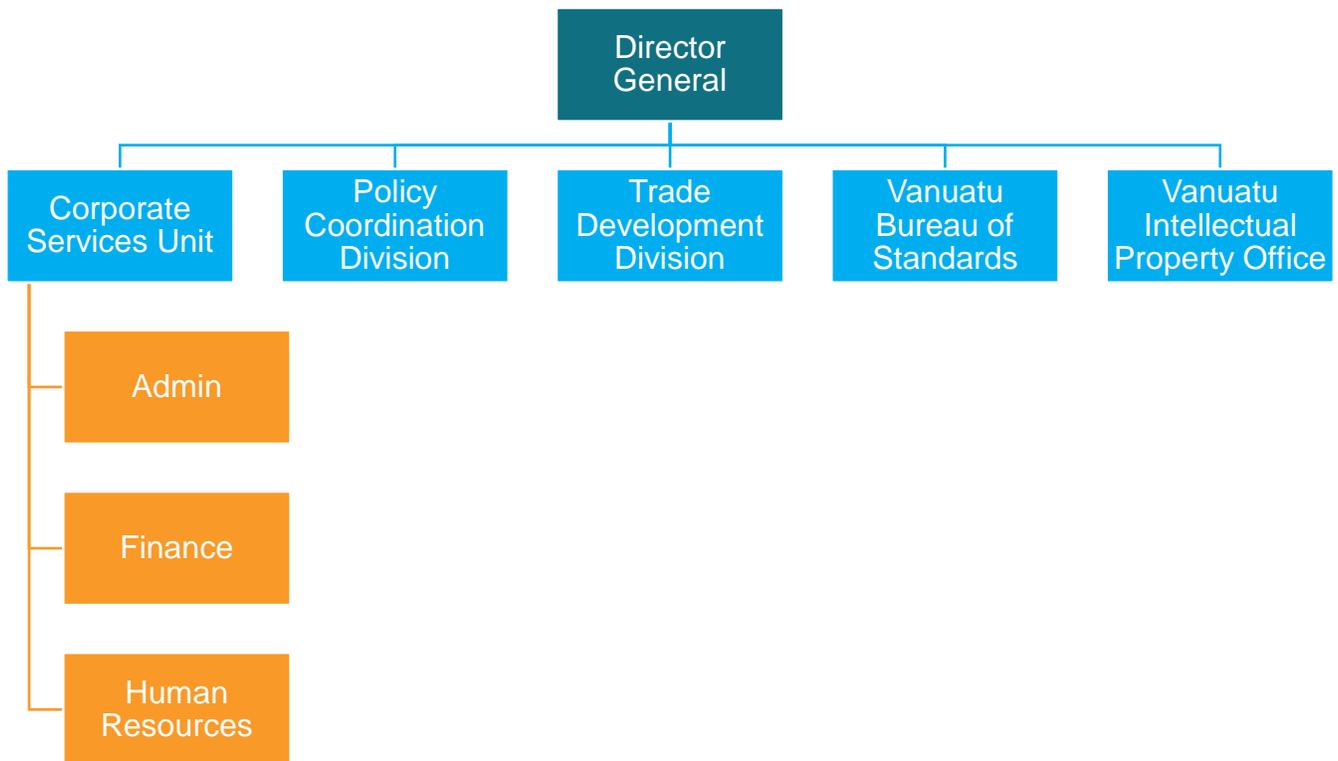
Under the current budget structure, the TDD falls under the CSU programming, but institution-wise, the TDD acts as a separate entity, answering directly to the Director General. Noting that the TDD's role towards the successful mobilisation of Aid-for-Trade funding is undeniable, it also adversely overloaded the division, which is now subject to uncoordinated solicitations, and affecting its performance results.

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In this context, the re-positioning of the CSU and the TDD should be a priority intervention for the next 3 years to come.

The VBS and the VanIPO are two institutions, which are soon expected to become grant entities. Indeed, the VBS Act has been passed by Parliament in 2016, establishing this institution as a Statutory Body and defined under the MFEM as a “grant body”, whose grant budget is to be managed and disbursed by the MFEM. Similarly, the VanIPO’s budget is currently being held under the CSU, whilst it is forecasted that in the short term, an Act of Parliament will also establish this institution as a Statutory-grant Body.

The Chart below presents the current Corporate structure of the MTTCNVB, including that of the CSU, but excluding those of lines agencies, departments and statutory bodies:



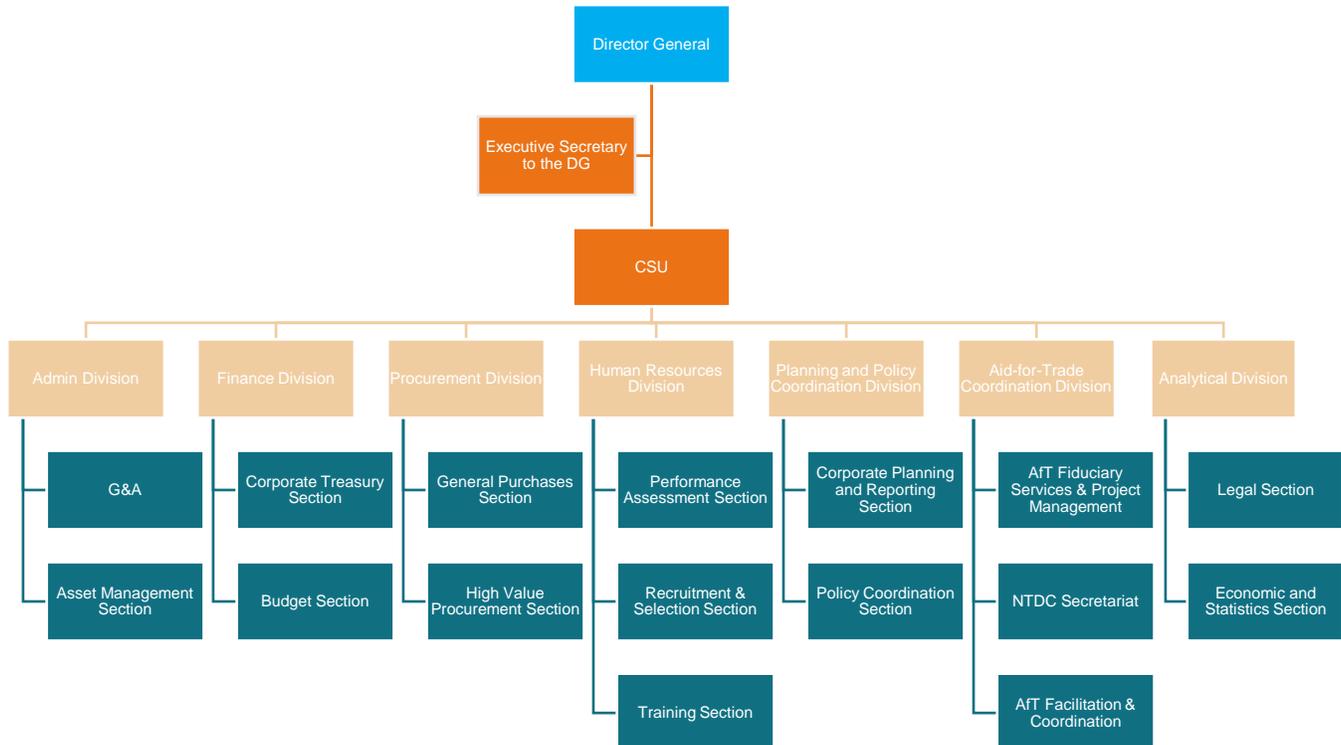
The proposed action is to focus on re-vamping the CSU as it was initially intended when these Units were established across the Government Services in the early 2000s.

The first action should be to extract the VBS and the VanIPO from this structure as soon as their Statutory and grant status is fully established. The VBS is in transition for 1 year for detachment with CSU corporate structure. The Public Service Commission has given its approval in early January 2020

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To be consistent with the Ministry's budget narrative and its role to deliver executive services to its line agencies and the Cabinet of the Honourable Minister, functions should be re-localised under the CSU. In other words, and as a second action, the TDD and the Policy Coordination Division should fall under the responsibility of the CSU and its Executive Officer.

The proposed CSU structure is presented in the chart below:



This structure envisages the creation and establishment of new divisions, namely:

1. A Procurement Division; and
2. An Analytical Division.

The Procurement Division is an absolute need to the Ministry, which aims at expanding the scope of its public services delivery to the population, and which is increasingly benefitting from various funding sources to support its on-going and prospective activities. Donor funding eligibility is also highly dependent of one agency's capacity to perform procurement according to stringent guidelines, rules and regulations, which requires the inputs and services of procurement specialists dearly needed at the MTTCNVB.

The Research and Development Division shall also be considered as a priority. Indeed, access to trade, business, investment, labour and social data is difficult, inconsistent and insufficiently disaggregated, which often impacts the capacity of the Ministry and its agencies to perform

accurate forecasts, to plan and report on activities, to take informed policy and strategic decisions, as well as to publish data for the general public's consideration. It is envisaged that this division will also include a legal section specialising in regional and international trade agreement, business- and commerce-related legislations and regulations, and which could provide legal advices on Council of Ministers' papers produced by the Ministry and its line agencies.

The TDD is expected re-orient its roles towards exclusive Aid-for-Trade Coordination Services, which includes the organisation, three times a year, of the National Trade Development Committee, the provisions of project oversight and fiduciary services to AfT funding beneficiaries, and the facilitation and negotiation of AfT support with donor partners, under the express direction of the Director General.

The Policy Coordination Division is expected to be institutionally re-located under the CSU and shall be re-named Planning and Policy Coordination Division. Such proposal aims at improving consistencies between planning, reporting and policy coordination activities, so to align the latter with the overall Government's M&E Framework.

The MTTCNVB deals with a wide range of stakeholders, particularly with the business community encompassing primary producers, processing and manufacturing industries, services firms, traders and exporters. An important flow of data and information is generated through their economic activity, which is barely captured by the Government, apart from pre-established data collection systems developed by the Department of Customs and Inland Revenues (DCIR) and the Vanuatu National Statistics Office (VNSO). Those collected data are mostly aggregated and difficult to identify.

In this context, it is proposed to establish a dedicated Research and Development Division in charge of collecting business and trade data for analysis and publication, jointly with the VNSO and the DCIR. Moreover, this division shall incorporate an economic analysis dimension so to best inform MTTCNVB decision makers and the Government of Vanuatu on policy and strategic decisions.

A Legal Section under the Research and Development Division is also envisaged to assist agencies dealing with sets of regional and international agreement, as well as legal compliance whenever a decision is to be made.

The Department of Industry (DOI)

The organisational structure of the DOI mostly focuses on primary industry development, support towards manufacturing industries, marketing and promotion, provincial extension services, and policy and planning.

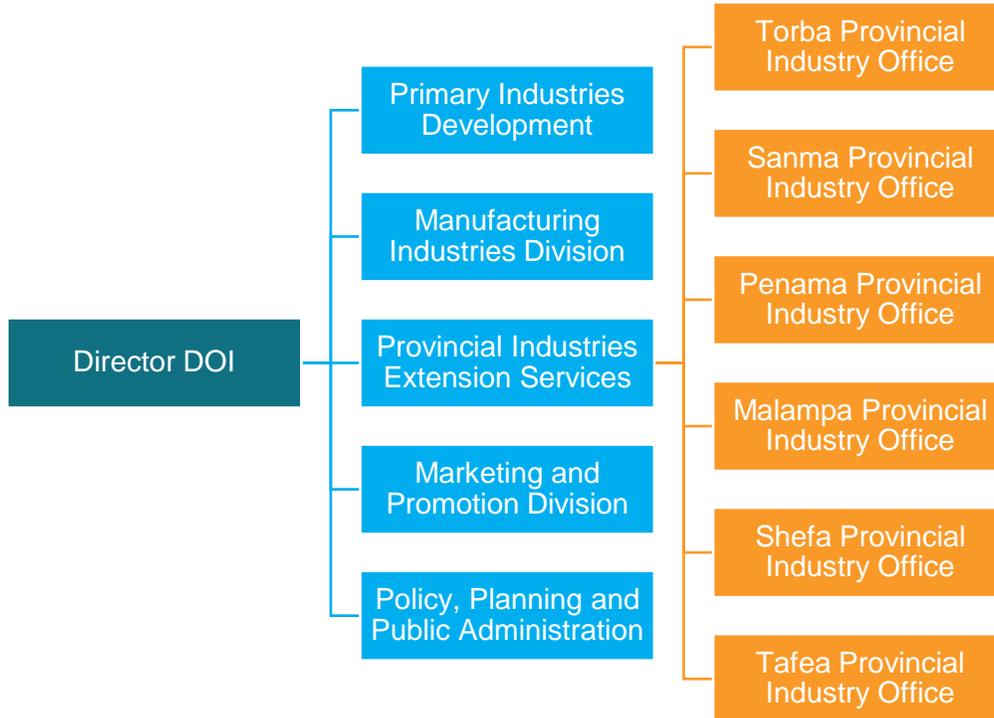
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Whilst the Department has been able to reasonably deliver under the primary industry development and manufacturing support, it fell short to deliver under the other components.

Staff turnover and juniority, limited budget allocation and unattractive package explain the human resources shortage and subsequent operational implementation limitations. Moreover, the institutional scope of the DOI is at times conflicting with that of other Government agencies, notably the Office of the Registrar of Cooperatives and Business Development Services and the MALFFB.

In the same context, the Department also focuses its interventions on micro-projects, whose implementation and monitoring are costly and time consuming for such small-sized agency.

The current approved DOI structure is presented in the Chart below:



Under the above structure, and whilst the geographical scope of presence and intervention of the DOI is spread throughout the country, the Department restrains its attention mostly towards basic value addition industries and does not possess the tools to enhance the global business environment for such industries to thrive in Vanuatu.

In this context it is envisaged under the Corporate Plan to reshape the DOI to render it more adapted to the current economic needs of our key private sector stakeholders. Such proposed reform also focuses on enabling improved synergies and linkages with intermediary

organisations and statutory bodies directly or indirectly dealing with the private sector and the civil society, notably the VFSC, the VIPA, the VCCI and the VBS.

Therefore, the DOI should identify a structure, which would not only encompass industries as an input for economic development but also the overall commercial and trade aspect of industries to redefine economic development as an output and an outcome.

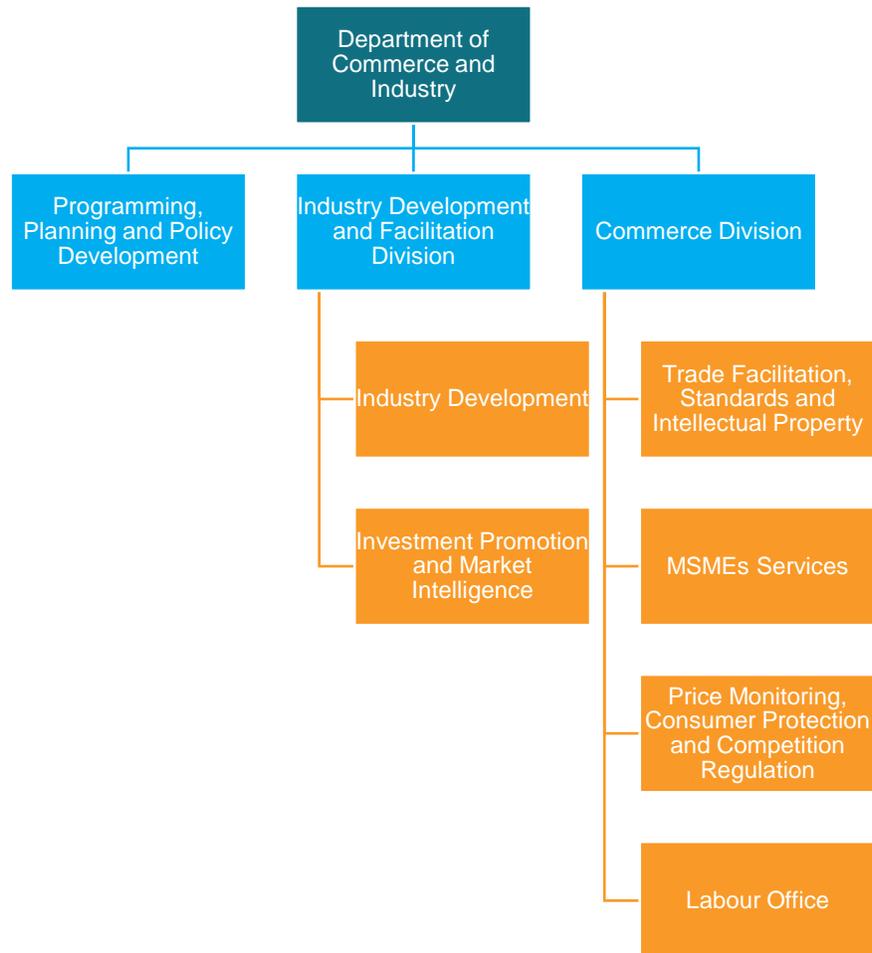
To achieve this vision, the DOI has already envisaged to upgrade its structure and services to encompass the following thematic areas:

1. Policy Development, Formulation and Monitoring, as well as Programming and Planning
2. Industry Development, including primary and manufacturing industries with their respective provincial extension services
3. Investment Promotion (without segregating FDI) and Market Intelligence
4. Trade Facilitation, Standards and Intellectual Property
5. MSMEs Services, including business incubation, innovation, training and capacity building
6. Price Monitoring, Consumer Protection and Competition Regulation
7. Labour Office

A DOI structure has recently been approved by the PSC with new job designs and new positions to address the gaps within the existing structure. But to take it a step further, the three first components listed above should ideally be aggregated under a proposed “Industry Development and Facilitation Division”, whilst the last four should be incorporated in a proposed “Commerce Division”.

The chart below proposes an upgraded structure for the DOI:

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Programming, planning and policy prerogative shall be the direct prerogative of the Director of the Department and the Heads of the two prospective divisions.

The Industry Development and Facilitation Division's main focus should be similar to the functions performed by the current structure

The Commerce Division will see extensive functions being added under the Department, whereas:

- *Trade Facilitation*, in close coordination with the CSU, should establish and maintain clear linkages between the Department and the Department of External Trade, sitting under the Ministry of Foreign Affairs, International Cooperation and External Trade (MFAICET) and facilitate the implementation ratified trade agreements' provisions;
- *Standards* is integrated to the structure formalise linkages with the mandate performed by the VBS and possibly the Department of Biosecurity with the focus of lowering Technical Barriers to Trade for internationally traded Vanuatu-made products

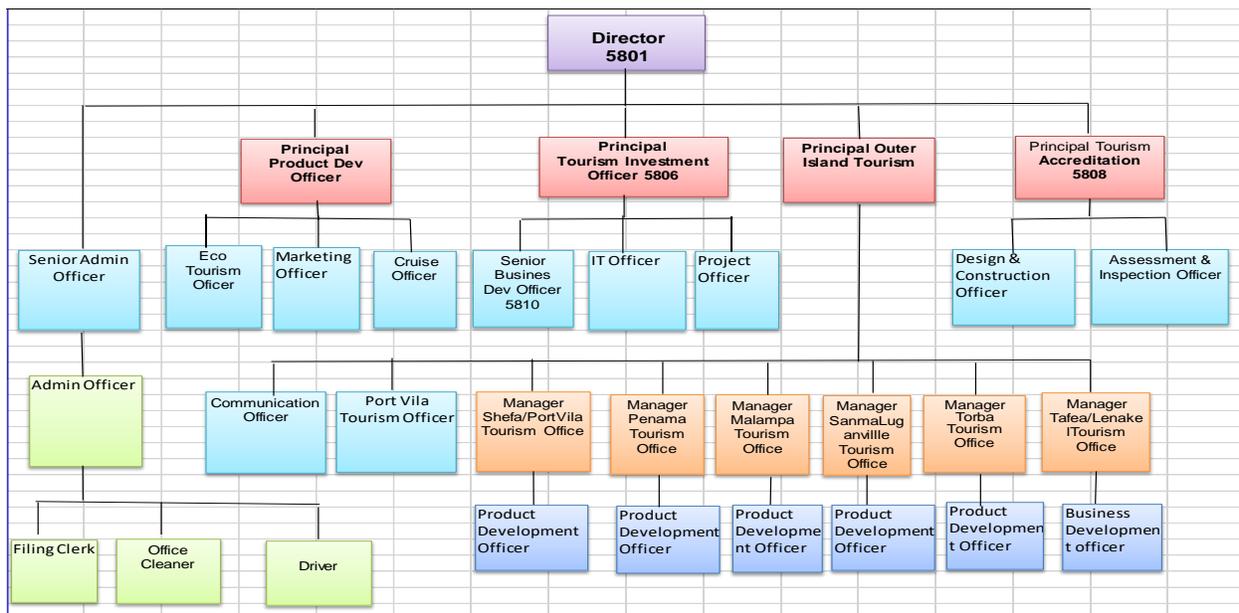
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- *Intellectual Property* being under the direct responsibility of the VanIPO would be further strengthened by having an arm and support within this enhanced structure

The Department of Tourism (DOT)

The Department of Tourism and the Vanuatu Tourism Office (VTO) as its statutory organisation plays an important role in framing and regulating the tourism sector in Vanuatu. Tourism accounts for the biggest share in GDP and positively impact Vanuatu's historical trade deficit. As a MTTCNVB agency, the Department has the biggest budget share amounting VT 135,129,179 in 2020.

In terms of internal structure, the DOT has already proposed some slight alterations to the structure shown in the Chart below:



It is expected that within the next two years such amendments or adaptations will be approved by the relevant authorities.

To date the Department has received extensive funding support from various donor partners, notably the New Zealand Ministry of Foreign Affairs and Trade (NZ-MFAT).

The Office of the Registrar of Cooperative and Business Development Services (ORCBDS)

The ORCBDS is a major MTTCNVB Department. In fact, it sits at an institutional cornerstone bridging the Ministry of Agriculture, the business sector and industry partners. Such situation renders the Departments roles and responsibilities sometimes unclear and even conflicting with that of other Government agencies.

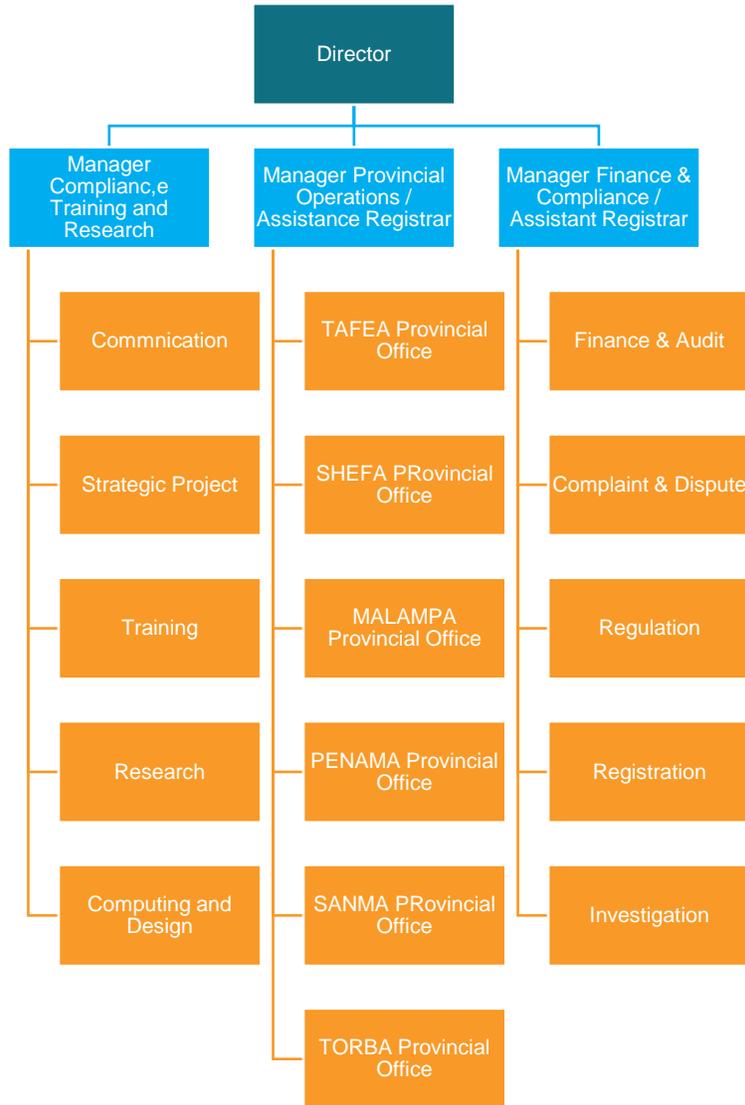
Initially, and though it always was considered as a department, the ORCBDS was established by law to perform specific statutory functions towards the registration, oversight and regulation of all existing cooperatives, which were due to be registered by the Department's Director, also called the Registrar of Cooperatives. Such function is very similar to that of other regulatory bodies such as the Utility Regulatory Authority and the Telecommunication and Radiocommunication Broadcast Regulator (TRBR). Progressively, additional functions were added to the Registrar's portfolio, which is today known as the Department's Communication, Training and Research Division.

In 2019, a Council of Ministers' meeting resolved to split the ORCBDS, whilst creating a new Department to be known as the Department of Ni-Vanuatu Business, distinct from the Department of Cooperative (known as the Office of the Registrar of Cooperatives). Whilst the rationale behind such resolution is sensible and reasonable, the question of whether or not creating a new Department should be raised to primarily ensure that the new entity will be able to deliver and carry out its duties and responsibilities. Moreover, prior to establish such agency, the Ministry should develop and endorse a relevant policy and strategy to guide the new department in its endeavours.

The proposed adaptation would be for the MTTCNVB Senior Executives, under the leadership of the Honourable Minister, to consider integrating this structure under the reformed Department of Commerce and Industry and turn the Department of Ni-Vanuatu Business into the MSMEs Section of the Commerce Division. The whole budget allocated to the initially proposed Department of Ni-Vanuatu Business would in turn serve to fund the payroll and operations of the Commerce Division of the DOCI.

The current ORCBDS structure is shown in the Chart below:

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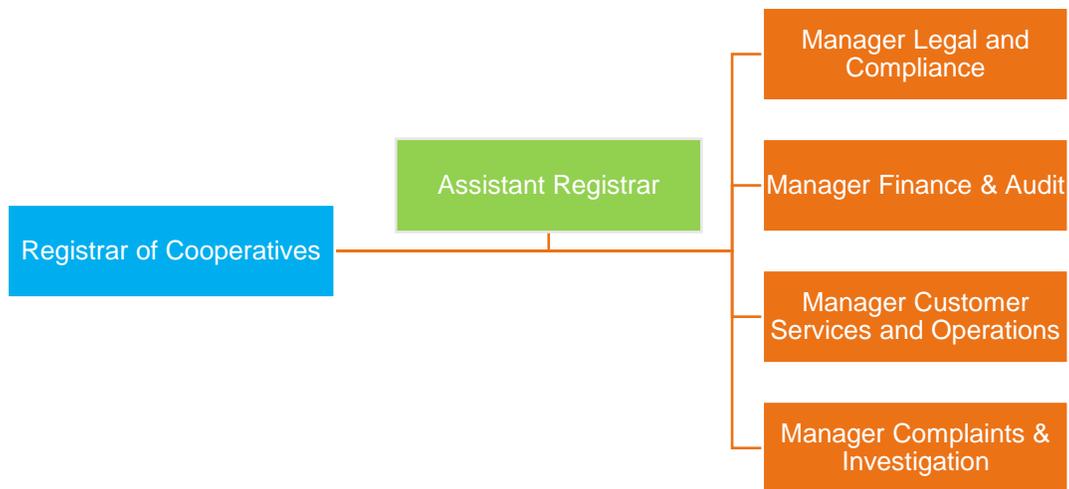
Over the mid- to long-term, the MTTCNVB should envisage to abide with the Council of Ministers' decision to split the ORCBDS, whilst considering the integration of the Business Development arm into the DOI, to become the DOCI. What remains of the ORCBDS should also be subject to structural reform. Indeed, the ORCBDS, since 2017 has successfully re-vamp its cooperative network by reviving an entity which was then known as the Vanuatu Cooperatives Federation (VCF).

The VCF is a private sector APEX Cooperative, or a cooperative of cooperatives. Upon its re-establishment in 2017, the ORCBDS initiated major reforms and the VCF was re-named the Vanuatu Cooperative Business Network (VCBN). The VCF and then the VCBN are not Government entities, but are, by definition, one entity, fully privately-owned by member-

cooperatives. Its prerogatives progressively overlap with that of the current ORCBDS with regards to cooperatives extension services, market information and training.

Such evolution could positively lead to the re-focussing of the ORCBDS towards its main role, which is to regulate encourage better governance in the cooperative sector. As such, the need for the ORCBDS to exist as a Department would progressively lead to the establishment of the Office of the Registrar as a Statutory grant Body so preserve its independence as regulator and registrar.

The proposed structure of the Office of the Registrar of Cooperatives (ORC) is presented in the Chart below:



The Vanuatu Chamber of Commerce and Industry (VCCI)

The Vanuatu Chamber of Commerce and Industry is a statutory body established by an Act of Parliament. The Act provides for the establishment of a VCCI Council, whose mandate is to oversee the administration and management of six provincial and two municipal chambers of commerce and industry.

The Port Vila Chamber of Commerce is the main chamber interfacing with private sector stakeholders throughout the country.

It is the intention of the VCCI members and the Government to jointly review the VCCI Act and strengthen its structure.

The Vanuatu Investment Promotion Agency (VIPA)

The Vanuatu Investment Promotion Agency, formerly known as the Vanuatu Investment Promotion Authority, constitutes the institutional gateway for FDI in Vanuatu. In 2019, the Foreign Investment Act was amended, including new provisions for the Agency.

The Agency now needs to produce and implement a new Investment Policy and upgrade its data and information systems capacity. The key priority areas are to pursue easing of doing business in Vanuatu, specifically through increased investment in priority development sectors identified by the Government of Vanuatu and private sector stakeholders.

The Vanuatu Bureau of Standards (VBS)

The Vanuatu Bureau of Standards (VBS), formerly known as the Food Technology Development Centre and Analytical Unit (FTDC-AU), was formally established by an Act of Parliament in 2016.

Institutionally, a Board is in place, with an administrative and management team executing its core functions. The VBS needs to complete its establishment stage by extracting its budget and finance components from that of the CSU, so to become a fully independent body.

The Vanuatu Intellectual Property Office (VanIPO)

The Vanuatu Intellectual Property Office (VanIPO) is today established as a division of the CSU. It is the intention of both the VanIPO and the MTTCNVB to progressively establish the office as a fully-fledged statutory body.

The Vanuatu Tourism Office

The Vanuatu Tourism Office is a statutory body established by an Act of Parliament, CAP 142 of 1982. The Act establishes the Office's functions and powers governed by a Board of Directors. The Office is a statutory body under the Ministry of Tourism, Trade, Commerce and Ni-Vanuatu Business (MTTCNVB).

The Office main function are stipulated by the Act under section 3 sub section 1 and sub section 2 "*The Office shall encourage and assist the sustainable development of the tourism industry within Vanuatu by undertaking coordinated tourism marketing in overseas and domestic markets*"

No major institutional reforms have been identified. However, the Office still encounters minor operational challenges, as listed in the VTO's 2019 Annual Report.

Improved Communication

Another key highlight of the TRP 2020-2022 is the need for the MTTCNVB and its line agencies to better grasp the importance and impact of:

1. improved internal communication as an administrative tool leading to successful achievement of priority activities; and
2. enhanced external communication to further promote transparency and visibility over the work performed by the Ministry.

The MTTCNVB is currently undergoing series of interview in the TRP's context so to produce a sensible capacity needs assessment, which shall result in a capacity training programme, to be implemented in the second half of 2020.

Rationalisation and Alignment of Policies, Plans, Strategies and Programmes

Such rationalisation can only be achieved if initial planning and programming cycles are aligned. Then the MTTCNVB shall formally and properly establish within its structure a fully-capacitated policy coordination and monitoring division.

At external level, the Ministry should intensively liaise with DSPPAC and MFEM counterparts to solve planning, M&E and budgeting cycle alignment issue.

Ease of Doing Business in Vanuatu – Process Simplification

Business establishment involves series of Government agencies and subsequent processes, including but not limited to:

- The VIPA (for FDI);
- The Vanuatu Financial Services Commission (VFSC) for business registration;
- The Immigration Office (for FDI) for residency permits;
- The Department of Labour (for FDI) for work permits;
- The DCIR for business licensing and VAT registration;
- The Department of Lands for land acquisition;
- The Department of Environment Protection and Conservation for Environment Impact Assessment;
- The Department of Industry for the obtention of Industrial Permit

Fee levied to prospective and existing businesses can also be a deterrent to sustained economic growth whilst not guaranteeing optimum Government service delivery and revenues.

The newly established e-Single Window could potentially further decrease the costs of doing business in Vanuatu.

MTTCNVB agencies, notably the DOI and the VIPA, should take the lead in exploring avenues to further help the business community in establishing new ventures and strengthening existing ones. The present Corporate Plan caters for such potential activities.

Training Needs and Response

The Corporate Plan envisages to perform training needs assessment of the Ministry and agencies' staff and officers during the first quarter of 2020. This will lead to the formulation of training modules to be approved by the Director General, the Directors and Heads of Statutory Bodies and to be incorporated in the MTTCNVB's Training Plan for the duration of the Corporate Plan.

5. TRADE-READY PROGRAMME 2020-2022

The Vanuatu Value Chain Programme (VaVAC)

The VaVAC Programme has been designed under the 11th European Development Fund, whose Financing Agreement was signed in 2018. The programme is currently under implementation and is budget-support based. In other terms, all VaVAC funding are channelled through selected Government agencies and budgeted in accordance with the Government's budget cycle and appropriated by Parliament each year.

The VaVAC Programme's lifespan is four years, between 2019 and 2023. The dedicated budget support ultimately targets two Ministries, the MALFFB and the MTTCNVB. These two ministries will see their budgets drastically increase during the above-mentioned period.

The Corporate Plan is not only a requirement under the Government's planning and M&E framework, it also aims at fulfilling the due diligence, compliance and legal requirements under the VaVAC FA.

The VaVAC FA reads as follows:

The overall objective of the VaVAC programme is to achieve a strong rural economy which creates opportunities, enables the climate-resilient development of rural communities, and increasingly contributes to national prosperity. The specific objective is to contribute to equitable, broad-based, and sustainable economic growth, recovery, and resilience by promoting organisation, and climateresilient production, value addition, safety and quality, and trade in the coconut, beef and fruits and vegetables value chains. These agricultural products contribute significantly to household income and were selected by the Government of Vanuatu (GoV) based on their farm income and employment potential, provincial impact, linkages with tourism and manufacturing, and suitability to satisfy domestic and international demand.

The VaVAC program will include two components. First, support to the government budget to create fiscal space for Rural Development, and specifically support climate-resilient production, value addition, trade, safety and quality for the target value chains. The component will also support the government's capacity to channel public funds to the selected value chains. The second component contains complementary support for the productive sector line ministries, notably Ministry of Tourism, Trade, Commerce and Ni-Vanuatu Business (MTTCNVB) and the Ministry of Agriculture, Livestock, Forestry, Fisheries and Bio-security (MALFFB) and the Ministry of Finance and Economic Management (MFEM).

The budget support component to the Government of Vanuatu amounts EUR 20 Million to be shared between the MALFFB and the MTTCNVB during the next four years.

General Objectives of the Trade Ready Programme

The following are the TRP overarching objectives and orientations for the MTTCNVB for the period 2020-2022:

OBJECTIVE 1: To strengthen the MTTCNVB divisions and departments which are mandated to increase Vanuatu investment and domestic trade and export;

OBJECTIVE 2: To upgrade the capacity of Intermediary Organizations (IOs) mandated to support the private sector;

OBJECTIVE 3: To implement an integrated Trade Development Programme for up to 100 selected MSMEs (NB this includes enterprises, cooperatives and start-ups) developing niche-products for domestic trade and export;

OBJECTIVE 4: To put into place grant and/or facilities for companies ready to trade and/or export

Background of the Trade-Ready Programme

Doing business in Vanuatu is patently very difficult. The islands are dispersed, with poor infrastructure, very high costs (transport, utilities etc.), poor human capital, and lack of finance being some of the many problems which firms face. This is particularly true for businesses involved in value addition of agricultural products, with there being very few examples of firms which are self-sufficient and successful over a long-period. This holds for both the domestic and the international market. Within the VaVac selected value chains almost all such value-adding businesses are based in Port Vila or Luganville, except for a few businesses engaged in coconut oil production.

Therefore, one of the objectives of MTTCNVB is to foster growth of firms within the rural and urban communities. This will require a transformative change. The suggested method is to intensively support a selected number of firms, individuals, or cooperatives who have the highest chance of success.

In the first year (2020), the focus will be on developing the capacity of the Government, intermediary organisations, and on selecting the businesses and MSMEs. In the latter years of the TRP 2021-2022, these groups will then be supported heavily – through a mixture of training, information sharing, and crucially a grant facility. Support to the intermediary organisations will help to improve the general business environment within the country, thereby increasing the likelihood of these firms succeeding.

Falling merchandise exports

Comparing 2017 to 2018, beef exports continue to decrease dramatically, falling 68%. This just exacerbates previous trends, with the exports of beef falling from VUV 518 Million in 2012, to just VUV 66 Million in 2018. Copra is no longer the largest merchandise export, with the value falling 77% against the previous year. Coconut oil export was similarly affected with a 50% decrease in 2018. Only kava is performing well, with a 51% increase from 2017 to 2018. Kava accounted for 52% of all merchandise exports in 2018.

Lack of adequate infrastructure and capacity for the private sector

Commercial horticulture is practiced only by a few producers located in the Port Vila area. There is poor inter-island infrastructure, affecting the transport of fresh produce. There is lack of understanding for how to handle produce, and a lack of adequate storage facilities, both on the islands and for exporters in Port Vila and Luganville. There are very few (10) processing plants of fruits and vegetables. Very few farmers are able to reliably guarantee that they will be able to provide high quality produce to an agreed schedule.

All of the above are reasons as to why retail markets and the hospitality industry have historically imported fruits and vegetables, despite the competitive prices of local products.

Lack of capacity from IOs

Diagnostics undertaken to gauge the ability of intermediary organizations to provide the support needed to support and grow the private sector have shown there is much improvement needed. IOs lack the capacity (human resources, appropriate skills, funding) and tools to communicate and engage meaningfully with the private sector. There is limited collaboration and networking with similar regional and international bodies, and data and information about the business community is extremely limited. There is no available up-to-date database containing business profiles (including information on structure, shareholders, size of the company, number of employees, annual turn-over, domestic, regional or international market share) among any of the intermediary organizations.

Many challenges affecting businesses

- Distance to market, cost of utilities, poor infrastructure, land disputes and weak government services.
- Lack of qualified human resources available to businesses impacting negatively on the productivity and competitiveness of goods produced locally compared to cheaper imported products.
- Lack of information available on niche markets and the absence of knowledge of the expectations of clients in terms of quality and certification of products.

- Difficulties accessing financing.
- Absence of meaningful public private dialogue which could contribute to the reduction in barriers faced by the private sector at a national and international level.

Hence, there is an urgent need to upgrade skills and infrastructures of government department and IOs and build the capacity of the producers to meet the demands of volume, quality and availability of products to the local market (hospitality sector) and to implement a Trade Ready Programme for assisting selected businesses to access regional and international markets.

Focus of Trade Ready Programme

The general objective of the TRP 2020-2022 is to increase domestic trade and exports of goods and services through upgrading the capacity of MTTVCNVB's Departments, of key intermediary organisations, and of the private sector. The programme is anticipated to last for until the formulation of the next MTTCNVB Corporate Plan.

The programme will facilitate linkages between agriculture, value addition and trade. Farmers (independently or through farmers associations) will be involved as part of the 100 selected businesses with the aim of stimulating value addition in the three value chains. Increasing and improving production will remain with the Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB). Mobilizing cooperatives, particularly the Vanuatu Cooperative Business Network (VCBN), will allow the TRP 2020-2022 to link producers to manufactures and to facilitate inter-island trade. Finally, collaboration between the Department of Industry (DOI), the Department of Tourism (DoT), and the Vanuatu Chamber of Commerce and Industry (VCCI) will ensure that the TRP 2020-2022 will involve businesses focusing on the local and touristic demand in the framework of import substitution and businesses focusing on export of niche products, exploiting the present or future unlocked (free) market opportunities (Trade Agreement with New Caledonia, PACER, MSG, EPA).

The programme will provide customised technical assistance and coaching for up to 100 MSMEs and cooperatives from the agro-industry and livestock sectors. In particular, they will acquire knowledge and experience relating to; product development, niche markets, market standards, export certification, trade regulation, Rules of Origin and Customs requirements. The MSMEs that do not meet the eligibility criteria will benefit from an accelerator programme dedicated to upgrade their capacity, providing chance to be integrated to the TRP 2020-2022 during its implementation.

Due to the challenges faced by MSMEs and cooperatives to access finance, it is proposed to set up grant facility which will benefit companies/cooperatives/start-ups which demonstrate their capacity to sustainably develop innovative products and generate employment. Here,

“sustainably” refers to both the long-term ability of companies to function without Government support, but also refers to environmental and local kastom dimensions.

The programme will actively collaborate with the education system, including but not limited to the Vanuatu Agriculture College, Vanuatu Skills Partnership, Vanuatu Institute of Technology, and the University of the South Pacific, which are preparing and encouraging graduates to launch their own businesses. To this end, the TRP 2020-2022 will provide tailored capacity building to selected graduates for starting their business (product development, market search, business planning, and training on management, finance, marketing, distribution and human resources management).

Linkages with the MALFFB

The MALFFB, through the work of the Departments of Agriculture, Livestock, and Biosecurity, are expected to have the following very high-level outcomes:

- Increased production of products (including off-season)
- Increased quality of the products (including consistency)
- Improved safety of the chosen products

However, much of this work from the MALFFB will be wasted if the MTTCNVB cannot improve the remainder of existing and performing value chains. Currently, many farmers choose to limit their engagement in commercial farming, as the opportunities to sell their goods – either in raw form or value added – simply does not exist. Unless these fundamental incentives are transformed, any proposed commitment will be a failure. The TRP 2020-2022 will attempt to remedy this, as previously outlined. It will link in with programmed MALFFB projects through the following routes:

- The VCBN is designed to be the apex co-operative for the whole country. Developing the capacity of this organisation should help to support many cooperatives, of which there are currently 324, to have better access to markets. VCBN's improved capacity will allow them to better coordinate their work with farmers and MALFFB – particularly around what products to plant, when to plant them, what to do with them, what prices to expect, etc. Whilst we must be careful to not overstate the impact or the reach the VCBN will have, it is hoped that by the term of this Corporate Plan the VCBN will be present consistently across much of the nation, as an indicator for improvement.
- Improved capacity of the VBS will help increase overall product quality, which will enable potential increase in prices, which firms can set, as well as opening up new markets. This is again expected to be a nationwide benefit.

- Similarly, support to other IOs, and Government departments, will bring nationwide benefits.
- The main component of the TRP 2020-2022 is the identification and intensive support to businesses and MSMEs. Although the selection criteria are yet to be developed and agreed upon, it is anticipated that one of the key criteria will be the linkages with MALFFB's projects. This programme or Corporate Plan will hopefully enable the establishment and development of numerous enterprises across the nation closely link in with the work of the MALFFB.

TRP 2020-2022 Objectives, Activities & Outputs

OBJECTIVE I: Department of Industry

Proposed Activities

Develop the skills, tools and methods for DoI staff for the following:

- implementing the National Industrial Policy (2018-2022);
- Identifying and selecting sustainable manufacturing/processing projects;
- Undertaking due diligence of local and foreign businesses requesting the assistance of the Department;
- Monitoring and evaluation of projects supported by the Department;
- Suitable audits of projects supported by the Department;
- Investment promotion for attracting local and foreign investors - in collaboration with VIPA, particularly in the framework of the Economic Development Zone project;
- Proposed policies and reforms to government for improving industrial development.

Expected Outputs

- National Industrial Policy implemented (reference to Smart Trade, Smart Investment, Vanuatu Brand, Drive MSMEs, Develop Talents programmes);
- DoI staff trained and knowledgeable on the selection process, due diligence, monitoring and evaluation, audit of MSMEs supported by the Department;
- Increased number of local and foreign investors.

OBJECTIVE I: Office of the Registrar of Cooperatives and Business Development Services

Proposed Activities

Develop the skills, tools and methods for ORCBDS staff on the following:

- Improving the productive capacity of the cooperatives for meeting the local market, including the tourism industry;
- Encouraging and facilitating standards and certifications of organic products for export (in collaboration with VBS);
- Improving the capacity of the local market structures organisations.

Expected Outputs

Cooperatives products and services more competitive for meeting the local market, including the tourism industry and for meeting the export market;

- Linkages between the supply (cooperatives producers) and the demand (market structures organisations);
- Proposed policies and reforms to government for ameliorating the role and the place of the cooperatives in the country.

OBJECTIVE I: Department of Tourism

Proposed Activities

Develop the skills, tools and methods for DoT staff for the following:

- Implementation of the Vanuatu Sustainable Tourism Policy (VSTP)(2019 – 2030)
- Monitoring and evaluation of the effectiveness and efficiency in the implementation of the VSTP
- Outsourcing of the Third Party Independent Body to carry out specific activities to allow credibility to DoT's programs
- Tourism Investment Support Program designed to encourage and support local rural tourism development
- Participation in international tourism related meetings to understand and be aware of trends in destination management issues and systems

Expected Outputs

- Tourism industry Skills & HRD Plan for the tourism training in Vanuatu that raises capacity of the Tourism industry and Government to meet the VSTP completed with an implementation plan
- Evidence of implementation of the VSTP through monitoring and evaluation
- Independent third party is established to carry out specific activities including audits and certification of tourism operators
- An Micro Finance Program is developed and operational to assist Ni Vanuatu operators in meeting tourism standards
- Increase in quality of rural Ni Vanuatu tourism businesses
- Evidence of tangible outcomes from participation in international tourism related meetings

OBJECTIVE 1: Trade Development Division

Proposed Activities

Develop the skills, tools and methods for TTD staff on the following:

- Trade facilitation (simplification, modernization and harmonization of export and import processes) for reducing the red tape
- Implementation of Trade Policy Framework “Doing business reform to the private sector” and “Priority sectors” components (in collaboration with DoI, VIPA and VCCI);
- Trade Intelligence Information;
- Aid for Trade fund mobilization for supporting trade initiatives in Vanuatu;
- Project management, including fund management, reporting, monitoring and audit;
- Proposed policies and reforms to government for improving trade facilitation.

Expected Outputs

- Better facilitation of trade contributing to improve export;
- Increased Aid for trade;
- Improved management of Aid for trade projects, including the EDF 11 VaVaC;
- Increased volume of donor funds for supporting trade initiatives due to experience gained on management, reporting, monitoring and audit.

OBJECTIVE 2: Vanuatu Bureau of Standards

Proposed Activities

Develop the skills, tools and methods for VBS staff on the following:

- Defining and putting in place the required infrastructure (building, equipment);
- Launching information campaigns to educate the public and private sector on standards, quality control, traceability and fair trade;
- Design and implement a comprehensive action plan on standardization, certification, quality assurance, accreditation and metrology. The action plan will take into consideration the following:
 - o communication tools (technical guides, brochures, website information...) for companies;
 - o support companies in the elaboration and implementation of standards (HACCP and ISO). Specific attention will be paid to the certification of “organic products” which have growth export potential;
 - o provide laboratory, metrology services and facilities for testing of imported and locally processed products for the export market.

Expected Outputs

- VBS providing better services to companies during the standardization and certification processes;
- Certified products more competitive in the local market, including the tourism industry, and the export market;
- Safety of products guaranteed to the consumers.

OBJECTIVE 2: Vanuatu Chamber of Commerce and Industry

Proposed Activities

Develop the skills, tools and methods for VCCI staff (5) on the following:

- Improving its ability to lobby and advocate on behalf of the private sector;
- Supporting activities focused on self-employment creation, with a focus on inclusivity (women and youth);
- Support training sessions to existing MSMEs for improving their competitiveness or new companies for starting a business;
- Assisting in collecting meaningful data to inform decisions made around investment and skills development in the country (trade and technical skills, specialists on green and renewable technologies);
- Supporting its ability to build the capacity of businesses in Vanuatu (improving the competitiveness of SMEs, integration of new technologies in farming and processing).

Expected Outputs

- Better services rendered to VCCI members;
- Business skills development (operations, financial management, marketing, business planning, market access strategies etc.) ameliorated for MSMEs
- Communication and visibility of Vanuatu businesses improved, both within Vanuatu and internationally.

OBJECTIVE 2: Vanuatu Investment Promotion Agency

Proposed Activities

Develop the skills, tools and methods for VIPA staff on the following:

- Implementation of the National Investment Policy (investment and trade parts in agro and tourism sectors)
- Update of their sector investment profiles which will also be linked to the Vanuatu Electronic Single Window;
- Investment Promotion, in particular in the framework of the Economic Development Zone, for which there was an initial launching in Santo in July 2019;

- promote the Vanuatu Electronic Single Window and Trade Portal to national and foreign traders and investors.

Expected Outputs

- The tourism and agro-processing sections of the National Investment Policy implemented;
- Better services provided to potential investors;
- Sector profiles for informing and attracting investors updated;
- Tools and methods on investment promotion ameliorated;

OBJECTIVE 3: Support to MSMEs

The aim of this objective is to support companies, cooperatives, associations of producers, and start-ups that add value within Vanuatu to achieve their market expansion objectives, both domestically and internationally.

It will include at least 100 MSMEs (companies, cooperatives, associations of producers, start-ups involved in the creation of products with niche-market value (beef, coconut fruits and vegetables (including root crops), kava, coffee, cacao).

More precisely, the TRP will provide skills to the beneficiaries to meet local demand and the requirements of the international markets in terms of standards, quality and regularity of supply of products. It will focus on the following:

- Develop a pool of trade-ready companies and cooperatives;
- Provide business intelligence (market research, new markets for export products and services, knowledge on the distribution/transport network). This action will be linked to a Market Intelligence Information System project implemented by the Department of Industry with the assistance of UNCTAD;
- Support companies to find customers at the national or international level;
- Ensure effective technical assistance is provided for export initiatives;
- Facilitate matchmaking actions (B2C, participation to trade fairs, professional salons);
- Monitor and ensure continuous improvement for growing export.

Skills, tools and methods provided to 100 value addition companies, cooperatives, associations of producers and start-ups on the following:

Proposed Activities

- Identification, selection, audit, due diligence of companies, cooperatives, associations of producers and start-ups;

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- Trade-readiness assessment to determine the capacity to trade domestically or export, and to build an action plan for trading locally or becoming an exporter;
- Knowledge of trade regulations and market standards;
- Knowledge of rules of origin;
- Participation in international workshops on export awareness and trade, including on regulation constraints;
- Doing business (opportunity and challenges in exporting in Pacific region and at international level);
- Development of trade capabilities for small companies with growth potential;
- Preparation to participate in trade fairs and professional salons;
- Specific assistance focusing on:
 - o product development
 - o search of niche-markets
 - o productivity improvement
 - o certification and quality development
 - o marketing and promotion planning
 - o business planning and access to finance
 - o customs requirements (certificate of origin, tax clearance...)

Specific actions for youth entrepreneurs including start-ups:

- Introduction to students on business opportunities in Vanuatu;
- Selection of graduates interested in starting a business, and capacity building in business planning;
- Call for business proposals and selection of projects which will benefit from a grant facility for seed money to start a business;
- Encouragement of take up of internship initiatives by large companies active in the agro, tourism and ITC sectors

Outputs

- Better knowledge on markets challenges and requirements
- Performance improved for better competition
- At least 1500 consolidated jobs for existing companies
- At least 500 jobs created for MSMEs investing in new technologies, know-how, marketing and distribution.

6. BUDGET PROGRAMS DESCRIPTION

Programs Summary

MTTCNVB's Corporate Plan

PROGRAM 1:
Cabinet Support
MTA

PROGRAM 2:
Executive Services and Management
MTB

PROGRAM 3:
Aid-for-Trade
Coordination and
Support Services
MTC

PROGRAM 4:
Industry Development
and Facilitation
MTD (intermediary
organisation)

PROGRAM 5:
Commerce
Development
MTE

PROGRAM 6:
Tourism Development
MTF

PROGRAM 7:
Cooperatives
Development
MTG

PROGRAM 8:
National Standards
Development
MTH

PROGRAM 9:
Intellectual Property
Development and
Protection
MTI

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Program no & ID	Program Denomination	Program Activity	Program Activity Denomination
1 – MTA	Cabinet Support	MTAA	Portfolio Coordination
2 – MTB	Executive Management and Corporate Services	MTBA	Executive Services
		MTBB	Planning & Reporting Services
		MTBC	Policy Coordination & Monitoring
		MTBD	Human Resources Management
		MTBE	Finance Management
		MTBF	Procurement Services
		MTBG	Assets Management
		MTBH	Technical & Legal Analysis
		MTBI	General & Admin
		MTBJ	Knowledge Management System & Communication
3 – MTC	Aid-for-Trade Coordination and Support Services	MTCA	General and Admin
		MTCB	National Trade Development Committee
		MTCC	Aid-for-Trade Coordination and Support Services
4 – MTD	Industry Development and Facilitation	MTDA	Admin and Finance

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		MTDB	Policy and Planning
		MTDB	Manufacturing Industries
		MTDC	Marketing and Promotion
		MTDE	Primary Industries Development
5 – MTE	Commerce Development (DOI / VCCI / VIPA)	MTEA	Access to Capital Financing
		MTEB	Trade Facilitation
		MTEC	Consumer Protection, Competition and Price Monitoring
		MFIE (VCCI)	Strengthened Private Sector Partnership
		MFIL (VIPA)	Improved Investment Promotion and Environment
6 – MTF	Tourism Development	MTFA	Admin & Finance
		MTFB	Sustainable and Responsible Tourism Management
		MTFC	Tourism Standards and Accreditation
		MTFD	Decentralised Tourism Extension Services
		MFIA	Vanuatu Tourism Office
7 – MTG	Cooperative Development	MTGA	Admin & Finance

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		MTGB	Policy, Regulatory Environment and Partnership
		MTGC	Cooperative Access to Finance and Credit
		MTGD	Cooperative Market Information Systems and Quality Infrastructure
		MTGE	Ni-Vanuatu Business Development Services Relocation
8 – MTH	National Standards Development	MTHA	Admin & Finance
		MTHB	Standards and Certification
		MTHC	Laboratory Testing
		MTHD	Metrology
		MTHE	VBS Transition as a Statutory Body
9 – MTI	Intellectual Property Development and Protection	MTIA	Admin & Finance
		MTIB	Patent, Trademark, Copyright Registration Services
		MTIC	Policy and Legislative Development and Implementation
		MTID	VanIPO Transition as a Statutory Body

Ministerial Cabinet

PROGRAM I

2019-20 Program Budget Denomination

MTA – Cabinet Support

2021-22 Proposed Program Budget Denomination

MTA – Cabinet Support

Overarching Program Objective

To support Ministerial Portfolio Coordination

Program Activities – Specific Objectives

<p>MTAA – Portfolio Coordination</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Better positioned Ministry in the Government Line-up; 2. Increased political ownership of policy directives and development; 3. Improved economic results for the domestic and regional trade sector; 4. Enhanced business environment; 5. Sustained economic growth for Vanuatu. 	<p>MTAA: Specific Objectives</p> <ul style="list-style-type: none"> - Provide political coordination, facilitation and support with high-level focus on investment, tourism development, business development, commerce and trade, price monitoring, consumer protection, competition, manufacturing, value-addition, product innovation through research and development, economic diversification, job creation, increased livelihood, fostered economic growth and expand public revenue base, market access, trade facilitation, standards and qualification - Oversee the development and endorsement of policy and regulatory framework and ensure their respective implementation in compliance with the Government's priorities - Provide clear political directions to maintain and improve public service delivery to the Ministry's stakeholders - Oversee COM submissions to be prepared by MTTCVNB and agencies - Participate in COM Meetings - Represent the Ministry during high-level events and official tours - Ensure Parliamentary submission are done in accordance with the law and established regulations
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Corporate Service Unit

PROGRAM 2

2019-20 Program Budget Denomination

MTB – Executive Management and Corporate Services

2021-22 Proposed Program Budget Denomination

MTB – Executive Management and Corporate Services

Overarching Program Objective

To ensure effective Executive Management of the Ministry and to provide executive support services to its Line Agencies

Program Activities – Specific Objectives

<p>MTBA – Executive Services</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Improved Executive Coordination amongst Lines Agencies; 2. Enhanced executive support services provided to the Cabinet, the CSU, the Departments, Statutory Bodies and stakeholders in general 	<p>MTBA: Specific Objectives</p> <ul style="list-style-type: none"> - Provide Executive Secretarial services to the Office of the Director General - Facilitate Council of Ministers' submissions - Organise Periodical Senior Executive Meetings - Provide administrative and logistical support to Ministry's events' organisation - Provide executive support to the establishment of prospective new structures for the CSU and other MTTCNVB agencies
<p>MTBB – Planning and Reporting Support Services</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Greater alignment amongst policy objectives and programmed activities programmed activities; 2. Improved planning and reporting quality. 	<p>MTBB: Specific Objectives</p> <ul style="list-style-type: none"> - Support the consolidation of the Ministry's Corporate Annual Report - Develop Corporate Plans in alignment with the Ministry's institutional, policy, regulatory and legal context - Support line agencies to produce their plans and reports - Consolidate agencies plans and reports - Ensure timely submission of plans and reports
<p>MTBC – Policy Coordination and Monitoring</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Improved policy coordination and alignment particularly with the TPF and the NSDP; 2. Improved programmatic implementation activities; 3. Increased visibility in the policy formulation and implementation landscape; 	<p>MTBC: Specific Objectives</p> <ul style="list-style-type: none"> - Provide support services to agencies in the formulation of their respective policies, strategies and programmes - Ensure full alignment and compliance of policies, strategies, plans and programmes with overarching sectoral policies and the NSDP - Oversee the Trade Mainstreaming Agenda for the purpose of promoting trade development in Vanuatu

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<p>4. Improved monitoring practices</p>	<ul style="list-style-type: none"> - Monitor the implementation of the TPF, Government approved policies, plans and strategies in compliance with the Government M&E Framework
<p>MTBD – Human Resources Management</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Capacity building needs undertaken with the assistance of Directors, CEO and GMs; 2. Capacity Building Plan established 3. Structure reviewed with the inputs of concerned line agencies; 4. JDs reviewed upon capacity needs assessment completion; 5. All Staff Appraisals done in a timely manner with reports submitted in accordance with the regulations. 	<p>MTBD: Specific Objectives</p> <ul style="list-style-type: none"> - Establish a Ministry Human Resources Development Plan - Strengthen Human Agencies' Human Resources Structures and support the establishment of newly approved structures for all agencies - Facilitate recruitments for new and/or vacant position - Assist and support head of agencies in conducting their respective staff appraisals and performance assessments - Ensure all reports are submitted in a timely manner to the relevant authorities
<p>MTBE – Financial Management</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Budget increased to accommodate newly established structures and new officers; 2. Budget consistent with planned interventions, programmes and activities; 3. Financial oversight provided to all agencies under the supervision of the SFO and the DG; 4. All financial report timely submitted and recorded by the Finance Division of the CSU. 	<p>MTBE: Specific Objectives</p> <ul style="list-style-type: none"> - Ensure that budget allocated to the Ministry and its agencies is utilised in accordance with the law and relevant regulations - Provide regular update reports to the Director General and the Senior Executive Management of the Ministry on budget and financial status of the Ministry and its agencies - Ensure budget preparation and formulation are initiated and completed within the given timeframes
<p>MTBF – Procurement Services</p> <p><u>Expected Outcomes</u></p> <ol style="list-style-type: none"> 1. Procurement division established by the horizon 2022; 2. Officers and staff hired according to the established structure; 3. Annual procurement plan established each year consistent with the TRP; 4. Procurement packages identified for each agency; 5. Procurement packages and plans duly endorsed by the relevant authorities. 	<p>MTBF: Specific Objectives</p> <ul style="list-style-type: none"> - Establish a procurement division under the CSU ad recruit according to the upcoming structure - Provide budget, office space and logistical support to the Procurement Division - Ensure procurement are performed in accordance with the Law and relevant regulations - Develop and submit annual procurement plans to the Office of the Director General MTTCNVB and the Office of the Director General MFEM, as well as the Central Tenders Board Secretariat - Produce and submit annual procurement reports.
<p>MTBG – Assets Management</p>	<p>MTBG: Specific Objectives</p>

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<p><u>Expected Outcomes:</u></p> <p>Improved assets administration, particularly with regards to immoveable assets and vehicles</p>	<ul style="list-style-type: none"> - Establish and implement Ministry's fleet guidelines and management plan - Develop and update the Ministry's assets management registry - Facilitation of assets' valuation - Produce assets reports to the Public Service Commission, the Ministry of Infrastructure and Public Utilities, and the Assets Management Unit of the MFEM
<p>MTBH – Technical & Legal Analysis</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Improved technical and analytical abilities provided to the MTTCNVB and its Agencies via the establishment of an in-house dedicated unit; 2. Sped up approval process from SLO for legal advices and clearance; 3. Decreased level of liability arising from poorly informed decision; 4. Enhanced level of transparency at internal and external levels. 	<p>MTBH: Specific Objectives</p> <ul style="list-style-type: none"> - Cater for the establishment of an economic/statistics division and a legal division within the CSU by developing relevant institutional structure, job descriptions and budget allocation, as well as tentative work plans - Support trade negotiation initiatives under the leadership of the Department External Trade - Provide initial legal advices/analyses to the Office of the Director General on Council of Minister's submissions and other legal decisions prior to submission to the State Law Office - Collect sub-sectoral and sectoral data for joint analysis with the Vanuatu National Statistics Office - Provide periodical economic analysis to agencies and for external publication
<p>MTBI – General and Admin</p> <p><u>Expected Outcomes:</u></p> <p>Improved administrative support services provided to the CSU, the Office of the DG, the Honourable Minister and agencies</p>	<p>MTBI: Specific Objectives</p> <ul style="list-style-type: none"> - Ensure differentiated administrative support is provided to all CSU divisions
<p>MTBJ – Knowledge Management & Communication</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Identified network of expertise with the aim of progressively discharge the MTTCNVB and its agencies of micro-project implementation, enabling them to focus on more global and more impact-centred results; 2. Improved cross-agency communication; 3. Improved external communication with the private sector and the civil society. 	<p>MTBJ: Specific Objectives</p> <ul style="list-style-type: none"> - Establish, update and maintain a MTTCNVB KMS - Hire permanent communication staff as per revised structure - Ensure internal communication plan/strategy is developed and implemented - Coordinate with external media stakeholders and possible outsourced communication companies

Trade Development Division

PROGRAM 3

2019-20 Program Budget Denomination:

MTB – Executive Management and Corporate Services

The Trade Development Division programming is described as a Program Activity under the above budget programming denomination.

The TDD dedicated Program Activity is MTBD.

2021-22 Proposed Program Budget Denomination

MTC – Aid-for-Trade Coordination and Support Services (new)

Overarching Program Objective

To provide negotiation support and fiduciary supervision of AfT Projects as well as enhanced trade facilitation support

Program Activities – Specific Objectives

<p>MTCA – General and Admin</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> Enhanced planning and reporting exercises performed throughout the year; Fully capacitated staff and officers; Optimum budget and asset management; Consistent internal and external communication. 	<p>MTCA: Specific Objectives</p> <ul style="list-style-type: none"> Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period Provide inputs to the CSU on Human Resources Development Plan, including prospective recruitments Select training facilities for the benefit of the TDD Staff Ensure prudent financial and asset management Devise an internal and external communication strategy consistent with the centralised Ministry's Communication Strategy
<p>MTCB – National Trade Development Committee</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> NTDC meetings held with expected participation and outcome documents circulated; Formal NTDC establishment achieved. 	<p>MTCB: Specific Objectives</p> <ul style="list-style-type: none"> Organise minimum 3 NTDC meetings each year Facilitate, jointly with the CSU, the Monitoring of the TPF implementation matrix Draft and circulate NTDC Outcomes Documents Provide solutions with regards to the formal establishment of the NTDC
<p>MTCC – Aid-for-Trade</p>	<p>MTCC: Specific Objectives</p>

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<p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none">1. Participation in AfT negotiations;2. AfT funding sources secured with activities identified;3. Fiduciary support to Government agencies and private sector entities provided4. Procurement planning effectively performed during the first quarter of each year in collaboration with the CSU, the MFEM and donor partners.	<ul style="list-style-type: none">- Secure Aid-for-Trade Funding through an internal participatory approach with relevant line agencies, in line with their respective priorities- Monitor Aid-for-Trade Projects on behalf of donor partners and agencies- Assist AfT beneficiary agencies in producing their project planning and monitoring activities- Provide fiduciary oversight on project financial management and procurement, jointly with the CSU and in accordance with bi- and multi-lateral aid funded programmes' agreements- Devise an annual procurement plan to be submitted to the CSU for high value procurement funded under AfT facilities- Consolidate agencies plans and reports- Ensure timely submission of plans and reports aimed at donor partners- Support the development and implementation of AfT communication strategies in accordance/compliance with donors' requirements in the matter
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Department of Industry

PROGRAM 4

2019-20 Program Budget Denomination:

MTD – Industry Development

2021-22 Proposed Program Budget Denomination

MTD – Industry Development and Facilitation

Overarching Program Objective

To pursue product and services diversification strategies, to improve the business and investment environment, to facilitate market access and to promote value-addition

Program Activities – Specific Objectives

<p><i>MTDA – Admin and Finance</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Planning and reporting exercises performed each year with timely submissions; 2. Fully capacitated staff and officers; 3. Improved DOI institutional structure; 4. Optimum budget, financial and asset management; 5. Consistent internal and external communication 	<p><i>MTDA: Specific Objectives</i></p> <ul style="list-style-type: none"> - Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner - Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period - Provide inputs to the CSU on the MTTCNVB's corporate annual procurement plan - Provide inputs to the CSU on Human Resources Development Plan, including prospective recruitments - Select training facilities for the benefit of the DOI Staff - Ensure prudent financial and asset management - Actively participate in Senior Management Meetings to be called by the CSU on behalf of the Director General - Devise an internal and external communication strategy consistent with the centralised Ministry's Communication Strategy or Plan
<p><i>MTDB – Policy and Planning</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Policies and strategies developed, reviewed and implemented accordingly; 2. Actively pursue the implementation of dedicated development programs, both Government- and donor-funded; 3. Appropriate way forward found for the EDZ; 4. Assessment on the DOI expansion or reform performed; 	<p><i>MTDB: Specific Objectives</i></p> <ul style="list-style-type: none"> - Pursue the implementation and the possible review of the National Industrial Policy - Pursue the implementation and the possible review of the National Industrial Strategy - Pursue the implementation of industry-related partners and donor programs - Pursue the recommendations agreed upon in Santo 2019 on the Economic Development Zone (EDZ) development - Consider upgrading the capacity of the DOI, by developing a policy paper and sub-sequentially a strategy to expand its scope to turn the Department into a Department of Commerce and Industry (DOCI). This

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<ol style="list-style-type: none"> 5. Improved DOI stakeholder coordination; 6. Improved business environment for businesses and investors. 	<p>activity should include the provision for a feasibility study and an economic impact analysis for upgrading the DOI to a DOCI.</p> <ul style="list-style-type: none"> - Ensure effective and efficient coordination amongst DOI internal Divisions as well with external stakeholders, specifically the VIPA, the ORCBDS, the VCCI, the Labour Department and the DCIR - Provide policy advices to the Office of the Honourable Minister via the Office of the Director General - Plan, coordinate and implement external assistance with partner agencies and donors with the support of the TDD - Ensure that project monitoring activities are carried out according to pre-established monitoring schedules - Devise policies and strategies aiming at easing doing business in Vanuatu and promoting innovation, value-addition and increased market accessibility - Coordinate and monitor divisional strategies and plans by establishing a departmental strategic coordination board - In conjunction with the VCCI, re-establish the Business Forum
<p>MTDC – Manufacturing</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Upskilled manufacturing workforce; 2. Strategic support provided to the agro-processing sector; 3. Increased investment, production and possibly export in the value added- and import-substitution sectors; 4. Improved standardisation in the manufacturing and processing sector; 5. Value addition companies identified for prospective support 6. Increased number of Ni-Vanuatu-owned enterprises in the manufacturing and processing sector 7. General data mapping of the manufacturing / processing sector. 	<p>MTDC: Specific Objectives</p> <ul style="list-style-type: none"> - Explore, support and pursue initiatives to upskill Vanuatu Human Resources and workforce in conjunction with relevant qualification authorities, education and training providers - Develop, support, implement and review policy, strategy and programmatic initiatives aiming at enhancing the agro-processing sector - Promote investment and increased production in the value-added and import-substitution sectors - Facilitate in cooperation with the VBS and the Department of Biosecurity the establishment of export standards and their control - Promote the expansion of Ni-Vanuatu entrepreneurs base in the manufacturing sector, which shall have specific attention towards youth and women groups - Identify and selecting sustainable manufacturing/processing projects - Undertake due diligence of local and foreign businesses requesting the assistance of the Department
<p>MTDD – Marketing and Promotion</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Department's marketing plan established and under implementation; 2. "Made-in-Vanuatu" brand widely and generally used locally and internationally; 	<p>MTDD: Specific Objectives</p> <ul style="list-style-type: none"> - Develop, implement and review the Department's Marketing Plan - Coordinate and enforce the use of the "Made in Vanuatu" brand - Improve market access conditions and information - Improve marketing intelligence - Improve labelling standards for cottage and small-scale enterprises

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<ol style="list-style-type: none"> 3. Market access, intelligence and information mechanisms identified and enforced; 4. Participation in promotional events and activities. 	<ul style="list-style-type: none"> - Participate in organising promotional events such as Expos and Trade Fairs
<p>MTDE – Primary Industries Development</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Continuous implementation of dedicated development programmes; 2. Primary industry training modules identified and provided to selected stakeholders; 3. COM Decision 224 of 2019 implemented 4. MSMEs to benefit from tailored support identified and mapped down. 	<p>MTDE: Specific Objectives</p> <ul style="list-style-type: none"> - Coordinate the implementation of development programmes - Under the SMART Investment pillar, identify and support the promotion of primary industry investment products - In conjunction with the VQA, the ORCBDS and other partners design, develop and provide tailored training to primary industry members - Continue to provide support to the Poultry Industry - Implement the provision of the COM Decision 224 of 2019 - Identify 50 MSMEs to benefit from capacity-building support from the VaVaC Programme

Department of Small, Medium Enterprise

PROGRAM 5

2019-20 Program Budget Denomination:

N/A

2021-22 Proposed Program Budget Denomination

MTE – Commerce Development (new)

Overarching Program Objective

To expand the economy through easing of doing business, improved business environment support to MSMEs, increased inward investments and enhanced trade facilitation mechanisms

Program Activities – Specific Objectives

<p>MFIE – Strengthened Private Sector Partnership (VCCI)</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Enhanced private sector representation 2. Training for selected stakeholders identified and provided 3. Capacity needs assessment for businesses of any nature performed; 	<p>MFIE: Specific Objectives</p> <ul style="list-style-type: none"> - Develop business capacity to help increase business sustainability and resilience, notably towards natural disasters - Improve VCCI's ability to lobby and advocate on behalf of the private sector; - Support activities focused on self-employment creation, with a focus on inclusivity (women and youth); - Support training sessions to existing MSMEs for improving their competitiveness or new companies for starting a business;
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<ol style="list-style-type: none"> 4. Support provided towards initiatives aiming at enhancing investment and access to finance; 5. VCCI database management or information system established; 6. Business forum re-established; 7. VCCI structure revised after relevant consultations and assessments. 	<ul style="list-style-type: none"> - Assist in collecting meaningful data to inform decisions made around investment and skills development in the country (trade and technical skills, specialists on green and renewable technologies); - Support the capacity-building of businesses in Vanuatu (improving the competitiveness of SMEs, integration of new technologies in farming and processing). - Review the institutional structure of the VCCI and related legislation and regulations - Re-establish the National Business Forum to enhance interaction between the private and the public sectors - Develop and maintain a database of all VCCI members
<p><i>MFIL – Improved investment promotion and environment (VIPA)</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Increased number of surviving FDI and national investment in businesses; 2. National Investment Policy developed and under implementation; 3. Investment Information database system in place and functional for data collection and analysis; 4. Effective implementation of an investor dedicated portal, notably through the possible utilisation of the e-Single Window; 5. Improved capacity of the VIPA as an institution and its staff and officers; 6. Improved promotional activities. 	<p><i>MFIL: Specific Objectives</i></p> <ul style="list-style-type: none"> - Reduce cost of doing business in Vanuatu, particularly by eliminating administrative barriers to investment - Review the foreign investment certification system - Improve investment data collection mechanisms and monitoring of established investments - Develop and implement the National Investment Policy, which shall encompass an investment promotion strategy, in particular in the framework of the Economic Development Zone, for which there was an initial launching in Santo in July 2019; - Support capacity building initiatives for the VIPA - Improve VIPA's visibility towards the international and regional pool of FDI - Update VIPA's sector investment profiles which will also be linked to the Vanuatu Electronic Single Window; - Promote the Vanuatu Electronic Single Window and Trade Portal to national and foreign traders and investors
<p><i>MTEA – Access to capital (DOI)</i></p> <p><u>Expected Outcomes:</u></p> <p>Grant and financing facility established and operational</p>	<p><i>MTEA: Specific Objectives</i></p> <ul style="list-style-type: none"> - In alignment with the National Financial Inclusion Strategy, propose an action plan for investors and MSMEs to ease, facilitate and improve financial accessibility, particularly for the remote population, women and youth entrepreneurs - Assist, in the VaVaC Programme's Framework in establishing a grant and financing facility for MSMEs in Vanuatu
<p><i>MTEB – Trade Facilitation (DOI)</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Facilitation and support provided towards inter-island trade 	<p><i>MTEB: Specific Objectives</i></p> <ul style="list-style-type: none"> - Support the development of policy frameworks and strategies aiming at facilitating inter-island trade - Implement the Single-Window as a one-stop-shop for doing business, trade and export

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<ol style="list-style-type: none"> 2. E-Single-Window fully operational and fledged as a one-stop-shop facilities for businesses and industries; 3. Export guidelines for businesses and products developed; 4. Recommendations from the eTrade Readiness Assessment export implemented 	<ul style="list-style-type: none"> - Implement the recommendations of the eTrade Readiness Assessment Report to improve trade facilitation - Develop and enforce guidelines for export-ready businesses and products
<p><i>MTEC – Consumer Protection, Competition and Price Monitoring</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. National Competition Policy re-located under the DOI for its administration 2. Consumer Protection Policy formulated, institutionalised and under implementation; 3. Assessment performed, and recommendations implemented in the Price Monitoring (price control review) context. 	<p><i>MTEC: Specific Objectives</i></p> <ul style="list-style-type: none"> - Administer the National Competition Policy - Formulate and implement a Consumer Protection Policy - Initiate the development of price monitoring policy, institutional and regulatory framework

Department of Tourism

PROGRAM 6

2019-20 Program Budget Denomination:

MTF – Tourism Development

Overarching Program Objective

To support equitable and sustained growth in the Tourism sector

Program Activities – Specific Objectives

<p>MTFA – Admin and Finance</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Planning and reporting exercises performed each year with timely submissions; 2. Fully capacitated staff and officers; 3. Improved DOT institutional structure; 4. Optimum budget, financial and asset management; 5. Consistent internal and external communication 	<p>MTFA: Specific Objectives</p> <ul style="list-style-type: none"> - Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner - Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period - Provide inputs to the CSU on the MTTCNVB's corporate annual procurement plan - Provide inputs to the CSU on Human Resources Development Plan, including prospective recruitments - Select training facilities for the benefit of the DOT Staff - Ensure prudent financial and asset management - Actively participate in Senior Management Meetings to be called by the CSU on behalf of the Director General - Devise an internal and external communication strategy consistent with the centralised Ministry's Communication Strategy or Plan
<p>MTFB – Sustainable and Responsible Tourism Development</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Economic, environmental and social M&E framework established in the VSTP context; 2. Legislation alignment with the VSTP; 3. VSTC Program developed and under implementation; 4. Partnerships strengthen in the broader tourism industry; 5. Tourism investment promoted; 6. Cruise Tourism Programme under implementation; 7. Improved Agri-tourism initiatives 	<p>MTFB: Specific Objectives</p> <ul style="list-style-type: none"> - Establish and implement a Monitoring and Evaluation (M&E) framework with environmental, social, cultural and economic consideration is developed and implemented in each province that measures success against the VSTP objectives - Amendments have been made to relevant Acts to align with the VSTP - Develop and implement a voluntarily Vanuatu Sustainable Tourism Certification (VSTC) program for tours, accommodation and destinations - Pursue institutional reforms and strengthen existing and prospective partnerships - Further promote investment in the tourism sector, with special focus to local investment in the sector - Create an enabling tourism environment fostering service innovation and product development - Pursue the implementation of the Cruise Tourism Programme

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	<ul style="list-style-type: none"> - Research, support and promote agro-eco-tourism programmes
<p>MTFC – Tourism Standards and Accreditation</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Tourism industry rating system in place and operational; 2. CIP operational and monitored 	<p>MTFC: Specific Objectives</p> <ul style="list-style-type: none"> - Pursue the establishment of a Vanuatu tourism industry rating system - Ensure full operationalisation and consistent monitoring of the Continuous Improvement Program (CIP) for VTPAP i to incorporate GSTC criteria for tours and accommodation
<p>MTFD – Decentralised Tourism Extension Services</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Outer Island Programme under implementation; 2. Extension offices fully operational. 	<p>MTFD: Specific Objectives</p> <ul style="list-style-type: none"> - Pursue the implementation of the Outer Island Programme - Provide support to Provincial Tourism extension offices
<p>MFIA – Vanuatu Tourism Office</p> <p><u>CORPORATE & PARTNERSHIP</u></p> <p><u>Expected Outcomes:</u></p> <ul style="list-style-type: none"> - Organisational framework for the planning and implementation of policies and programs strengthened - Increased efficiency in the management of administrative and support services. - Partner agencies able to undertake collaborative tourism programs to enhance destination marketing in short haul and long haul emerging markets. - Stakeholder and Partnership expectations are met. - Staff are appropriate skilled and work cooperatively, enthusiastically and professionally to deliver office services. <p><u>SHORT HAUL MARKETS</u></p> <p><u>Expected Outcomes:</u></p> <ul style="list-style-type: none"> - Increase of 20% in core Australia Market by 2023 - Increase of 20% in core New Caledonia Market by 2023 - Increase of 20% in core New Zealand Market by 2023 	<p>MFIA: Specific Objectives</p> <p><u>Corporate & Partnership</u></p> <ul style="list-style-type: none"> - Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner - Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period - Provide inputs to the MTTCNVB-CSU and DOT on Human Resources Development Plan, including prospective recruitments - Select training facilities for the benefit of the VTO Staff - Ensure prudent financial and asset management - Devise an internal and external communication strategy consistent with the centralised Ministry's Communication Strategy - Strengthen engagement of partner agencies - Foster enhanced stakeholder partnership - Implementation of the 2030 Shared Vision for aviation and tourism. <p><u>Short Haul Market</u></p> <ul style="list-style-type: none"> - Effectively lead the promotion of Vanuatu as a tourism destination - Demand for Vanuatu tourism products through increased awareness, market penetrations and product distribution. - Distribution of visitors to the islands and provinces - Implement 2030 Vanuatu tourism market development plan targeting relevant market segments and niches.

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<ul style="list-style-type: none"> - Increased Visitor distribution in Vanuatu by 10% by 2023 <p><u>LONG HAUL & EMERGING MARKETS</u></p> <p><u>Expected Outcomes:</u></p> <ul style="list-style-type: none"> - Increase of 5% in the China Market - Increase of 2% in Japan Market - Increase of 2% in USA Market - Increase of 2% in the Europe Market <p><u>COMMUNICATION & DIGITAL ASSETS</u></p> <p><u>Expected Outcomes:</u></p> <ul style="list-style-type: none"> - Strengthen Brand Management and Strategies - Support activities towards public relations, media and events - Foster information accessibility and dissemination via website and social media <p><u>INFORMATION, RESEARCH & DATA</u></p> <p><u>Expected Outcomes:</u></p> <ul style="list-style-type: none"> - Visitor Information Centre establishment and management - Travel Centers or Call Centre Network establishment and management - Tourism Newsletter publications 	<p><u>Long Haul Market</u></p> <ul style="list-style-type: none"> - Lead the promotion of Vanuatu as a tourism destination in long haul and emerging markets - Increase the level of demand for Vanuatu tourism products through increased awareness, market penetrations, product distribution and improvement of accessibility. - Implement 2030 Vanuatu tourism market development plan targeting relevant market segments and niches. <p><u>Communication & Digital Assets</u></p> <ul style="list-style-type: none"> - Develop and deliver a wide range of communications and public relations activities with the use of digital media to enhance the promotion and marketing of the destination in all markets. - Manage destination brand and contents developed - Management and dissemination of tourism newsletters and publications. - Collaterals developed in line with the brand guideline and strategy <p><u>Information, Research & Data</u></p> <ul style="list-style-type: none"> - Collect, analyse and disseminate international travel and tourism statistics for destination marketing and investment purposes. - Management of visitor information centres and travel centres. - Updated tourism product inventory for the destination on market ready and digital ready operators.
<p><i>MFIE- Information, Research & Data</i></p> <ul style="list-style-type: none"> - Visitor Information Centre establishment and management - Travel Centres or Call Centre Network establishment and management <p>Tourism Newsletter publications</p>	<ul style="list-style-type: none"> - Collect, analyze and disseminate international travel and tourism statistics for destination marketing and investment purposes. - Management of visitor information centers and travel centers. - Updated tourism product inventory for the destination on market ready and digital ready operators. -

Office of the Registrar of Cooperatives and Business Development Services

PROGRAM 7

2019-20 Program Budget Denomination:

MTG – Ni-Vanuatu Business Development

The Office of the Registrar of Cooperatives and Business Development Services programming keeps and maintains its own Program.

The ORCBDS' Program name denomination will change to Cooperatives Development.

2021-22 Proposed Program Budget Denomination

MTG – Cooperatives Development (new)

Overarching Program Objective

To provide clear direction, which the Government of Vanuatu wishes to follow in strengthening, developing and regulating cooperatives across the country

Program Activities – Specific Objectives

<p>MTGA – Planning, Budgeting and Administration</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Planning and reporting exercises performed each year with timely submissions; 2. Fully capacitated staff and officers; 3. Improved ORCBDS institutional structure; 4. Optimum budget, financial and asset management; 5. Consistent internal and external communication 	<p>MTGA: Specific Objectives</p> <ul style="list-style-type: none"> - Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner - Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period - Provide inputs to the MTTCNVB-CSU on Human Resources Development Plan, including prospective recruitments - Select training facilities for the benefit of the ORCBDS Staff - Ensure prudent financial and asset management - Devise an internal and external communication strategy consistent with the centralised Ministry's Communication Strategy
<p>MTGB – Policy, Regulatory Environment & Partnership</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. National Cooperative Policy reviewed and under implementation; 2. Cooperative Societies Act enforced in accordance with the provisions of the law; 	<p>MTGB: Specific Objectives</p> <ul style="list-style-type: none"> - Pursue the implementation and timely review of the National Cooperative Policy - Enforce the provisions of the amended Cooperative Societies Act - Pursue the provision of enhanced registration services

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<ol style="list-style-type: none"> 3. Improved cooperative regulatory compliance, and regular audits performed; 4. ORCBDS partnership policy developed and implemented; 5. Enhanced partnership strategy in place. 	<ul style="list-style-type: none"> - Develop and implement a Cooperative Compliance Policy - Pursue the provision of enhanced compliance services - Maintain the enforcement of audit activities - Develop and implement an ORCBDS Partnership policy or framework - Pursue current partnership initiatives and explore prospective ones
<p>MTGC – Cooperatives’ access to Finance and Credit</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Financial Literacy Training Program modules identified, accredited and provided to stakeholders; 2. Support provided, with assistance, to enhanced access to finance for cooperatives, notably under the EDF 11 VaVaC Programme 	<p>MTGC: Specific Objectives</p> <ul style="list-style-type: none"> - Facilitate the establishment of Financial Literacy Training Program for cooperatives - Develop an institutional and strategic framework to foster access to financing for cooperatives
<p>MTGD – Cooperatives Market Information Systems and Quality Infrastructure</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. National Cooperative web-based MIS established and operational; 2. Support and inputs provided in the context of Quality Infrastructure Development 	<p>MTGD: Specific Objectives</p> <ul style="list-style-type: none"> - Facilitate the establishment of a nation-wide Cooperative MIS, with a web-based platform - Support Quality Infrastructure initiatives with key partners and stakeholders, including the VBS and the VCBN
<p>MTGE – Cooperative Human Capital Development and Governance Support</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Cooperative Education Systems needs assessment performed and corrective actions taken; 2. Support to VCBN provided, particularly in the context of the EDF11 VaVaC Programme. 	<p>MTGE: Specific Objectives</p> <ul style="list-style-type: none"> - Strengthen Cooperative Education Systems - Facilitate the full establishment of the VCBN, by guaranteeing its independence and reliability to its members - Identify 50 Cooperatives which could become beneficiaries of the VaVaC Programme - Support the Cooperative Training Centre
<p>MTGF – Ni-Vanuatu Business Development Services Relocation</p> <p><u>Expected Outcomes:</u></p> <p>A fully established Ni-Vanuatu Business Development Services Department or eventually division within another Department</p>	<p>MTGF: Specific Objectives</p> <ul style="list-style-type: none"> - Execute the COM Decision no 223 of 2019 under the Direction of the MTTCNVB

Vanuatu Bureau of Standards

PROGRAM 8

2019-20 Program Budget Denomination:

MTB – Executive Management and Corporate Services

The Vanuatu Bureau of Standards programming is described as a Program Activity under the above budget programming denomination.

The VBS dedicated Program Activity is MTBB.

2021-22 Proposed Program Budget Denomination

MTH – National Standards Development (new)

Overarching Program Objective

To provide enhanced testing services and establish standards

Program Activities – Specific Objectives

<p>MTHA – Admin and Finance</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Planning and reporting exercises performed each year with timely submissions; 2. Fully capacitated staff and officers; 3. Improved VBS institutional structure; 4. Optimum budget, financial and asset management; 5. Consistent internal and external communication 	<p>MTHA: Specific Objectives</p> <ul style="list-style-type: none"> - Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner - Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period - Provide inputs to the MTTCNVB-CSU on Human Resources Development Plan, including prospective recruitments - Select training facilities for the benefit of the VBS Staff - Ensure prudent financial and asset management - Devise an internal and external communication strategy consistent with the centralised Ministry's Communication Strategy
<p>MTHB – Standards and Certification</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Standards and Certification processes and procedures identified, communicated, with relevant training modules developed for key stakeholders; 2. Inspection processes and procedures strengthened. 3. Increased number of certified private sector actors; 	<p>MTHB: Specific Objectives</p> <ul style="list-style-type: none"> - Support the development and implementation of Standards and Certification processes and procedures - Strengthen the inspection processes conducted by implementing agencies to improve quality of product and services. - Strengthen relationship with existing and prospective stakeholders through standards and certification advocacy - Assist private sector stakeholders in acquiring certifications - Ensure VBS is affiliated with relevant international memberships - Be the national focal point for all international standards and certification systems and organisations

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<p>4. Enhanced VBS as focal point for national and international standards and certification in Vanuatu;</p>	<ul style="list-style-type: none"> - Ensure all existing standards and standards functions are centralized under the VBS
<p><i>MTHC – Laboratory Testing</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Laboratory established and functional, with capacity training provided to staff and officers; 2. Increased accessibility to the laboratory facilities for key actors; 3. Support provided towards the development of Vanuatu’s own Quality Infrastructure 	<p><i>MTHC: Specific Objectives</i></p> <ul style="list-style-type: none"> - Establish a new commensurate laboratory facility with relevant equipment - Strengthen laboratory technical capacities, notably through specifically dedicated trainings - Facilitate and assist stakeholders in carrying out analysis tests that enable the implementation of technical regulations - Support the establishment of national quality infrastructure
<p><i>MTHD – Metrology</i></p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Metrology Division established, and staff trained; 2. Metrology Act passed by Parliament and enforced by the VBS. 	<p><i>MTHD: Specific Objectives</i></p> <ul style="list-style-type: none"> - Formally establish the metrology division - Develop the Metrology Act as a substitute for the existing Weight Act
<p><i>MTHE – VBS Transition as a Statutory Body</i></p> <p><u>Expected Outcomes:</u></p> <p>A fully fledged, operational and independent VBS</p>	<p><i>MTHE: Specific Objectives</i></p> <ul style="list-style-type: none"> - Comply with the requirements from MFEM, PSC and DSPPAC to become a grant body

Vanuatu Intellectual Property Office

PROGRAM 9

2019-20 Program Budget Denomination:

MTB – Executive Management and Corporate Services

The VanIPO programming is described as a Program Activity under the above budget programming denomination.

The VanIPO dedicated Program Activity is MTBC.

2021-22 Proposed Program Budget Denomination

MTI – Intellectual Property Development and Protection (new)

Overarching Program Objective

To enhance innovation and development through the institutionalisation of Intellectual Property components for Vanuatu

Program Activities – Specific Objectives

<p>MTIA – Admin and Finance</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Planning and reporting exercises performed each year with timely submissions; 2. Fully capacitated staff and officers; 3. Improved VanIPO institutional structure; 4. Optimum budget, financial and asset management; 5. Consistent internal and external communication 	<p>MTIA: Specific Objectives</p> <ul style="list-style-type: none"> - Ensure planning and reporting are performed in accordance with the established requirements and submitted in a timely manner - Ensure that budget submissions are consistent with the level of activity expected to take place during a given fiscal period - Provide inputs to the MTTCNVB-CSU on Human Resources Development Plan, including prospective recruitments - Select training facilities for the benefit of the VanIPO Staff - Ensure prudent financial and asset management - Devise an internal and external communication strategy consistent with the centralised Ministry’s Communication Strategy
<p>MTIB – Patent, Trademark, Design and Copyright Registration Services</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. Enhanced IP registration services provided to stakeholders; 2. Improved and strengthened IP legal framework 	<p>MTIB: Specific Objectives</p> <ul style="list-style-type: none"> - Develop and establish management system of intellectual property in the country - Pursue the registration of copyright, patent, trademark and design registrations
<p>MTIC – Policy and Legislative Development and Implementation</p>	<p>MTIC: Specific Objectives</p> <ul style="list-style-type: none"> - Ratification of selected international conventions and treaties - Operationalise the Vanuatu Copyright Management Society Act

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<p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> 1. IP treaties and conventions ratified and enforced; 2. Vanuatu Copyright Management Society Act enforced in accordance with the provisions of the law; 3. National IP Policy developed and under implementation 4. Legislative review of Intellectual Property Laws to supplement the newly enacted Protection of Traditional Knowledge and Expression of Culture Act No 21. Of 2019 	<ul style="list-style-type: none"> - Develop the National IP Policy with its dedicated revised Strategy
<p><i>MTID – VanIPO Transition as a Statutory Body</i></p> <p><u>Expected Outcomes:</u></p> <p>A fully fledged, operational and independent VanIPO</p>	<p><i>MTID: Specific Objectives</i></p> <ul style="list-style-type: none"> - Develop the establishing Act enabling the establishment of VanIPO as a Statutory Body - Comply with the requirements from MFEM, PSC and DSPPAC to become a grant body

7. PERFORMANCE MEASUREMENT AND RESULTS FRAMEWORK

Indicator-based Measurements

Usual program cycle management tools propose the use of Key Performance Indicators (KPIs) to best appraise the performance of listed activities so to achieve desired outcomes.

In the TRP 2020-2022 context, this document does not list KPIs as it devolves the use of such tool to the business planning formulation, implementation and monitoring exercise. Indeed, it is not hereby sought to strangle agencies with excessively overarching KPIs, which for most may be subject to external factors and shocks.

Again, the TRP 2020-2022 serves as a guiding toolkit for business planning formulation and monitoring.

Result Framework

Result assessments, in the TRP 2020-2022 context strictly follows the M&E Framework of the Government of Vanuatu. Therefore, business plans' monitoring and annual agency and corporate reports constitute the means of results' verification.

8. IMPLEMENTATION ARRANGEMENTS

The TRP 2020-2022 proposes three implementation options for concerned agencies and stakeholders.

OPTION 1: Status Quo

The first option consists of a status quo with current implementation approaches, whereas the Public Finance and Economic Management Act of 1998 and relevant sectoral legislations frame the power of Department Directors, Ministry Director Generals and Statutory Body Heads to dispose of approved budget allocated to their institutions.

Departments thus maintain their present mode of intervention (covering all chains: “Development of policies and strategies”, “investment and trade facilitation” “Support to the private sector”, “Organisation of events”, including conferences, training sessions, etc.).

Due to the lack of consistency between the Government’s Planning and M&E framework, and budget cycles, appropriated budgeted activities are very often extremely overarching and were for most not subject to due diligence check prior to go to the Ministerial Budget Committee, the COM and ultimately the Parliament.

Whilst this state of facts renders it easier for Director Generals, Directors and agency heads to dispose of their budget, it also exposes them to immense and irregular pressures. Whilst their respective freedom is de facto certain, they all are also bound by the law under the PFEM Act of 1998. There have been cases whereas Senior Public Servants have been criminally prosecuted for misappropriation of public funds and convicted.

In this context, Senior Public Servants tend to not commit to overcomplicated activities, shifting their focus to more ad hoc commitments, mostly result-based, with very limited impact. Such situation also leads to lack of programmatic and sometimes financial transparency, which could in turn lead to distrust of key partners, particularly the donor community of Vanuatu.

OPTION 2: Strengthened Due Diligence

The alignment between the Government planning and M&E framework and its budget cycles is a systemic, administrative and institutional issue, which could take some time, maybe some years to be resolved.

To enable a more administratively, financially and fiduciary secured environment for Senior Public Servants, the TRP 2020-2022 proposes to introduce the concept of due diligence

processes and procedures in the Program Activity Implementation Cycle, which encompass all sub-activities and projects not specifically identified during the budget appropriation process.

Two pathways are available to agencies in this context:

Delegation of activities

The Department could delegate some activities to statutory bodies and intermediary organisations (private sector development, organisations of events, etc.).

Outsourcing of activities

The Department could outsource some activities to national and international organisations (private sector development, organisations of events, etc.).

Recommendation

For more ownership and sustainability “delegation” is recommended. The TRP aims at strengthening the capacity of statutory bodies and intermediary organisations in playing a greater role to support the private sector.

“Outsourcing” could be activated if there is specific needs of expertise, which could not be implemented by statutory bodies or intermediary organisations

.OPTION 3: Compromise between Options 1 & 2

The last option offers a compromising path, whereas, in accordance with the law, the option choice remains at the sole discretion of the concerned Senior Public Servant. He/she could optionally use option 2 when- and wherever he/she feels it is necessary, or mandatorily use option 2 if imposed under specific arrangements, for example in the context of a bilateral funding agreement with clear specific conditions between the Agency and a donor partner.