

**Investing in people, to develop sustainable
and responsible tourism**

Vanuatu Tourism Human Resources Development Strategy 2021-2030

**Department of Tourism 2021 Business Plan and
Annual Work Program Validation Meeting
27th – 29th January 2021**

Consultancy Team Composition

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Policy Context

Tourism Policy Context

- Vanuatu Sustainable Tourism Policy 2019-2030 (VSTP)
- Vanuatu Tourism Operator Minimum Standards (VTOMS)
- Aspirational standard - Global Sustainable Tourism Council Industry Criteria

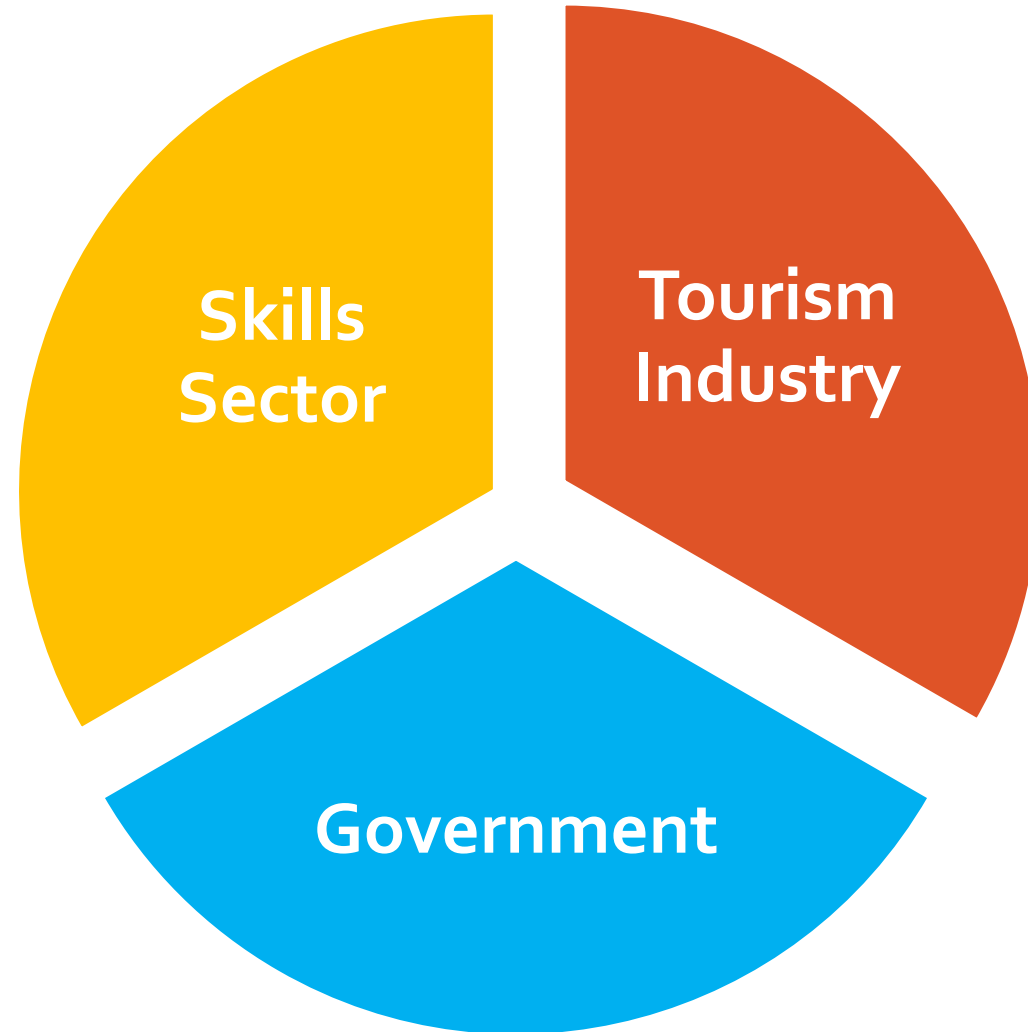
Education Policy Context

- National Human Resource Development Policy (NHRDP)
- Post-School Education and Training Policy (PSETP)

Covid-19 Pandemic

- Guidelines for Safe Business Operations (SBO)

Key Stakeholder Groups



Survey Instruments

Surveys:

- 82 tourism businesses completed a survey
- 57 current and past tourism workers and tourism students completed a survey
- 3 tourism education and training providers

Consultations and interviews:

- Two focus groups in Santo with industry associations
- Meetings with tourism businesses from Torba, Shefa, Tafea, Malampa and Penama during Tourism Week
- Individual meetings with:
 - Business owners, managers and workers
 - Education and training providers
 - Government stakeholders

All tourism businesses - size and type

Large 25+ employees	Medium 6 – 25 employees		Small 1-5 employees
91 businesses 6% 3,640 employees 32%	645 businesses 39% 5,616 employees 49%		920 businesses 55% 2,237 employees 19%
Accommodation Hotel Resort	Activity & Tours (and other) Commercial Cultural Feasts Horse Riding Facility Transfers and Day Tour Land Active and Adrenaline Activity Land Recreational and Soft Adventure Activity Operator Land and Water Combined Traditional and Cultural Activity Wildlife Activities Water Active and Adrenaline Activity Water Recreational and Soft Adventure Scuba Diving Yacht and Boat Charters	Accommodation Motel Transportation Helicopter and Plane Rental and Hire Services Other Spa and Beauty Services Duty Free Boutique and Souvenir Shops Restaurants, Cafes, Takeaways and Bars Inbound Operator	Activity & Tours (and other) Tour Guide Conservation Areas Recreational Grounds Museums Tourist Information Service Accommodation Camp Site Self-contained stay Guest House Island Bungalow Home Stay Unique Service or Accommodation Transportation Bus Taxi Water Transports

Key Training Issues by Market Segment

Large
businesses
(25+
employees)

Only 6% of
tourism
businesses
but 32% of
the tourism
workforce

- Generally owned by foreign investors, with high capital investment/ high financial risk
- Accommodation sector focus
- Generally seeking specialized workers
- **89% find it hard/ very hard to recruit Ni-Vanuatu workers with the required skills**
- Employ foreign workers on work permits to bridge these gaps
- Currently a high level of internal business training, high level of confidence to do this (100%)
- **Currently main user of overseas accredited courses (23%) and Vanuatu accredited courses (23%)**
- **Strong demand for classroom training with qualified instructors (62%)**

Key Training Issues by Market Segment

Medium
businesses
(6 to 25
employees)

39% of
tourism
businesses
and 49% of
the tourism
workforce

- Many owned by foreign investors or long-term expatriates, increasing number of Ni-Vanuatu owned businesses
- Visitor experience focus (tours, activities)
- High involvement of owners in business operation
- **85% find it hard/ very hard to recruit Ni-Vanuatu workers with the required skills**
- Often employ through family and community networks
- Staff usually more multi-skilled
- Less confident to run their own internal training, however currently internal training and non-formal learning are the main way of training staff
- **Currently the lowest user of Vanuatu accredited courses**
- **Strong demand for on-the-job training, including with qualified instructors**

Key Training Issues by Market Segment

Small
businesses
(1 to 5
employees)

55% of
tourism
businesses
but only 19%
of the
tourism
workforce

- Owned by a ni-Vanuatu individual or family
- Transport and outer island experience focus
- Almost always recruit family, don't recruit on qualifications
- Relatively low capital investment. Livelihood businesses – goal is income
- Owners and employees may have no formal qualifications
- Lowest level of confidence to run their own internal training
- Currently highest user of non-accredited courses and non-formal learning
- **Strong demand for on-the-job training**
- **Strong demand for training in Bislama (57%)**

Strategic goal for the Vanuatu Tourism HRD Strategy

The tourism industry has a skilled workforce delivering sustainable and responsible tourism by 2030

Who can make things happen?

- The industry - owners and managers of tourism businesses, and tourism associations
- Skills sector
- Government (Donor support)
- Department of Tourism
- Private sector trainers, coaches, mentors specialising in sustainable tourism
- NGOs

Public-private-community partnerships

From GSTC website

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