
GOVERNMENT OF THE REPUBLIC OF VANUATU



VANUATU NATIONAL TRAINING COUNCIL

CORPORATE PLAN 2010 TO 2014

Introduction

The Vanuatu National Training Council (VNTC) is an independent body established under the VNTC Act No. 13 of 1999 and Act No.4 of 2007 (Amendment). It was established in response to concerns that there was a large variation in the standards of vocational training in Vanuatu, and there was no regulatory framework which would monitor standards and provide appropriate information to the public and government.

The VNTC is responsible for the quality of Technical Vocational Education and Training (TVET) and for its promotion in Vanuatu.

Technical Vocational Education and Training (TVET) is the international term used to describe practical skills training, offered by formal Government institutions and non-formal, non-Government organizations. TVET is a separate sector to the academic or schools system. It provides practical living skills to enhance quality of life in the community. It also provides the skills required to generate income and to work in the formal and the informal economy. The MYDST is responsible for the national TVET policy development and working through the Vanuatu National Training Council to ensure the quality standards of the TVET sector.

TVET in Vanuatu is delivered by many agencies in the government and private sectors, ranging from the Government owned training institutions (VIT, VAC, VMC, VCNE, and VPC etc), Rural Training Centers, and independent private training businesses.

VNTC represents TVET in Vanuatu, and works with all providers to improve and maintain the quality of TVET delivery.

The major functions of the Council as described in the National Training Council Act and the National TVET Policy are to:

- promote and coordinate effective vocational education and training at all levels within the community
- provide advice to the Minister on the costs and financing of vocational education
- adopt a relevant and inclusive national training structure, including multiple skill levels and associated qualifications
- encourage the adoption of national skill standards with advice from industry
- accredit courses and recognize course providers (both public and private sector providers) that provide quality training
- advise on proposed legislation establishing vocational education and training schemes
- set up a process to monitor institution and certificate standards
- To set up and administer a national TVET qualifications framework.
- In consultation with industry set competency standards for any occupation, job, post, or position in any career situation.
- To set up and support Provincial Training Boards in each province in order for them to assist national policy development and to act as decentralised arms of the VNTC.
- To develop appropriate policies on technical vocational education and training in response to emerging priorities for skills development.
- To contribute to regional and global developments in TVET and apply these as appropriate to the Vanuatu TVET system.

Infrastructure and Services

VNTC is a very small office with a large mandate. It ensures the quality of TVET by administering a system which accredits courses and registers training providers. In the rural areas the VNTC collaborate with the Provincial Training Boards (PTBs), to identify training needs within the provinces of Vanuatu.

PTB members receive no salary, meet as required, and are usually government employees in a variety of other positions.

In Vanuatu there are approximately 200 training providers ranging from rural training centers to international offshore companies.

Rural Training Centers are training providers own and operated by churches, communities and individual which are often in very remote places, and deliver a limited number of courses, at basic levels. They typically have very limited resources of tools, buildings and expertise. The challenge for VNTC with this group is to improve and maintain the quality of their instructors, and to find resources to ensure audit and training visits occur.

Independent private training businesses and international companies which may be offering training in Vanuatu to take advantage of its tax-free status. They require VNTC approval as part of the terms of their business license. The challenges for VNTC with this group are to monitor that their training activities are based on the Vanuatu National Training Packages.

The VNTC procedures for course accreditation and training provider registration are designed to accommodate the range of providers in Vanuatu.

VNTC has developed the National TVET Qualifications Framework (NTQF), which outlines the qualifications available in Vanuatu, ranging from Advance Diploma at the upper level, to the Vanuatu Community Certificate (VCC) at the lower level. The VCC is an access course which emphasizes the skills required for those with limited education who wish to restart formal learning. The NTQF outline the skills and knowledge required of trainees at each qualification level.

A major challenge for TVET throughout Vanuatu, and for the majority of providers, is an understanding of competency based training and assessment. Traditionally, TVET was delivered according to a supply driven curriculum measured in years, and assessed by examination. Modern TVET is competency based and demand driven: assessment is by the achievement of competency in the defined task, it is not time based, and is usually delivered in specific short modules. VNTC is using the NTQF and the registration and accreditation procedures to modify the thinking of TVET providers in Vanuatu, and improve TVET in Vanuatu.

VNTC recognizes quality by issuing certificates to registered providers who deliver accredited courses. The certificate, which includes the VNTC logo, states that the training has met nationally accredited standards. VNTC maintains strict control of the issue of certificates and the use of its logo, so that the integrity of the certificates can be maintained.

The Corporate Mission Statement for the Vanuatu National Training Council

Vision

VNTC will provide leadership in the development of a high quality TVET system that is valued in Vanuatu and internationally.

Mission

To be a leading contributor to national TVET policy development and to implement quality systems and provide support to training providers to assure skills training, is responsive to the economic and social development needs of Vanuatu.

Goals

Within the national TVET policy, to implement a quality assured system that ensured training;

- Is responsive to skills demanded by industries and communities
- is within a coordinated national framework
- is accessible through flexible delivery mechanisms
- Provide opportunities for lifelong learning that leads to a productive, inclusive sustainable society and economy.

Values

The core beliefs that will guide VNTC's activities are committed to standard-based quality and equity within the TVET system and working collaboratively to ensure relevance, respect and recognition for all stakeholder involvement

Guiding principles

People First:

- Trainees/students
- TVET providers – formal and non-formal
- Industry and community

- Our team, VNTC staff and council members

Team work

- Share the work and the learning
- Putting ideas and energy together to develop quality TVET system
- Take responsibility for our goals and actions
- Able to give and receive feedbacks and support each other and our stakeholders

Moral Code

- Trust, respect, caring, positive, ethical, hard working and professional
- Fairness and equity

Excellence in

- quality assurance in training delivery
- Policies
- Service delivery

Achievement

- Committed to the council and its goals
- Getting things done
- Taking pride of what we do
- Problem solving and creativity
- Continuous improvement based on sound monitoring and evaluation
- Willing to learn and take risk
- Open to changes

Making a difference

- Development of individuals
- Contribution to Vanuatu's skills development and economy

Summary of Key Areas Covered by the VNTC in this Corporate Plan

To enable VNTC to achieve its role as the cross-sectoral agency responsible for technical training in Vanuatu, policies are required that:

- maintain the VNTC office and staff at a maximum level of operations

- maintain the quality of the present TVET system
- expand community knowledge of modern TVET in Vanuatu

Table 1: Policy Objectives and Indicators

Policy Objective	Indicator
Maintain VNTC office and staff	<p>VNTC office continues to operate within a sufficient budget and staffs are paid correctly and on time.</p> <p>VNTC Council meets at least 4 times a year.</p> <p>VNTC provincial TVET Centers are resourced and staffed to ensure Provincial Training Boards' roles are implemented.</p>
Maintain quality of present TVET system	<p>Industry Advisory Committees are legalized and made operational</p> <p>Accreditation Committee is established under the provision of the Act and made operational</p> <p>Training Packages (Competency Standards) developed and regularly reviewed by the IACs</p> <p>Number of quality audits undertaken.</p>
Expand community and industry	Amount of publicity material published

knowledge

and distributed;
 number of enquiries about VNTC
 activities.

Key Strategies and Implementation

The most important strategy is to expand the current functioning of the VNTC office, as the cross sectoral focal point for the improvement of TVET. An independent VNTC office is necessary to ensure the cooperation of the various agencies involved in TVET. The strategy will be to increase recurrent expenditure and use it to maintain the VNTC office. Work undertaken by the office using this expenditure will cover:

- policy and procedures
- course accreditation
- provider registration
- review of the Training Packages (Endorsed and non-endorsed components)
- Audit registered training providers
- administration and finance
- support to council, Provincial Training Boards and Industry Advisory Committees
- staff recruitment and capacity building development

A government grant to cover recurrent expenditure should enable VNTC to perform these functions and maintain a focus on TVET in Vanuatu. This item is

Program 1 - Strong and effective National Training Council

Secretariat addresses the need for VNTC office to be well staffed and resourced at its national and provincial offices in order to effectively monitor and coordinate the quality of TVET as stated in the Act and the National TVET Policy.

Program 2 - An effective and recognized TVET system - addresses the need for VNTC to audit TVET providers and the quality of courses; to

develop and review with assistance from the IACs, training packages and to certify trainees. The geography of Vanuatu and the variety of training providers means that this task requires more staff and resources. To minimize costs, the strategy is to use the VNTC TVET Centers' staff for routine audits in their provinces. However, travel is expensive, and VNTC TVET Centers' staff requires training and development activities to ensure their effectiveness. Program 2 will seek Government and Donor funding through New Policy Priority processes.

Program 3 – Advocacy and Participation in TVET - addresses the need to expand knowledge of TVET in the community and industry, including the role of VNTC, the benefits of registration and accreditation, the use of NTQF in industry, This program will seek **Government and Donor funding through New Policy Priority processes.**

Summary of Key issues and Challenges to be addressed in the Corporate Plan

Issues

Too many technical and vocational training courses offered in Vanuatu are of poor quality. There is a need to regulate training courses and training providers to ensure quality, fair practice and value for money for clients. The Vanuatu Government formed VNTC for this purpose. VNTC has developed Vanuatu Quality Training Framework (VQTF) as part of its quality framework for TVET. The Vanuatu school system is academic and selective, so many children do not continue their education, and remain in the village with limited skills. The Government of Vanuatu has developed policies to improve life in the rural areas. Rural Training Centers (RTCs) operate in all provinces to provide basic skills. RTCs and other training providers in the provinces form a national TVET system. VNTC supports RTCs, with assistance from the Provincial Training Boards (PTBs), to ensure the quality of their courses. Funding for this role comes from donors.

A national TVET system in Vanuatu is a new concept that requires better understanding by industry, community, clients and TVET providers. In particular there is a need to refocus TVET away from a time based supply driven curriculum to a competency based system of demand driven modules. VNTC has a major role to play in this refocus.

The Department of Labour is responsible for a national system of trade testing, but the system has not been functioning effectively for some years. An apprenticeship system does not operate in Vanuatu, although industry has asked for it. As the body responsible for national TVET, VNTC is required to review these arrangements.

Proposals by regional organizations, such as the South Pacific Forum, to increase labour mobility in the region and the development of the Pacific and transnational Qualification Frameworks make a national system of qualifications and quality assured training a priority for Vanuatu. VNTC is the body responsible for such a system.

VNTC's financial and human resources are not sufficient to perform all its tasks, and it relies on the government to increase its recurrent budget and also on other partners to financially support its development expenditure.

Challenges

The nature of Vanuatu means that providers in the rural areas are usually remote from services. This presents two challenges:

- training providers often have few resources and limited expertise
- it is expensive for VNTC to audit quality

The range of training providers also presents challenges for VNTC. Processes designed to regulate international companies seeking Vanuatu's tax-free status are too complicated for small training providers in rural Vanuatu.

Challenges for VNTC are to:

- secure funds to develop and maintain a quality TVET system in Vanuatu
- develop a quality TVET monitoring system using the resources available in Vanuatu
- promote a modern TVET system in Vanuatu

Constraints

The major constraints facing VNTC and the TVET sector are identified as:

- Limited capacity of the VNTC offices at national and provincial levels
- Limited funds and resources available to VNTC
- Part time nature of the PTBs, and their lack of resources
- Limited understanding of modern competency based TVET
- Limited management capacity to manage the change to competency based TVET
- Legal complexities of managing international training providers

Summary of Key Objectives for 2011 to 2012

The key objectives are to ensure VNTC operations, maintain the present system, and expand the system in the future. In order of importance, the key objectives are:

- Ensure the VNTC office is well staffed and operational
- Maintain and accommodate changes to the present system of TVET at an acceptable level of quality
- Expand knowledge of TVET to the general public, and expand participation of industry in approved TVET training

Program 1. Strong and effective National Training Council Secretariat

Objective	Strategies	Performance indicators
1. Deliver functions effectively and efficiently	Develop action plan including identification of resources required to deliver programs	<ul style="list-style-type: none"> Action plan approved by VNTC Council Annual report on Action Plan submit to VNTC Council
	Monitor expenditure against income	<ul style="list-style-type: none"> Effective financial monitoring and reporting systems to oversee GoV and Donors funding for VNTC are in operation Quarterly cash flow and expenditure forecasts are prepared and submit to VNTC Council Annual financial report submit to VNTC Council
	Effective and efficient management of facilities and resources	<ul style="list-style-type: none"> Procedures for utilization, care and maintenance of facilities including reporting damages have been developed Report on client feedback Revived and updated VNTC Website
	Review of VNTC organizational structure	<ul style="list-style-type: none"> New staff recruit based on organizational review structure
	Delivering PTB's TOR	<ul style="list-style-type: none"> PTBs submit annual report to VNTC
2. Explore opportunities to increase the quantity and improve the reliability of funding to VNTC	Develop fundraising strategies for the council.	<ul style="list-style-type: none"> Fundraising strategies are developed and approved by VNTC Council
	Review the VNTC fee structure annually	<ul style="list-style-type: none"> Development of fee policy New fee schedule structure approved by council
	Develop fee for service products and services to supplement council income	<ul style="list-style-type: none"> Fee schedule or service products reviewed and approved by the VNTC council
	Seek sponsorship and other support for VNTC activities	<ul style="list-style-type: none"> Sponsorship funds are received and approved by VNTC
	Make submissions to MYDST for increased funds for additional functions	<ul style="list-style-type: none"> Submissions prepared and submitted for COM consideration and approval
3. Maintain	Develop VNTC Staff Handbook	<ul style="list-style-type: none"> Annual Staff Appraisal system

standards of staff performance		<ul style="list-style-type: none"> • Annual evaluation of office equipments
4. Engage short term contract staff	Prepares submission for short term contract staff to VNTC Council	<ul style="list-style-type: none"> • Submission presented to council and approved • Assign task report prepare and submit to Council
	Approval sought for funds to pay contract staff	<ul style="list-style-type: none"> • Contract staffs recruited
5. Professional development for staff	Identify the training needs for each staff	<ul style="list-style-type: none"> • Training needs are identified
	Develop a training plan for the staff	<ul style="list-style-type: none"> • Human Resource Development Plan is developed and approved by Council
	Prepare a VNTC training policy	<ul style="list-style-type: none"> • Training policy developed and approved by Council
	Encourage staff to undertake appropriate training	<ul style="list-style-type: none"> • Staff attending appropriate short term/ long term trainings and courses

Program2. An effective and recognize TVET system

Objective	Strategies	Performance indicator
1. Support the VNTC council	Review and update the Policy and Procedure Manual to facilitate TVET management	<ul style="list-style-type: none"> • Policy and Procedure Manual submit and approved by Council • Implementation of the Manuel
	Ensure VNTC Council meets at least 4 times each year	<ul style="list-style-type: none"> • 4 meetings occurred • Minutes and other documents of meeting documented • Minutes of meetings approved
	Ensure industry representatives have input into the accreditation process	<ul style="list-style-type: none"> • At least 3 meetings are held where IAC representatives provide input • Minutes of meeting and other documents of meeting documented
2. Support the Industry Advisory Committees	Ensure Industry Advisory Committee meets at least twice each year	<ul style="list-style-type: none"> • 2 meetings occur • Minutes of meeting and other documents of meeting documented
3. Clarify the legislative framework	Develop regulations to effectively enforce VNTC Act provision	<ul style="list-style-type: none"> • Draft regulations developed for Council deliberation • The Minister and / or the Chairperson signed • Regulations made known to stakeholders
4. Support of National TVET policy framework	Ensure VNTC roles and responsibilities within that National TVET policy are implemented	<ul style="list-style-type: none"> • Participating in TVET sector policy monitoring and evaluation process • Annual report produced and submitted to Council for endorsement • VNTC report to be included in the TVET sector report prepared by MYDST
	Assist MYDST to ensure TVET policy priorities are implemented	
5. Ensure integrity of VNTC certificates	VNTC to issue certificates to all graduating students from registered providers and all accredited courses	<ul style="list-style-type: none"> • All certificates checked, printed and issued within timelines • Database of graduates developed and ready to use

6. Ensure that the NTQF remains the basis of a national training structure	Promote NTQF to industry, communities, training providers and other stakeholders	<ul style="list-style-type: none"> • All accredited courses are clearly aligned to NTQF levels • Workshops on NTQF organize • Documentary program on NTQF • Industry used NTQF descriptor as bases for recruitments
	Support MYDST and MOE in the development of National Qualification frame work to provide pathways between schools, TVET and higher education	<ul style="list-style-type: none"> • Attend meeting on NQF • VNTC inputs recognized
	Register NTQF qualifications on PQR and TQF portal	<ul style="list-style-type: none"> • NTQF qualifications are recognized regionally and within the small states of the Commonwealth • TVET graduates have easy access to further studies outside Vanuatu • TVET graduates have access to employment through PICTA and /or PACER
7. Ensure that modules submitted for accreditation meet NTQF standards at the relevant level	VNTC assesses all courses against NTQF standards during the accreditation process	<ul style="list-style-type: none"> • All accredited courses are clearly linked with the NTQF at the appropriate level
	VNTC consults with training providers and industry groups, to clarify any doubtful issues	<ul style="list-style-type: none"> • Industry representatives attend when requested
8. Maintain industries contribution to training package development and review	VNTC to work with industry representatives to review existing training packages and developed new ones	<ul style="list-style-type: none"> • Organized IAC meetings • Minutes and other documents of meeting documented • Outcomes of review submitted to council for endorsement • New identify training packages developed and approved by Council • Training package are included on VNTC Website

9. Ensure the quality of TVET courses and providers is established and maintained	Register providers	<ul style="list-style-type: none"> List of register training providers updated on VNTC database and website Publication of registered training providers on media (newspaper)
	Accredit courses	<ul style="list-style-type: none"> List of accredited courses updated on VNTC database and website Publication of accredited courses on media (newspaper)
	Maintain database of accredited courses and registered providers	<ul style="list-style-type: none"> Register delivered to Minister for tabling in the parliament
	Audit providers	<ul style="list-style-type: none"> List of Registered Training Providers audited by VNTC Audit report documented Address issues highlighted in audit reports
	Assist Provincial VNTC Staff to monitor TVET delivery in the provinces	<ul style="list-style-type: none"> Provincial VNTC staff conduct audit Provincial VNTC Staff provide support to training providers Provincial VNTC Staff attend audit workshop Provincial VNTC Staff annual report produced and submitted to VNTC head office
	Maintain control of VNTC logo	<ul style="list-style-type: none"> Criteria developed Criteria made known to registered training providers
	Build PTB members capacity in the provinces to fulfill their terms of reference	<ul style="list-style-type: none"> Attend capacity building workshop reports of the capacity building workshop submitted to VNTC

<p>10. Support providers to continuously improve their delivery</p>	<p>Audit providers</p> <p>Encourage all trainers to undertake relevant training</p>	<ul style="list-style-type: none"> • ALL registered training providers audited • Audit report shows continuous compliant to VNTC standards • ALL trainers undertook CVTA and most undertook Certificate IV in Workplace Training and Assessment • Database of accredited trainers
<p>11. Encourage the adoption of National job profile</p>	<p>Consult with industries to identify existing and new jobs or occupations</p> <p>Work with Industry Advisory Committee to develop occupational or job profile</p>	<ul style="list-style-type: none"> • List of existing and new occupations • Job profile approved by Council • Trainees and workers used job profile as a bases of carrier choice and training

Program3. Advocacy and Partnership in TVET

Objectives	Strategies	Performance indication
<p>1. Develop and maintain database of registered providers and accredited courses</p>	<p>Prepare database of approved TVET courses, and register of approved training providers.</p>	<ul style="list-style-type: none"> • Database and Register regularly updated • List of accredited courses and registered training providers is made available
<p>2. Develop promotional strategies for accredited courses</p>	<p>Develop professionally prepared information sheets for:</p> <ul style="list-style-type: none"> • Accredited courses • Registered training providers • Standards for registration as a 	<ul style="list-style-type: none"> • Printing and distribution of the information sheets. • Accredited courses and training provider information published in the VNTC website

	<p>training provider</p> <ul style="list-style-type: none"> • NTQF standards • List of accredited courses and registered training providers available on the VNTC website 	
	<p>Negotiate with local media (TV, Radio, Newspapers) organizations for accredited course publicity.</p>	<ul style="list-style-type: none"> • TV and Radio broadcast information on accredited courses.
	<p>Publish list of registered providers and courses they are accredited to deliver.</p> <p>TVET Centers promote participation in accredited courses</p>	<ul style="list-style-type: none"> • Database of courses and providers developed • Hard copy of database printed and distributed to a limited number of organizations • Database tabled in the parliament • Database information published on VNTC website • TVET Centers promotional activity conducted
<p>3. Develop promotional strategies for VNTC</p>	<p>Prepare information sheets and other multi-media promotional items, with professional assistance, on:</p> <ul style="list-style-type: none"> • The role of VNTC • A national system of course quality in Vanuatu • Benefits of using accredited training and registered providers • Competency based training 	<ul style="list-style-type: none"> • Draft documents approved by the council • Printing and distributions of documents • Website becomes operational and remains operational • submission for promotional materials budget prepared • funding made available • promotional materials produced
	<p>Promote the operations of the TVET Centers as provincially-</p>	<ul style="list-style-type: none"> • Newsletter published and distributed each quarter • Registered providers submit their training news for

	accessible decentralized arm of VNTC	publication <ul style="list-style-type: none">• Reports and promotional materials from TVET Centers highlight the role of the VNTC
4. Promote Vanuatu TVET in the region	Attend regional workshops on TVET	<ul style="list-style-type: none">• Presentation made to one workshop• Report on workshops approved by VNTC Council