

# Promoting Entrepreneurship and Investment through Labour Mobility



A Practical Guide to the Worker Ready, Investment Ready (WRIR) Model for the Pacific Region





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International  
Labour  
Organization



# Preface

This Practical Guide was developed by the Vanuatu Chamber of Commerce with Technical support from ILO, with technical design and implementation support from the Pacific Resilience Hub (<https://canvasmodel.org/>). It was developed in close collaboration with the Department of Labour, the Department of Agriculture and Rural Development, and partners supporting the Pacific Labour Mobility Scheme (PLMSP), to promote entrepreneurship and investment through labour mobility.

It is designed to help Employer and Business Membership Organizations (EBMOs), government agencies, and development partners across the Pacific strengthen their role in supporting seasonal workers and their families to translate overseas income into sustainable business and community investments.

VCCI would like to acknowledge the technical guidance and comments received from Mr. Wade Bromley, ILO Senior Specialist, Employers' Activities, and Mr. Mahanam Mithun, Labour Mobility Technical Officer, ILO Country Office for Pacific Island Countries (CO-Suva).



# Foreword

Labour mobility provides a critical livelihood opportunity for many Pacific Islanders. Yet, for its full potential to be realized, workers and their families must be equipped to manage, plan, and invest their earnings productively. The Worker Ready, Investment Ready (WRIR) model offers a structured, practical framework to achieve this, drawing on participatory Canvas tools and coaching approaches developed and piloted with the Pacific Resilience Hub in partnership with national stakeholders. It combines entrepreneurship and financial literacy training with individualized coaching, enabling returning workers to become agents of sustainable local development.

The WRIR model recognizes that empowering workers to plan for their investments before, during, and after, overseas employment strengthens both family resilience and community economies. Although remittances are frequently regarded as a familial duty or social obligation, it is crucial to promote their use in productive investments that contribute to sustainable livelihood opportunities, thereby supporting migrants' eventual reintegration upon return. Delivered through flexible modalities, including webinars and hybrid coaching, this model ensures accessibility to workers regardless of location.



## Message from the ILO Director for the Pacific Island Countries

I am pleased to introduce this *Practical Guide to the Worker Ready, Investment Ready (WRIR) Model*, an important outcome of regional collaboration aimed at transforming labour mobility into a driver of decent work, inclusive entrepreneurship, and sustainable development across the Pacific.

Labour mobility has long been a vital pillar of opportunity for Pacific Islanders, offering livelihoods and skills development for thousands of workers and their families. Yet, the true potential of mobility lies in how earnings, knowledge, and experiences gained abroad are transformed into productive, locally rooted investments upon return. The WRIR model bridges that transition from *earning abroad to investing at home*.

This initiative reflects the ILO's commitment to advancing decent work, inclusive growth, and gender equality through innovative and practical approaches. By combining entrepreneurship training, financial literacy, and family-centred coaching, the WRIR model empowers workers and their families to plan, act, and invest with purpose. It also strengthens the role of Employers' and Business Membership Organizations (EBMOs), such as the Vanuatu Chamber of Commerce and Industry (VCCI), as key partners in supporting returning workers to build enterprises that generate jobs and strengthen local economies.

The success of this model in Vanuatu demonstrates what can be achieved through collaboration, innovation, and shared vision. It shows that when workers are equipped with the right tools and supported by cohesive institutional frameworks, they become drivers of entrepreneurship and community development.

As we look ahead, I encourage all Pacific EBMOs, governments, and social partners to adapt and expand this model within their own contexts. By institutionalizing gender-responsive and family-inclusive mechanisms for reintegration, we can ensure that the benefits of labour mobility extend far beyond individual households to uplift entire communities.

On behalf of the ILO, I wish to thank the Vanuatu Chamber of Commerce and Industry for its leadership, and all partners whose collaboration has made this initiative a success. Together, we are laying the foundation for a Pacific region where migration and investment go hand in hand, creating decent work, resilient livelihoods, and prosperity for all.

**Matin Wandera**  
**Director**  
**International Labour Organization Office for the Pacific Island Countries**





## Message from the President of the Vanuatu Chamber of Commerce and Industry

It gives me great pride to present this *Practical Guide to the Worker Ready, Investment Ready (WRIR) Model*, a product of partnership, innovation, and shared vision. This initiative reflects the Vanuatu Chamber of Commerce and Industry's strong commitment to empowering our people – not only as workers abroad, but as investors and entrepreneurs at home.



Through this collaboration with the International Labour Organization and our national and regional partners, VCCI has taken a leading role in demonstrating how labour mobility can drive inclusive economic growth. The WRIR model provides our workers and their families with the knowledge, tools, and confidence to turn their hard-earned overseas income into sustainable local investments that benefit entire communities.

Vanuatu's experience has shown that when we invest in our people's potential, we strengthen our nation's resilience. By supporting workers to become business owners, innovators, and role models, we build a stronger private sector and a more vibrant national economy.

On behalf of the Chamber, I extend heartfelt appreciation to our partners and to the many seasonal workers and families whose stories have inspired this model. Together, we are charting a path where mobility and entrepreneurship go hand in hand – a path that places Vanuatu and the Pacific at the forefront of a new era of development led by our people's enterprise and vision.

**Antoine Boudier**  
President  
Vanuatu Chamber of Commerce and Industry

## Objectives

The WRIR service model provides multiple benefits at different levels:

### At the strategic level:

- Enhances the public profile of EBMOs by aligning them with a topical development issue and showcasing their role in inclusive economic growth.
- Strengthens relationships with key ministries such as Labour, Immigration, and Agriculture, improving the EBMO's ability to advocate effectively on labour and business policy.
- Improves value for membership by taking concrete action on an issue impacting members.

### At the organizational level:

- Provides ongoing insights into the experiences of seasonal workers and their families, informing future EBMO advocacy and service design.
- Enables EBMOs to access funding for expanding secretariat teams and developing technical expertise on entrepreneurship and business planning.

### At the operational level:

- Establishes a dedicated, efficient service line that delivers higher quality support to workers without diverting resources from other core EBMO functions.

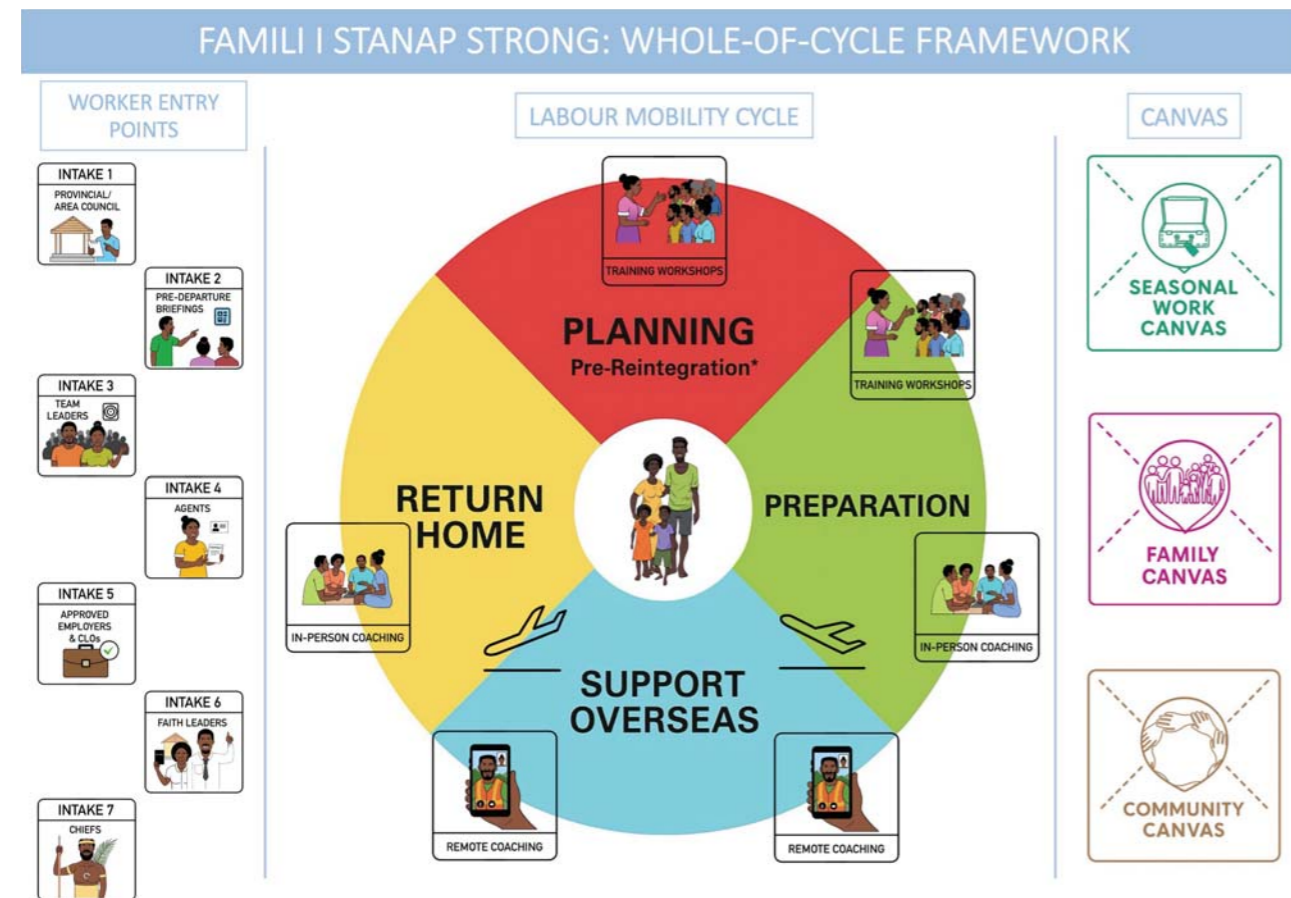
## Benefits to EBMO Members

- The intelligence and data gathered through WRIR strengthen EBMOs' advocacy for policies that enhance the business environment.
- Encourages returning workers to invest their income locally, stimulating small business growth and rural development.
- Helps retain skilled workers by providing a pathway for reintegration and entrepreneurship.
- Builds transferable tools and capacity that EBMOs can apply to other member services.

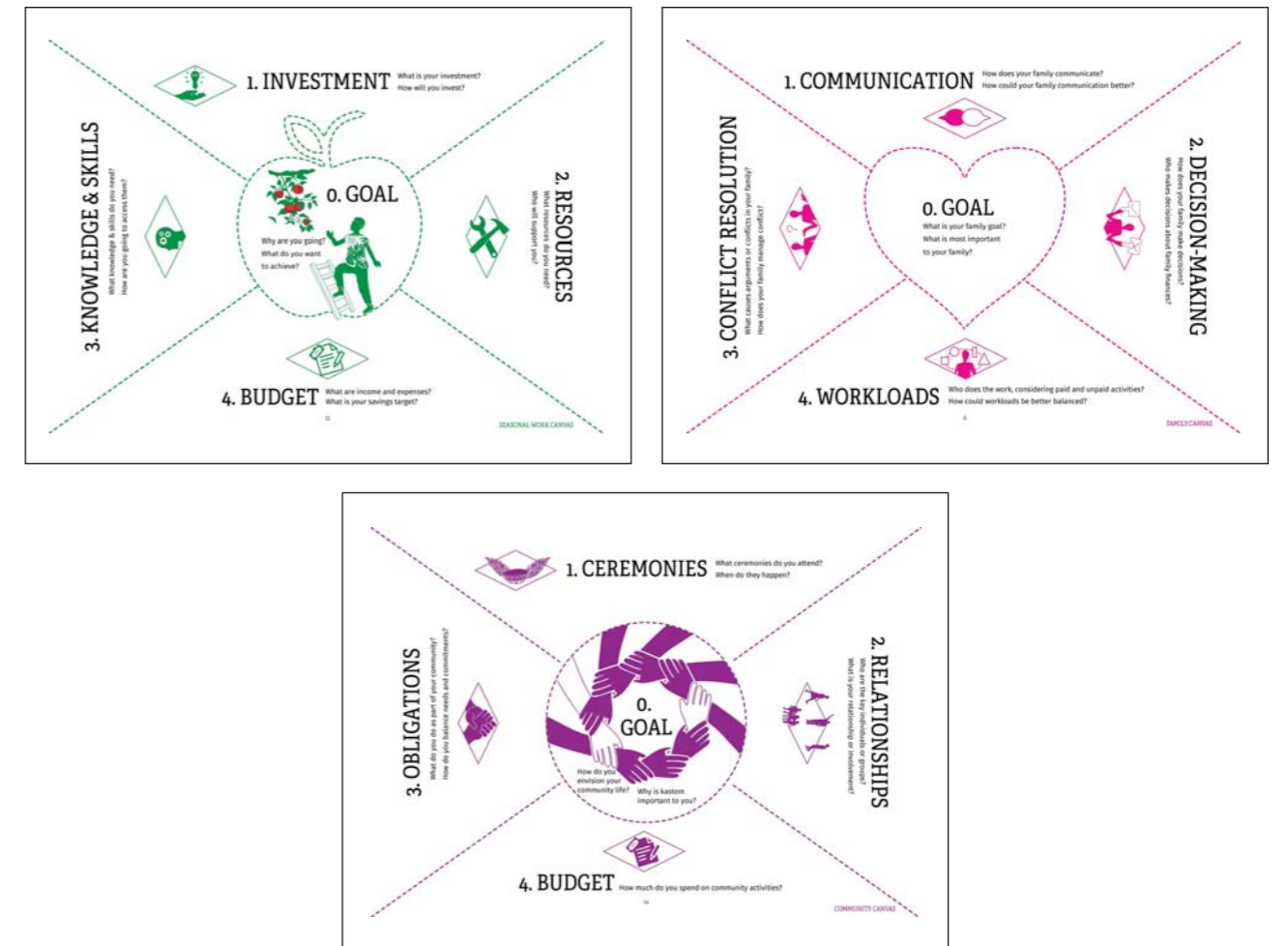
## Service Overview

The Worker Ready, Investment Ready (WRIR) service model supports workers and families throughout the labour mobility cycle. It uses participatory tools and coaching to help participants define goals, manage finances, and plan for sustainable investments. The model operates across three main stages, shown in the graphic below designed by Pacific Resilience Hub:

- Pre-departure: Preparing workers to plan for financial goals before leaving.
- Pre-return: Engaging workers and families before their return to map investment ideas.
- Reintegration: Supporting returning workers to implement and monitor their plans.



The model is built around three 'Canvas' tools – the Seasonal Work Canvas, Family Canvas, and Community Canvas – developed by the Pacific Resilience Hub as part of a wider, community-based planning and coaching framework. These tools help participants identify priorities, budget resources, and align investment choices with family and community values. The Hub has recently launched a website where these resources are available: <https://canvasmodel.org/>



The role of the trainer in the service is to provide workshop facilitation, and to act as a guide and mentor to the participants, who will be utilizing the trainer as a coach for follow up support and mentoring. This ensures the successful achievements of seasonal workers and their business or economic projects.

Trainers should have experience of travelling on labour mobility programs, which gives them insights into ways of working. Or trainers that have a deep knowledge of the effects, modality and benefits that can be drawn from labour mobility programs, at a personal and community-based level.

Webinars serve as the main delivery modality for this training. They allow WRIR partners to scale up outreach efficiently, connecting participants in different provinces and countries. The webinar format integrates presentations, interactive exercises, and live coaching sessions. This approach ensures that even workers abroad can participate in pre-return and reintegration activities.



### Pre-departure:

The pre-departure materials include the seasonal worker CANVAS, and templates associated with this. Typically, they take around 2 hours to complete, which although not adequate, provides a starting point for the development of an investment plan. Working in small group training sessions, the CANVAS is explained and then participants supported to complete their own, which they then present back to the group. Training can take place in any space where there is room for the discussions and for small groups to sit together. It is not necessary to have access to computers or the internet, though the service can be delivered via webinar. At the end of the training participants will have a written set of financial goals to use in making future decisions.

### Pre-return:

The pre-return support is the provision of one-to-one mentoring, via Team Leader in situ (in-country), if this is not available mentoring can be provided via mobile phone, Zoom, Facetime etc Typically each session takes an hour to complete. The aim of this support is to achieve all that is possible to ensure that participants have everything in place upon their return to take immediate action to take forward their investment ideas or transitioning into their investments.

### Reintegration:

Reintegration programs are available, take up is low, so tracer studies are being used to monitor who needs ongoing support, then provided by trainers and coaches.

Reintegration programmes are available to returning workers upon their return. To support the ongoing development of these services and to measure their impact, VCCI conducts regular tracer-studies with these workers after their placements abroad.

The reintegration program for each participant is tailored to their individual needs and circumstances. They type of support provided includes:

- Access to regular training programs on business startup and improvement, including bookkeeping, marketing and human resource management.
- Access to networking events aligned with business interests.
- Access to business mentors and coaches to provide responsive advice and support.
- Access to practical support for business registration and licensing, including enrolment in the Vanuatu National Provident Fund (VNPF) social
- Referrals to complementary support services such as banking-loan programmes and government-assisted schemes.

## Managing operations

The WRIR service can be managed by two to five staff members depending on the scale of the service. Preferably, one man and one woman should comprise the minimum staff – this will help to ensure that the distinct needs of women and men migrants can be better met.

The two key positions to ensure the service can be delivered are a service manager and service training officer. Guest speakers, Government Officials, and subject-matter experts can be recruited to work alongside this team on an adhoc basis as needed.

### WRIR Manager

The WRIR MANAGER has primarily responsible for:

- Financial management of all aspects of the service, including appropriately funding outreach activities, payment for rent of the premises and service providers (if required), and ensuring the financial transparency of the service's budget for development and funding partners, including periodic financial reports.
- All forms of reporting and data collection, ensuring that the training officer is properly documenting the service activities through use of appropriate data collection methods, including client cards (or similar tools).
- Guiding all service and outreach activities, including planning schedules and activities and staff timetables (in cooperation with the training officer).
- Acting as the focal point for all development partner communication.
- Acting as the focal point for all networking and relationship-building activities.
- Providing the technical expertise to lead the training program, including support to the training officer in difficult or challenging cases.
- And most importantly the manager needs to be able to run Training of Trainer courses, and support the development of facilitators and Team Leaders.

### Requirements:

- A good understanding of service provision.
- A skilled trainer.
- Understanding of migration trends in the local area and internationally.
- Experience in the administration of programs and projects and reporting requirements.
- Familiarity with government processes.
- An attitude of openness, commitment to gender equality and human rights principles and sharing the values of the EBMO.



## WRIR Training Officer

The WRIR Training Officer is primarily responsible for:

- Providing business and investment counselling to training participants, including initiating and following up on referrals.
- Providing advice to returned migrants and members of their families.
- Running the filing system that tracks the movements of clients who have accessed the service.
- Entering data for each client on a regular basis, using the completed client cards (or similar).
- Organizing and running outreach activities, including training of village officials, commune and district council members, community leaders and trade union branch leaders.
- Ensuring the training venue is appropriately stocked with materials for potential migrants and their family members and maintaining the library of resources.

Requirements:

- A good understanding of service delivery and outreach, social work, counselling or a legal background.
- Understanding of migration and familiarity with government processes.
- An attitude of openness, commitment to gender equality and human rights principles and sharing the values of the EBMO.

## Resourcing

The WRIR service model can be implemented by EBMOs with modest resourcing, provided there is strong collaboration with partners. A typical implementation team includes EBMO trainers, financial literacy coaches, and government liaison officers. Key partners may include the Department of Labour and Immigration, Departments of Agriculture and Rural Development, Workers Organizations and civil society organizations, the ILO and IOM, the Pacific Resilience Hub (developer of the Canvas tools) and development partners supporting the Pacific Labour Mobility Scheme e.g. (PLMSP), which provides the enabling framework for labour mobility programming across the region.

Funding can be sourced from donor programs supporting labour mobility, private sector sponsorships, or sponsorship and cost-sharing arrangements with participating ministries.

Below is a breakdown of the typical expenses involved in operating the program:

- Trainers salary (minimum 10 hours a week for pre-departure training – depending on location and number of participants)
- Venue costs (rental and utilities)
- Transportation (optional)
- Printing of materials (1 pack per participant)

## Getting to market

The WRIR model was successfully piloted by the VCCI in 2024 with support from the Pacific Resilience Hub, ILO, IOM, the Department of Labour, the Department of Agriculture and Rural Development and other national partners. The pilot demonstrated strong outcomes in worker engagement, family inclusion, and small business planning. Three phases were followed to establish a sustained service.

### Phase #1 – Design and testing

The first step an EBMO should take is to review and tailor the WRIR training resources and materials to ensure they are relevant to the local context and provide accurate information. This might require an EBMO to contract external expertise, but the materials have been developed in a way that it should be simple enough for EBMO secretariat teams to tailor themselves. Translation to local languages should be undertaken at this stage. In the WRIR pilot, this design and testing phase was undertaken in collaboration with the Pacific Resilience Hub, which provided technical expertise on Canvas-based planning tools, coaching methodologies, and adaptation to local cultural contexts.

EBMOs will also need to map relevant services (e.g. legal services, skills training, health services, services for women, financial services) and have available up to date contact information that can be provided to service participants (and members of their families) based on their needs. Mapping of these services is also useful for the development of supporting resources to be used in the service, as it is important to determine what materials are already available.

EBMO should also develop tailored membership materials for service participants and their families to understand the process and benefits of becoming a member. Here might include information on other services the EBMO can provide if the participant joins the organization.

Once the materials have been translated, tailored and collated; it is recommended that a small training pilot is undertaken to get feedback on the materials and approach. In the first pilot it is recommended that EBMO focus on the Pre-departure materials and moving on to the other materials only after finalizing these. For the purposes of piloting, it is not critical that migrant workers participate, the pilot could be targeted to sole traders, youth entrepreneurs or new start-ups.

### Phase #2 – Preparing to launch

Once the materials have been finalized, EBMOs should plan a Training of Trainers (ToT) program on the Canvas tools, followed by a localized awareness campaign.

The ToT involves several sets of workshops, each addressing one CANVAS type. Then, the trainer will be required to run workshops while being mentored and supported by the ToT provider. The trainers will require to have experience with labour mobility, its both positive and negative affects, and work well with all stakeholders including the Government sending unit.



At this stage EBMO may like to identify potential speakers that can be called upon from the board, membership or Government services to share experiences, provide inspirational talks, or give practical insights to service participants. The involvement of guest speakers can also be used in the marketing of the service and may help to strengthen relationships and get visibility.

EBMO should also prepare marketing materials to advertise the service to potential participants, prepare registration materials (QR-coded sign-ups could be used), and prepare pre and post service evaluations tools (i.e. surveys to assess whether participants were satisfied with the service, improved their skills, and what further support or adjustments to the program could be included in future).

Webinars can then be launched as part of pre-departure and reintegration training. Key milestones include forming partnerships, finalizing training schedules, and establishing a monitoring system.

### Phase #3 – Going live

Depending on your level of preparation and circumstances, EBMO may like to publicize the launch of the new service through press releases or invitation of observers from key partners/donors.

Monitoring and evaluation of the service is important. Data management and monitoring can be facilitated through digital tools such as QR-coded sign-ups, Google Forms, Qualtrics surveys, and tablet-based survey systems. These tools track participation, measure outcomes, and document success stories for ongoing improvement.

The WRIR pilot program actively communicated its progress and results through:

- Stakeholder reports and community meetings highlighting impact and participant successes.
- Social media and digital platforms showcasing milestones and testimonials.
- Media coverage and partner newsletters ensuring wider dissemination of learnings.
- Donor branding and visibility meeting compliance requirements through logo placement and public acknowledgments.

Scale-up will depend on continuous data sharing, regular coaching, and joint evaluations with partners. Future expansion—such as the upcoming ‘Famili i Stanap Strong’ phase—aims to institutionalize WRIR as a core service supporting the entire labour mobility cycle.

## Main challenges, risks and corrective action

- Selection of participants and locations: Challenges arose in balancing participation from urban and rural areas and ensuring fairness in selection processes. Nepotism risks in selection by Area administrators (AAs) were identified, leading to recommendations for a more structured and transparent process.
- Timely access to travel opportunities: A key learning from the pre-reintegration cohort was the necessity for a clear pathway to seasonal work. Without imminent travel opportunities post-training, impact was limited. Stronger coordination with recruitment agencies is required in future phases.
- Limited financial service access: Rural participants faced challenges in accessing formal banking services. Strengthening partnerships with financial institutions was key to addressing this gap.
- Managing expectations: Some participants had unrealistic financial expectations about seasonal work. Enhanced goal-setting and financial planning components were introduced to address this.
- Family engagement: Ensuring families were actively involved in financial planning proved crucial for long-term success, leading to additional family-oriented sessions.
- Uncertainty in travel approvals: Travel process delays by Labour Sending Unit (LSU) and private agents caused frustrations, emphasizing the need for clearer coordination.
- Variability in literacy levels: Training was adapted with more visual aids, simplified materials, and interactive tools like the Talking Stick & Vision Boarding.
- Coaching timeframe and availability: Participants’ community obligations impacted coaching schedules, leading to a recommendation for extended and more flexible coaching periods.
- Limited media visibility: Program visibility was lower than expected, highlighting the need for improved engagement with media platforms.
- Impact of disasters (e.g., cyclones): Natural disasters such as cyclones significantly disrupted program delivery, travel schedules, and participants’ economic stability. In some areas, infrastructure damage and livelihood losses may reduce participation rates and delayed follow-up activities. Future program designs should integrate disaster preparedness, contingency planning, and psychosocial support to enhance resilience and ensure continuity during such events.

# Annexes

Annex 1:  
Case Study: VCCI's Experience

Annex 2:  
Canvas Tools Overview – Seasonal Work,  
Family, and Community Canvases

Annex 3:  
Example training program (5 days)

Annex 4:  
Example promotional flyer

Annex 5:  
Example survey form

Electronic copies of the participant workbooks are available to EBMO upon request.



## Annex 1: Case Study: VCCI's Experience

The Vanuatu Chamber of Commerce and Industry's implementation of WRIR demonstrates how an EBMO can successfully deliver training and coaching to seasonal workers and their families. Over 400 participants took part across four provinces through blended webinar and face-to-face sessions. Findings showed increased confidence in financial planning, greater family involvement in investment decisions, and emerging micro-enterprises such as retail shops and agricultural ventures.

Link to video: <https://www.facebook.com/share/v/1FW4iXvaE2/>

Lessons learned include the importance of clear participant selection, early community engagement, and the value of peer mentors (Team Leaders). The case also highlights how gender-sensitive approaches and cultural tools such as the 'Talking Stick' enhance family communication and cooperation.

### Lessons learned

#### Context and Implementing Environment

- Stronger partnerships with financial institutions improve participant access to savings mechanisms.
- Cultural and family dynamics significantly influence financial decision-making, necessitating a family-inclusive approach.

#### Project Strategy and Design

- A phased learning approach with ongoing reinforcement increases retention and application of concepts.
- Real-life case studies and peer mentoring enhance engagement and understanding.

#### Advocacy and Communication

- Participant success stories and community testimonials serve as powerful advocacy tools.
- Clear, consistent messaging ensures family members understand their role in financial planning.

#### Capacity Building

- Local facilitators strengthen program sustainability and community ownership.
- Post-training support mechanisms, including mentoring and digital tools, improve long-term impact.

#### Implementation and Institutional Arrangements

- Collaboration with government and civil society organisations enables program scaling.
- Embedding financial literacy within reintegration programs enhances effectiveness.

### Next steps

To close out the pilot phase of VCCI's program and inform future planning, a multi-stakeholder reflection workshop was held in May 2025. The workshop brought together government representatives, implementing partners and community stakeholders to review progress on the labour mobility programme, share lessons and discuss the path forward.

### Feedback received

- Participants expressed a strong desire for a holistic, inclusive and collaborative approach to reintegration efforts. Specific hopes included:
- A holistic programme that integrates different support systems under one lead agency.
- Continued leadership from Vanuatu in the region.
- Strong partnership and collaboration among stakeholders.
- Greater support for workers while overseas (e.g., coaching).
- Managing community expectations realistically.
- Smart, scalable thinking: "Act smart, think big".
- Decentralized delivery models with local ownership.

### Key elements identified as essential to future success included:

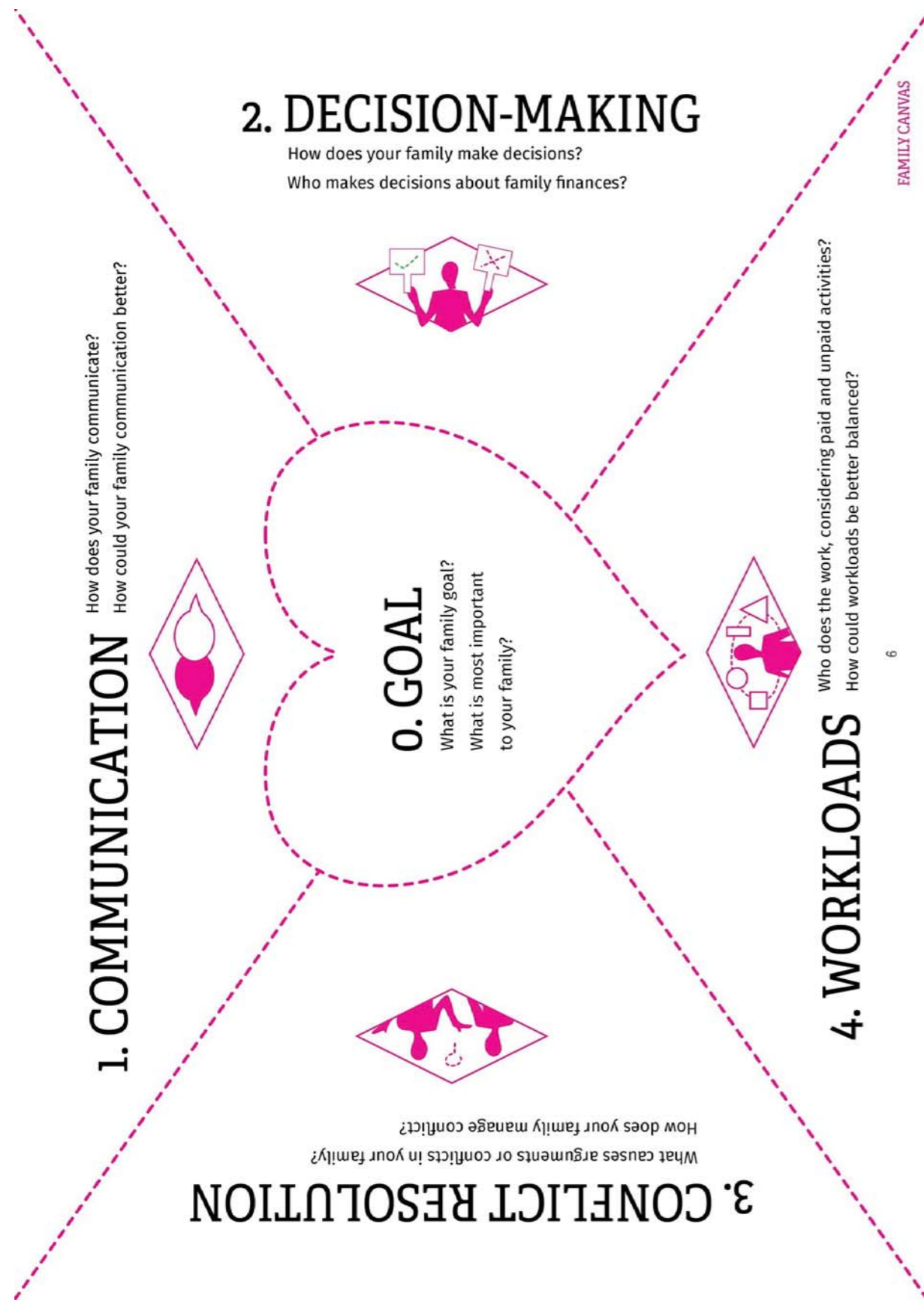
- Clear targeting of programme participants and interventions.
- Strong focus on efficiency and inter-governmental support.
- Integration of climate change and disaster risk into planning.
- Expansion to include other provinces, and attention to varying literacy and capacity levels.
- High-quality training and coaching.
- Flexibility via different delivery modalities.
- A child-welfare plan to support family well-being.
- Systems to capture RSE workers in the seasonal worker canvas.
- A commitment to ensuring participants stay in Vanuatu and derive local benefit.

### Concerns highlighted potential barriers or risks to the programme's effectiveness:

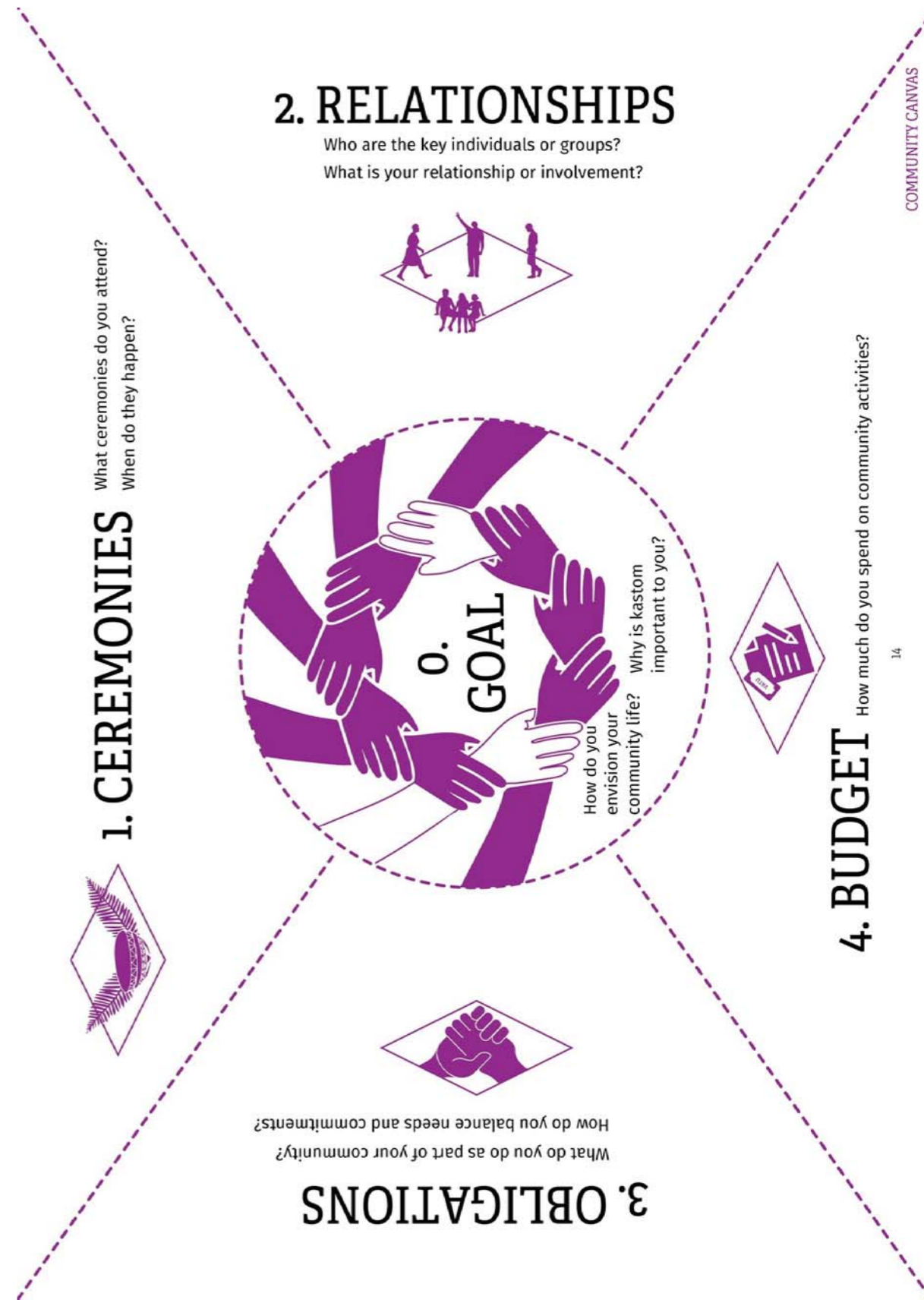
- Limitations of pre-departure briefings.
- Sustainability and scalability of interventions – especially human resourcing and long-term impacts.
- Knowledge gaps, particularly for those missed by the current system.
- Data-capture challenges, especially for tracking returning workers.

## Annex 2: Canvas Tools Overview – Seasonal Work, Family, and Community Canvases

The Seasonal Work, Family, and Community Canvases presented in this annex were developed by the Pacific Resilience Hub and adapted for use within the WRIR model in partnership with VCCI and the ILO. For further information, please contact: [info@canvasmodel.org](mailto:info@canvasmodel.org) or visit: <https://canvasmodel.org/>

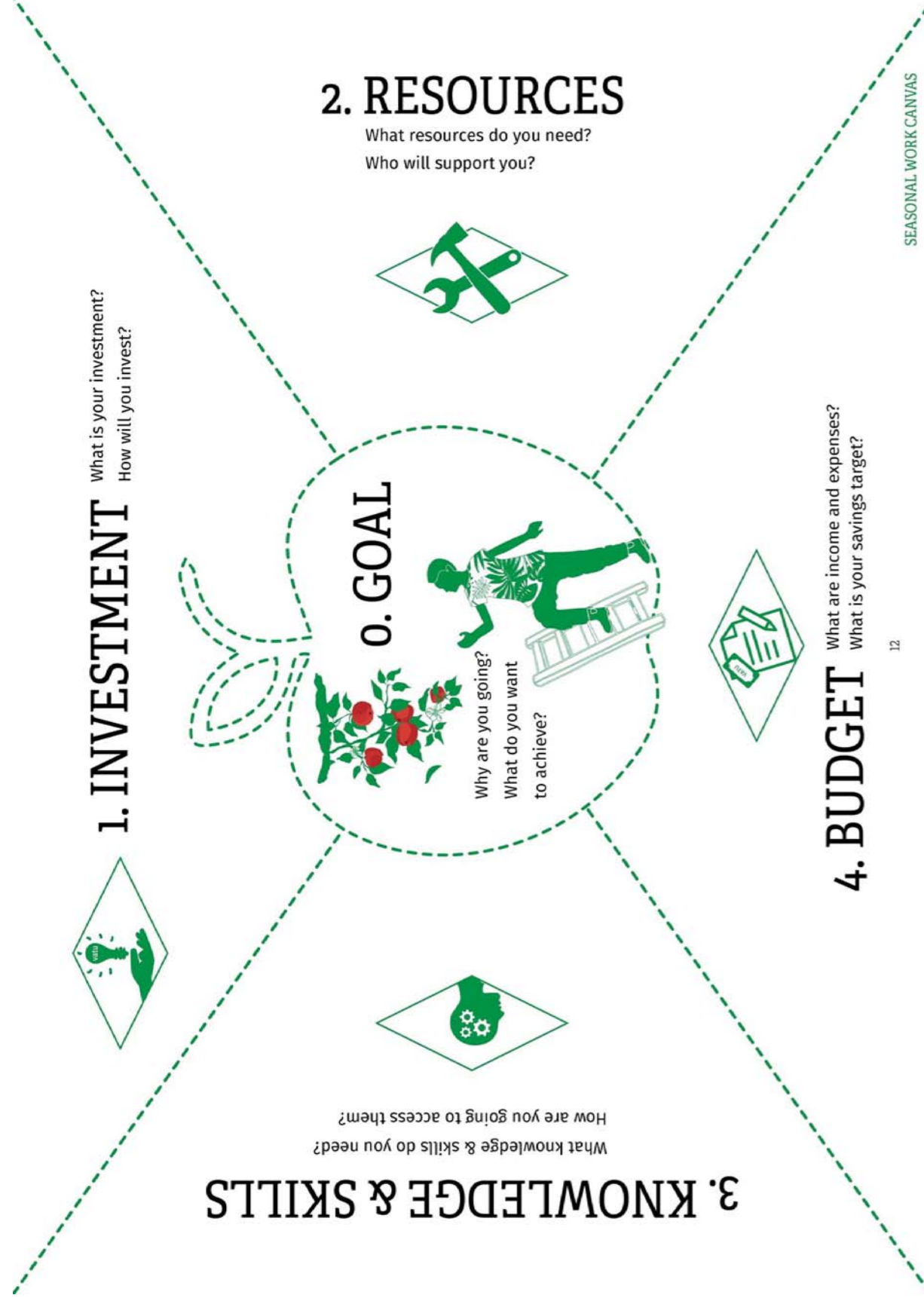


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Annex 3: Example training program (5 days)

		Workshop Program		
		DAY 1	DAY 2	DAY 3
8:30	<p><b>Welcome and Introductions</b></p> <ul style="list-style-type: none"> <li>Housekeeping &amp; Icebreakers</li> <li>Overview of Workshop</li> </ul> <p><b>Introduction to the Canvases</b></p> <ul style="list-style-type: none"> <li>How to use the canvas (boxes, questions)</li> <li>Complete a sample canvas</li> </ul>	<p><b>Welcome back and Day 1 Reflections</b></p> <ul style="list-style-type: none"> <li>Reflection Quiz and Exercise</li> </ul> <p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 2 - Decision-Making</li> <li>Conduct Activity 5</li> <li>Participants complete their Canvas</li> </ul>	<p><b>Welcome back and Day 2 Reflections</b></p> <ul style="list-style-type: none"> <li>Reflection Quiz and Exercise</li> </ul> <p><b>COMMUNITY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 0 - Goal</li> <li>Conduct Activity 1</li> <li>Participants complete their Canvas</li> </ul>	
10:00	Morning Tea	Morning Tea	Morning Tea	Morning Tea
10:15	<p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 0 - Goal</li> <li>Conduct Activity 1</li> <li>Participants complete their Canvas</li> </ul>	<p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 3 - Conflict Resolution</li> <li>Conduct Activity 6 &amp; 7</li> <li>Participants complete their Canvas</li> </ul>	<p><b>COMMUNITY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 1 - Ceremonies</li> <li>Conduct Activity 2</li> <li>Participants complete their Canvas</li> </ul>	
12:00	Lunch	Lunch	Lunch	Lunch
13:00	<p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 1 - Communication</li> <li>Conduct Activity 2 &amp; 3</li> <li>Participants complete their Canvas</li> </ul>	<p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 4 - Workloads</li> <li>Conduct Activity 8</li> <li>Participants complete their Canvas</li> </ul>	<p><b>COMMUNITY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 2 - Relationships</li> <li>Conduct Activity 3</li> <li>Participants complete their Canvas</li> </ul>	
14:30	Afternoon Tea	Afternoon Tea	Afternoon Tea	Afternoon Tea
14:45	<p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Conduct Activity 4</li> <li>Participants complete their Canvas</li> </ul>	<p><b>FAMILY CANVAS</b></p> <ul style="list-style-type: none"> <li>Conduct Activity 9</li> <li>Participants complete their Canvas. <i>Canvas presentations if appropriate.</i></li> </ul>	<p><b>COMMUNITY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 3 - Obligations</li> <li>Conduct Activity 4 &amp; 5</li> <li>Participants complete their Canvas</li> </ul>	
16:30				





Time	DAY 4	DAY 5
8:30	<p><b>Welcome back and Day 3 Reflections</b></p> <ul style="list-style-type: none"> <li>Reflection Quiz and Exercise</li> </ul> <p><b>COMMUNITY CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 4 - Budget</li> <li>Conduct Activity 6</li> <li>Participants complete and PRESENT their Canvas.</li> </ul>	<p><b>Welcome back and Day 4 Reflections</b></p> <ul style="list-style-type: none"> <li>Reflection Quiz and Exercise</li> </ul> <p><b>SEASONAL WORK CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 3 – Knowledge &amp; Skills</li> <li>Conduct Activity 5</li> <li>Participants complete their Canvas</li> </ul>
10:00	<p>Morning Tea</p> <p><b>SEASONAL WORK CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 0 - Goal</li> <li>Conduct Activity 1</li> <li>Participants complete their Canvas.</li> </ul>	<p>Morning Tea</p> <p><b>SEASONAL WORK CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 4 - Budget</li> <li>Conduct Activity 6</li> <li>Participants complete and PRESENT their Canvas</li> </ul>
12:00	Lunch	Lunch
13:00	<p><b>SEASONAL WORK CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 1 - Investment</li> <li>Conduct Activity 2</li> <li>Participants complete their Canvas</li> </ul>	<p><b>PARKING LOT</b></p> <ul style="list-style-type: none"> <li>Spare time for revision of any canvas or activity</li> </ul>
14:30	<p>Afternoon Tea</p> <p><b>SEASONAL WORK CANVAS</b></p> <ul style="list-style-type: none"> <li>Introduce Box 2 - Resources</li> <li>Conduct Activity 3 &amp; 4</li> <li>Participants complete their Canvas</li> </ul>	<p>Afternoon Tea</p> <p><b>EVALUATION SURVEY</b></p> <ul style="list-style-type: none"> <li>Complete Workshop Evaluation Survey</li> <li>Close</li> </ul>
16:30		

### Annex 4: Example promotional flyer

## PRODUCTIVE, HEALTHY, RESILIENT & INCLUSIVE AGRICULTURE (PHRIA)

The PHRIA training model:

- Provides farming families with a series of **tools, workshop activities and family coaching support**
- Enables farming families to work together to **plan, grow and sustain their agriculture and business activities**

**PHRIA Book Series:**  
The Canvas book, Activity Book and Coaching book

**7 key topic areas:**  
Family, Farming Business, Seasonal Work, Community, Disaster Risks and Climate Change

FAMILY

FARMING

BUSINESS

SEASONAL WORK

COMMUNITY

DISASTER RISKS

CLIMATE CHANGE

The central tool is the CANVAS – a plan on a page –

The 7 canvases can be selected and adapted to program or community needs

Training with one female and one male household head, but can also engage full families

For further information on PHRIA resources and implementation please contact VCCI on +678 27543 or see <https://vcci.vu/contact/>



## Annex 5: Workshop evaluation form

Date of Workshop:	
Location of Workshop:	
First Name:	
Family Name:	
Gender:	
Family members present (Yes/No):	
Contact Phone Number:	
Email Contact:	

What did you like most about this workshop? (text)

What aspects of the workshop could be improved? (text)

What are 2 main things you have learned in the Workshop? (text)

Any additional comments? (text)

What Canvas are you using? (MAIN TOPIC)

Family Canvas	Seasonal Work Canvas	Community Canvas
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**IF SELECT: Family Canvas**

I know how to use the canvas to support my family.	Very much	Somewhat	Not at all
I know how to share business and financial decision-making with my family.	Very much	Somewhat	Not at all
Our family shares the family work, including caring for children, cooking, cleaning the house, etc.	Very much	Somewhat	Not at all
I can address issues or conflicts in my family calmly and with care.	Very much	Somewhat	Not at all

**IF SELECT: Seasonal Work Canvas**

I know how to use the canvas to support my seasonal work.	Very much	Somewhat	Not at all
Our family is able to identify and agree on a goal for seasonal work together.	Very much	Somewhat	Not at all
I know how to plan and invest my money from seasonal work to meet my family's needs back home.	Very much	Somewhat	Not at all
I know how to plan and invest my money from seasonal work to achieve my family's investment goals.	Very much	Somewhat	Not at all

**IF SELECT: Community Canvas**

I know how to use the canvas to support my family and community.	Very much	Somewhat	Not at all
I am able to identify strategies for balancing family and community relationships.	Very much	Somewhat	Not at all
I feel confident in negotiating positive relationships with my family and community.	Very much	Somewhat	Not at all



**What other topics did you learn about in the training? (EXTRA TOPICS)**

Family	Farming	Business	Seasonal Work	Community	Disaster	Climate Change
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**IF SELECT: Family**

I know how to better support my family.	Very much	Somewhat	Not at all
I know how to share business and financial decision-making with my family.	Very much	Somewhat	Not at all
Our family shares the family work, including caring for children, cooking, cleaning the house, etc.	Very much	Somewhat	Not at all
I can address issues or conflicts in my family calmly and with care.	Very much	Somewhat	Not at all

**IF SELECT: Farming**

I know how to better support my family's farming activities.	Very much	Somewhat	Not at all
I know how to plan for what we eat and what we sell on our farm.	Very much	Somewhat	Not at all
Our family works together on our farm.	Very much	Somewhat	Not at all
Our family has plans for growing or expanding our farm.	Very much	Somewhat	Not at all

**IF SELECT: Business**

I know how to better support my business.	Very much	Somewhat	Not at all
I have a good understanding of my business and its finances.	Very much	Somewhat	Not at all
I know who my key customers are and why they buy my product.	Very much	Somewhat	Not at all
I have plans for growing or expanding my business.	Very much	Somewhat	Not at all

**IF SELECT: Seasonal Work**

I know how to better plan for my seasonal work.	Very much	Somewhat	Not at all
Our family is able to identify and agree on a goal for seasonal work together.	Very much	Somewhat	Not at all
I know how to plan and invest my money from seasonal work to meet my family's needs back home.	Very much	Somewhat	Not at all
I know how to plan and invest my money from seasonal work to achieve my family's investment goals.	Very much	Somewhat	Not at all

**IF SELECT: Community**

I know how to better support my family and community.	Very much	Somewhat	Not at all
I am able to identify strategies for balancing family and community relationships.	Very much	Somewhat	Not at all
I feel confident in negotiating positive relationships with my family and community.	Very much	Somewhat	Not at all

**IF SELECT: Disaster**

I know how to better plan for and reduce my disaster risks.	Very much	Somewhat	Not at all
I know how to identify and assess the disaster risks to my family and business.	Very much	Somewhat	Not at all
I am able to prepare for these risks to reduce their likelihood or impact.	Very much	Somewhat	Not at all

**IF SELECT: Climate Change**

I know how to better plan for and adapt to climate change.	Very much	Somewhat	Not at all
I know how to identify and assess the climate change impacts to my family and business.	Very much	Somewhat	Not at all
I am able to prepare for these risks to reduce their likelihood or impact.	Very much	Somewhat	Not at all

