



Strategic Plan

2019-2021

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President's Foreword

It gives me great pleasure to introduce the VCCI's Strategic Plan for 2019-2021.

I became president of VCCI on 1 January this year and since then I, my fellow council members and staff have been taking a critical look at the performance of the Chamber. We have accepted that the organisation is not functioning as it should and that it is time for some radical changes.

We have quickly been able to change the tone of VCCI's dialogue with Government. I am pleased that VCCI's constructive approach has been widely recognised and appreciated.

Now we have turned our attention to putting in place a new vision, mission and strategic objectives, and identifying the practical things VCCI can do to ensure that it meets its statutory obligations, as far as it can within its resource constraints, and delivers value to VCCI's membership and other stakeholders including Government.

Our new vision statement, *A stable and prosperous economy, encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu*, is proudly borrowed from the country's National Sustainable Development Plan. It clearly indicates VCCI's intention to become an organisation that makes a unique and significant contribution to the future of the country by representing the private sector in dialogue with Government and others, and by providing effective business development services across the country.

The Strategic Plan is VCCI's commitment to transformation, to becoming a sustainable and valued organisation. Of course, words don't make change happen. Actions do. We will be judged on how well we implement our plan which will no doubt require some refinement as we move forward, but I believe it lays out a clear pathway for us follow. I hope the plan will give others the confidence to come with us on the journey, partnering and collaborating with us, and providing funding support.

After the AGM on 30 April 2019, new council members will join those reappointed, to form a new team. I am sure the team will join with me in looking forward to a challenging but productive and rewarding few years ahead as we transform VCCI into the kind of chamber we are all proud to be part of.

Shaun Gilchrist

President

This Strategic Plan was endorsed by Council members on [date]

Represents Manufacturing	Represents Construction
Represents Tourism	Represents Tourism
Represents Shipping	Represents Land Transport
Represents Air Transport	Represents Utilities
Represents Financial & Commercial Services	Represents Financial & Commercial Services
Represents Small Businesses	Represents Small Business
Represents Larger Businesses	Represents Larger Businesses
Engaged in Agriculture	Represents Women in Vanuatu

Background to the Chamber

The Chambers of Commerce and Industry in Vanuatu Act (CAP236)

The Chambers of Commerce and Industry in Vanuatu Act was passed in 1995. It provided for the establishment of seven independent regional chambers, (Port Vila plus one for each province), with the Port Vila chamber being the 'capital chamber', providing a national business training and support centre for Ni-Vanuatu businesspeople; information services for all business licence holders; assistance to the provincial chambers; and the administration and management of a National Council of Chambers of Commerce.

Every business licence holder in the country would automatically be a member of the Chamber serving the region when they paid their business licence fee, 10% of which would go towards a grant to support their local chamber.

Objectives and functions

The CCVI Act does not explicitly describe the purpose of having chambers of commerce and industry, but their 'objectives and functions' are described as follows:

3. Objectives and functions of the Chambers
1) The objectives of the Chambers of Commerce shall be: <ul style="list-style-type: none">a) The representation of the business community in dealings with persons or organisations public or private, national or internationalb) The collection and dissemination of information on all matters of interest to the business communityc) The promotion of commerce and industryd) The encouragement and promotion of the greatest number of ni-Vanuatu participation and success in businesse) The provision of information and advice to the Government and other public authorities in all matters affecting business in or the economy of the Republic of Vanuatu
(3) The Capital Chamber has additional responsibilities including but not limited to the following: <ul style="list-style-type: none">a) The establishment and management of a business training and support centre for the promotion of ni-Vanuatu people in business, directed specifically to the development of their technical and managerial skillsb) Whenever required, the provision of information and advice to all business licence holders, Government services and overseas trade and investment partnersc) Assistance to potential investorsd) Assistance to Local Chamberse) The provision of information to the Local Chambers on the activities of the Capital Chamberf) The administration and management of the National Council of Chambers of Commerce

Funding

According to the Act, "each Chamber shall be entitled to receive an annual sum from the business licensing authority for its Region equal to ten percent (10%) of all business licence fees paid in respect of that Region during the previous 12-month period." This payment was to be paid to the Chamber "in four equal instalments on or before 1st January 1st April 1st July and 1st October each year."

The Act does not provide for any additional annual funding for the Capital Chamber.

As well as receiving national or provincial governments grants, Chambers could raise funds by selling or hiring goods and services, rental of premises and sale of relevant publications. Chambers could also borrow money subject to conditions.

The Act requires that a Chamber's income from all sources should be used for:

- a. The leasing, renting, acquisition or construction of premises and equipment
- b. The establishment or management of training or consultancy services or enterprises relevant to the objectives
- c. The publication of documents and other material relevant to the objectives

In addition, the Capital Chamber must spend:

- a. Not less than 50% of income from all sources on the Business Training & Support Centre
- b. Income on the expenses of the National Council including travel expenses for attendance in each member of the National Council who is not a member of the Capital Chamber at two National Council meetings per year.

Chamber Membership

The Act provides for two categories of membership:

1. Ordinary members

- Every holder of a business licence is an ordinary member of the Chamber.
- Payment of the business licence fee (fee only, not turnover tax), "shall constitute the members' subscriptions."
- Ordinary members may be candidates for the Council.
- Ordinary members may vote in the election of Council members, subject to the voting rules.
- Ordinary members may attend General Meetings.

2. Associate members

- A person, company, partnership or other association involved in business in Vanuatu but legally exempt from holding a business licence may, at the discretion of the Council of the Chamber of a Region, be granted associate membership of the Chamber.
- Associate members may be candidates for the Council, but the Council can have not more than three associate members on it.
- Associate members may attend General Meetings.

Chamber users

The Act envisages chambers providing services to:

- The business community
- The Government
- Other public authorities
- Investors
- Government services
- Overseas trade and investment partners
- Ni-Vanuatu people in business

Council structure

- The Capital Chamber has 16 Council members, of whom at least one must be a woman
- 14 Council seats are representatives of specific sector, elected by members of that sector
- 2 seats are filled by individuals nominated by the Council
- Election is for a 2-year period. Council members may be re-elected
- The Council elects office bearers - a President, two Vice-Presidents, a Secretary and a Treasurer

	Industry	Business licence the candidate must hold
1	Manufacturing	Class A – Mining, quarrying and logging Class B – Manufacturing industries and trade
2	Construction	Class C – Construction industries and trade Class F4 – Other professional and business services (construction industry activity)
3	Tourism	Class D3 – Hotels, motels, restaurants, cafes, bars and other accommodation services
4	Tourism	Class E – Transportation, storage facilities and tourism services (tourism activity)
5	Shipping	Class E – Transportation, storage facilities and tourism services (shipping activity)
6	Land transport	Class E – Transportation, storage facilities and tourism services (land transport activity)
7	Air transport	Class E – Transportation, storage facilities and tourism services (air transport activity)
8	Financial & commercial services	Class F1 – Commercial banks; F2 – other financial institutions; F3 – insurance companies; or F4 – other professional & business services
9	Financial & commercial services	
10	Utilities industry	Class I1 - electricity; I2 telecommunications, telegraphic and communication service companies and providers; I3 –water works, distribution and supply companies and providers; or I4 – radio and television broadcasting companies and providers
11	Small businesses	Class D1 – Import and re-export; D2 – retailers and wholesalers; D4 – take-away food outlets and catering services; D5 – (reserve investments) open air vendors, mobile shops, door to door sales; G1 – human and animal health services; G2 – personal, social and recreational and repair services Turnover of less than Vt 50m
12	Small businesses	
13	Larger businesses	
14	Larger businesses	Class D1 – import and re-export; or D2 Retailers and wholesalers Turnover of more than Vt 50m
15	Individual engaged in agriculture	“need not be a business licence holder”
16	Female individual selected from nominees put forward by any group or groups representing women in Vanuatu	“should be, but need not be, a business licence holder”

Reality

When the Act was passed, the Minister appointed a provisional Council of the Capital Chamber and the Government provided a grant of Vt10m for the Chamber to establish itself and all six provincial chambers. However, for many reasons, not least the fact that 10% of business licence revenue in each province was never going to sustain them, the provincial chambers were never established.

With no provincial chambers to serve, and no National Council of Chambers to run, there was really no need for a Capital Chamber. Perhaps the Capital Chamber should have reverted to being the Port Vila chamber. Instead it was renamed the Vanuatu Chamber of Commerce and Industry and expected to provide national services, despite the fact there were no provisions for this arrangement in the Act. This arrangement has created confusion ever since, for VCCI and for Government ministers and officials.

In practice, VCCI has operated as a Port Vila chamber, inviting businesses in Efaté, Santo and Tanna to participate in programmes and events if they came to Port Vila. As far as it can, the Chamber operates under the additional Capital Chamber organisational provisions in the Act.

The Chamber receives an annual Government grant of 10% of Port Vila business licence revenue. Of course, after Cyclone Pam, business licence renewals dropped so grant income reduced. VCCI receives an annual Government grant based on Port Vila business licence revenue. A small contribution came from Santa in 2018 and a contribution will come from Tanna for 2019.

VCCI's total Government grant for 2018 was Vt21,840,967 whilst its operating costs, including 10 staff, totalled just under Vt29,000,000, the shortfall covered by VCCI's income from renting office space, room hire, sale of the Employers Guidebook, and managing contracts, for example managing the Business Link Pacific programme for MFAT. For 2019 VCCI understands the Government grant will be Vt25,646,869.

In return for its grant income VCCI has always acted as a business training and support centre and provided information and advice, and offered many workshops, mentoring opportunities and trade events, to businesses in Port Vila at least. For many years the Chamber has run a programme of vocational training in business related subjects, mainly for ni-Vanuatu school leavers, and for this has become known for being an education institution.

VCCI has perhaps been most prominent in its representation role, putting private sector views in front of Government, sometimes in a way that has not made supporters of politicians or officials. In very recent times, VCCI has been having more constructive, but nonetheless robust dialogue with Government and has made a valued contribution to the trade negotiations that have resulted in a trade agreement with New Caledonia.

VCCI has its offices and training rooms in a property it owns that is in a good position in town, but which is in poor repair and for which it is still paying off a loan.

Going forward

In recent years, VCCI has lost its way. It has not responded to changes in its membership, the changing challenges business owners face, or the expectations of a national chamber of commerce. It has felt constrained by outdated legislation, reduced Government funding after Cyclone Pam, and capacity gaps. It has lacked clarity of purpose and confidence about its strategic direction and priorities. Consequently, businesses, Government and others have lost confidence in VCCI.

But VCCI is turning around. There are opportunities. Businesses are seeing that VCCI can bring a private sector perspective to national conversations. We can build on recent improvements in the dialogue with Government. Technology is making it easier and easier to communicate remotely. Whereas before it was time consuming and costly just to get one island, now we can reach businesses that have internet connections in all the islands. The Green Climate Fund and other donors prioritising climate change and disaster resilience are looking for partners such chambers. We have already been successful in accessing funding for business resilience initiatives over the next three years. And there is a growing body of in-country specialists – advisors, trainers and technical specialists who VCCI can partner with to help us develop and deliver quality services.

The CCVI Act requires all chambers to encourage and promote the “greatest possible Ni-Vanuatu participation and success in business.” Over the years, VCCI has provided vocational business education, mainly for ni-Vanuatu school leavers. But the Chamber has not served ni-Vanuatu owners of businesses well, mainly because the vast majority of those businesses are informal and/or in the rural areas and VCCI does not have the expertise or the capacity to serve them in the provinces.

In the years since the Act was passed, MTTICNVB and DARD have become important drivers of ni-Vanuatu business development in the rural areas, particularly co-operative businesses, and now the Vanuatu Cooperative Business Network has been formed, it too is stimulating business activity at the frontline.

So where is VCCI’s niche? What can VCCI do well that none of the other players can do? What do businesses want that is not available to them?

Whilst around 78% of MSMEs are in the rural areas, the vast majority of business licence holders are in the urban areas. Some are exporting or intending to export. Many are amongst the larger employers. An increasing number of such businesses are owned by Ni-Vanuatu.

The urban areas are also a magnet for young ni-Vanuatu entrepreneurs with ideas for creative businesses, green businesses, businesses using digital technology and new products.

So it makes sense for VCCI to concentrate on serving these formal businesses, in and around the urban centres, at the same time as making business information and advice available to all business owners, in three languages, through multiple communication channels.

Three-year Transformation Strategy

If VCCI is to be relevant and valued, it must change. It must be efficient, innovative and deeply engaged with its market.

1. Transformation

Transform VCCI into a high-performing organisation that has the capacity to deliver on its mission. This will involve improving capability, governance, management systems and processes, technology and the state of our facilities.

2. A new vision

VCCI has adopted, Economic Goal 1 of *Vanuatu 2030 – The People’s Plan*, the country’s National Sustainable Development Plan, as its vision.

A stable and prosperous economy, encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu

3. A new mission

VCCI’s mission is:

- To support the private sector in making a unique and significant contribution to the achievement of the National Sustainable Development Goals, by delivering services that produce value for VCCI’s membership, Government and other stakeholders; and
 - To support policies, strategies, legislation, regulations, treaties, agreements and initiatives that enable businesses to grow in ways that are sustainable, having positive impacts on the economy, society and the environment.
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4. A clear value base

- | | |
|------------------|-----------------|
| ▪ Relevance | ▪ Integrity |
| ▪ Responsiveness | ▪ Transparency |
| ▪ Inclusivity | ▪ Effectiveness |
-

5. Eight Key Result Areas (KRAs)

VCCI will produce results of value to businesses, Government and others in eight key result areas which are aligned with the NSDP

1. Engaging with Government on policy issues on behalf of the membership
2. Providing reliable information and advice to business, Government and others – using multiple communication channels to deliver services throughout the country
3. Providing business training to ni-Vanuatu small business owners, and to larger businesses – in Port Vila and the provinces
4. Encouraging young entrepreneurs throughout the country
5. Helping business throughout the country to be resilient to disasters and the effects of climate change

6. Encouraging wider inclusion in the formal business sector including amongst ni-Vanuatu, women and people living with disabilities
 7. Communicating with membership throughout the country
 8. Developing a Chamber that is sustainable and valued
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5. Higher profile in the development sector

Share VCCI's vision, mission, and objectives with national, regional and international development organisations, to forge partnerships that will help the Chamber achieve its objectives.

6. Understand our membership better and becoming more national

Communicating better across the whole country, running events and trainings in the provinces, conducting a national business survey in 2020, producing an annual Report on the Private Sector, running a National Business Conference in 2021 and operating in three languages

7. A Government policy for private sector development

Work with the private sector and Government, to develop a Vanuatu Private Sector Development Policy.

8. An Act that is fit for purpose

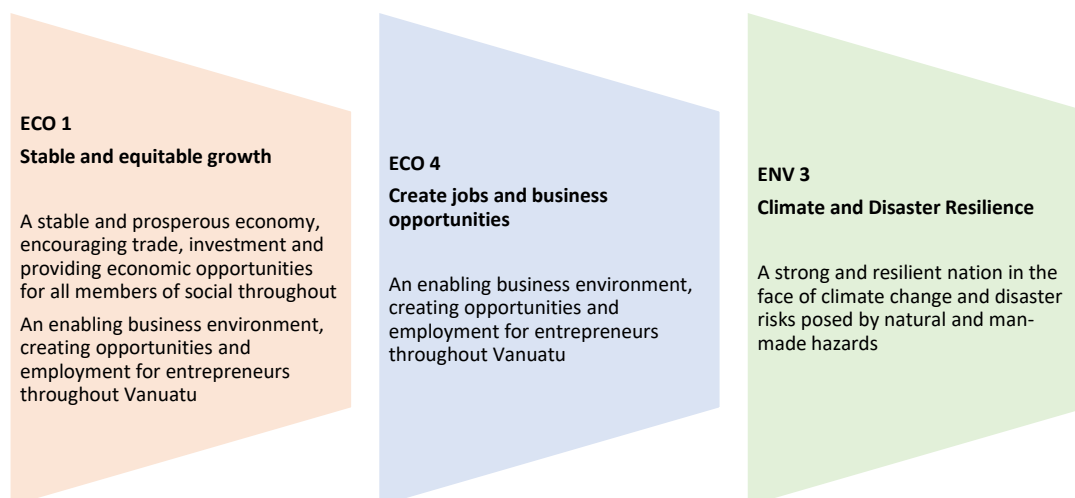
Agree with the Government, amendments to the CCIV Act that will provide the conditions in which the Private Sector Development Policy can be implemented and which are fit for purpose, enabling VCCI to make a unique and significant contribution to the achievement of the NSDP goals and policy objectives

9. A business hub

Agree with Government, a plan for developing VCCI's property to provide the Chamber with fit for purpose premises that can also be a business hub and generate income for the Chamber

10. Focused on the NSDP

Everything that VCCI is proposing to do is designed to contribute the goals and policy objectives of the NSDP, directly or indirectly. Here's the NSDP Goals with which our Key Result Areas are most closely aligned.



11. Supporting ni-Vanuatu owned businesses

Over the next three years, VCCI will be offering ni-Vanuatu owners of small businesses a programme of business skills training workshops in Port Vila and later the provincial centres, specifically designed and delivered to meet their needs.

VCCI will also be reaching the provinces digitally and in three languages, through its website and social media, and business networking events in provincial centres.

IN 2020 the Chamber hopes to conduct a survey of all licensed businesses in the country and feedback the results of that at a national business conference in 2021 that will reflect the diversity of the national business community.

12. Wider inclusion in the business community

VCCI will actively encourage wider inclusion in the formal business sector, supporting the Social Inclusion goal of the National Sustainable Development Plan, and Government policies on gender equity and people living with disabilities.

Employment rights, non-discrimination, gender equity, and opportunities for people living with disabilities, will be considered in the planning and implementation of everything the Chamber does

13. Priority deliverables:

1. Well informed, constructive engagement with Government on policy issues
2. Accessible help for business – in person, by email, on the phone; in English, French and Bislama
3. Communication with members throughout the country using multiple communication channels
4. Information and advice resources available to all businesses across the country, not just members, using multiple communication channels
5. Business networking in Port Vila and provincial centres
6. Business skills training for ni-Vanuatu small business owners
7. Training for larger businesses particularly on employment practices, people management and business sustainability
8. A range of business resilience initiatives to all areas of the private sector across the country
9. A business directory that is available to all business, not just members
10. Annual private sector reports
11. A national business conference in 2021
12. Revitalised Vanuatu Employers Organisation
13. Reestablished Vanuatu Young Entrepreneurs Council
14. Contribution to the development of a Private Sector Development Policy
15. Review of the CCIV Act

NEW ORGANISATIONAL STRUCTURE

Functions

6. Governance				
1. Representation	2. Business Information and Advice	3. Business Training	4. Young Entrepreneurs	5. Business Resilience
7. Communications, marketing and events				
8. Finance & Administration				

Council oversight

Council	Business Services Sub-committee	Governance & Organisational Change Sub-committee Treasurer/Secretary
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Staff and Project Positions

General Manager (supported by Strategic Development Advisor)								
Researcher/policy analyst/advisor	Business Information & Advice Officer	BLP Manager	Business Training Officer	VYEC Officer	Program co-ordinator, tech advisor, + officer	Finance Officer	Communications Officer Receptionist	Admin Officer, Gardener, Cleaner

Contractors

Subject matter specialists	Contractors eg trainers, event managers, technical advisors	Auditor Lawyer	Marketing, comms, PR
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Partners

		BLP		ILO	GGGI			
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Funding

Mix	Mix	BLP	Mix	ILO?	GGGI	Govt grant	Govt grant	Govt grant
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Strategies for Key Result Areas

1. Engaging with Government on behalf of the membership

It is VCCI's mission to support policies, strategies, legislation, regulations, treaties, trade agreements and initiatives that enable businesses to grow in ways that are sustainable and positive for the economy, society and the environment.

When engaging with Government and others, it is impossible for VCCI to represent the diverse views, ideas and interests of every Vanuatu businessperson or business organisation. What it can do and will do is stimulate and help to facilitate national conversations and awareness about issues that affect the economy and businesses, and have robust and constructive dialogue with Government and others, based on open consultation with the membership.

Supports the achievement of these NSDP goals:

Economy

1. A stable and prosperous economy encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu
4. An enabling business environment, creating opportunities and employment for entrepreneurs throughout Vanuatu
 - 4.1 Create an improved business environment with a stable regulatory framework, which promotes competition, protects consumers, attracts investment, and reduces the cost of doing business
 - 4.9 Strengthen dialogue between government and the private sector, and enact a robust governance framework for effective partnerships

Outcome Objectives

- Members benefit from VCCI's engagement with Government and others
- The Government understands the perspective of the private sector, on issues affecting the economy and businesses

STRATEGY

Subject to funding constraints, VCCI will:

- Consult with the membership, Government and others, about issues that affect the economy and businesses - policy, legislation, regulation; international treaties and trade agreements; the budget; and resilience to disasters and climate change
- Research and prepare position papers on specific topics under consideration by Government
- Represent the Vanuatu private sector in national, regional and international forums
- Revitalise the Vanuatu Employers' Organisation
- Promote national conversations about the economy and business through networking events and a national business conference in 2021
- Work with the private sector and Government, to develop a Government policy on Private Sector Development

2. Providing reliable business information and advice, to businesses, Government and others

VCCI has always provided information and advice to businesses and Government, but the Chamber does not have up to date databases or libraries of resources available via different communication channels for different audiences. Over the next three years, VCCI will gather and analyse data, and producing resources in three language that will be easily accessible by anyone via the internet or in person in our office in Port Vila or at one of our provincial events.

Supports the achievement of these NSDP goals:

Economy

1. A stable and prosperous economy encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu
4. An enabling business environment, creating opportunities and employment for entrepreneurs throughout Vanuatu

Outcome Objectives

- Businesses have information and advice to help them start and run sustainable businesses
- Government and others are better informed about the private sector

STRATEGY

Subject to funding constraints, VCCI will:

- Provide reliable information and advice to the business community, Government, government services, and others – growing the range of information advice on offer, year on year
- Provide information and advice using multiple communication channels – first mainly in English, then adding French and Bislama
- Provide a drop-in information and advice service in Port Vila and services online and on the phone - always someone there to help – in person, by email, on the phone
- Services available in English, French and Bislama
- Partner with development donors and others to provide information and advice initiatives, for example Business Link Pacific
- Produce an annual Private Sector Report
- Conduct a survey of all member businesses

3. Providing business training for ni-Vanuatu owned small businesses, and for larger businesses

VCCI will no longer be providing vocational business courses which were mainly attended by school leavers. This training was not a cost-effective exercise for VCCI and had drawn attention and resources away from the services we should have been providing to businesses. Other institutions are better placed to provide this kind of training.

Instead, VCCI will be providing two programmes of training workshops, delivered first in Port Vila, then later in the provinces. The first programme will be specifically focused on the needs of ni-Vanuatu owned small businesses. The other, for larger businesses, will focus good employment practices, people management and business resilience.

Supports the achievement of these NSDP goals:

Economy

1. A stable and prosperous economy encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu
4. An enabling business environment, creating opportunities and employment for entrepreneurs throughout Vanuatu

Outcome Objectives

- Ni-Vanuatu business owners have improved business skills
- Businesses increase their productivity and profitability and become more sustainable

STRATEGY

Subject to funding constraints, VCCI will:

Programme 1:

Provide subsidised training workshops for small business with less than Vt50m turnover.

- Aimed specifically at the needs of these businesses most of which are ni-Vanuatu owned.
- Workshops in Port Vila in 2018, and in the provinces in subsequent years
- Workshops heavily subsidized by VCCI with participants asked to pay a small token fee
- Workshops will be delivered in Bislama or bilingually using co-trainers

Programme 2:

Full cost recovery training workshop aimed at all business licence holders:

- Focus on good employment practices, people management and business sustainability
- Workshops in Port Vila in 2019, and if financially viable, in the provinces in subsequent years
- Recover costs from participants and/or donor funding

4. Encouraging young entrepreneurs throughout the country

Vanuatu Young Entrepreneurs Council (VYEC), set up as part of VCCI some time ago, but has never become fully functional. We are now in discussions with the UN's International Labour Organisation to obtain funding to employ a project officer to get the organisation up and running in 2019 and offering young entrepreneurs practical support as soon as possible.

Supports the achievement of these NSDP goals:

Economy

1. A stable and prosperous economy encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu
4. An enabling business environment, creating opportunities and employment for entrepreneurs throughout Vanuatu

Outcome Objectives

- Vanuatu has a strong Young Entrepreneurs Council, effectively advocating for and supporting a growing number of young entrepreneurs
- Young entrepreneurs are identified

STRATEGY

Subject to funding constraints, VCCI will:

- Support VYEC to become well established
- Work closely with ILO to ensure VYEC receives as much financial and other support as possible

5. Helping businesses to be resilient to disasters and the effects of climate change

Vanuatu is at very high risk from natural and human-made disasters and the effects of climate change. In 2017, VCCI set up the Vanuatu Business Resilience Committee, only the second such body in the Pacific region. Since then VBRC has hosted a Climate Finance conference and has been successful in securing funding from the Green Climate Fund, through GGGI, to fund a programme of business resilience initiatives in Vanuatu over the next few years. Having the most resilient private sector in the Pacific is our ultimate goal.

Supports the achievement of these NSDP goals:

Environment

2. An economy which fosters sustainable growth and development through low impact industries and modern technologies to ensure the well-being of future generations
3. A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards

Outcome Objectives

- An increasing number of businesses are resilient to natural and human-made disasters and the effects of climate change

STRATEGY

Subject to funding, VCCI will:

- Access climate finance to support business resilience initiatives
- Implement a range of initiatives to increase the resilience of businesses throughout the country
- Introduce a resilience standard by which the resilience of businesses can be assessed

6. Communication

Identifying and reaching VCCI's target audiences – members, Government and other stakeholders - then maintaining engagement with them, is critical to the success of VCCI.

A new emphasis on quality communication using multiple communication channels in three languages will allow all areas of VCCI to communicate with individuals, groups and organisations throughout the country, to promote services and opportunities and conduct consultation.

Outcome Objectives

- Members, Government, and other stakeholders are well informed about VCCI, what it does, and what it offers them
- It is easy for members, Government, and other stakeholders to contact the Chamber
- Council and workstreams within VCCI have expert communications advice and services available to support their work

STRATEGY

Subject to funding constraints, VCCI will:

- Produce high quality communications that reach their target audiences using multiple communication and channels, in three languages
- Where necessary, engage the assistance of external specialists in communications, PR, and marketing

7. Developing a sustainable and valued chamber

VCCI intends to transform itself into a high-performing organisation that has the capacity to deliver on its mission. This will involve changing ‘the way we’ve always done things’ and improving governance, staff capability, management systems and processes, technology and the state of our facilities.

Note that as several VCCI staff have resigned this year the staffing structure can be amended to create new positions to serve the new strategy, without making any positions redundant.

Supports the achievement of these NSDP goals:

Society

Strong and effective institutions

6.2 Reform state owned enterprises and statutory bodies to improve performance that is aligned to government priorities

Outcome Objectives

- Transformation is completed
- VCCI is a model employer
- VCCI is resilient to disasters and the effects of climate change
- VCCI receives payments from Government as per the CCIV Act
- It is clear what VCCI intends to achieve within the core budget and which projects require additional funding
- Project funding is secured
- Financial results are the same or better than forecast

STRATEGY

Subject to funding constraints, VCCI will:

- Make the necessary changes to the Chamber’s structure, organisational culture, governance, capability, operating policies and procedures
- Raise VCCI’s profile in the development sector
- Explore the potential for replacing the existing building with a new one that could be a business hub to better serve VCCI and businesses, and that could generate income
- Review the CCIV Act and recommend amendments to Government
- Pursue a sustainable funding strategy

Funding Strategy

Core Revenue streams

- Government - Statutory annual grant
- The Act requires Government to pay the Chamber *an annual sum equal to ten percent (10%) of all business licence fees during the previous 12-month period* and to pay that sum *in four equal instalments on or before the 1st January, 1st April, 1st July and 1st October in each year,*
- Training cost recovery/sales
- Rental of office space to other organisations
- Sales of Employer Guidebook
- Casual sales eg room hire, office services like photocopying
- Programme management fees

Project Revenue

- NPPs, donor funding, sponsorship

Issues

- **Uncertainty around Government funding**
Government does not meet its statutory obligations in terms of paying VCCI 10% of business licence fees each year, or making quarterly payments in advance
- **Need to seek additional funding**
The new strategy and structure will allow VCCI to achieve more with its Government funding than it has done before, but the Chamber cannot achieve its potential on Government core funding alone. NPPs, donor funding, and partnership are essential if VCCI is to achieve its strategic goals.

STRATEGY

VCCI will:

- Meet with Government with the objective of gaining Government confirmation that from now on, Government will meet its obligations, starting with funding for 2019.
- Specify in the Business Plan, what service delivery can be achieved within the Core Budget and specify additional project deliverables that cannot be achieved within the Core Budget and for which additional funding will be sought.
- Be proactive about seeking development partner and other funding, for specific projects. (See Plan for Funding Additional Projects in Business Plan.)
- Seek partnerships to spread the cost of projects by sharing resources and benefits.
- Do not undertake any projects for which funding is not secured.

Measuring Performance

	Key Results Areas (KRAs)	Outcome Objectives	Key Performance Indicators (KPIs)	Data source
1	Engaging with Government on behalf of the membership	Members benefit from VCCI's engagement with Government and others	Satisfaction of members with results of VCCI's engagement with Government	Member feedback or survey
		The Government understands the perspective of the private sector, on issues affecting the economy and businesses	Satisfaction of Government with VCCI's engagement	Government feedback
2	Providing reliable business information and advice to businesses, Government and others	Businesses have information and advice to help them start and run sustainable businesses	Number of business users of information and advice	Usage records
		Government and others are better informed about the private sector	Number of Government users of information and advice	Usage records
3	Providing business training for ni-Vanuatu owned small businesses, and for larger businesses	Ni-Vanuatu business owners have improved business skills	Number of training participants	Training evaluation
			Satisfaction of participants	Training evaluation
			Reported business outcomes	Training evaluation
		Businesses increase their productivity and profitability and become more sustainable	Number of training participants	Training evaluation
			Satisfaction of participants	Training evaluation
			Reported business outcomes	Training evaluation
4	Encouraging young entrepreneurs throughout the country	Vanuatu has a strong Young Entrepreneurs Council, effectively advocating for and supporting a growing number of young entrepreneurs	Number of users	Usage records
			Awareness of VYEC and satisfaction of users	Young entrepreneur survey
		Young entrepreneurs are identified	Number of young entrepreneurs registered	YEC register
5	Helping businesses to be resilience to disasters and the effects of climate change	An increasing number of businesses are resilient to natural and human-made disasters and the effects of climate change	Number of participants in training and other initiatives	Training and event evaluation
			Increase in number of resilient businesses	Business assessment or survey

6	Communication	Members, Government, and other stakeholders are well informed about VCCI, what it does, and what it offers them	Response rates	CRM Response tracking
		It is easy for members, Government, and other stakeholders to contact the Chamber	Contact rates	CRM Contact tracking
		Council and workstreams within VCCI are provided with expert communications advice and services	Satisfaction of internal customers	Internal customer feedback
7	Developing a sustainable and valued chamber	Transformation is completed	Extend to which transformation plan deliverables are completed	Monitoring
		VCCI is a model employer	Satisfaction of staff	Staff survey
		VCCI is resilient	Business resilience preparation undertaken business continuity plan	Performance in a disaster
	Financial sustainability	VCCI receives payments from Government as per the CCIV Act	Government funding received	Accounting system
			Receipt dates	Accounting system
		It is clear what VCCI intends to achieve within the core budget and which projects require additional funding	Business Plan	Completion evidence
			Budget forecast	Business Plan
			Financial reports	Accounting system
Project funding is secured	Project revenue received	Contracts		
Financial results are the same or better than forecast	Financial results	Accounting system		