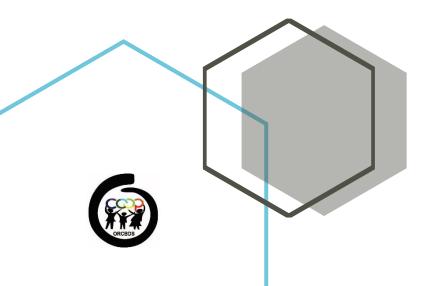




**Empowering Cooperative Enterprises – Growing Stronger Together** 

Office of the Registrar of Co-operatives and Business Development Services





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Yanuatu Cooperative Movement

Produced by ORCBDS, March 2021

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# Message from Director /Registrar



The year 2020 was another challenging year for ORCBDS to Empower Cooperative Enterprises and for them to grow stronger together. As a government department with limited operational budget, we strive to put

our best move forward every day to serve the public in the most efficient and effective ways possible. In this year's Report, we are highlighting many, though certainly not all, of the ORCBDS accomplishments and activities to advance our vision "...ensure to create a sustainable, inclusive, member owned and controlled co-operative business network, for the social and economic benefit of members and for the nation of Vanuatu". In fact, 2017 was the year we went back to being Co-op, with the re-launch of "re-branding and Modernizing Co-operatives", with our new National Cooperative Policy. Our Business plan strategies for moving forward are:

- ✓ Strengthen and Mobilize Inclusive Co-operative Leadership and Management
- Review of Co-operative Legislative and Regulatory Framework
- ✓ Restructure Functions, Roles, and Responsibilities Across the Cooperative Movement
- ✓ Strengthen cooperative Education System
- ✓ Strengthen the Co-operative Business Network

The year, 2020, proved to be a most challenging year compared to other previous years especially with global pandemic, COVID-19 and TC Harold which hits hard on 21% cooperative societies in Penama, Sanma and Torba including Malampa. However, it was also an eventful year for some of our Cooperatives. Most notably, Launching and revival of new cooperatives, Launching of our new training Centre and the national

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Cooperative Business forum 2020 august. Overall business in retail and wholesale industry have dropped drastically due to COVID-19 global pandemic having a profound impact on all service industries and retail consumers.

However, we still have in hand our policy and its implementation strategies, which has been our guide in implementing our overall plans. Even though challenges will be faced, we will work very closely with other government agencies to empowering our communities to participate in our economy. I will ensure that the office I lead must ensure uphold the principles of best practice in providing services to our communities and guarantee that the visibility of cooperative enterprise must be felt and seen in the outmost parts of Vanuatu.

Thank You

Ridley M. Joseph

Director/Registrar of ORCBDS

# Our Headlines

**Coop Revenue** 

**VUV 548 M** 



**Active Co-ops** 

274

**Profits** 

**VUV 57.9 M** 



**Active Co-op Members** 

12,259

**Dividend Shared** 

**VUV 32.2 M** 



**Number of producer Co-ops** 

21

**Total Savings & Loans** 

**VUV 116.4 M** 



**Number of Consumer Co-ops** 

130

Loan Disbursed from S&L Coop

**VUV 55.2 M** 



Number of financial Co-ops (S&L)

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# Co-operative Business Model

#### Co-op is a member-owned organization, which does business in a different way.

The Co-operative difference: The co-operative business model logically based on the notion of co-operation. Co-operatives are therefore driven by both social and economic concerns. They are often community-based enterprises that established by their member/owners to meet their economic and social service needs. A priority for a co-operative is to improve the quality of life for its members, not simply to maximize profits for shareholders.

## **Different Purpose:**

Whereas the primary purpose of a private sector enterprise is to maximize profit for its owners and/or shareholders, the primary purpose of a co-operative is to meet the common service needs of its members. Needless to say, a co-operative must always aim to maintain a level of earnings sufficient to support current operations and to provide for future growth.

#### **Different Governance Structure:**

Whereas share ownership is the controlling factor in most private sector businesses, members are the controlling factor in a co-operative enterprise. In a co-operative, each member has one vote regardless of the number of shares held.

#### **Different Allocation of Earnings:**

Whereas investor-owned businesses must distribute profits in the form of dividends allocated based on number of shares held, co-operatives distribute profits to members in proportion to the business they conducted with the co-operative during its business year

The Seven Coo	perative Principles
• Volunta	ry and Open Membership
• Democr	ractic Member Control
• Membe	er Economic Participation
• Autonor	my and Independance
• Education	on,Training and Information
• Cooper	ation Among Cooperatives
7 • Concern	n for Community

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# ORCBDS Planning Framework

The purpose of our planning framework is to provide a clear direction, which the government of Vanuatu wishes to follow to strengthen, and developing rural economic development through cooperative enterprise.

In this context, the corporate plan and the National Co-operative Policy links to the Vanuatu 2030 - The People's Plan, and the plans of the ORCBDS.

# 13 YEARS-NATIONAL SUSTAINABLE DEVELOPMENT PLAN (NSDP)

6 YEARS-MTTCNVB COOPERATE PLAN & TRADE POLICY FRAMEWORK (TPF)

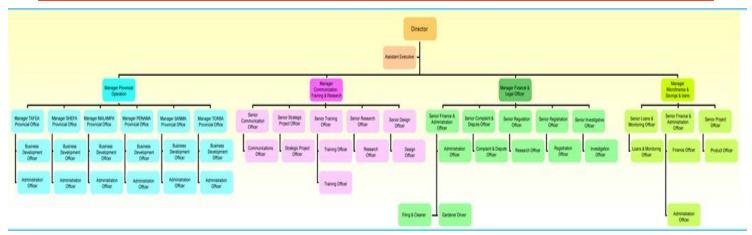
# 5 YEARS -ORCBDS - NATIONAL COOPERATIVE POLICY

# 3 YEAR- ORCBDS BUSINESS PLAN

1 YEAR- ORCBDS ANNUAL WORK PLAN

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# ORCBDS Structure

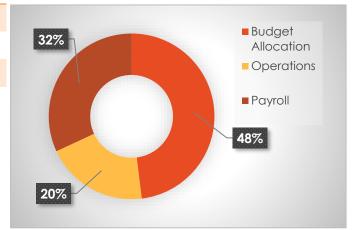


This organizational structure was approved in 2015

# ORCBDS Budget Allocation Summary

Budget summary	VT	%
Budget Allocation	92,799,667	48
Operation	38,737,702	20
Payroll	61,634,489	32

See page 20 for more detail



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# Strategic Priorities for 2021

ORCBDS has in place its yearly work plan on the strategic priority areas to support its National Cooperative Policy 2017-2022

### Compliance and Regulatory

- ✓ Enhance Policy, Regulatory environment & Partnership
- ✓ Planning, Budgeting, Administration and Recruitment
- ✓ Establishing the new Department of Ni Vanuatu Business and Development Services
- ✓ Cooperative Development Fund (CDF)

#### **Training and Communications**

- ✓ Strengthened Co-operative Education System.
- ✓ Promote Human Capital Development among Cooperatives
- ✓ An efficient established and disseminated MIS and Cooperative Products
  and Services
- ✓ Improved market access by improving key parts of the quality infrastructure.

## **Business Support Services**

- ✓ Enhance Business development services
- ✓ Ensure social inclusion in Cooperative Enterprise
- ✓ Ensure sustainability Cooperative Enterprise to grow stronger
- ✓ A well established and performing VCBN

# Performance Indicators

# **Number of Active Cooperatives**

Province	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Tafea	79	84	72	78	15	20	20	43	58	61
Shefa	39	52	69	74	71	100	62	46	45	33
Malampa	84	91	94	104	99	101	94	70	68	64
Penama	54	62	40	41	34	45	26	28	29	36
Sanma	49	93	130	110	104	110	126	125	95	58
Torba	11	11	16	17	17	17	14	12	19	22
Total	316	393	421	424	340	393	342	324	314	274

Figure 1 : Active Cooperatives in Vanuatu in the past 10 years

The overall number of cooperatives has decrease compared to 2019. The trend over the 10 years period showed that only stronger cooperatives are surviving over this challenging business environment. The officers have taken steps to focusing more on stronger cooperatives with large membership base. COVID-19 and TC Harold has been a major factor to cooperative downfalls in 2020. But hopefully 2021, our revival program will see many coops back to business again.

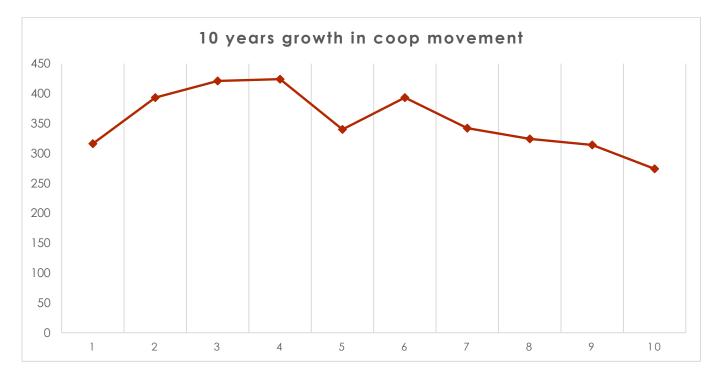
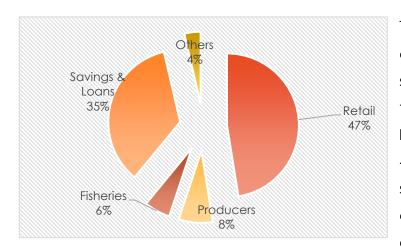


Figure 2: 10 Years growth in Cooperative Movement in Vanuatu

# **Type of Active Cooperative Societies**

Types	Tafea	Shefa	Malampa	Penama	Sanma	Torba	Total
Retail	21	26	33	8	33	9	130
Producers	7	5	4	1	2	2	21
Fisheries	10	1	0	1	1	3	16
Savings & Loan	23	10	26	13	22	3	97
Transport	0	0	0	0	0	0	0
Fuel Coop						1	1
Handicraft Coop	2	2				2	3
Electrical Coop			1				1
<b>Tourism Operator Coop</b>		1					
Workers Coop						1	1
Total	63	33	64	28	58	21	274

Figure 3: Type of Active Cooperatives Societies



The chart shows the composition of cooperative by sector, and data indicated that cooperative savings and loans comprised of 35% and 47% to retails sector. Other sectors make up a significant composition of the whole cooperative enterprise in

Vanuatu. Even though these registered societies are based on these sectors, a significant number of cooperatives have also diversified into other business sector such as fuel, c transport, copra etc.... In 2019, a number of cooperatives have diversified to other business such as goods trading, fishing, fuel, local produce & marketing etc....

Plans are currently in place to establish more producer coops and fishing Coops in rural areas to support government priorities in productive sector. ORCBDS is currently supporting the

establishment Vanuatu Cooperative Business Network (VCBN) with the intention to promote producer cooperatives through Vanuatu Cooperative Business Network



# **Employees and Memberships**

Year	2013	2014	2015	2016	2017	2018	2019	2020
Employees	587	784	404	587	566	439	403	369
Members	14967	16079	14265	15537	14438	13922	12846	12259

Figure 4: Employees and Memberships

# **Total Memberships**

	2013	2014	2015	2016	2017	2018	2019	2020
Tafea	3237	3259	486	885	905	1602	1800	1802
Shefa	1266	1650	2349	3695	2276	1458	1439	1439
Malampa	4503	4865	5092	5739	5428	5198	5157	5125
Penama	1654	1964	1964	1380	337	1196	639	1092
Sanma	4001	4005	4034	3523	4170	4203	3517	2295

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Torba	306	336	340	351	282	270	294	506
Total	14967	16079	14265	15573	13398	13927	12846	12259

Figure 5: Total Membership

There is a decreasing rate in employment compared to 2019. Annual Growth rate in employment since 2013 is decreasing at -4.73% while membership annual growth has also decrease for the last 6 years at -1.20%. This decrease relates to cooperatives going dormant and no longer exists. Provinces from the north especially Malampa and Sanma have maintained a steady growth in both employment and membership. Focus is now on Vanuatu Cooperative Business network to work with 50 lead cooperatives to develop new initiatives and provide business opportunities for cooperatives and its members, thus providing employment opportunities. COVID – 19 has also been a factor for increase in unemployment rate.

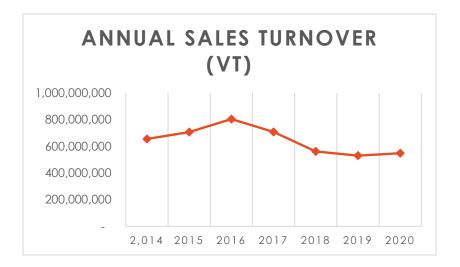
# **Financial Strength of Audited Cooperatives**

#### **Total Sales Turnover**

Province	2014 (VT)	2015 (VT)	2016(VT)	2017(VT)	2018(VT)	(2019(VT)	2020(VT)
Tafea							
	24,207,125	26,167,815	61,029,666	22,142,012	28,540,685	22,822,134	26,702,993
Shefa							
	81,797,602	87,653,796	161,421,641	129,471,527	91,065,551	69,096,439	119,130,094
Malampa							
	312,301,842	317,730,187	333,312,081	331,771,805	280,490,385	253,847,208	217,716,217
Penama							
	87,767,932	67,700,100	57,210,406	75,007,843	44,047,507	28,340,161	35,749,566
Sanma							
	132,097,817	190,074,254	173,089,017	141,532,365	108,418,316	146,673,520	127,037,573
Torba							
	16,725,485	17,132,670	18,584,605	8,534,778	9,333,242	9,260,260	22,097,337
Total							
	654,897,803	706,458,822	804,647,416	708,460,330	561,895,686	530,039,722	548,433,780

Figure 6 : Total Sales Turnover

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The turnover sales shown on the table above represents only the number of cooperative societies that have been audited by the officers. Note that the turnover has increase compared to 2019. Since data recorded from 2010 to 2019, we calculated using compound annual growth rate for 10 years and it shows that the annual growth rate in turnover from these years to now is 0.97%.

This is a surprise increase for the department as we were expecting a decrease in overall turnover due to the global pandemic. This shows that cooperative is resilient and are best business model in these times. Further, the number only represents the consumer coops and not the savings and loans. It anticipated that in future the financial strength of coops would be change if VCBN is well establish and performing.

For sure if more coops were audited, surely these figures will increase more. Further, the line graph below shows that there is a steady growth of coop turnover over the past 10 years. Like all other business sectors, business in Vanuatu is very competitive and involving other environmental forces including natural disasters affecting growth in businesses in Vanuatu.

#### **Total Profits by Audited Coops**

Total profits that Audited coops have gained is **57,974,819 VT** and table below shows that Sanma has coops had a successful business year with Shefa coming in second and Malampa. These provinces have always seen its coops performing well compared to other provinces. This may be due to primary production in these provinces which place them in a competitive advantage.

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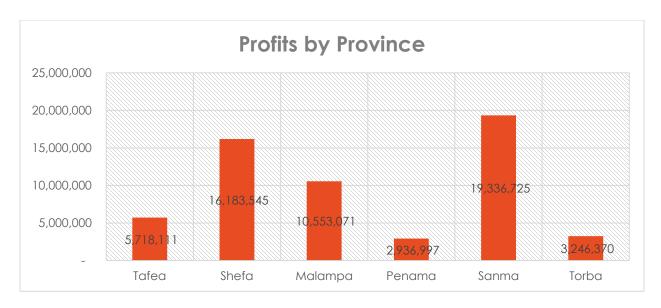


Figure 7: Profits by Province

#### **Total Dividend Shared**

Province	2014	2015	2016	2017	2018	2019	2020
Tafea							
	674,500	418,079	762,500	127,007	793,580	358,349	2,395,167
Shefa							
	8,435,648	7,792,180	11,339,732	4,312,134	4,205,011	2,228,256	7,404,655
Malampa							
	16,924,562	17,337,034	17,064,627	14,214,050	12,875,197	12,980,080	10,633,637
Penama							
	6,782,847	708,194	303,569	877,292	1,647,920	1,311,820	1,603,737
Sanma							
	9,530,847	12,582,354	10,118,309	9,245,908	9,155,373	10,627,982	10,070,864
Torba						-	
	816,760	791,016	630,310	305,470	148,535		179,800
Total							
	43,165,164	39,628,857	40,219,047	29,081,861	28,825,616	27,506,487	32,287,860

Figure 8:Total Dividend Shared

Dividend shared among members has seen an increase compared to 2019. This is due to profits incurred which resulted in dividends declared. Our continued advices have been given to coop societies to use low percentage of rebate in dividend to control their cash flow budget for following year. Cooperative's business model always ensures no one is left behind

#### **Total Savings**

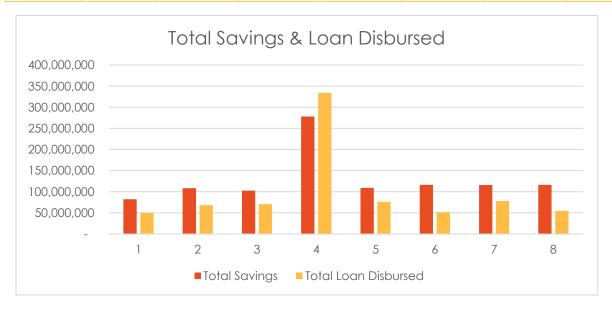
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Province	2014(VT)	2015(VT)	2016(VT)	2017(VT)	2018(VT)	2019(VT)	2020(VT)
Tafea							
	4,031,024	217,145	1,366,495	1,481,777	10,403,352	9,266,591	5,256,974
Shefa							
	16,256,097	13,402,918	197,509,597	5,460,740	3,144,052	19,801,329	25,561,595
Malampa							
	34,399,882	40,109,612	43,516,908	51,762,969	55,677,973	60,601,387	59,693,938
Penama							
	8,673,017	6,783,198	11,077,551	14,479,049	11,677,175	9,803,160	10,775,594
Sanma							
	44,513,497	41,697,825	24,286,808	35,303,567	34,762,406	15,355,339	12,797,498
Torba							
	474,010	600,013	403,510	685,090	944,370	1,153,500	2,371,190
Total							
	108,347,527	102,810,711	278,160,869	109,173,192	116,609,328	115,981,306	116,456,789

Figure 9: Total Sales

Active Savings and Loans Cooperative Societies Total Savings & Loan Disbursed

Years	2013	2014	2015	2016	2017	2018	2019	2020
Total Savings	82,254,799	108,347,527	102,810,711	278,160,869	109,173,192	116,609,328	115,981,306	116,456,789
Total Loan Disbursed	49,776,606	68,186,915	70,778,205	334,405,784	76,470,576	51,516,838	78,247,199	55,262,716



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Savings has slightly increased in 2020 compared to 2019. There is still a steady growth of 5.99% with savings and loan disbursement as both are correlated. In 2016, there was a huge increase in both savings and loans disbursement. This is resulted from AFIC Cooperative savings and loan society savings, which is becoming very popular with its instant services. In 2017-18, this figure drops off when AFIC started to face its financial dilemma due to its irregularities. That again shows 2019-20 savings increase compared to 2017, which was the normal trend.

Further, with the composition of cooperatives by sector, savings and loans accounts for 35% in Vanuatu with a significant of 80% of members are women. Promoting

women in business is one-core

functions of the ORCBDS through the savings and loans initiative. The idea is to promote rural savings for future needs.



Total Loans Disbursed to

Λ	1e	m	b	e	rs
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Province		2015	2016	2017	2018	2019	2020
	2,014						
Tafea							
	4,621,030	34,900	623,010	1,166,560	1,744,445	4,549,360	977,370
Shefa							
	9,650,233	8,232,683	275,192,530	14,022,443	1,846,000	21,219,000	21,219,000
Malampa							
	22,661,909	27,766,576	34,665,363	31,034,963	27,127,608	35,973,485	24,844,046
Penama							
	8,797,370	12,582,323	10,676,441	16,828,600	7,918,250	6,393,974	6,086,250

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Sanma	22,435,383	21,951,723	13,245,440	13,333,010	8,622,060	9,760,270	316,050
Torba	21,000	210,000	3,000	85,000	351,110	447,390	1,820,000
Total	68,186,925	70,778,205	334,405,784	76,470,576	47,609,473	78,343,479	55,262,716

Loans disbursed to members has decrease compared to 2019. There are no specific reasons as to why there is such a decrease. Words from provincial officers are that for school fees and other emergency needs. However, research is yet to be done to report the impact of this loans disbursed. Current Cooperative policy development will ensure to provide policy direction as to how to establish a national savings and loan for members to have access to credit.

# Total Dividends shared from Savings & Loans Only

Province	2014	2015	2016	2017	2018	2019	2020
Tafea		-	-				
	-			6,330	87,705	358,349	322,024
Shefa							-
	5,091,502	222,847	7,044,737	444,798	444,798	484,042	
Malampa							
	1,585,070	2,382,096	2,262,960	1,911,800	1,900,010	1,900,010	1,312,320
Penama						-	
	447,207	735,607	107,529	927,650	901,150		479,680
Sanma							
	1,429,277	1,531,113	1,219,646	735,640	431,794	625,090	244,266
Torba		-	-	-	-	-	-
	-						
Total							
	8,553,056	4,871,663	10,634,872	4,026,218	3,765,457	3,367,491	2,358,290

Apart from consumer & marketing coops, savings & and Loan cooperative has been actively giving out dividend to its faithful members in their financial year and this can be seen below. Malampa recorded high in dividends and Penama. This shows members are saving more compared to other provinces. Shefa and Torba data is not recorded in this table reasoned being no savings coop audited in these provinces

# **Number of Audited Cooperatives & Percentages Audited**

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Province	Audited 2019	Audited 2020	%Audited 2020
Tafea	21	23	38%
Shefa	15	23	69%
Malampa	62	56	82%
Penama	16	13	85%
Sanma	35	33	57%
Torba	10	10	45%
TOTAL	159	158	52%

2020 recorded 306 cooperatives and in 2019, we audited only 159 strong active coops, which indicated that 52% cooperatives have been audited, as in 2019. This is the audited rate of coops over the previous years. However, our target plans are yet to achieve 100% in future.

# 2020 Business Training

Province	2013	2014	2015	2016	2017	2018	2019	2020
Tafea	5	21	16	12	8	4	6	2
Shefa	4	5	2	13	4	5	3	4
Malampa	9	12	5	13	20	7	6	7
Penama	12	3	9	9	14	5	4	4
Sanma	7	5	1	0	1	6	10	0
Torba	4	0	3	1	0	0	2	0
Total	41	46	36	48	47	27	31	17

In 2020, ORCBDS delivered only 17 business trainings altogether compared to 31 in 2019. Funding for these trainings come from the EDF11 support Budget which was given in August. The whole of QTR 1 and 2 was restricted to run any training due to covid-19 social gathering restriction.

# Total Turnover and Indirect Revenue Contribution by Cooperatives Societies

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Turnover	774,021,30 0	672,334,35 0	763,245,33 0	804,647,41 6	708,460,33 0	541,846,53 4	541,846,53 4	530,846,53 4	548,433,78 0
Indirect Revenue	96,752,664	84,041,794	81,862,225	79,294,840	89,405,268	78,717,814	60,205,170	58,893,170	57,225,385

#### **Direct Revenue**

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2013	2014	2015	2016	2017	2018	2019	2020
2,873,280	2.627.245	2,514,430	2.674.140	2.340.350	1.754.995	1.513.610	1,661,400

The above table provides some indication on the various activities that the office operates to generate direct revenue. Our Compliance strengthening program for 2020 is to advice small business including cooperatives for VAT registration. 2021, we should report direct VAT revenue with coops registered in through fees as stipulated in the cooperative amendment Act.

# Total Expenditure January – December 2020

Budget Allocation 2020							
Cost Centre	Budget Allocation	Expenditure					
		Operation	Payroll				
HQ	51,303,932	31,119,950	23,891,835				
Training	12,881,808	1,369,308	12,335,356				
Tafea	4,599,083	912,811	4,140,120				
Shefa	5,193,867	1,676,256	4,836,071				
Malampa	5,844,126	827,191	6,434,994				
Penama	4,009,764	730,364	3,037,191				
Sanma	5,198,385	1,369,475	3,988,990				
Torba	3,768,702	732,347	2,969,932				
Total	92,799,667	38,737,702	61,634,489				

The table above shows the summary for budget breakdown incurred in 2020.

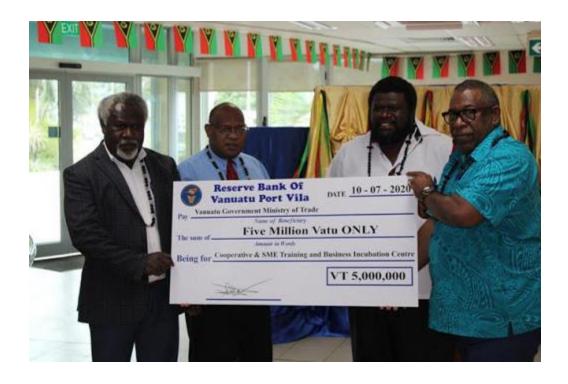
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# **COOPERATIVE PROJECTS**

# Cooperative and MSMEs training and Business Incubation Centre

In 2020 ORCBDS launched a newly establish training Centre for cooperatives and MSMEs. Thank you to NZ government and the Reserve Bank of Vanuatu for the financial support to the completion of the training Centre.





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Handing over of the Financial Support from the Reserve Bank of Vanuatu by the Governor Mr. George Ati to the Director General of Minister of Trades Mr. Ambassodor Roy Mikey Joy to complete the Newly Established Cooperative & MSMEs Training Center.



Course Participants posed with the Trainer at the Newly Established Cooperative and MSMEs Training Center

#### Cyclone Pam Recovery (DFAT)

Launching of Tafea Cooperative Guest House in Tanna. This is a last of re-construction of damaged coops from TC Pam.

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# Revival Program of dormant coops



The Honorable Prime of Vanuatu Mr. Bob Loughman Wilbur, Honorable Minister of Finance Mr. Jonhny Koanapo, Honorable Minister of Trades Mr. James Bule and Honorable Minister of Infrastructure Mr. Jay Ngwele unveiled the New Signboard of Wai Cooperative Society, Lolowai, East Ambae as part of the revival program of dormant Cooperatives in throughout Vanuatu.



SCBDO – Malampa Mr. Ben Asmus Briefed Honorable Minister of Cooperatives Mr. James Bule in the Revived Lambubu Cooperatives Society, Lambubu, North West Malekula



Honorable Minister of Cooperatives Mr. James Bules, Director of Cooperatives Mr. Ridley Joseph, Director of Industry Mr. Jimmy Rantes along with the Members of the Revived Doudou Cooperatives Society after 45 years dominant now with a Change of Name to MBangkir Producer Cooperative Society Ltd

# National Green Energy Funds (NGEF) with cooperatives





First ever Electrical Cooperative Society Ltd in Vanuatu and Pacific was Launched by Honorable Minister of Climate Changes Mr. Bruno Lengkon and Honorable Minister of Trades Mr James Bule, also attended by Director of Cooperatives Mr. Ridley Joseph and Director of Engergy Mr Anthony Garae.



All Participated Cooperatives Societies Ltd throughout Vanuatu attended the National Cooperative Business Forum 2020 posed for a group photo with Honorable Minister of Cooperatives Mr. James Bules and the Director of Cooperatives Mr. Ridley Joseph. One of the Resolutions of the Forum was the Election of the New Vanuatu Cooperative Business Network (VCBN) Board of Directors.



Office of the Register of Cooperatives and Business Development Services (ORCBDS) Team posed with Honorable Minister of Cooperatives Mr. James Bule and his Team after a week-long 2020 Retreat and 2021 departmental Planning at Blue Bay Resort, South Efate.

#### **EDF 11 Support to ORCBDS Training Program**

In 2020 ORCBDS conducted more than 15 Business Training throughout Vanuatu to both Cooperatives and MSMEs. ORCBDS acknowledged EDF 11 for the Financial Support that funded more than half of the Business Trainings.



EDF 11 Funded training at ORCBDS Training & MSMEs Center for participants from Cooperatives around Shefa Province



Micro Small Business Management Training held at EPI funded by EDF 11

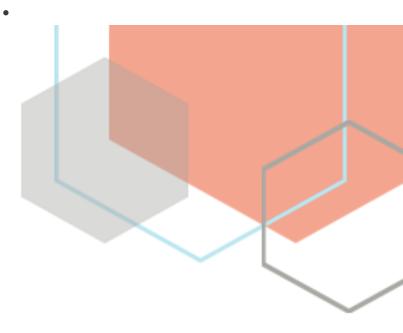
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Effective Governance and Budgeting Training for Cooperatives in Malekula held at MAPBEST, Sarmette, Central Malekula funded by EDF 11



Effective Governance and Budget Training held for Cooperatives in Ambrym and Paama held at Lalinda Village, South West Ambrym funded by EDF 11



# Empowering Cooperative Enterprises - Growing Stronger Together

