



OFFICE OF THE REGISTRAR OF COOPERATIVES &
BUSINESS DEVELOPMENT SERVICES

ANNUAL REPORT 2021



© Government of the Republic of Vanuatu
Office of the Registrar of Cooperatives &
Business Development Services
Monfort Street
George Pompidou
PMB 9032
Port Vila
VANUATU
(678)33390

Website: www.cooperative.gov.vu
Email: coops@vanuatu.gov.vu
Facebook: <https://www.facebook.com/coopsvanuatu>

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Message from Director /Registrar



The year 2021 was another challenging year for ORCBDS to Empower Cooperative Enterprises and for them to grow stronger together. As a government department, 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.

The year, 2021, was the year whereby, ORCBDS instructed to revive all dormant cooperatives. The revival program was proved to be both challenging and exciting as we realize that the community interests was always there in terms of involving in social enterprises. It was a successful program and 36 cooperatives altogether registered in 2021

Overall business in retail and wholesale industry have maintain their business activity even though COVID-19 global pandemic was 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 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



Our Headlines

Coop Revenue

VUV 711 M



312

Active Co-ops

Profits

VUV 77.6 M



13,065

Active Co-op
Members

Dividend Shared

VUV 34 M



38

Number of producer
Co-ops

Total Savings & Loans

VUV 84.4 M



Number of Consumer
Co-ops

162

Loan Disbursed from S&L Coop

VUV 55.2 M



Number of financial
Co-ops (S&L)

97

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 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:

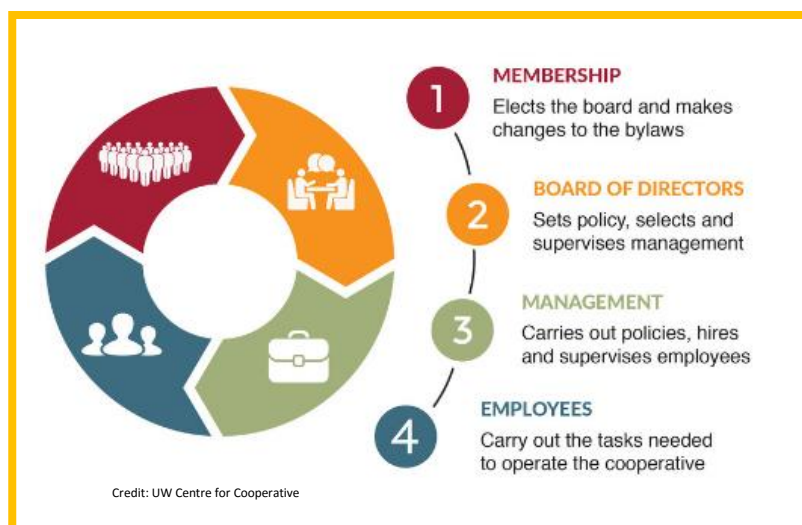
Whereas the primary purpose of a private sector enterprise is to maximize profit for its owners and/or shareholders, the primary purpose of a co-operative is to meet the common service needs of its members. A co-operative must always aim to maintain a level of earnings sufficient to support current operations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

- 1 • Voluntary and Open Membership
- 2 • Democratic Member Control
- 3 • Member Economic Participation
- 4 • Autonomy and Independence
- 5 • Education, Training and Information
- 6 • Cooperation Among Cooperatives
- 7 • Concern for Community

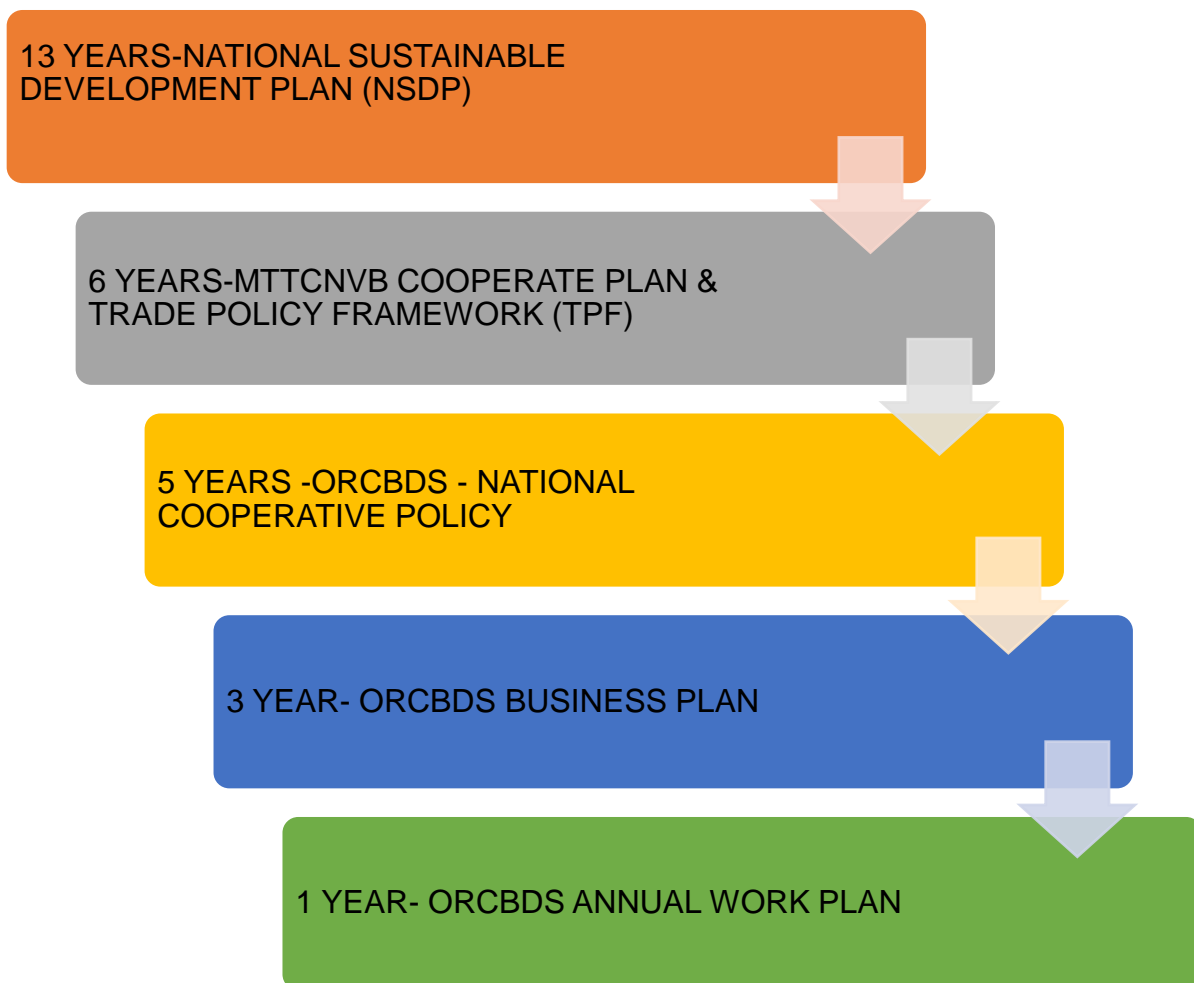


Figure 1: First Ever Housing Cooperative Launched by Hon. Minister of Cooperative, Mr. James Bule

ORCBDS Planning Framework

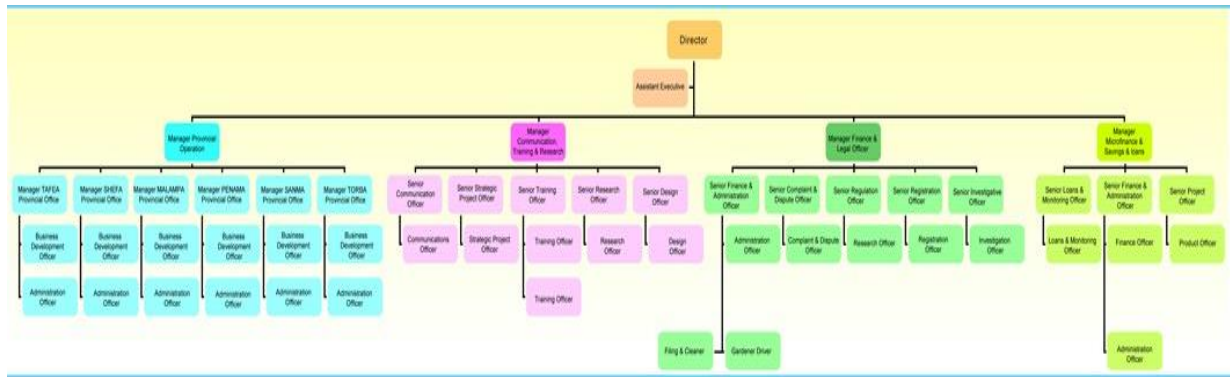
The purpose of our planning framework is to provide a clear direction, which the government of Vanuatu wishes to follow to strengthen, and developing rural economic development through cooperative enterprise.

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.



ORCBDS Structure

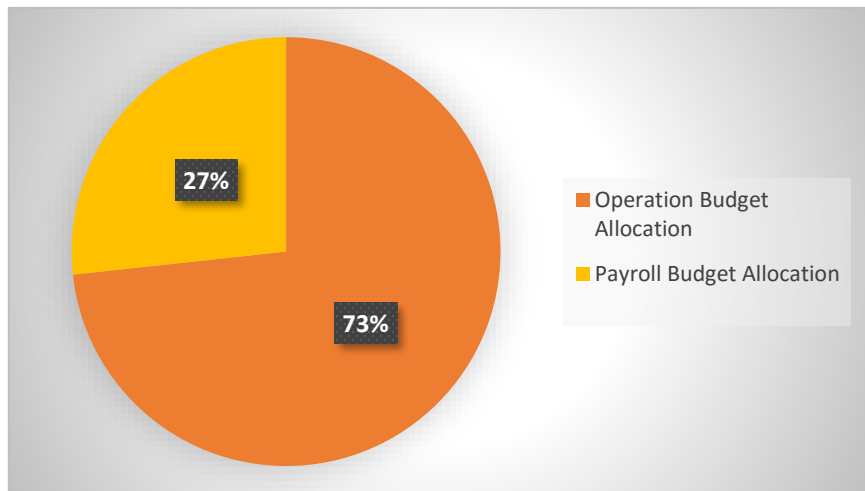
This organizational structure approved in 2015



ORCBDS Budget Allocation Summary

Budget summary	VT	%
Budget Allocation		50
Operation		37
Payroll		13

See page 22 for more detail



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

Admin Support Services & Finance

- ✓ A fully integrated budget within existing programs and policies frameworks
- ✓ Planning, Budgeting, Administration and Recruitment

Compliance and Regulatory

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

Business Management Services (BMS)

- ✓ 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

Performance Indicators

Number of Active Cooperatives

Province	Active Cooperative Societies in Vanuatu for past 11 Years										
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Tafea	79	84	72	78	15	20	20	43	58	61	80
Shefa	39	52	69	74	71	100	62	46	45	33	51
Malampa	84	91	94	104	99	101	94	70	68	64	77
Penama	54	62	40	41	34	45	26	28	29	36	26
Sanma	49	93	130	110	104	110	126	125	95	58	63
Torba	11	11	16	17	17	17	14	12	19	22	15
Total	316	393	421	424	340	393	342	324	314	274	312

Figure 2 : Active Cooperatives in Vanuatu in the past 10 years

The overall number of cooperatives has been steady for the last 11 years. The trend over the 11 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 has been a major factor to cooperative downfalls in 2020. However, we were hopeful with the 2021 revival program, which saw a rise of cooperatives registered as active.

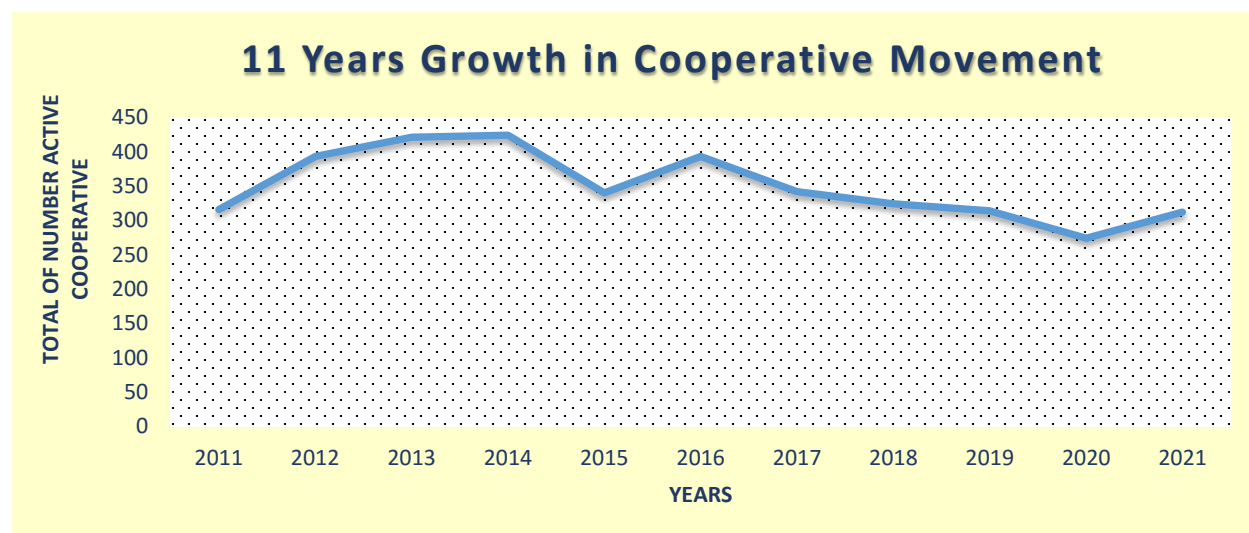
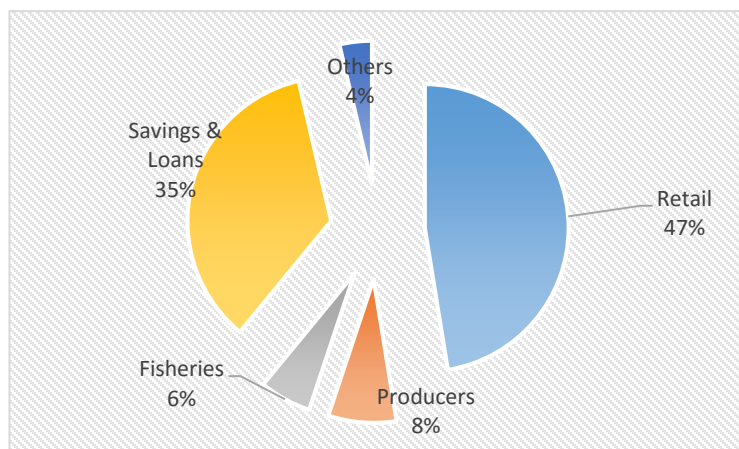


Figure 3 : 11 Years growth in Cooperative Movement in Vanuatu

Active Cooperatives by Composition

Types	Tafea	Shefa	Malampa	Penama	Sanma	Torba	Total
Retail Coop	36	33	37	15	37	4	162
Producer Coop	8	8	11	1	6	4	38
Fisheries	10	2	0	0	4	1	17
Savings & Loans	24	6	28	10	16	3	87
Housing Coop	1	1	0	0	0		2
Handicraft Coop	1		0	0	0	1	2
Petroleum Coop	0	1	0	0	0	2	3
Electrical Coop	0	0	1	0	0	0	1
Total	80	51	77	26	63	15	312

Figure 4:- Type of Active Cooperatives Societies



The chart shows the composition of cooperative by sector, and data indicated that the focus was more on consumer coops, which comprised of 47% and 35% to financial coops. Other sectors like producers and marketing make up a significant composition of cooperatives enterprise in Vanuatu. Even though these registered societies based on these sectors, a significant number of cooperatives have also diversified into other business sector such as

fuel, transport copra etc... Since 2019 and 2020, a number of cooperatives have diversified to other business such as goods trading, fishing, fuel, local produce etc....

Plans are currently in place to establish more producer coops and fishing Coops in rural areas to support government priorities in productive sector. The results for 2021 was an increase compared from 2020. 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

	Jan to Dec 2013	Jan to Dec 2014	Jan to Dec 2015	Jan to Dec 2016	Jan to Dec 2017	Jan to Dec 2018	Jan to Dec 2019	Jan to Dec 2020	Jan to Dec 2021
Employees	587	784	404	587	566	439	403	369	435
Members	14,967	16,079	14,265	15,537	14,438	13,922	12,846	12259	13065

Total Memberships

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Tafea	3237	3259	486	885	905	1602	1,800	1802	1447
Shefa	1266	1650	2349	3695	2276	1458	1,439	1439	1800
Malampa	4503	4865	5092	5739	5428	5198	5,157	5125	5736
Penama	1654	1964	1964	1380	337	1196	639	1092	1247
Sanma	4001	4005	4034	3523	4170	4203	3,517	2295	2307
Torba	306	336	340	351	282	270	294	294	528
Total	14967	16079	14265	15537	14438	13922	12,846	12259	13065

There is now an increasing rate in employment compared to 2019 and 2020. Annual Growth rate in employment since 2013 is still fluctuating while membership annual growth has also fluctuating for the last 11 years at. 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 with relative contributions from Shefa, Tafea and Penama. Focus is still 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 as more semi skill workers are moving overseas for seasonal works.



Figure 5: ORCBDS Staff assist Newmafen Farmers Coop Preparing Pineapple ready for Export

Financial Strength of Audited Cooperatives

Total Sales Turnover

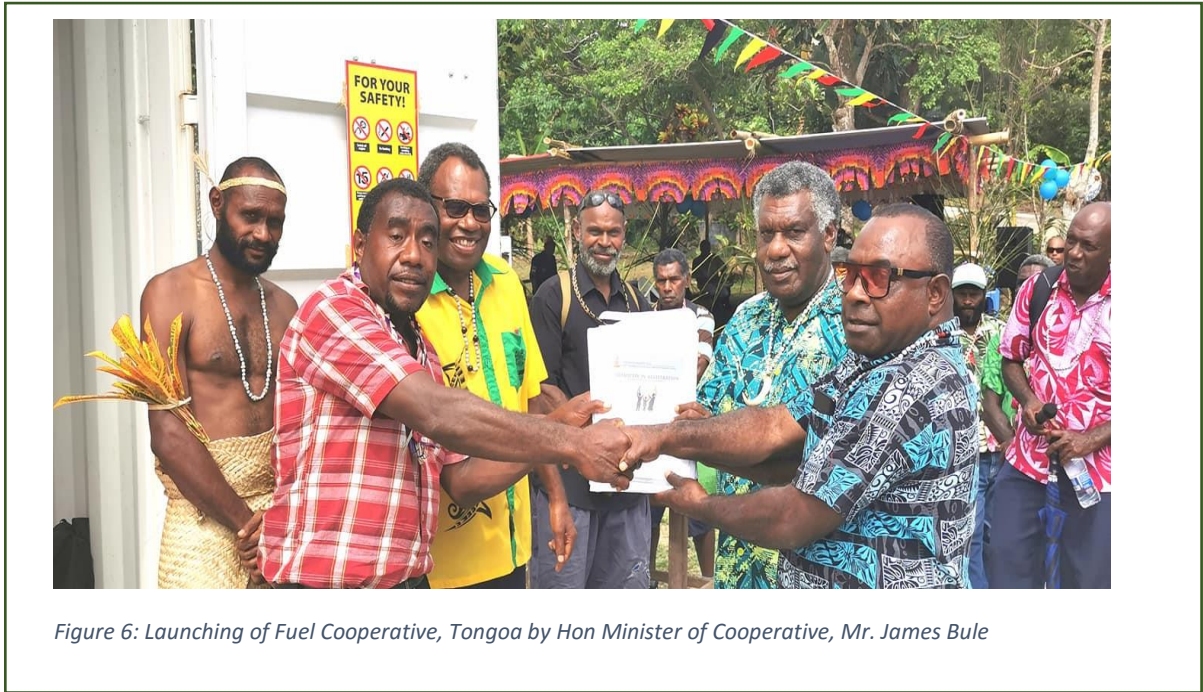
Province	2014 (VT)	2015 (VT)	2016 (VT)	2017 (VT)	2018 (VT)	2019(VT)	2020 (VT)	2021(VT)
Tafea	24,207,125	26,167,815	61,029,666	22,142,012	28,540,685	22,822,134	26,702,993	12,703,733
Shefa	81,797,602	87,653,796	161,421,641	129,471,527	91,065,551	69,096,439	119,130,094	157,370,359
Malampa	312,301,842	317,730,187	333,312,081	331,771,805	280,490,385	253,847,208	217,716,217	286,893,298
Penama	87,767,932	67,700,100	57,210,406	75,007,843	44,047,507	28,340,161	35,749,566	78,521,312
Sanma	132,097,817	190,074,254	173,089,017	141,532,365	108,418,316	146,673,520	127,037,573	108,476,056
Torba	16,725,485	17,132,670	18,584,605	8,534,778	9,333,242	9,260,260	22,097,337	67,386,843
Totals	654,897,803	638,758,722	804,647,416	70,846,030	541,846,534	530,039,722	548,433,780	711,351,601

The turnover sales shown on the table above represents only the number of cooperative societies that have audited by the officers. Note that the turnover has increase compared to 2020.

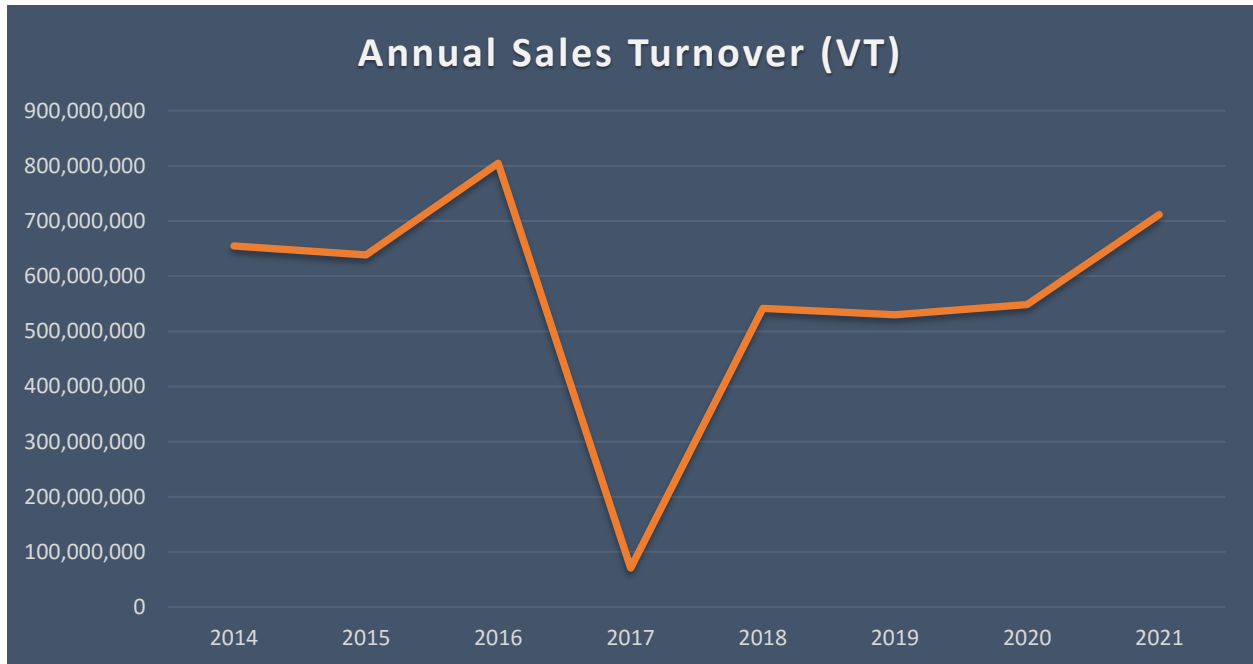
Since data recorded from 2010 to 2020, we calculated using compound annual growth rate for 10 years and it shows that the annual growth rate in turnover from these years to now is 0.95%.

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 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 Sales Turnover



Number of Audited Cooperatives & Percentages Audited

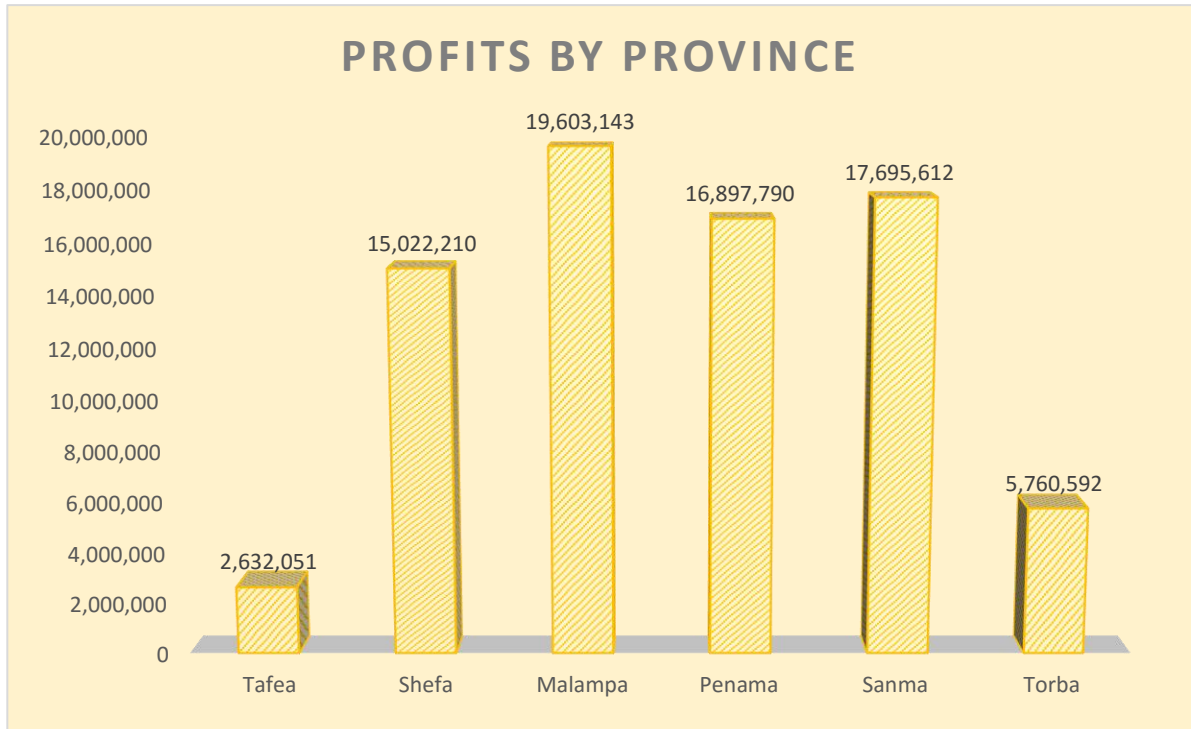
Province	Audited 2019	Audited 2020	Audited 2021	% Audited 2021
Tafea	21	23	4	10 %
Shefa	15	23	15	38 %
Malampa	62	56	60	77 %
Penama	16	13	25	90 %
Sanma	35	33	17	14 %
Torba	10	10	7	36 %
TOTAL	159	158	128	41 %

2020 recorded 274 cooperatives and in 2021, we audited only 128 strong active coops, which indicated that 41% cooperatives audited, as in 2020. This is the audited rate of coops over the previous years. However,

our target plans are yet to achieve 100% in future if proper ICT tools fully utilized in top coops

Total Profits by Audited Coops

Total profits that Audited coops have gained is **77,611,398 VT** and table below shows that Malampa coops had a successful business year with Sanma and Penama coming in second. 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.



Provinces	2014	2015	2016	2017	2018	2019	2020	2021
Tafea	674,500	418,079	762,500	127,007	793,580	358,349	2,395,167	113,340
Shefa	8,435,648	7,792,180	11,339,732	4,312,134	4,205,011	2,228,256	7,404,655	8,595,046
Malampa	16,924,562	17,337,034	17,064,627	14,214,050	12,875,197	12,980,080	10,633,637	13,839,982
Penama	6,782,847	708,194	303,569	877,292	1,647,920	1,311,820	1,633,637	3,745,980
Sanma	9,530,169	125,542,354	10,118,309	9,245,908	9,155,373	10,627,982	10,070,864	5,983,990
Torba	816,760	791,016	630,310	305,470	148,535	-	179,800	1,734,380
Totals	43,164,486	39,628,857	39,456,547	29,081,861	28,825,616	27,506,487	32,317,760	34,012,718

Total Dividend Shared

Figure 8: Total Dividend Shared

Dividend shared among members has seen an increase compared to 2020. This is due to profits incurred, which resulted in dividends declared. Our continued advices 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 left behind

Total Savings

Province	2014(VT)	2015(VT)	2016(VT)	2017(VT)	2018(VT)	2019(VT)	2020(VT)	2021(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	72,897,394.00
Penama	8,673,017	6,783,198	11,077,551	14,479,049	11,677,175	9,803,160	10,775,594	8,703,675.00
Sanma	44,513,497	41,697,825	24,286,808	35,303,567	34,762,406	15,355,339	12,797,498	675,705.00
Torba	474,010	600,013	403,510	685,090	944,370	1,153,500	2,371,190	2,212,860.00
Total	108,347,527	102,810,711	278,160,869	109,173,192	116,609,328	115,981,306	116,456,789	84,489,634.00

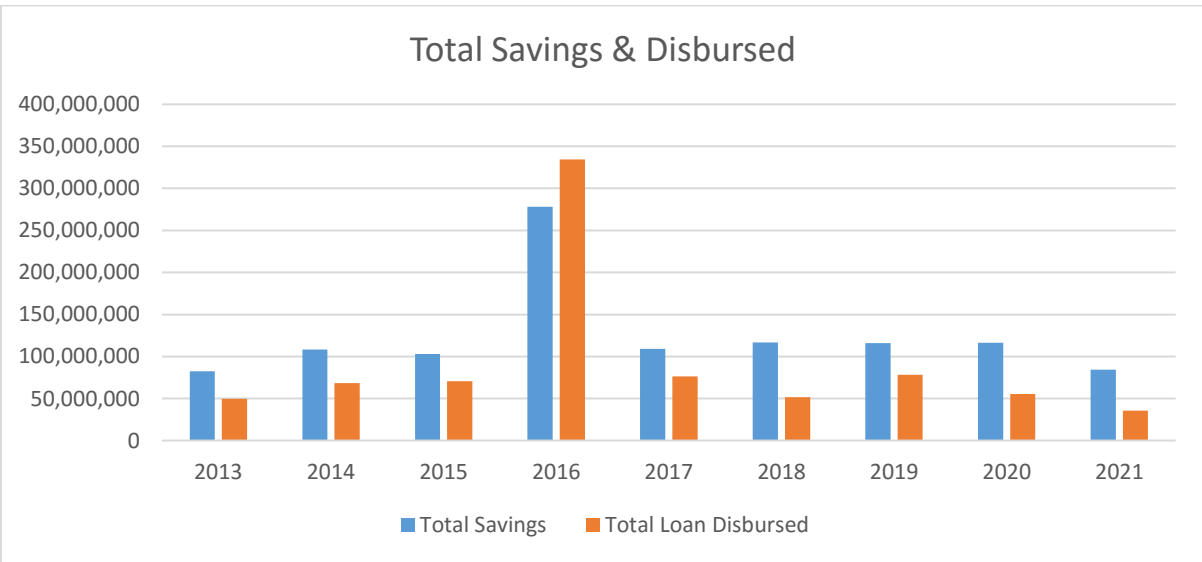


Figure 9: ORCBDS Staff during National Cooperative Policy Consultation



Active Savings & Loans Cooperative Societies Total Loan Disbursed

Years	2013	2014	2015	2016	2017	2018	2019	2020	2021
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	84,489,634
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	35,956,295



Savings has decreased in 2021 compared to 2020. Hence affecting the overall trend over the last 10 years. This is due to Tafea and Shefa audits unaccounted for in financial coops. There needs to be some enquiry as to why financial coops for these coops not provided.

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 Loan disbursed to Members

Loans disbursed to members has decrease compared to 2020. 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 report the impact of these 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.

Province	2,014	2015	2016	2017	2018	2019	2020	2021
Tafea	4,621,030	34,900	623,010	1,166,560	1,744,445	4,549,360	977,370	0
Shefa	9,650,233	8,232,683	275,192,530	14,022,443	1,846,000	21,219,000	21,219,000	0
Malampa	22,661,909	27,766,576	34,665,363	31,034,963	27,127,608	35,973,485	24,844,046	32546645
Penama	8,797,370	12,582,323	10,676,441	16,828,600	7,918,250	6,393,974	6,086,250	2733705
Sanma	22,435,383	21,951,723	13,245,440	13,333,010	8,622,060	9,760,270	316,050	197000
Torba	21,000	210,000	3,000	85,000	351,110	447,390	1,820,000	478945
Total	68,186,925	70,778,205	334,405,784	76,470,576	47,609,473	78,343,479	55,262,716	35,956,295

Total Dividends shared from Savings & Loans Only

Province	2014	2015	2016	2017	2018	2019	2020	2021
Tafea	-	-	-	6,330	87,705	358,349	322,024	0
Shefa	5,091,502	222,847	7,044,737	444,798	444,798	484,042	-	0
Malampa	1,585,070	2,382,096	2,262,960	1,911,800	1,900,010	1,900,010	1,312,320	1753570
Penama	447,207	735,607	107,529	927,650	901,150	-	479,680	235900
Sanma	1,429,277	1,531,113	1,219,646	735,640	431,794	625,090	244,266	0
Torba	-	-	-	-	-	-	-	0
Total	8,553,056	4,871,663	10,634,872	4,026,218	3,765,457	3,367,491	2,358,290	1,989,470

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 not recorded in this table reasoned being no savings coop audited in these provinces

2021 Business Trainings

Province	2013	2014	2015	2016	2017	2018	2019	2020	2021
Tafea	5	21	16	12	8	4	6	2	4
Shefa	4	5	2	13	4	5	3	4	5
Malampa	9	12	5	13	20	7	6	7	35
Penama	12	3	9	9	14	5	4	4	4
Sanma	7	5	1	0	1	6	10	0	3
Torba	4	0	3	1	0	0	2	0	2
Total	41	46	36	48	47	27	31	17	53

In 2020, ORCBDS delivered only 17 business trainings altogether compared to 31 in 2019. Funding for these trainings come from the EDF11 support Budget that 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 Cooperative Societies

Year	Total Turnover (VT)	Indirect Revenue (VT)
2012	774,021,300	96,752,664
2013	672,334,350	84,041,794
2014	763,245,330	81,862,225
2015	804,647,416	79,294,840
2016	708,460,330	89,405,268
2017	541,846,534	78,717,814
2018	541,846,534	60,205,170
2019	530,846,534	58,893,170
2020	548,433,780	57,225,385
2021	711,351,601	74,227,670

The table above show the total turnover that audited coop societies have yield over the last 8 years. Further, the table also shows the indirect revenue through VAT that coop business have generate as indirect revenue to the government. This indirect revenue is determined by:

For Coop not yet Registered to VAT, we used 25% as average mark-up, so the working out cost is $711,351,601/1.25 = 569081280$. This means that the indirect revenue is $569081280 / 7.6667 = 74,227,670$ vatu which is transited through suppliers.

Direct Revenue

Year	Direct Revenue (VT)
2013	2,873,280
2014	2,627,245
2015	2,514,430
2016	2,674,140
2017	2,340,350
2018	1,754,995
2019	1,513,610
2020	1,661,400
2021	2,302,380

The above table provides some indication on the various activities that the office operates to generate direct revenue. Our Compliance strengthening program for 2019 is to advice small business including cooperatives for VAT registration. In future, we will report direct VAT revenue with coops registered in VAT in this table, which will show a significant rise.



Figure 10: Producer Coop Supply local fresh Produce under the National school feeding Program



Figure 11: Joint ORCBDS and VCBN Conducting Coop Market Scoping Program

Total Expenditure January – December 2021

Cost Centre	Section	Budget Allocation 2021		Total Budget Allocation
		Operation Budget Allocation	Payroll Budget Allocation	
94AA	Administration and Finance	7,147,278	17,137,835	24,285,113
94BA	Policy, Regulatory Environment and Partnership	12,400,00	9,113,008	21,513,008
94CA	Support to VCBN and Cooperative Institutional Strengthening	26,402,433	1,751,191	28,153,624
94CB	Cooperative Access to Finance and Credit	100,000,000	8,323,984	100,000,000
94DA	Cooperative Marketing Information System	1,100,000	3,364,584	9,423,984
94EA	Education and Training	14,739,604	3,934,584	18,108,679
94FA	Shefa	1,500,000	4,721,056	5,434,584
94FB	Malampa	1,500,000	3,123,952	6,221,056
94FC	Tafea	1,250,000	2,993,176	4,373,952
94FD	Torba	1,000,000	3,934,584	3,993,173
94FE	Penama	1,250,000	3,934,584	5,184,584
94FG	Sanma	1,500,000	3,517,960	5,017,960
	Total	169,789,315	61,920,402	231,709,720

COOPERATIVE PROJECTS -2021

Revival program of Dormant Cooperatives



Figure 12: Opening of Tafea Coop, Tanna by Honorable Prime Minister and Minister of Trades



Figure 15: Revived Alau Coop, Ambae



Figure 16: Revived Ser Metrou Coop Registration Certificate handed over by Minister of Cooperative, Eton Village, and East Efate



Figure 17: Revive Tavie Coop, Tavie Village, North Paama



Figure 18: Manganda Blue Coop, East Ambae



Figure 19: Tahos Savings & Credit Cooperative, Tevali Village, Central Paama

V-SAT Voucher system for cooperatives



Figure 20: Vodafone CEO and Director ORCBDS with an agreement



Figure 21: VSAT at Tafea Coop, Tanna



Figure 22: Tafea Coop Manager & Assistant Manager creating Internet Vouchers



Figure 23: Chairman and Assistant Manager Lalawali Coop, Maewo with VSAT Agreement



Figure 24: Internet Hotspot available at Wai Coop, Ambae



Figure 25: Manager and Assistant Manager Tchimae Coop, Ambrym creating Internet Vouchers



Figure 26: ORCBDS Staff having a Zoom Consultation Meeting with the International Cooperative Consultant



Figure 27: ORCBDS Staff Group discussions

Cooperative Development Fund rollout for Selected Cooperatives



First 25 Recipients of the CDF posing with the Minister of Cooperative and board of Directors



Cooperative Development Fund Board of Directors

Xero Accounting Software for Top Coops



Cooperative Managers attended Xero Accounting Training posted with their Certificate



Senior Training Officer Introducing Xero Accounting to Saama Cooperative Manager



Tousi Coop Manager Entering Financial Data into Xero Accounting

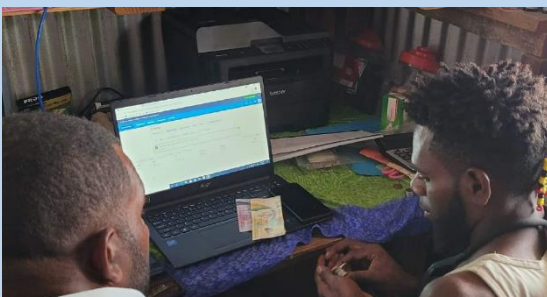


Mene Coop Manager and Assistant Manager Entering Financial

Senior Training Officer Introducing Xero Accounting to Three Hands Cooperative



Vuthlev Cooperative Manager started using Xero Accounting Software



Senior Training Officer helping Introducing Xero Accounting to Sarawia Cooperative Manager



Lalawali Assistant Coop Manager started using Xero Accounting Software



ORCBDS Director and CEO VQA



ORCBDS Director and CEO VQA

Mentoring and Coaching Program rollout



Senior Training Conducting Mentoring with YCV



CBDO Shefa and CBDO Tafea Conducting Mentoring



SCBDO Malampa and Registration assist coop Managers



SCBDO Training Officer and Coordinator YCV posed with in YCV Trainee



CBDO Penama assisting Coop Manager



SCBDO Shefa assisting Coop Manager

Re-opening of the Fish Market



NGEF for Selected coops



ORCBDS Director and Manager NGEF



Navara Coop Savings & Loan Members



NGEF Funded Solar System inside Unity Coop,
South Epi

