

MALAMPA PROVINCE TOURISM PLAN

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EXECUTIVE SUMMARY

MALAMPA Province has been selected by the Department of Tourism, to be the first province to pilot the 'Model Provincial Tourism Plan,' that was developed initially for SANMA and TAFEA province, as a new approach to the development of tourism in the rural areas.

This ten year MALAMPA Tourism Plan has been produced following a comprehensive participatory process, including:

- Extensive consultation with representatives of MALAMPA Provincial Government, MALAMPA tourism industry, and owners of community tourism products through product profiling exercised.
- Input by attendees at a MALAMPA Strategic Planning Workshop held at Lakatoro, Malekula on the 17th of May 2010.
- A comprehensive destination audit through 'Product Profiling Exercised' conducted in August 2009 by Senior Tourism Officer from Port Vila Head Office and Provincial Tourism Officer from Lakatoro Provincial Office and a critical analysis of the province's tourism strengths, weaknesses, opportunities and threats.
- Extensive desk studies of previous relevant studies and reports.
- Development of draft plan were distributed and presented at a Full Provincial Council Meeting and an industry workshop held in Lakatoro, Malekula on the 18th of May 2010 from which further comments and inputs were received and considered and the Council endorsement of the draft Malampa Provincial Tourism Plan.
- Refinement of the draft plan was based on feedback provided.
- The development of an implementation plan, including, priority and timing of the various strategies, steps to be taken to implement the strategies, bodies and organisations responsible for implementation and potential funding sources (where necessary).

This Plan has been prepared for MALAMPA with support from Department of Tourism and funding provided by the National Government of Vanuatu.

The plan is designed to complement and strengthen the:

- *Priorities and Actions Agenda (PAA) 2006-2015;*
- *Draft 'Building Tourism Today for Tomorrow' Vanuatu Tourism Action Program (VTAP) 2008*
- *Vanuatu Tourism Development Master Plan 2003;*
- *MALAMPA Rural Economic Development Initiatives (REDI)*
- *Malampa Tourism Development Strategy, 2006*

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The Plan is based upon a ten year vision for tourism in MALAMPA formulated by stakeholders. This vision is as follows:

“In ten year time Tourism in MALAMPA Province will be a vibrant and sustainable tourism sector in terms of ‘best quality’ visitor experience, based on adventure, authentic life and standards which meet visitor expectations.

The basis of the industry will be sustainable ecotourism which will be supported by a partnership between the private sector, the communities and the Provincial and Central Governments.

The tourism sector will deliver broad based economic benefits, whilst reviving and protecting the cultural diversity, enhance the environment and improve the standard of living of the community, as an integral part of the overall development of MALAMPA Province and supporting infrastructure and human resource development in the Province.”

This vision is underpinned by the further development of the key natural and man made tourism experience which the Province offers and the desire for an economically sustainable and vibrant industry which is fully engaged with the local community at an economic, environmental and social level.

In developing the strategies for the Province, seven key objectives have been identified which have assisted in the identification and formulation of the plan’s strategies and also significantly influenced the nature and priority of the implementation actions. The objectives are:

1. To create a more structured and profitable tourism industry within the principles of responsible tourism;
2. To successfully develop products and experiences which are economically, environmentally and socio-culturally sustainable taking advantage of the assets and characteristics unique to MALAMPA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of MALAMPA as a tourism destination;
5. To ensure the provision of appropriate infrastructure to support accessible tourism products;
6. To increase understanding of opportunities and the benefits of tourism within the local communities; and
7. To create additional market demand and market access for tourism products in line with local carrying capacities.

A rationale is provided with each objective to highlight the reason for their inclusion and their identification as key guiding factors in formulating the strategies.

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The following recommended strategies and the implementation program provides a prioritised list of actions; priorities have been nominated based on their relevance to the objectives and viability. Actions have been identified initially for the short to medium term (ie the next one to five years).

The Projects outlined below are critical to achieving the proposed outcomes of MALAMPA Provincial Plan in the **short to medium term** and include:

- Strategy 1: Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Department, Provincial Tourism Council, Visitor Information Centre, Central Booking Office, Internet Facilities and Tourism Industry Association – MALAMPA Tourism Resource Centre (Partnership Development);
- Strategy 2: Facilitate accessible and sustainable visitor experiences in MALAMPA Provinces' key natural, authentic, iconic cultural areas: these include Twin volcanoes Mt. Marum (1270m) and Mt. Benbow (1159m), Rom dance and tamtam (Ambrym), Big Nambas and Small Nambas, dancing masks and ceremonial headdresses, stone and timber carvings (Malekula), hiking (Paama);
- Strategy 3: Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality tourism training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and managements.
- Strategy 4: Implement a targeted publicity and promotion strategy for MALAMPA Province.
- Strategy 5: In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, Airport and wharf facilities.
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs.
- Strategy 7: Enhance the MALAMPA Event Calendar by developing annual events which complement the existing iconic events – the Rom dances of Ambrym, Big and Small Nambas dances cultural and agricultural shows.
- Strategy 8: Collaborate with relevant authorities reviving and protecting Malampa Cultural Heritages.

A logical framework is provided linking activities to each strategies and objectives and an initial budget has been developed for implementation of this Plan.

SECTION 1: INTRODUCTION

MALAMPA Province has been selected by the Department of Tourism (DoT) as a third Province to pilot a new approach to the development of tourism via preparation of a 'Provincial Tourism Plan'. The plan has been developed to 'complement' the Priorities and Actions Agenda (2006) the Vanuatu National Development Master Plan (2003) or the more recent Vanuatu Tourism Action Program (2008) and to work as an extension of the existing Provincial REDI programme.

The Priorities and Actions Agenda (PAA) 2006–2015, released by the National Government in November 2006, identified the potential for the tourism industry to contribute significantly to the economic, social, cultural and environmental well being of Vanuatu.

The Strategy document (Chapter 3: Sector Overview, pg. 15; Key Issues and challenges, pg. 16; and Priorities and Strategies, pg. 17) makes the following observations:

“Tourism has great potential for further development but faces some serious constraints...Many of these issues and challenges are being addressed... Regardless of the impediments, tourism growth in Vanuatu looks promising, but for tourism to provide sufficient jobs for a growing population, concerted efforts need to be made to address the constraints to faster growth.

Specific priorities and strategies to improve tourism are ...

- *Increased tourist arrivals through better marketing and improved air links;*
- *Increased tourism facilities and product range in both rural and urban centres;*
- *Promoting and improving tourism development in the outer islands;*
- *Targeting high income tourists and niche tourist markets;*
- *Improved quality of tourism services through accreditation, and awareness and training programs”.*

The Vanuatu Tourism Action Program (VTAP) 2008, identifies *“the need to take a coordinated and programmatic approach to development of the sector the Government, through the Department of Tourism, has worked with other key stakeholders to develop this VTAP which establishes development priorities and process for implementation”.*

The tourism policy contain in the MALAMPA Rural Economic Development Initiatives (REDI) is (pg.27):

“Promote and develop a local tourism industry that respects culture, environmental and Christian values”

Priority Development needed in achieving the said vision:

- *“Promote the tourism sector through the Malampa Tourism Council*
- *Upgrade and maintain Malampa’s tourist and rural feeder roads”*

Both priorities were and will continue to be ongoing activities for developing tourism industry in MALAMPA.

Whilst the potential for tourism is immense, and the unique natural and social characteristics of MALAMPA undeniably provide the basis for the development of strong appeal to particular markets and segments around the world, and subsequently a high yielding tourism industry, it is clear that such potential will not be realised without a clear and focused strategy to guide its development.

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Based on Responsible Tourism principles, the strategy focuses on balancing economic development with preserving the environment and the existing cultural of the communities, which are the assets that form the basis for tourism development in Vanuatu. It also recognizes that to optimize the overall development strategy for the Province, tourism needs to be considered in comparison with other development opportunities available for any particular community or area.

In most areas it is envisaged that tourism needs to develop in tandem with other sectors and the strategy is based on developing cross-sectorial linkages, based on creating more demand for locally produced goods and services, to spread the benefits beyond those individuals and organisations that are directly involved in tourism and to ensure a range of livelihood options for the communities. Without this sectorial balance, and if a tourism 'monoculture' is allowed to develop, it would adversely affect the attractive qualities of the destination and create an over-dependence on tourism, increasing the economic vulnerability of the area to decisions made elsewhere by consumers and investors and factors outside the province's control.

As such the emphasis on tourism development has shifted slightly away from measuring growth in terms of visitor numbers and more towards measuring growth in terms of the overall socio-economic development of the province as a whole.

This strategy, and the sustainability of the tourism sector in Malampa, is dependent upon some public control over the effects of the tourism industry on the environment, landscape and socio-cultural structure of the area. It is the natural and cultural heritage of the area and the living culture of the local people that attracts tourists. The negative impacts of tourism, on the environment and the local communities, needs to be managed and the adverse impacts minimised in order to maintain the asset. This strategy is based on policies that promote local interests, preserve local landscapes, cultures and heritage, and matches the industry to the local carrying capacities. In this way, it is planned to create a viable and thriving sector, where the industry grows at a rate that matches the local ability to meet market demand without damaging the society and environment or future markets because expectations were not met. The pace of tourism development will only reflect what can be realistically achieved given the lead times in terms of marketing, infrastructure and human resource development, and the current limited financial resources.

Malampa Province, needs tourism, yet if its underlying dynamics are not considered, it could be a recipe for short-term cash advancement and long-term problems. It is believed that with this strategy, popular participation and consistent implementation, the tourism sector can become the best market for a great variety of products and activities and provide a vital stimulus to provincial development.

In supporting provinces to plan for tourism development, the DoT is seeking to establish a pilot program that can be extended to and adapted for other provinces across the country. Apart from an inability to develop all provinces at once, another key factor is that in each case the development of tourism in one province should seek to emphasize and build upon its unique characteristics and appeal, and to complement, rather than compete against the appeal of another province. Another key role of this plan therefore is to identify both the particular assets and characteristics upon which unique and appealing tourism experiences can be built, and to identify the policies, programs, infrastructure development, investment strategies and market positioning specific to the Province which are needed to bring its potential to fruition.

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In developing provincial tourism strategies, it is necessary to identify the motivations to travel that are driving certain people to seek what MALAMPA has to offer. Clearly MALAMPA is not for everyone and a key starting point in any strategic development is to identify those *ideal customers* for MALAMPA and the types of experiences they are seeking. A provincial strategy must further focus on the experiences it can best offer and target those customers seeking them.

Furthermore, in developing the MALAMPA Province Tourism Plan, a thorough and critical audit of the destination must be undertaken to identify the strengths, weaknesses, opportunities and threats that need to be either built upon or addressed as a part of the strategic development.

In the implementation of the Provincial Plan, it is necessary for the national and provincial levels of government to work cooperatively with the tourism industry to ensure its success. For this reason this strategy is based upon:

1. The seven strategic priorities of the *PAA 2006-2015* - by linking this strategy with the PAA, it is clearly contributing to the achievement of national goals and outcomes;
2. The 'Building Tourism Today for Tomorrow' Vanuatu Tourism Action Program (VTAP) 2008– again by integrating national and provincial strategic approaches to tourism development, the achievement of economic, social, political, environmental, industry, community and government objectives can be realized; and
3. The policies and strategies of the MALAMPA Rural Economic Development Initiatives (REDI) Government *Five Year Rolling Plan (1999)*.
4. Malampa Tourism Development Strategy 2006

The following section sets a comprehensive framework for the development of the strategies that will drive MALAMPAs' Tourism Plan and its subsequent Implementation Program.

SECTION 2: BACKGROUND

Illustrated below is a map showing the location of MALAMPA Province against the rest of the five Provinces of Vanuatu.



MALAMPA Province includes Malekula, Ambrym, and Paama islands. And according to the 1999 National Census, MALAMPA's population was about 32,705¹ and with the annual population growth rate of 1.6 percent, the estimated population of MALAMPA in 2009 would be 37,938.

In the late 1970's Malampa seemed to have the essentials in place for economic development and prosperity. It was one of the country's main copra and cocoa producing regions, producing the highest amount of cocoa and second highest copra output. Copra and cocoa were the two drivers of Malampa's rural economy. The copra and cocoa sectors were enhanced by a government subsidy on drying materials. Cocoa (1500 ha) was to be established in Lambubu by the Commonwealth Development Cooperation (CDC), government and landowners with the idea that it would be handed over to the landowners and government at the end of the project, thus helping landowners to develop large-scale plantations.

Malampa had established 240 hectares of forestry projects for local supply of timber and twenty-one fisheries projects. The alienated grazing land and coconut plantations were to be transferred back to the landowners. The establishment of the Santo abattoir was to

¹ NSO Final Figures for 1999 Census

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provide a market for cattle. The establishment of a 'bush' abattoir in Lakatoro was to provide a local market for beef.

There were 89 registered cooperative societies conducting commerce, 3 branches of Vanuatu cooperative savings bank in Ambrym, one in Paama and a number in Malekula. A number of big trading vessels plus other small trading vessels provided regular shipping services to Vila and Santo. Six airfields, 3 in Malekula, 2 in Ambrym and 1 in Paama provided access between Malampa, Santo and Vila. 10 jetties and wharves, 7 in Malekula, 2 in Ambrym and 1 in Paama provided safe landing for trading vessels plus 31 anchorages.

These hopes were dashed in the 1980's when copra and cocoa experienced a downfall in their prices. Farmers could not afford the cost of drying materials when the government subsidy ceased and there was no other income-generating alternative to copra and cocoa. The Lambubu cocoa plantation established only 500 hectares of cocoa, failed to achieve all its aims and CDC left earlier because the project was not profitable. The government could not sustain the amount of tonnage produced due to poor management at the end of project funding.

The alienated coconut plantations, grazing land underwent land disputes and were not given back to landowners. This was further compounded by the sudden transition from a centralized, colonial system of plantation farming to a small-scale, decentralized system. This left the landowners without a market, very little capital and insufficient management skills. Small fishing centres were poorly managed, and local and urban markets ceased operation. This could be accredited to lack of knowledge on maintaining ice machines, knowledge on fishing and qualified officers terminated in 1993 civil servant's strike. The big trading vessels and other smaller vessels were sold due to high operational and maintenance costs resulting from decreased copra and cocoa trade. Roads were poorly maintained after the frequent damage caused by flooding rivers. Wharfs were not well maintained and used to their potential due to irregular shipping services and damage caused by cyclones.

SECTION 3: PLAN FRAMEWORK

FRAMEWORK OVERVIEW

Before formulating the Tourism Plan's specific strategies and determining projects to be implemented, it is necessary to consider all the factors that will influence development of a sustainable plan, and set a framework for development. The Framework for the MALAMPA Province Tourism Plan comprises ten parts as follows:

Part 1: A Shared Tourism Vision for MALAMPA Province

Part 2: MALAMPAs' Best Prospect Tourism Experiences

Part 3: MALAMPAs' Prospect Target Tourist Markets

Part 4: Government Principles and Policies Guiding Tourism Development

Part 5: Tourism Investment Opportunities for the MALAMPA Province

Part 6: MALAMPAs' Tourism Infrastructure Needs

Part 7: MALAMPAs' Tourism Management Structure and Network Needs

Part 8: Development Approaches that Support Sustainable Tourism

Part 9: Marketing and Promotion Requirements

Part 10: Key Objectives of the MALAMPA Ten Year Tourism Plan

FRAMEWORK PART 1: A SHARED TOURISM VISION FOR TAFEA PROVINCE

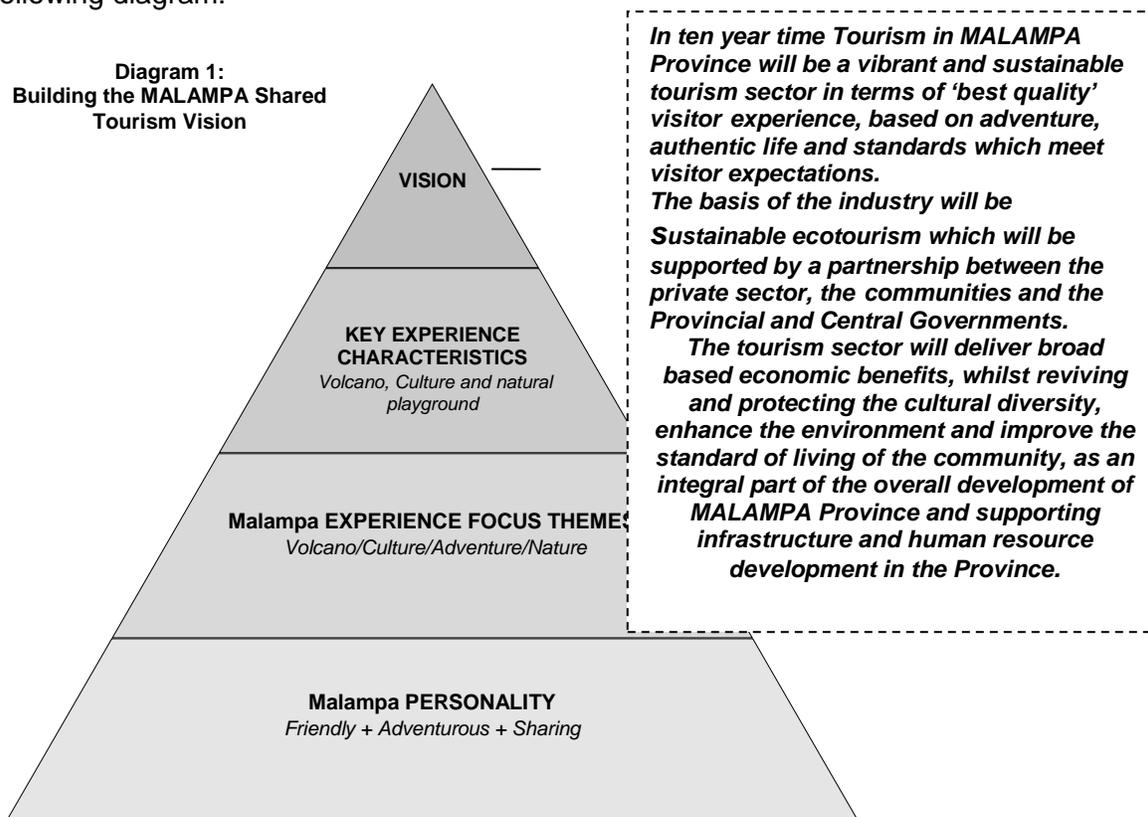
The formulation of any tourism plan must be based on a vision for what that destination will ideally be in the future. The plan itself therefore has the purpose of detailing how that will be achieved.

In developing a 'vision statement' for a destination, it is helpful to consider:

- its 'personality' (*who* it is – i.e. how it could be described in human terms);
- its 'experience focus themes' (*what* it is / could be – i.e. what *type* of 'stand out' experiences it offers visitors through its tourism products and services, and could potentially enhance in the future);
- its 'key experience characteristics' (*how* it delivers those experiences – what makes them special for / unique to the destination).

A vision statement must be built on these elements.

In order to define a vision for the MALAMPA Province, a workshop was held in Lakatoro, Malekula on the 8th and 9th of December 2008, and also an extensive consultation was undertaken to gather the thoughts of local industry stakeholders on these elements, as well as general views about where the Province would be - in tourism terms - in ten years time. These considerations helped formed a vision statement, as demonstrated in the following diagram:



This vision statement shapes the Tourism Plan's objectives and ultimately the recommended strategies.

FRAMEWORK PART 2: MALAMPA'S BEST PROSPECT TOURISM EXPERIENCES

The main sources of tourists for MALAMPA Province are Australia, New Zealand and New Caledonia. Until now these tourists have come to MALAMPA via Port Vila, but with the upgrading of Pekoa international airport and the direct flight from Brisbane Australia there is now an opportunity for more visitors coming to MALAMPA via Santo. The main attractions of the Province are the twin volcano on Ambrym and unspoiled culture and environment.

MALAMPA has significant economic potential. Relative to other provinces in Vanuatu it has abundant natural resources, some supporting infrastructure and a large population.

MALAMPA's main tourism opportunities are:

- Proven tourist market for tours to Ambrym and Malekula from Port Vila. The main attractions are an accessible inactive volcano and cultures;
- Proven tourist market for cruise ship tours to Wala Island off the coast of Malekula; and

The cultures of MALAMPA are unique in the world. Malekula island is the most diverse of all Vanuatu's islands for language, kustom and artwork. Home to 28 languages and the two major cultural groups are the Big Nambas and Small Nambas. The artwork includes the colourful tree fern figures, dancing masks and ceremonial headdresses and stone and timber carvings also plays an important role in Malekula. Ambrym island is home to Vanuatu's only twin volcano and considered Vanuatu's sorcery centre. The Rom dance originated in Olal Northeast Ambrym and the islands tamtam (slit gongs) are among the countries best. Paama island is home to great hiking, snorkeling, fishing and swimming. Any tourism development must take place within the framework of local customs and priorities. It is for this reason that the MALAMPA Tourism Plan has been written with the cooperation of all the stakeholders including Island Chiefs.

MALAMPA has a wealth of beautiful scenery including white beaches and protected harbours of South Malekula. With the planned extension of Pekoa International Airport to cater for larger aircrafts and the operation of more direct international flights, the Province is poised for a significant expansion of tourism activities and investment. Planning will be vital to ensure that this delivers substantial benefits to the community. MALAMPA has a small but vibrant tourism sector, which has until recently been almost solely based on Volcano, artworks and , Cultures Opportunities exist to expand upon this market and to position as an exciting adventure destination through broadening the activities, services and facilities available.

Its welcoming people are rightly proud of all that the Province could offer a visitor, and the enthusiasm for sharing places and traditions, together with the committed and resourceful industry which is in place, suggests that the basis for a larger successful tourism destination already exists. As is the case with the development of all tourism destinations however, it is necessary to **focus** the tourism development and marketing efforts of the Province on **best prospect tourism experiences**.

What is a "Tourism Experience?"

Tourism trends indicate that most contemporary travelers do not visit places simply to see the sites, but rather to 'engage' with the destination by interacting with its people, places, traditions, etc. They want a personal 'experience' of that destination which will remain significant to them long after they have left. Destinations

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therefore must focus on building unique 'visitor experiences' around their key attributes in order to set themselves apart from other places and attract visitors. Experiences can be developed through bundling complementary activities in such a way that engages the visitor's senses and allows them to learn about and participate in a place's 'life story'.

Best prospect tourism experiences can be described as those which reflect all of the following:

1. activities that the destination has the ability (or potential) to deliver based on its existing attributes / 'assets' (e.g. its natural or cultural attributes as well as its infrastructure and human resources); and
2. a combination of complementary activities based on the destination's assets, which can be packaged into one experience, (such as complementary natural + cultural + infrastructure tourism attributes = a visitor 'experience'); and
3. unique experiences which set that destination apart from other places; and
4. the types of experiences that are being sought by travelers.

By focusing on best prospect tourism experiences for the MALAMPA Province Tourism Plan, rather than attempting to develop and market an extensive list of different activities or sites, MALAMPA will have a strong tourism foundation that will:

- reinforce its unique position of MALAMPA tourism and in the eyes of potential visitors;
- ensure all resources invested in tourism are optimised;
- provide a basis for future expansion and growth.

The Process of Identifying Best Prospect Experiences

During the preparation of the MALAMPA Province Tourism Development Plan, extensive research and consultation was undertaken through:

- (i) site visits;
- (ii) interviews with government, industry and community tourism stakeholders (in person or via email); and
- (iii) an extensive desk study of planning and marketing resources.

The findings of these consultations led to the development of a detailed Destination Audit (see Appendix i) and a Situation Analysis / SWOT (see Appendix ii).

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A study of these documents, plus tourism market trends points, to the MALAMPA best prospect tourism experiences which can be summarised in the following table:

MALAMPA'S EXPERIENCE FOCUS THEMES	BASED ON MALAMPA'S UNIQUE ATTRIBUTES	CORRESPONDING BEST PROSPECT EXPERIENCES TO BE DEVELOPED & MARKETED
<p>Twin volcanoes Mount Marum and Mount Benbow - Ambrym</p>	<ul style="list-style-type: none"> • Vanuatu's only accessible twin volcanoes. • Twin volcanoes can be viewed from any part of the island but the most common via easy access are; <ul style="list-style-type: none"> • Volcano tour from Lalinda, Sanesup or Port Vatu to Mt. Benbow, West • Volcano tour from Ranon/Ranvetlam or Craig Cove to Mt. Marum, North • Volcano tour from Endo, South East 	<ul style="list-style-type: none"> • Currently almost all tourists to Ambrym come via Port Vila. • Volcano tour guide, disaster and First Aid training is a must to maintain standard and safety at all times. • Every effort should be made to facilitate access to the volcano and highlight its presentation for visitors <ul style="list-style-type: none"> - Upgrading and maintenance of road from Craig Cove to Lalinda village, - And then upgrade and maintain access: from Lalinda village to Mount Benbow western part of the island, and Ranvetlam village to Mount Marum northern part of the island • Create and strengthen twin volcano management structure to provide safety gears and to be the only one providing tour guides up to the volcano – and to provide regular information on volcano. • Build two main entrances, one at Lalinda and the other at Ranvetlam and put-up danger signs notices on specific areas around the volcano and build proper toilet facilities.
<p>Adventure Culture Based Experiences</p>	<ul style="list-style-type: none"> • Authentic, iconic and unique cultures and events particularly: <ul style="list-style-type: none"> - Big Nambas dancing Unmet and Mae - Small Nambas dancing and magic Vetgot Botko, Rano, Amelboas, Labreau and Penap - Rom dances Ranhor and Lolibulo • Other authentic, typical MALAMPA cultures, (as demonstrated via village life, traditional dance and dress, 	<ul style="list-style-type: none"> • Experiences which showcase cultural traditions, provide interpretation of those traditions for visitors and, where suitable, opportunities for visitors to participate in that tradition. • Accommodation options that are based on, and complementary to, displays of cultural traditions (eg. village stays). • Showcasing and interpreting Vanuatu's and MALAMPA's heritage through created, yet authentic, attractions/ and experiences (eg cultural centre).

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	<p>food, custom, arts & crafts etc):</p> <ul style="list-style-type: none"> • Big Nambas cannibal site tour • Wala and Vao tour to the stone monoliths and ancient tamtam • Ambrym magic (Bengau) • Tree fern figures, dancing masks, headdresses, timber and stone carving and model canoes of Malekula • Tamtam or slit gongs of Ambrym 	<ul style="list-style-type: none"> • Expansion of Cultural Events ie Rom dance, Agriculture Shows and MALAMPA Day • Develop new potential Annual Events: <ul style="list-style-type: none"> - Annual Fishing Competition - Adventure Team Challenge Race - Triaton race
<p>Adventure Nature Based Experiences</p>	<ul style="list-style-type: none"> • Significant Protected Area: <ul style="list-style-type: none"> - Ringi Te Suih Marine Conservation Area and giat garden - Maskelynes's Mangrove - Iabreau and Penap Mangrove - Tanmial and Abananavet Caves - Port Sandwich SS Per Vance Wreckage - Tsiri Lagoon fish nursery - Wintua waterfalls - Turtle nesting at Bamboo Bay • Other scenic walking or adventure trekking locations in rural areas of MALAMPA: <ul style="list-style-type: none"> - Malekula and Ambrym • Diverse Flora and Fauna (found in various locations in the rural areas and in Protected Areas) • White Sandy and black Beaches and crystal clear blue water: • Trekking – Sanwir to Maula trek (1 day), Lawa to Lendombwery (2 days), Wintua trek (3 hours), Ranvetlam to Craig Cove Volcanoes trek (2 days) • Snorkeling • Horse riding • Bushwalking • Fishing Game • Kayaking • Village stay • Water falls 	<ul style="list-style-type: none"> • Guided walks and treks (from easy to adventurous levels) incorporating nature and culture-based interpretation. Need good tour guide information • Product documentation including information on Flora & Fauna and educate tour operators • New ways of engaging with MALAMPA's nature based assets (e.g. kayaking, sailing, horse riding, mountain biking). • Bundling of nature based activities with accommodation options that are based on, and complementary to them (e.g. Village stay with trekking bush walking options). • Get Air Vanuatu to do round ticket pass for Malekula/Ambrym/Paama

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	<ul style="list-style-type: none">• Sand drawing	
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Tourism Development Zones

The map below illustrates the tourism development zones of MALampa Province with regards to Malekula Island and these are further discussed over on the other page.

The following zones have been recommended within the 2003 Vanuatu Tourism Master Plan for various tourism product developments in Malekula for MALAMPA Province:

1 Tourist Centre Precinct

A tourist Centre Precinct should generally encompass Lakatoro Provincial Headquarters and Norsup area. This area should be designated as the prime location for the Province's tourist centre because it: has an existing urban infrastructure; is the island's principal population centre; is situated adjacent to Norsup Airport; and claims a cargo wharf which can be developed further to accommodate cruise ships in future.

Developing Consideration for the Centre:

Tourist Destination – A tourist district should be identified within the centre to accommodate increase demand for tourist accommodation and facilities in the future. Appropriate uses within this district would include waterfront hotels, restaurants, a shopping village extending from Main Street to the water's edge, a visitor information centre, handicraft and cultural centre, and public promenade along the waterfront.

Waterfront Hotels – The site within the district to be identified.

Restaurants – Should be situated at the water's edge.

Shopping Village – A tourist-shopping village could be positioned between the waterfront hotels with restaurants situated at the water's edge. The village should be low rise (one to two stories) with a distinctive south sea architectural character. It should include such visitor related outlets as gift, apparel and photo shops, services (Bank, Tour, Travel Agencies, Airline Offices, etc), and art galley, bookshop and dive shops.

Public Jetty – As resort development takes place on and around near by Islands, there will be a need for public jetty to function as a departure point and for commuter travel between the Airport and the various Island resorts.

Handicraft/Cultural Centre – This is an attraction that needs to be developed together with an entertainment pavilion and possibly a museum. As tourism develops, this complex has the potential of becoming one of the Malekula's major tourist attractions.

Cruise ship Centre - Cruise ships now only visit Wala Island Malekula, it is expected that in future more cruise ships will call at Malekula as the cruise market continues to grow and attractions are developed on Malekula. A cruise ship centre would heighten the visitor's arrival/departure experience by providing a nearby site for Island greetings and merchandising local handicrafts and foods.

Waterfront – Appropriate waterfront uses include: Yacht Moorage; Cruise Ships and Island jerry terminals; Charter/Excursion Boat Operations; Restaurants and specialty Shops.

2 Resort Precinct

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Resort generally encompasses rural coastal areas, which feature, white sand beaches and near shore islands, reefs, and water recreational amenities. Malampa has a number of sites appropriate for resort development. Proper location is vital to the success of destination resort and there are two scales of resort development – integrated resorts and bungalow resorts

3 Natural/Cultural Precinct

The intent of this precinct is to define and protect scenic areas natural features and cultural attributes of significant tourism value. Within this precinct, tourist facility development should generally be confined to: hiking and access trails, small scale bungalow, lodge and guest house type accommodation associated with local villages and attractions which centre on orientation, interpretation and preservation of nature and culture.

4 Historic Precinct

Historic visitors are interested in people's history embodied in earlier exploration, settlement and social-economic development of their homeland. Vanuatu is endowed with a rich history of: sea fairing migrants, pre-European contact, European and British explorers and traders, missionaries, British and French settlers. One historic event that has significant tourism value was the arrival of the American fleet and construction battalions in Vanuatu during World War II.

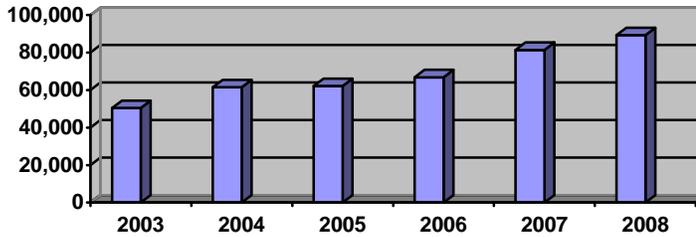
Development within a historic precinct should be geared for day visitations and limited to the preservation, restoration and interpretation of historic sites, relics and events. No over night accommodation is permitted within the precinct to maintain the integrity of sites.

FRAMEWORK PART 3: TAFEA'S TOURISM MARKETS

Vanuatu Tourism Market

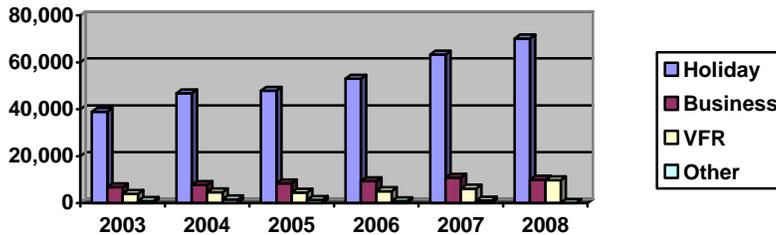
Over 89,000 visitors travelled by air to Vanuatu in 2008, as well as an additional 106,000 who visited by cruise ship.

Vanuatu Visitor Arrivals 2002 - 2008



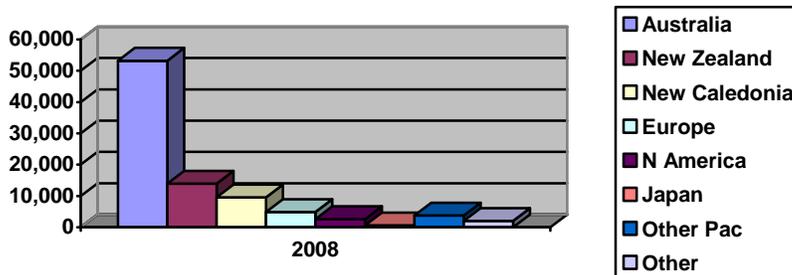
In 2008 the level of tourism arrivals in Vanuatu grew by 9.7 percent; this rate was significantly above the global and regional average and was driven by increased air capacity and competition, strong outbound markets in key source markets and positive positioning in comparison with major competitors, in particular Fiji. However over the longer term growth in visitor arrivals has been significantly lower at an average of approximately 7 percent per annum since 1994.

Vanuatu Arrivals by Purpose of Visit 2003 - 2008



Over three quarters of arrivals are people travelling on holiday and approximately three quarters of all arrivals are from Australia and New Zealand.

Vanuatu Arrivals by Country of Origin - 2008

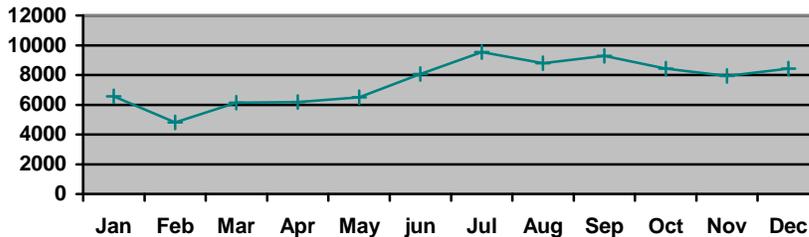


MALAMPA PROVINCE TOURISM PLAN

The major market for travel to Vanuatu is couples (55 percent) and families and friends (21 percent). Repeat visitation is high at around one third, although less than one third of visitors travel to the islands beyond Efate. The average length of stay is 7.8 nights, which has declined slightly from 8.2 nights in 2004, although there are marked differences between source markets, with the European market having a much longer length of stay for example.

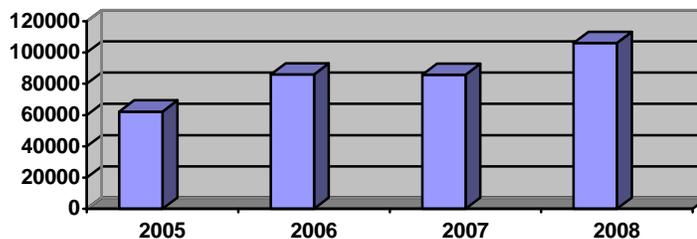
The tourism market is relatively unseasonal with July and September being the peak month and February the lowest; month demand tends to reflect school holidays in the major markets as well as the cyclone season in Vanuatu.

Vanuatu Arrivals by Month - 2008



The cruise ship market is an important market for Vanuatu which has grown fairly consistently (approximately 7 percent per annum over the last thirteen years) as new cruise vessels and increased calls have been made. The cruise ship market has now also expanded to some of the outer islands including Aneityum, Malekula and Pentecost as well Santo.

Vanuatu Cruise Ship Arrivals 2005 - 2008



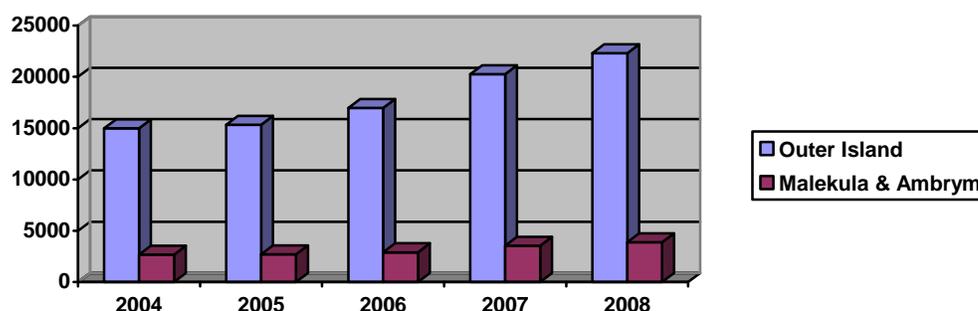
The primary markets identified by the VTO in their 2007 Marketing Plan are Australia, New Zealand and New Caledonia (which account for 73 percent of the market). The secondary markets are the USA, Europe and the Japanese.

Malekula & Ambrym Tourism Market

The level of international visitors to MALAMPA is estimated at approximately 3,867 for 2008, which represent 13 percent of tourists to outer island via Port Vila.

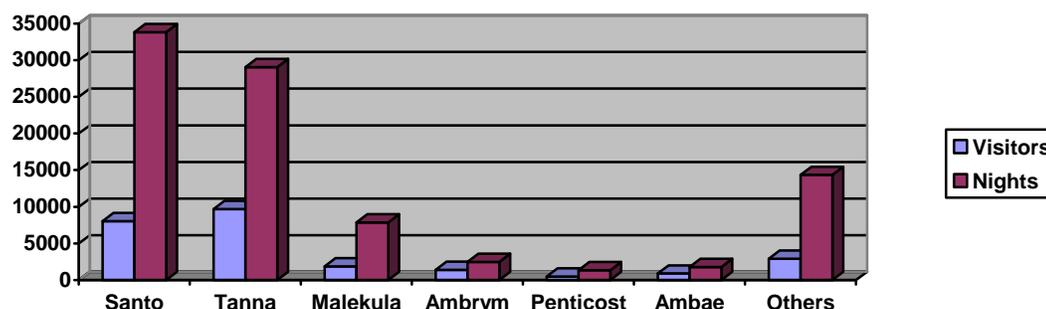
MALAMPA PROVINCE TOURISM PLAN

Malekula & Ambrym Visitors (est)



Currently almost all tourists to Malekula & Ambrym/MALAMPA come via Port Vila & more recently Santo. Malekula like Santo is sold as a four day-trip while Ambrym like Tanna is sold as a day-trip or over-night trip.

International Visitor to Outer Islands



The main purpose of most visits is to view Mt. Marum & Benbow twin volcano for Ambrym and Big & Small Nambas custom and traditions for Malekula. Secondary reasons include Malekula Ambrym way of life. Typically tourists arrange their visit from Port Vila, including accommodation and tours. Continuous international flight to Santo should see an increase in the number of visitors to these two islands. This is a new market for Malekula and Ambrym and there will need to be a significant increase in accommodation, transport and infrastructure capacity to deal with the increase in tourist numbers.

As no domestic tourism data is currently available, assumptions about this market can only be made based on anecdotal evidence. The Visiting Friends and Relative (VFR) and expat tourism markets should not be overlooked in tourism planning, nor should special interest domestic travel segments such as church and sports groups and short breaks.

Key Target Markets for MALAMPA

Based on the a review of the available market data and the MALAMPAs' particular attributes, the best prospect tourism markets for the Province can therefore be defined as:

BEST PROSPECT TARGET MARKETS	PRIMARY	SECONDARY
By Experience Niches	<ul style="list-style-type: none"> • Mount Marum and Benbow 	<ul style="list-style-type: none"> • Cultural

MALAMPA PROVINCE TOURISM PLAN

(which are most salient for MALAMPA)	<p>Volcano</p> <ul style="list-style-type: none"> • Culture based – Big & Small Nambas • Cruise Ships – Wala Island • Volcano Daytrip • Nature based – Tanamel & Abananavet Caves and Wiawi Turtle nesting place 	<p>Ceremonies</p> <ul style="list-style-type: none"> • Wilderness areas • Snorkeling • Fishing • Village-stay
<p>By Geographic Source (for these respective niches)</p>	<ul style="list-style-type: none"> • Australia 	<ul style="list-style-type: none"> • New Zealand • New Caledonia • USA • Europe • Japan • Domestic

Who are the people we are seeking to attract? 'Immersion Travelers'

Immersion Travelers are experimental, adventurous, trail-blazing travelers who want to experience a single destination in depth, active, physical, overseas orientation and seek difference and challenge with experiences which are both memorable and personally stimulating. They are opinion-leaders, white collar skew, take longer holidays and will spend more getting there than being there - definitely *Do It Yourself* planning. They are travelers – not tourists, who want to escape from routine to total change and immerse themselves in the culture, behavior and language of the locals. They are less inclined to repeat visitation (they are off discovering new places) than other segments unless the destination is physically and culturally complex. They take more vacations than the general population, spend marginally more than the average traveler and seek to gain as much value from their visit as possible.

They tend to be represented particularly in the 35–55 age group, but there are smaller segments at either end of that age group

Four key market segments for MALAMPA are the ecotourism, the adventure market, cruise ship and yachts. Information in relation to the market characteristics for these two markets is presented below.

Considerable research has been conducted on the 'Ecotourism Market' globally and to a lesser extent in relation to specific outbound markets such as the UK, Germany and the USA. Little research has been conducted in relation to Vanuatu specifically but anecdotal evidence and a review of the available global research would suggest that a market profile for ecotourists in MALAMPA would typically be:

- Aged over 45 years
- 'Empty nesters' with no children living at home
- Travelling as a couple or small group of friends
- Have a high disposable income level
- Australian or New Caledonian (but also from New Zealand and Japan for specific products)
- Have travelled extensively over a number of years
- Have a specific special interest relating to the key product segments ie adventure tour, culture, etc
- Staying in Vanuatu for more than 7 days
- Visiting multiple destinations and sites within Vanuatu
- Well educated to tertiary level
- High user of the internet and requires high levels of product information
- May well not have visited Vanuatu before
- Will require a minimum level of comfort for Ecotourism products
- May be more interested in the quality of the tours and experience than the quality of accommodation
- May like to mix quality accommodation with local style accommodation

The above characteristics are only typical and will not be applicable to all products and market segments. For example the characteristics of those visiting by cruise ship and adventure market may be significantly different.

FRAMEWORK PART 4

GOVERNMENT PRINCIPLES & POLICIES GUIDING TOURISM DEVELOPMENT

This Plan recognises that the adoption and integration of national and provincial level government planning principles and policies is essential. During the consultation stage of this plan's development, input was invited from all levels of government, with the following documents shaping the plan framework:

- *Priorities and Action Agenda (PAA) 2006-2015*
- 'Building Tourism Today for Tomorrow' Vanuatu Tourism Action Program 2008/Vanuatu Tourism Master Plan
- *MALAMPA Rural Economic Development Initiatives (REDI)*
- *Malampa Tourism Development Strategy 2006*

Priorities and Action Agenda (PAA) 2006-2015

The Seven Guiding Principles driving the PAA are listed as follows. The way in which this Provincial Plan contributes to each of those principles is also summarised.

1. *Private Sector Development and Employment Creation*

By developing tourism in a strategic way and encouraging the industry to work together to create tourism experiences involving a wide range of individual products, new opportunities for individual enterprises and employment opportunities will be created.

2. *Macroeconomic Stability and Equitable Growth*

By maintaining a sound monetary and economic management, strong institutions and fiscal discipline, will create 'fiscal space' for private and public resources devoted to the development of tourism will create increased focus and returns.

3. *Good Governance and Public Sector Reform*

By having a productive public sector that provide quality and timely advice, should create avenue/ new opportunities for communities and individuals to be commercially involved in the tourism industry, increased revenue generated by tourism spreads more widely through the community and the province.

4. *Primary Sector Development & Environmental Management*

Strategic development of tourism based on Vanuatu's natural resources and environment, allows such development to be culturally and environmentally sustainable, as well as broadly contributing to social and economic benefits.

5. *Provision of Better Basic Services, Especially in Rural Areas*

By having a Healthy population, an important tourism assets since one of the major attraction for tourist is people and their culture.

6. *Education and Human Resource Development*

An educated labour force is important to tourism sector as it is labour intensive industry and requires quality and timely services.

7. *Economic Infrastructure and Support Services*

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By these supporting services it will be possible to attract investment in the tourism sector, create employment and generate additional wealth and opportunities for the people of Vanuatu.

'Building Tourism Today for Tomorrow' Vanuatu Tourism Action Program 2008/Vanuatu Tourism Action Program (VTAP)

In recognition of the potential to further develop tourism and the need to take a coordinated and programmatic approach to development of the sector the Government, through the Department of Tourism, has worked with other key stakeholders to develop the 2008 Vanuatu Tourism Action Program (VTAP) which establishes development priorities and a process for implementation.

The focus of the VTAP is on short to medium term program initiatives which will support a more coordinated and programmatic approach to sector development and a defined process for implementation. The timeframe for the implementation of the VTAP is the 2009 - 2011.

The VTAP has been developed in response to the recognition by the tourism industry stakeholders that sustainable development of the sector is dependent upon the public and private sectors and donor community, working together in a partnership approach. The VTAP provides the basis for a coordinated sector development program, which can deliver significant benefits for Vanuatu if fully implemented.

Five thematic areas have been identified (Refer to Appendix V for more information):

1. *Tourism Planning and Institutional Arrangements*
2. *Tourism Marketing*
3. *Investment, Product Development*
4. *Infrastructure and Transport*
5. *HRD and Education*

MALAMPA Rural Economic Development Initiatives (REDI)

Finally, the strategies and actions contained within the MALAMPA Tourism Plan will be based on the already endorsed MALAMPA REDI which is also in line with the 2003 Vanuatu Tourism Development Master Plan.

FRAMEWORK PART 5:

TOURISM INVESTMENT OPPORTUNITIES FOR MALAMPA PROVINCE

The creation of a ten year strategy for the development of tourism in MALAMPA Province has identified a range of investment opportunities in tourism plant, infrastructure and services or programs which have been classified as central to any development and expansion of tourism in the province. The particular investment opportunities nominated below are described in greater detail in the Strategies (see Section 3) and the Implementation Program (see Section 4).

- Public/private partnership
- Investment in existing plant/infrastructure
- Investment in new (major) attractions/operations
- Investment in new (minor) attractions/operations
- Investment in village based / micro enterprises
- Investment in programs to support tourism development

Sources of funding nominated to support the Implementation Program include:

- National or Provincial Government (and their agencies) budgets;
- Private local investors;
- Other private investors sourced via VIPA;
- Donor funds / Multilateral aid funds;
- The Agriculture Development Bank (establishment of a loan facility for tourism projects currently under discussion);
- Commercial sponsorship (local / national) of programs;
- Self funding / revenue generating initiatives.

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FRAMEWORK PART 6: **MALAMPAS' TOURISM INFRASTRUCTURE NEEDS**

A key element of a tourism development plan is the identification of infrastructure needs. In this framework for the MALAMPA Tourism Plan, specific types of infrastructure that must be in place in the province to ensure successful and sustainable tourism growth are highlighted in the following table.

INFRASTRUCTURE TYPE		MALAMPA TOURISM DEVELOPMENT NEEDS
Transport	Airline Access	<ul style="list-style-type: none"> Resolve land dispute over Norsup Airport and if dispute remains then relocate further north Upgrade Norsup to cater for ATR72 and upgrade South West Bay Airport to a all weather conditions Construct North Ambrym Airport Encourage Air Vanuatu to do a round trip of Malampa Province Look at increasing additional Capacity to the province – domestic air services especially to Ambrym Island Encourage competition on domestic and international airlines Introduce direct flight from Noumea
	Land & Sea Access	<ul style="list-style-type: none"> Sealing of road from Litzlitz Wharf to end of Norsup Plantation Provincial Government and National Government to support PWD maintenance program for roads Dickson point to Lambubu Road (new) Encourage special interest cruise ship operators – VIPA to facilitate investment,
	Transport Vehicles	<ul style="list-style-type: none"> Establish a regulatory mechanism to improve and maintain standard of land transport services and provide special Transport license Promote and encourage sufficient supply of safe, vehicles for independent hire Ensure local transport carrying tourists are insured
Communications	Telecommunications	<ul style="list-style-type: none"> Availability of reliable telephone, fax internet and email services for clients to reach tourism operators (& vice versa). Provide telecommunication services for visitors whilst in MALAMPA via Resources Centre Continue with telecommunication reforms – increase accessibility and lowering the costs,
	Two Way Radio Network	<ul style="list-style-type: none"> Where telecommunications unavailable, availability of a 2 way radio network to manage tourism operations.
Accommodation <i>(see below)</i>	Resorts, Bungalows and Lodges	<ul style="list-style-type: none"> There is a need to increase the supply of accommodation on Malekula and Ambrym where it complements the Provinces nature and culture focus. Investment should be encouraged in small scale niche based accommodation (both small resorts and village stay); in addition at least one major international resort, similar to Evergreen Bungalow on Tanna, should be encouraged in order to support improvements to infrastructure and a flagship product for the Province
	Village Stays	<ul style="list-style-type: none"> An improvement to the standards of existing village stay options to an appropriate standard for visitors, which provide culture and nature-based activities will be required to meet growing demand.
Basic Services	Water	<ul style="list-style-type: none"> Clean water supply at all tourism operations for visitors' drinking, cooking and washing needs. Develop plan for water and sewerage in Lakatoro Town

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	Electricity Extension	<ul style="list-style-type: none"> Reliable supply at operations servicing tourists. Where electricity inaccessible, availability of generators or alternative sources of power (as appropriate to the type of visitor experience) Examine possibility of alternative energy and fuel for rural areas ie bio fuel wind/solar/hydro/volcano – Revisit and complete Brenwe Hydro-power construction started by Chinese Government Assistance
	Hospitals	<ul style="list-style-type: none"> Upgrading of Norsup Hospital and Medical centre/staff in case of visitor emergencies.
Visitor Servicing	Airport Terminal	<ul style="list-style-type: none"> A ‘welcoming’ arrivals area at all the airports around MALAMPA with an attended Visitor Information Desk Improve existing services to remove restrictions and develop facilities to meet future demand and opportunities
	Visitor Information Centre	<ul style="list-style-type: none"> Accessible office providing comprehensive information on MALAMPA’s tourism experiences for visitors/potential visitors. A booking facility for tourism products and services.
	Banks	<ul style="list-style-type: none"> Banks need to put in EFTPOS/ATM facility and branch in Malekula and Ambrym
	Venues	<ul style="list-style-type: none"> Availability of suitably sized and equipped venues to host large scale and small events / festivals.
	Tour Operators	<ul style="list-style-type: none"> Availability of reliable, trained tour operators to ‘bundle’ tourism products and services (eg accommodation + transport + activities + guiding/interpretation) into experiences, to provide access them and deliver them.
Visitor Attractions	Attractions	<ul style="list-style-type: none"> Provide proper facilities at major tourism attractions (such as rest house with toilets/wash and cool drink facilities) Develop Cultural Centre for artifacts to highlight and display the culture and heritage of MALAMPA including local customs and traditions, cultural events, custom heritage Diversification of tourism products and the development of unique tourism products for MALAMPA An improvement of room standards for existing bungalows Develop minimum standards for guesthouses and inspections Tourism MALAMPA to provide low cost saw mill Support availability of various micro loan scheme Reviving VIBA as a marketing arm and enforcing development guidelines for rural tourism products Province, Council of Chiefs, Tourism Department and Tourism Council to take a stronger role in tourism related land disputes Lands Department to provide office in the province Build capacity and responsiveness of police and Council of Chiefs through training in dealing with tourism issues Provide support for policing services including jail/correctional services
Education	Tourism Training Facility	<ul style="list-style-type: none"> Tourism School and APTC in Vila to deliver regular programs on MALAMPA VIT to provide information on training opportunities Have an accredited tourism trainer (fully resourced) based in MALAMPA Link training to the development of tourism minimum standards Scholarships – create better access and information on scholarships Build Provincial tourism training centre Provision of various short term training and on the job training

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		<ul style="list-style-type: none">• Relevant body to run management course (small business training) ie VCCI, APTC, VIT• Tourism - Community Awareness – design and implement a community education/awareness program – communities, chiefs, provincial councilors• Increase staff capacity of Tourism Department in the Province to implement action plan• Introduce tourism awareness into primary and secondary schools• Training needs include tour guiding, taxi/transport operator, food and beverage preparation, housekeeping, customer service, first aid, health, hygiene, business management and community awareness• Promote placement scheme for staff with larger operators in Vila
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These prerequisites and a consideration of the infrastructure issues identified in the SWOT Analysis (see Appendix (ii)), as well as the Plan objectives (see Framework Part 5), form the basis for tourism infrastructure recommendations specific to MALAMPA Province to be featured in Section 3: Tourism Development Strategies.

Accommodation Capacity

Current accommodation supply is detailed in *Appendix (i): Destination Audit*. MALAMPA Province's supply of approximately around 80-100 resort/Bungalow rooms, several guesthouses and other lesser known guesthouse/village stay projects, reportedly mainly meet existing levels of demand, although there is still some shortage of accommodation at the upper end of the market. As this Provincial Tourism Plan is implemented however, demand for MALAMPA products will grow amongst target markets, and this will require the planned development of suitable accommodation.

Forecasting visitation growth patterns, and subsequently determining the volume of accommodation required at any point over the next few years, based on incomplete and less than robust current demand figures would be unfounded and potentially misleading. Rather than projecting levels of possible accommodation capacity required at any time in the future, however, it is recommended that suitable mechanisms be implemented to gauge accommodation demand as an ongoing function.

Importantly, strategies 2 and 5 in *Section 3: Tourism Development Strategies* address the type of accommodation needed to complement the MALAMPA experience as demand grows. Such development should be based on enhancing suitable existing properties first and foremost, and new enterprises as appropriate.

Furthermore, within this report's recommendations is a role for Provincial Tourism Council to monitor tourism growth and subsequently plan for accommodation supply needs and opportunities (See Strategy 1).

FRAMEWORK PART 7: TOURISM MANAGEMENT STRUCTURE & NETWORK NEEDS

Tourism Management Structure

Critical to the success of this Provincial Tourism Development Plan is an effective Provincial tourism management body with a clearly defined terms of reference. It is proposed that the Provincial Tourism Council (PTC) is established to manage the destination, through the implementation of this Plan. There is a need to define the following in relation to the PTC:

- status of the key body;
- type of operation (eg. not for profit/association/corporate body etc);
- objectives, roles and responsibilities;
- organisation and secretariat structure;
- reporting mechanisms;
- funding sources;
- 'touch points' and responsibility delineation between that agency and other relevant government / industry bodies, eg:
 - MALAMPA's Provincial Government Council
 - Tourism Department ;
 - other provincial government units such as Planning;
 - the local Chamber of Commerce
 - Area level governments;
 - Vanuatu Tourism Office;
 - MALAMPA Tourism Association;
 - Vanuau Cultural Centre;
 - National Department of Environment.

Note: It is recognised that the Tourism Department Provincial Office is in place, but the above factors need to be considered in the context of the Provincial Tourism Plan. Specific strategies are recommended in Section 3 of this Plan to guide the evolution of MALAMPAs' Provincial Tourism Council and its activities, in order to ensure the most effective management structure.

Tourism Networks

Supporting the formation of the PTC based around a public and private partnership approach, is the continuation and strengthening of the existing tourism networks in the Province. The major network is currently the Provincial Tourism Council (PTC), the vast majority tourism operators are members of PTC and are effectively participated in any meetings organized by PTC.

The PTC provides a forum for all tourism stakeholders to communicate, discuss issues impeding or opportunities for tourism, and generally to work together in destination development. This private sector representative group is vital partner to the Tourism Department, VTO and Provincial Government in implementing this Plan.

Networks play a vital role in ensuring communication and integration of activities for not only those involved directly in tourism, but also for agencies with a peripheral role in tourism via their local community development or conservation responsibilities. Such networks/linkages are critical in the MALAMPA Province where village based culture and nature tourism is key components of the tourism product.

By actively encouraging cooperation between those directly and indirectly involved in tourism through regular, ongoing meetings, communication and integrated activities, the industry associations can fulfill a vital role in facilitating destination development.

Specific strategies relating to tourism management and networks are recommended in Section 3 of this Plan to ensure the most effective management structure for the Province.

FRAMEWORK PART 8: DEVELOPMENT APPROACHES THAT SUPPORT SUSTAINABLE TOURISM

The development of a tourism industry can generate economic benefits for not only those people directly involved in tourism, but also for members of the community who indirectly benefit through increased demand for locally produced goods and services which supply the tourism operations – and in turn its supporting businesses. In addition to these positive economic impacts – the “multiplier effect” - tourism can have a positive impact on:

- culture and heritage (through encouraging communities to preserve and learn more about their own culture, be proud of it, promote it and share it with visitors);
- the natural environment (again by encouraging communities to preserve natural attributes and fostering education about the local environment and its value).
- society (as well as directly generating income, growth of a tourism industry can create education and employment opportunities, assist in the development of roads and transport and positively improve community well being and social order).

Conversely, if not properly planned, tourism development can have negative impacts.

A destination’s tourism development objectives and resulting activities must be based on long term sustainability - in terms of the environment, economy, culture and society.

Therefore, the key component of MALAMPA Province Tourism Plan is determining how best practice approaches to tourism development can be adopted to ensure growth is sustainable across all areas, and that potential negative impacts are minimised. This Provincial Tourism Plan is based on such an approach through adhering to principles such as:

- Ongoing liaison and consultation between the PTC, the MALAMPA Tourism Association and the Provincial Government, the Vanuatu Tourism Office, and other agencies (eg. Department of Environment and Vanuatu Cultural Centre) in order to develop best practice models for the development of tourism experiences;
- Inclusion of relevant NGO and community representatives in the PTC in order to share valuable knowledge that can shape the development of sustainable tourism experiences;
- Development of cooperative relationships between tourism operators and locally based NGOs or Aid Programs to ensure their successful community education and support programs incorporate information about tourism;
- Empowered the council of chiefs to coordinate and oversee customary land ownership issues related to tourism development;
- Staging of local awareness and education programs which communicate best practice approaches to experience development and set realistic expectations for the community.

During the consultation phase for this Provincial Tourism Plan, it was evident that some agencies are more than willing to support sustainable tourism development initiatives; however the need to improve communication and build partnerships is clearly evident.

Recommended activities supporting this approach are featured in Sections 3 and 4.

FRAMEWORK PART 9: MARKETING AND PROMOTION REQUIREMENTS

Adopting the principles and strategies of the VTO *Marketing Strategy 2007(Draft)*, the following applies to the MALAMPA Province:

Key Marketing Issues

1. Limited marketing budget from the National Government to VTO for Provincial marketing program - need to concentrate resources on where they will bring the best short to medium term return.
2. No funding available to develop MALAMPA Tourism Council Web Site.
3. Not all MALAMPA's Tourism Products appears on VTO Promotion and Marketing materials
4. At present there are no representation of MALAMPA PTC on VTO Board and political interference in the VTO Board and operation
5. Lack of human resources and skills in the field of tourism marketing and promotion
6. Difficult to communicate with operators and get a timely response
7. There is weak awareness of the experiences available in MALAMPA by potential consumers. MALAMPA can offer much more than Mt Marum and Benbow volcano, Big and Small Nambas culture and yet available information often does not reflect this.
8. There is little presence of MALAMPA product/packages in the marketplace (particularly among mainstream wholesalers/retailers).

Key Requirements of the MALAMPAs' Publicity and Promotional Plan

It needs to:

1. Be very focused on key markets and segments;
2. Be highly efficient make every Vatu count;
3. Ensure marketable and accessible experiences are available before promoting;
4. Work closely with VTO, Air Vanuatu and other airlines in key markets;
5. Provide comprehensive information and related booking capability online;
6. Create a local understanding of the business of tourism and its requirements.

The Publicity and Promotion strategies for MALAMPA are outlined in *Section 4 of this strategy*

FRAMEWORK PART 10: KEY OBJECTIVES FOR MALAMPA'S TEN YEAR TOURISM PLAN

The objectives for the MALAMPA Province Tourism Plan are shaped by the key findings and principles recognised in the preceding parts of the framework. These objectives guide the development of plan strategies, and subsequently the specific projects included under the Implementation Program.

The seven objectives identified for the ten year plan for tourism development in MALAMPA Province are:

1. To create a more structured and profitable tourism industry within the principles of responsible tourism;
2. To successfully develop products and experiences which are economically, environmentally and socio-culturally sustainable taking advantage of the assests and characteristics unique to MALAMPA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of MALAMPA as a tourism destination;
5. To ensure the provision of appropriate infrastructure to support accessible tourism products;
6. To increase understanding of opportunities and beneficts of tourism within the local communities; and
7. To create additional market demand and market access tor tourism products in line with local carrying capacities.

Following is the rationale that provided the basis for determining each of the objectives.

MALAMPA PROVINCE TOURISM PLAN

Rationale for Objectives

OBJECTIVE 1:	Create a more structured and profitable tourism industry within the principles of responsible tourism.
RATIONALE:	<ul style="list-style-type: none"> • There is some disunity within the tourism industry and a need via the new Provincial Tourism Council to facilitate ongoing networking between tourism businesses which aims for destination development. • An effective tourism management structure, incorporating a proactive lead agency in development and marketing with set objectives, as well as the local tourism industry associations is essential for a destination's success. • Potential issues in tourism development (eg customary land ownership) need to be addressed as early as possible and a strategy developed to guide the future. • Tourism investors require a stable, effective industry with a proven track record.
OBJECTIVE 2:	Successfully develop products and experiences which are economically, environmentally and socio-culturally sustainable taking advantage of the assets and characteristics unique to MALAMPA Province.
RATIONALE:	<ul style="list-style-type: none"> • Successful destinations focus development on existing experiences and unique offerings, rather than trying to grow diversity in order to be 'all things to all people'. • MALAMPAs' existing tourism offerings tend to be focussed around key experience themes – in particular Mount Marum & Benbow Volcano, Big and Small Nambas custom, cultural ceremonies and nature - suggesting a strong and focussed foundation of existing attributes and characteristics to build upon. <ul style="list-style-type: none"> ▪ By building upon these foundations, MALAMPAs' tourism experiences can be enhanced, so more reasons available for people to visit and to stay longer. ▪ MALAMPA able to offer a range of experiences in each island, such as Big and Small Nambas, Tanmial and Abananavet Caves, trekking and marine sanctuaries on Malekula Island, Mt Marum and Benbow volcanoes, hot springs and Rom Dance on Ambrym and snorkeling and fishing on Paama..
OBJECTIVE 3:	To strengthen tourism services and products through the provision of training for the tourism industry
RATIONALE:	<ul style="list-style-type: none"> • Tourism industry is a dynamic industry which requires continues training in order to keep up with changing environment • Skill levels are very basic and often do not meet tourists expectation
OBJECTIVE 4:	To increase consumer awareness of MALAMPA as a tourism destination
RATIONALE:	<ul style="list-style-type: none"> • In order to optimise limited marketing resources, and make every vatu count, it is necessary to channel marketing efforts to those source markets & travel segments which are most likely to visit MALAMPA (i.e. target markets). It is also critical to find the most cost effective avenues to reach those markets and encourage conversion. • There is a lack of detailed information of the range of tourism products in the province
OBJECTIVE 5:	To ensure the provision of appropriate infrastructure to support accessible tourism products.
RATIONALE:	<ul style="list-style-type: none"> • MALAMPA is facing significant issues in the availability and maintenance of infrastructure which supports its current tourism activity. • The provision of adequate and well maintained infrastructure, which is critical to the province as a whole, is essential for MALAMPA to be a successful tourism industry. In particular, this applies to infrastructure which supports the experience development focus of the plan such as accommodation, road access and communication for rural projects.
OBJECTIVE 6:	To increase understanding of opportunities and the benefits of tourism within the local communities
RATIONALE:	<ul style="list-style-type: none"> • Tourism industry is new, the host community need to understand and appreciate the benefits of such development so that they can contribute toward enhancing the experiences of visitors.

MALAMPA PROVINCE TOURISM PLAN

OBJECTIVE 7:	To create additional market demand and market access for tourism products in line with local carrying capacities
RATIONALE:	<ul style="list-style-type: none">• Profitable tourism investment and ventures will only result from growing and viable market. Demand need to increase to deliver broad based community benefits and sustainable business opportunities.

SECTION 4: PUBLICITY & PROMOTIONS PLAN

The Provincial Publicity and Promotion Plan is designed to position and develop a positive perception of MALAMPA among those customers identified as the best prospect visitors. Furthermore, the Publicity and Promotions Plan is an integrated strategy created to link the key characteristics and experiences of MALAMPA with those potential visitors seeking such holidays. The plan requires the cooperative involvement of the VTO, Tourism Department, PTC and other stakeholders working together. This plan is designed to link with and complement the VTO Marketing Strategy.

<p>Marketing Strategy 1: Create a positive awareness among targeted markets and segments of the unique appeal and experiences available in MALAMPA.</p>
<p>Publicity and Promotion Activities:</p> <ol style="list-style-type: none"> 1.1 Provide information and story ideas to VTO to distribute through its public relations network in target markets 1.2 Develop an active involvement with the VTO Visiting Journalists Program (VJP) and ensure key MALAMPA tourism experiences are appropriately showcased. 1.3 Develop stories or story ideas for placement in in-flight magazines with airlines servicing the province. 1.4 Work with VTO in developing a familiarisation program for specialist tour operators or special interest groups from targeted markets. 1.5 Develop marketing plan and priorities for the province 1.6 Provincial tourism tax to be used for solely tourism development 1.7 NTDO to discuss with PTC & landowners of twin Volcano entrance fee to contribute to Tourism Marketing Fund 1.8 Upgrade skills and equipment of NTDO office
<p>Marketing Strategy 2: Convert interest to actual travel to MALAMPA by promoting the availability and accessibility of unique and relevant experiences.</p>
<p>Publicity and Promotion Activities:</p> <ol style="list-style-type: none"> 2.1 Provide information in stories and material provided to media outlets, details of how to book and how to best access the experiences promoted 2.2 Provide product and experience information (including booking and access details) to VTO for inclusion in its product inventory data base 2.3 Provide product, booking and access information to selected travel agents, wholesalers and journalists who visit the region on familiarisation programs (toktok Vanuatu) 2.4 Introduce booking centre and information centre to coordinate operator response 2.5 Encourage industry discounted travel for tourism related travel
<p>Marketing Strategy 3: Support the work of VTO and Air Vanuatu in the targeted markets to ensure they have the required information to promote MALAMPA.</p>
<p>Publicity and Promotion Activities:</p> <ol style="list-style-type: none"> 3.1 Develop a loose-leaf compendium of products, events and experiences in MALAMPA for distribution to VTO and Air Vanuatu representatives in targeted markets 3.2 Provide VTO and Air Vanuatu representatives with emailed product updates, new product information and events, including prices, how to book and access, to allow them to update records 3.3 Where available, liaise with VTO and Air Vanuatu representatives to arrange for supplies of brochures and other promotional material to be sent to targeted markets 3.4 Develop professional photo library for the Province

PUBLICITY & PROMOTIONS PLAN CONTINUED

Marketing Strategy 4:

Undertake promotional activity at VTO sponsored opportunities in targeted markets

Publicity and Promotion Activities:

- 4.1 Join VTO in selecting and participating in appropriate and targeted trade and special interest shows as a means of expanding trade knowledge, relationships and distribution opportunities for MALAMPA products and experiences
- 4.2 Support the VTO Trade Partner Program to communicate product information to wholesale and special interest retailers, by way of the following VTO initiatives:
 - trade section on VTO website with frequently asked trade questions, brochure ordering section, dedicated officer's email address for trade questions;
 - quarterly online newsletter with product updates;
 - regular familiarisation opportunities for staff (seeking Air Vanuatu and industry support);
 - cooperative advertising opportunities in target markets;
 - sales calls / networking by VTO staff when in respective locations;
 - annual survey to identify trade client satisfaction and product gaps.
- 4.3 Support VTO and participate in regional trade shows (e.g. TOKTOK Vanuatu, Bula South Pacific Trade Show, PATA Trade and Adventure Shows, Noumea Trade Shows etc)
- 4.4 Introduce Bed Levy Funds (MALAMPA Tourism Marketing Fund) – to be used for promotional and marketing activities for the Province
- 4.5 Government to increase Marketing Budget for VTO if one third from private sector increases due to bed levy

Marketing Strategy 5:

Develop and maintain TTC internet website providing information and booking details for a range of experiences in the province and listing of oversea wholesalers

Publicity and Promotion Activities:

- 5.1 Develop and maintain an MTC tourism website, linked to the VTO website, to provide up to date product, experience and event information and booking and access information, with an email facility to be able to send emailed information to customer enquiries prompted by the website
- 5.2 Provide the opportunity for other TAFEA operators to link their websites to the MTC tourism website
- 5.3 Promote the MTC website through articles, information distribution, trade shows and media and trade familiarisation programs
- 5.4 MTC to ensure VTO marketing materials and website is updated to include all MALAMPA's product.
- 5.5 Provide training on internet for small operators

SECTION 5: TOURISM DEVELOPMENT STRATEGIES

The identification of specific strategies for tourism development in the MALAMPA Province provides the 'next steps' for achieving the objectives outlined in the plan framework. The following recommended strategies have been nominated based on their relevance to the objectives and viability during the life of this ten year tourism plan.

The Projects outlined below are critical to achieving the proposed outcomes of MALAMPA Provincial Plan in the **short to medium term** and include:

- Strategy 1: Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Department, Provincial Tourism Council, Visitor Information Centre, Central Booking Office, Internet Facilities and Tourism Industry Association-MALAMPA Tourism Resource Centre (Partnership in Development);
- Strategy 2: Facilitate accessible and sustainable visitor experiences in MALAMPA Provinces' key natural, authentic, iconic cultural areas: these include Twin volcanoes Mt. Marum and Benbow, Rom Dance and Tamtam (Ambrym), Big Nambas and Small Nambas, Dancing Masks and Ceremonial Headdresses, Stone and Timber Carvings (Malekula) hiking (Paama);
- Strategy 3: Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality tourism training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and Managements;
- Strategy 4: Implement a targeted publicity and promotion strategy for MALAMPA Province;
- Strategy 5: In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airports and wharf facilities;
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs; and
- Strategy 7: Enhance the MALAMPA Event Calendar by developing annual events which complement the existing iconic events – the Rom dances of Ambrym, Big & Small Nambas dances cultural and agricultural shows.
- Strategy 8: Collaborate with relevant authorities reviving and protecting Malampa Cultural Heritages.

Following are specific recommendations relating to each strategy.

MALAMPA PROVINCE TOURISM PLAN

Strategy Recommendations

STRATEGY 1:	Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Department, Provincial Tourism Council, Visitor Information Centre, Central Booking Office, Internet Facilities and Tourism Industry Associations-MALAMPA Tourism Resource Centre (Partnership in Development).
Recommendations:	<p>1.1 To strengthen Provincial Tourism Department and establish information centre to:</p> <ul style="list-style-type: none"> - oversee tourism development at a provincial level (linking into national tourism development activities of the Tourism Department and VTO); - support the MALAMPA Tourism Council where appropriate in the implementation of the Tourism Plan; - undertake destination marketing & promotion, linking MALAMPA's products & services; - recommend tourism plans and policy to government; - oversee visitor servicing via a Visitor Information Centre. <p>1.2 To maintain a Visitor Information Centre (VIC) in a visible location in the Lakatoro centre that features:</p> <ul style="list-style-type: none"> - trained staff providing information on all of the MALAMPAs' tourism experiences, plus information on Vanuatu in general; - displays and brochure racks; - a booking office providing access to all of MALAMPA's tourism products and services (with telephone, email and two way radio communication network); - a retail centre (eg. souvenirs, postcards, stamps, post box); - phone and internet access for local operators and visitors. <p>1.3 To ensure the relevance and effectiveness of the MALAMPA Tourism Council, ensuring it has:</p> <ul style="list-style-type: none"> - an explicit mission statement; - a clear and functional constitution or articles of Council; - the appointment of an executive officer and secretarial support; - an adequate operating budget; - commitment from its members. <p>1.4 To grow the MALAMPA Tourism Association to work alongside the national tourism industry association in:</p> <ul style="list-style-type: none"> - providing industry networking; - promoting industry and business development; - promoting improvement in industry standards; - supporting provincial promotion; - encouraging participation by interested landowners / village representatives. <p>1.5 PTC to be the group with overall responsibility for the Plan's implementation, empowered to make decisions and give direction as required.</p> <p>1.6 PTC to be represented by MALAMPA Provincial Government (Secretary General /Economist/Planner), Provincial Tourism Department & VTO representative, representative of MALAMPA Tourism Associations.</p> <p>1.7 PTC to meet on a regular basis to:</p> <ul style="list-style-type: none"> - monitor the plan's progress, and review as necessary - address and coordinate interdepartmental policies pertaining to the plan - address and coordinate operational issues pertaining to the plan - monitor and address impacts resulting from the plan's implementation - monitor supply of and demand for tourism products and services and infrastructure (eg accommodation), and when required, initiating plans to increase capacity in line with the plan's direction. - The roles and responsibilities PTC and its constituent representatives to be scoped and endorsed at the initial PTC meeting. <p>1.8 PTC to engage representatives of other key agencies as required (eg. AVL, Department of Public Works etc)</p>
Benefits:	<ul style="list-style-type: none"> • A quality, fulfilling experience for visitors in terms of finding and booking travel information about MALAMPA. More information = more reasons to visit for longer.

MALAMPA PROVINCE TOURISM PLAN

	<ul style="list-style-type: none"> • A central location for promotion and delivery of MALAMPA's tourism activities. • An information and promotion and booking office available for small village based tourism operations unable to undertake their own marketing and sales activities. • Agreed ownership of and responsibility for the Provincial Tourism Plan will ensure its success. • Effective monitoring and coordination of the plans progress and outcomes that need to be managed.
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STRATEGY 2:	<p>Facilitate accessible and sustainable visitor experiences in MALAMPA Provinces' key natural, authentic, iconic cultural areas: these include Twin volcanoes Mt. Marum and Benbow, Rom Dance and Tamtam (Ambrym) Big and Small Nambas, Dancing Masks and Ceremonial Headdresses, Stone and Timber Carvings (Malekula), Hiking (Paama)</p>
Recomm- endations:	<p>2.1 For the National and Provincial Government's Tourism and Environment agencies, and relevant tourism industry partners to work with landowners, management committees and NGOs, to prepare and promote best practice tourism development guidelines. These guidelines should address:</p> <ul style="list-style-type: none"> - how to create authentic visitor experiences appropriate to the local area which interpret, yet preserve local culture and nature; - how to design / build projects suitable to these areas which complement the local natural environment and have no negative impacts on it; - how to host visitors and deliver visitor services in a safe and enjoyable way. (eg. though guiding & interpretation, food preparation, hygiene standards etc). <p>2.2 To enhance the number of existing village based tourism projects through enabling and supporting:</p> <ul style="list-style-type: none"> - linking cultural experiences as appropriate (eg. cultural displays of song & dance, traditional dress, art, hunting, food, story telling etc) with village based accommodation (eg village home stay or traditional style guest house); - linking nature experiences through local walks / treks with skilled guides providing interpretation. <p>2.3 Develop policy to coordinate and resolve land ownership issues that may arise in the development of tourism projects.</p> <p>2.4 To focus on existing / potential treks of high visitor appeal and unique offerings, eg:</p> <ul style="list-style-type: none"> - Manbush trek and Crabbay marine sanduary on Malekula. <p>2.5 To fully scope these treks in terms of:</p> <ul style="list-style-type: none"> - landowner consultations and agreements - opportunities to link village tourism projects enroute, such as village based accommodation projects & cultural/nature experiences - significant attributes for guided interpretation through the trekking experience; - access issues / opportunities. <p>2.6 Enhancement of the presentation of MALAMPA cultural and heritage by developing a Lakatoro Cultural Tour</p>
Benefits:	<ul style="list-style-type: none"> • As villages become involved, tourism business opportunities and associated benefits are spread amongst rural communities. • Employment is created in villages through provision of visitor services (eg guiding) • Conservation efforts are supported by reinforcing the value of protected areas and generating income for associated projects. • Adoption of well planned, best practice approaches to tourism projects. • The niche market need for low environmental impact, personalised, nature base experiences will be fulfilled by MALAMPA thus raising its profile to target groups. • As demand for nature and cultural experiences increases, so will capacity to cater for this, thus minimising damage from overuse of some areas. • Fulfils a market need for cultural and nature-based, adventure activities.

STRATEGY 3:	<p>Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality</p>
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MALAMPA PROVINCE TOURISM PLAN

	training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and Managements.
Recommendations:	<p>3.1 To provide awareness about tourist and the business of tourism in secondary schools around Malampa province</p> <p>3.2 Offer short courses in customer service and visitor servicing, house keeping, restaurants , tour guiding, business management and marketing in association with VIT Tourism and Hospitality School.</p> <p>3.3 Facilitate provision of advice to micro / small to medium enterprises via creation and promotion of product development guidelines, plus ongoing consultation as needed and training workshops in small business management.</p>
Benefits:	<ul style="list-style-type: none"> • Addresses the tourism awareness issues faced across the Province. • Provides a better skill base to underpin sustainable tourism development. • Improves the visitor experience.

STRATEGY 4:	Implement a targeted publicity and promotion strategy for MALAMPA Province
Recommendations:	<p>4.1 Create a positive awareness among target markets and segments of the unique appeal and experiences available in MALAMPA</p> <p>4.2 Convert interest to actual travel to MALAMPA by promoting the availability and accessibility of unique and relevant experiences.</p> <p>4.3 Support the work of VTO and airlines in the target markets to ensure they have the required information to promote MALAMPA.</p> <p>4.4 Undertake promotional activity at VTO sponsored opportunities in targeted markets</p> <p>4.5 Develop and maintain the official MALAMPA tourism website providing information and booking details for a range of experiences in the province</p> <p>4.6 Generate a local awareness of the business of tourism and its requirements. <i>(Refer to Section 5 for the detailed Publicity and Promotion Plans)</i></p>
Benefits:	<ul style="list-style-type: none"> • Promotes MALAMPA to the key markets and segments most likely to make an inquiry / booking. • Makes information about MALAMPA, and how to access it, available to interested parties.

STRATEGY 5:	In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airports and wharf facilities
Recommendations:	<p>5.1 To prepare a long term development plan Norsup airport which identifies key upgrades and investment points and budget in terms of:</p> <ul style="list-style-type: none"> - Construction of new airport terminal- Terminal meet and greet facilities for arriving visitors -- Electricity - Tourism information and promotion boot for arriving visitors - Beatification of parking area and proper international signage install - good running water supply <p>5.2 To upgrade South West Bay airport.</p> <p>5.3 Prepare long term plan for the main wharf facilities and upgrade to cater for cruise ship visitors:</p> <ul style="list-style-type: none"> - Increase Bollards and Amenities at the Litslitswharf -Upgrade Wala Island wharf - Install yacht moorings at and around South malekulaports <p>5.4 Upgrading and tar sealing of road from Norsup to Litslits Wharf</p> <p>5.5 Upgrade road from Cracove Airport to Lalinda Village and to the based of twin volcanoes.</p> <p>5.6 Develop plan for water and sewerage in Lakatoro commercial centre</p>
Benefits:	<ul style="list-style-type: none"> • Enhances the visitor arrivals experience – setting positive first impressions. • Provides greater opportunity to promote tourism products and services.

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STRATEGY 6:	Undertake Commercial centre / Village Tourism Awareness and Pride Programs.
Recommendations:	6.1 To undertake a tourism awareness program which teaches people about the business of tourism and sets realistic expectation regarding its needs, benefits in improving quality of life and potential issues. 6.2 To conduct a tidy town / village community based program involving schools and community groups.
Benefits:	<ul style="list-style-type: none"> • Provides the opportunity to increase visible pride in town and villages. • Provides the opportunity to engage town and village more with tourism and make tourism more a community based and involving industry. • Such initiatives will ultimately support business and environmental sustainability.
STRATEGY 7:	Enhance the MALAMPA Event Calendar by developing annual events which complement the iconic events – the Rom Dance of Ambrym, Big and Small Nambas dances, cultural and agricultural shows.
Recommendations:	7.1 To support development and promotion of the ROM Dance & MALAMPA Day Festival 7.2 Liaise with Tourism Department and VTO to ensure creation of unique events which fill market gaps rather than duplicate other Vanuatu events 7.3 To develop and schedule culture, sport or other themed events, creating a well-planned and exciting calendar of events that involves locals but can also motivate visitors to come. For example, as identified during previous discussions by stakeholders in MALAMPA, events concepts might include: <ul style="list-style-type: none"> - a Women's Culture & Arts Show; - a Music Festival; - a Pikinini Festival; - a Mountain Biking event; - Extreme sports team event; - water based sporting events in the harbour
Benefits	<ul style="list-style-type: none"> • MALAMPA will develop a reputation as an events centre – a point of difference and an additional reason to visit. • Visitation can be encouraged during previously quiet times of the year
STRATEGY 8:	Collaborate with relevant authorities reviving and protecting Malampa Cultural Heritages
Recommendations:	8.1 Liaise with appropriate authorities to stop Malampa culture performed for tourist dollar outside of Malampa Province.
Benefits:	<ul style="list-style-type: none"> • Encourage tourists to travel to the province so that they spend their money in the province. • Reduce the rate of urban drift.

SECTION 6: INITIAL BUDGET & IMPLEMENTATION PROGRAM

Reflecting the specific strategies outlined in Section 5, this Implementation Program provides a prioritised and detailed 'to do' list, indicating timelines and responsible agencies as a functional output of the Provincial Tourism Planning process.

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1. Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Department, Provincial Tourism Council, Visitor Information Centre, Central Booking Office, Internet facilities and Tourism Industry Associations-MALAMPA Tourism Resource Centre (Partnership in Development).				Priority 1		
INVOLVED AGENCIES:						
Department of Tourism (DoT), MALAMPA Provincial Government (MPG), MALAMPA Area & Local Government (MALG), Provincial Tourism Council (PTC)						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET	
		START	COMPLETE	H/M/L	Vatu	
1.1	Strengthen a high level group, the Provincial Tourism Council, representing DoT, MALAMPA Provincial Government (Secretary General/Economist/Planner), Provincial Tourism Department as secretariat, plus appointed Provincial Department/Divisional Heads as appropriate to be responsible for implementation and monitoring of the Model Province Plan. (Preliminary meeting to set the parameters for its operation including roles and responsibilities).	DoT, MPG	2011	2012	H	Nil
1.2	Undertake a review after the first quarter, and each six months thereafter, to ensure timelines are on track and review if necessary..	PTC, DoT	2011	Ongoing	H	Nil
1.3	Meetings conducted on a regular basis to: <ul style="list-style-type: none"> - monitor the plan's progress, and review as necessary - address and resolve interdepartmental policies pertaining to the plan - address and resolve operational issues pertaining to the plan - monitor (and if necessary resolve) impacts resulting from the plan's implementation - monitor supply of and demand for tourism products and services and infrastructure (eg accommodation), and when required, initiate plans to increase capacity in line with the plan's direction. 	PTC, DoT	2011	Ongoing	H	Nil
1.4	Engage representatives of other key agencies as required (eg PWD, AVL, etc)	PTC, DoT	2011	Ongoing	H	Nil
1.5	Strengthen MALAMPA Tourism Department, defining its terms of operation and preparing a Business Plan including identification of funding sources, objectives, roles and responsibilities, staffing structure, reporting mechanisms/ accountabilities, coordination and servicing of PTC (see below) and touch points with other government agencies / industry bodies.	DoT, TPG	2011	2012	H	600,000 over three years
1.6	Ensure each MALAMPA Industry Association has: <ul style="list-style-type: none"> - an explicit mission statement; - a clear and functional constitution or articles of association; - a representative and committed board and executive committee; - the appointment of an executive officer and secretarial support; - an adequate operating budget; - commitment from its members. 	DoT, PTC	2011	Ongoing	H	300,000 over three years
1.7	Encourage the involvement of tourism operators / suppliers as well as landowners interested in tourism in MALAMPA's Tourism Industry Associations, which works alongside the national	DoT, PTC	2011	Ongoing	M	

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tourism industry associations to: provide a forum for industry networking; promote industry and development via business linkages; promote improvement in industry standards; and support provincial promotion.					Nil
1.8 Support availability of various micro loan scheme	DoT, PTC	2011	Ongoing	M	500,000
1.9 Reviving VIBA as a marketing arm and enforcing development guidelines for rural tourism product	DoT, PTC	2011	Ongoing	M	600,000 over 3 years
1.10 Province, Council of Chiefs, DoT and Provincial Tourism Council to take a stronger role in tourism related land disputes	DoT, PTC	2011	Ongoing	M	Nil
1.11 Lands Department to provide office in the province	DoT, PTC	2011	2012	M	Nil
1.12 Build capacity and responsiveness of police and council of chiefs through training in dealing with tourism issues	DoT, PTC	2011	Ongoing	M	300,000 vat over three years
1.13 Provide support for policing services including jail/correctional services	DoT, PTC	2011	Ongoing	M	To be estimated
1.14 Increase staffing for DoT in the Province to undertake action plan	DoT	2011	2012	M	To be estimated
1.15 Build Malampa Tourism Resource Centre	DoT	2012	2013	H	12,000,000
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> Funding of MALAMPA Booking Office via National Government in the first stages, with self funding opportunities in the future via a commercial booking office and Donor fundings 					

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2. Facilitate accessible and sustainable visitor experiences in MALAMPA Provinces' key natural, authentic, iconic cultural areas: these include twin volcanoe Mt. Marum and Benbow, Rom Dance and Tamtam (Ambrym), Big and Small Nambas dancing, Masks and Ceremonial Headdresses, Stone and Timber Carvings (Malekula), hiking (Paama).					Priority 1	
INVOLVED AGENCIES:						
DoT, VANUATU Dept of Environment (DE), MALAMPA Provincial Government (MPG),MALAMPA Area Council (MAC), Provincial Tourism Council (PTC), Land Owners/Village Representatives (LO/VR), NGO Conservation Agencies (NGOCA), Department of Infrastructure and Public Utilities(DIPU), Tourism School (TS), Vanuatu Investment Promotion Authority (VIPA), MALAMPA Area & Local Government (MA/LG), Vanuatu Tourism Office (VTO), NGO Conservation Agencies (NGOCA)						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET	
		START	COMPLETE	H/M/L	Vatu	
2.1	Prepare and promote 'Tourism Development Guidelines' for Protected Areas, outlining best practice processes via simple "how to" guidelines for developing sustainable tourism products and experiences in Protected Areas including trekking products..	DoT, PTC	2011	2012	L	500,000
2.2	Encourage the Vanuatu Government to provide policy to coordinate land ownership issues that may arise in the development of tourism projects in Protected Areas	PTC, DoT	2011	Ongoing	L	Nil
2.3	Encourage interested landowners / village representatives to form networks within their parks aimed at cooperative approaches to tourism experience development (eg linking activities/experiences), issues management, etc	DoT, MPG, LO/VR, NGOCA	2011	Ongoing	M	Nil
2.4	Work with existing village tourism projects to develop and continually enhance key experiences including how to link cultural experiences as appropriate (eg. cultural displays of song & dance, traditional dress, art, hunting, food, story telling etc) and nature experiences (eg local walks) with village based accommodation (eg village home stay or traditional style guest house). Though this, establish additional, micro enterprise opportunities.	DoT, NGOCA, LO/VR	2011	Ongoing	M	500,000 pa over three years
2.5	Facilitate physical access to Protected Areas and specific projects as needed via road, wharf/jetty and airport improvements, and proper toilets at these sites.	PTC MPG, DIPU, DoT	2011	Ongoing	H	3,000,000 over two years
2.6	Provide ongoing training to interested village people in Protected Areas on tourism basics; guiding and interpretation; nature/culture product and experience development; and visitor servicing.	DoT, TS, PTC	2011	Ongoing	M	2,000,000 over two years
2.7	Undertake and maintain an up to date inventory of Protected Area experiences, and prepare marketing materials based on this information for the website & for distribution at the Information Centre, hotels etc.	PTC, DoT (+NGOCA)	2011	Ongoing	M	500,000
2.8	Facilitate booking access for all tourism experiences in Protected Areas and trekking via installation of a booking office within MALAMPA Tourism Resource Centre.	DoT, PTC	2012	Ongoing	L	500,000
2.9	As demand grows for visitation to existing Protected Areas and trekking in MALAMPA,	PTC, DE, DoT, MPG	2012	Ongoing	L	Nil

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	investigate opportunities to expand the number of declared PA sites in the Province.	(+NGOCA)				
2.10	Based on the above guidelines , develop criteria for identifying treks to be developed as iconic MALAMPA treks. (Criteria to address issues such as suitability in terms of landowner interest / cooperation / preparedness, access, unique attributes and capacity for delivering nature and culture experiences)	DoT, PTC MPG	2011	2012	M	100,000
2.11	Investigate treks options and select two which best comply with above criteria for development in the first year (Consider one adventurous and the other less challenging)	DoT, PTC	2011	2012	H	Nil
2.12	Fully scope each trek including: landowner agreements, proposed itinerary with unique experiences and accommodation enroute; visitor servicing, access, etc.	DoT, LO/VR	2011	2012	H	200,000
2.13	Encourage landowners / representatives of involved areas to form a network aimed at cooperative approaches to tourism experience development (eg linking activities), issues management, etc	DoT, DE, NGOCA	2011	2012	M	Nil
2.14	Provide training to interested village people along the treks in tourism basics; guiding and interpretation; nature/culture product and experience development; and visitor servicing.	DoT, TS	2012	2013	M	500,000
2.15	Work with each village project to develop and continually enhance its key experiences including the establishment of additional, micro enterprise opportunities.	DoT, PTC	2011	2013	L	200,000
POTENTIAL FUNDING SOURCES:						
• Rural/Agriculture Development Bank, International Aid Funding						

3. Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality training in the province to upgrade industry skills and knowledge in areas of Hospitalities and Managements.					Priority 1
INVOLVED AGENCIES:					
DoT, MALAMPA Provincial Government (MPG), Vanuatu Dept of Education (VDOE), Vanuatu Teacher's College (VTC), Tourism School (TS) Vanuatu Institute of Technology (VIT), Chamber of Commerce and Industry (CCI), Australian Pacific Technical College (APTC)					
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET
		START	COMPLETE	H/M/L	VATU
3.1 Provide ongoing advice to new / existing operators as required via provision of Tourism Development Guidelines and through consultation as required.	DoTPTC	2011	Ongoing	H	Nil
3.2 Conduct awareness about the tourist and tourism business to high school students in MALAMPA.	DOE, DoT, VTC	2011	Ongoing	M	250,000
3.3 Offer training courses in small business management and marketing for tourism operators including training on the internet and email.	DoT, NTDO, CCI, APTC	2011	Ongoing	M	3,000,000 for three years
3.4 Tourism School and APTC to deliver regular program on MALAMPA like basic customer service – short term and on the job training	DoT, APTC, TS	2011	Ongoing	H	3,000,000 for three years
3.5 Offer annual training program in basic tourism and hospitality areas such as tour guiding, taxi operator, food and beverage preparation, housekeeping, customer service, front office, first aid, health and hygiene through VIT.	DoT, , TS	2011	Ongoing	M	3,000,000 for three years
3.7 Link training to the development of tourism minimum standards in products development	DoT	2011	Ongoing	H	3,000,000 for three years
3.8 VIT to provide information on training opportunities	VIT, TS, DoT	2011	Ongoing	H	Nil
3.9 Have an accredited tourism trainer (fully resources) based in MALAMPA	VIT, TS, DoT	2012	Ongoing	H	100,000 per annum
3.10 Promote placement scheme for staff with larger operators in Vila	DoT VIT – TS, APTC	2012	Ongoing	M	1,200,000 for 3 years
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> Industry sponsorships 					

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4. Implement a targeted publicity and promotion strategy for MALAMPA Province.					<i>Priority 1</i>	
INVOLVED AGENCIES:						
Vanuatu Tourism Office (VTO), DoT, MALAMPA Provincial Council (MPC).						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY		
		START	COMPLETE	H/M/L		
Refer to Section 4: Publicity and Promotions Plan for extensive list of tasks	VTO, DoT, MPC	2011	Ongoing	H		10,000,000 per annum for three years
POTENTIAL FUNDING SOURCES:						
<ul style="list-style-type: none"> MALAMPA Provincial Government and MALAMPA Marketing Development fund 						

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5. In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airports and wharf facilities					<i>Priority 1</i>	
INVOLVED AGENCIES:						
Airports Vanuatu Limited (AVL), Civil Aviation Department (CAD), Vanuatu Investment Promotion Authority (VIPA), MALAMPA Provincial Government (MPG), DoT, Air Vanuatu (AV), Provincial Tourism Council (PTC), Project Manager (PM), Ports and Harbours Department (PHD), MALAMPA Stevedoring Company (MSC), Vanuatu Tourism Office (VTO)						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET	
		START	COMPLETE	H/M/L	VATU	
5.1 Prepare a long term development plan for the airports which identifies key upgrades and investment points and budget.	DoT, PTC, AVL, CAD	2012	2013	M	5,000,000	
5.2 Build Norsup New Airport terminal	DoT, PTC, AVL, CAD, MIPU	2012	2013	H	To be determined	
5.3 Airport upgrade for South West Bay	DoT, PTC, AVL, CAD	2011	2012	H	To be determined	
5.4 Electricity to Norsup Airport Terminal building	DoT, PTC, AVL, CAD	2013	2014	H	To be determined	
5.5 Encourage competition on domestic airline	DoT, PTC, AVL, CAD	2012	2013	M	Nil	
5.8 Looking at increasing additional Capacity to the province – domestic air services	DoT, PTC, AVL, CAD	2012	2013	M	Nil	
5.9 Prepare long term plan for the main wharf facilities and upgrade to cater for cruise ship visitors	DoT, PTC, PHD	2012	2013	M	5,000,000	
5.10 Wharf extension or construction at Wala Island,	DoT, PTC, PHD	2012	2013	M	To be determined	
5.11 Lakatoro as Port of Entry – need clearance facilities	DoT, PTC, PHD	2012	2013	M	2 m vt	
5.14 Encourage special interest cruise ship operators – VIPA to facilitate investment	DoT, VIPA, PTC	2011	2013	M	Nil	
5.15 Sealing of road from Norsup to Litslits Wharf	DoT, PTC, MPG, PWD	2011	2013	H	To be determined	
5.16 Upgrade and maintenance of road from Cragcove airport to Lalinda village and then to twin volcano based.	DoT, PTC, MPG, PWD	2011	2013	H	to be determined	

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5.17 Provincial Government and Central Government to support PWD maintenance program for roads	DoT, PTC, MPG, PWD	2011	2012	H	To be determined
5.18 Develop plan for water and sewerage in Lakatoro Commercial Centre	DoT, PTC, MPG, PWD	2011	2012	H	To be determined
5.20 Examine possibility of alternative energy and fuel for rural areas ie bio fuel wind/solar/volcano – UNELCO to undertake feasibility for power extension	DoT, PTC, MPG, PWD	2012	2012	M	To be determined
5.21 Banks need to put in EFTPOS/ATM facility and branch at Lakatoro	DoT, PTC,	2012	2013	M	To be determined
5.22 Ensure local transport carrying tourists is insured	DoT, PTC,	2011	2012	M	Nil
5.23 Establish Airport Information Service and booking centre on site (staffed according to airline arrival schedule and offering a meet and greet service).	DoT, VTO PTC	2012	2013 & Ongoing	H	3,000,000
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> MALAMPA Provincial Government and Vanuatu Gov't (Capital Works Budget), International Aid Funding. 					

6 Undertake Commercial Centre / Village Tourism Awareness and Pride Programs.					Priority 2
INVOLVED AGENCIES:					
DoT, MALAMPA Provincial Government (MPG), MALAMPA Area & Local Government (MA&LG), NGO Conservation Agencies (NGOCA), Provincial Tourism Council (PTC), Land Owners/Village Representatives (LO/VR).					
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET
		START	COMPLETE	H/M/L	VATU
6.1 Continue to conduct Tourism Awareness workshops each year in MALAMPA Province which teach about the business of tourism and set realistic expectation regarding its needs, benefits in improving quality of life and potential issues – with communities, chiefs, provincial councilors	DoT (+TA&LG)	2011	Ongoing (annually)	H	300,000 per annum
6.2 Contact 'Clean Up 'Vanuatu/Port Vila' Organisations to discuss launching a program in MALAMPA Province.	DoT, PTC (+MPG)	2011	Ongoing	H	Nil
6.3 Launch an annual Clean Up / Town/Village Pride program in the MALAMPA Province in conjunction with schools and community groups. Via promotion in media, at markets, schools, etc, invite districts / villages to enter, offering recognition and prizes for tidy villages and related competitions.	MPG, DoT	2011	Ongoing	H	500,000
6.4 Introduce tourism awareness into primary and secondary schools	DoT	2011	ongoing	H	2 mvt pa
POTENTIAL FUNDING SOURCES:					
Commercial Sponsorship					

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7. Enhance the MALAMPA Event Calender by developing annual events which complement the existing iconic events – Rom dances of Ambrym, Big and Small Nambas dances, Cultural and agricultural shows.					Priority 2
INVOLVED AGENCIES:					
DoT, VTO, National Cultural Commission (NCC), MALAMPA Provincial Government (MPG), MALAMPA Tourism Industry Association (MTIA), MALAMPA Area & Local Governments (MA&LG), Provincial Tourism Council (PTC), Department of Sports (DoS), National Cultural Commission (NCC), Museums (M).					
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET
		START	COMPLET E	H/M/L	VATU
7.1 Develop and schedule culture, sport or other themed events to complement the existing iconic events (Rom Dance MALAMPA Day Festival) to create a well-planned and exciting calendar of events.	DoT, VTO, (+ DoS, MTIA)	2011	Ongoing	M	5,000,000
7.2 Work with community / interest groups to identify opportunities to establish festivals (via developing a 'how to' manual, assisting them with external aspects such as accommodation, transport , including air services, publicity and promotion.	DoT, (+MTIA)	2011	Ongoing	H	Nil
7.3 Work with Department of Sports to develop sports related events.	DoT, VTO DoS	2011	Ongoing	M	Nil
7.4 Establish a working group at national level representing DoT, M and NCC to ensure integrated development of cultural tourism experiences such as events.	DoT, NCC, M	2011	Ongoing	H	Nil
POTENTIAL FUNDING SOURCES:					
Private Sponsorships					

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8. Collaborate with relevant authorities reviving and protecting Malampa Cultural Heritage.					Priority 2	
INVOLVED AGENCIES:						
DoT, Vanuatu Cultural Centre (VCC), MALAMPA Provincial Government (MPG), MALAMPA Tourism Industry Association (MTIA), MALAMPA Area & Local Governments (MA&LG), Provincial Tourism Council (PTC), Council of Chiefs (CC), State Law Office (SLO)						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET	
		START	COMPLETE	H/M/L	VATU	
8.1 Organise public forum meeting to get wider views and agreement on the subject matter.	DoT, MPC, CC and SLO	2011	Ongoing	M	200,000	
8.2 Develop policy paper	DoT, MPC, CC and SLO	2011	Ongoing	H	Nil	
8.3 Draft legislation.	DoT, MPC, CC and SLO	2011	Ongoing	M	500,000	
POTENTIAL FUNDING SOURCES:						
Malampa Provincial Government and Department of Tourism+						

**MALAMPA PROVINCE
TOURISM PLAN**

APPENDICES

MALAMPA PROVINCIAL TOURISM PLAN: APPENDICES

APPENDIX (i): DESTINATION AUDIT

GENERAL INFRASTRUCTURE AUDIT (ACCOMMODATION, ACCESS & VISITOR SERVICES)

INFRASTRUCTURE	EXPLANATION & DETAILS	COMMENTS
ACCOMMODATION		
Hotels	There are no Hotel in Malampa Province	
Resorts/Motels/Bungalow/Guesthouses / Lodges/Villa	<p>Malekula</p> <ul style="list-style-type: none"> • Tamtam Bungalow • Rose Bay Bungalow • Nawori Sea View Bungalow • Amodo Tepev Bungalaw • Amelto Bungalow • Nabelchel Bungalow • Amelene Bungalow • Lakatoro Trading Center Motel • Malampa Provincial Guest House • MDC Guest House • Holy Kambo Guest House • Malampa Provincial Guest House (SE) • Karuma Guest House • Malog Bungalow • Malafaf Bungalow • Limereh Guest House • Pelong PWD Guest House • Ngaim Orsel Guest House • Jiong Marie Beach Bungalow • Lines Guest House • Alo Lodge <p>Ambrym</p> <ul style="list-style-type: none"> • Polipetakevar Guest House • Bulevak Guest House • Baiap PWMU Guest House • Baiap mammas SDA Guest House • Craig Cove Guest House • Sam's Guest House • Wakon Sunset Bungalow • Island Home Guest House • Millee Sea Bungalow • Black Beach Bungalow • Port Vatu Women's Rest House • Lalinda Presbyterian Women's Guest House • Paline Guest House • Savuli Bungalow • Sanoli Guest House • Rambela Guest House • Solomon's Guest House • Nabong Guest House • Vetmet Bungalow • Pangwere Bungalow • Willies Guest House • Sekor's Bungalow • North Ambrym Paris Guest House <p>Paama</p> <ul style="list-style-type: none"> • Tavir Guest House • Samon Bay Bungalows 	<ul style="list-style-type: none"> • Malampa or Malekula has no hotel or large Resorts to cater for international tourists. There is a high demand for at least few larger resorts with proper guest facilities if Malampa plans to have an increase in the number of visitors. • Little information on the suitable location of the bungalows and guidelines of the buildings of the bungalows • Most guest houses/Rest houses do not meet international visitors expectations because of its <ol style="list-style-type: none"> 1 Standard of facilities/hygiene 2 Absence in the quality of choice in using local materials and cases on the running down status • Guesthouses could be available at very reasonable prices • Lack of understanding on the different categories of accommodation standard thus given all sorts of names to the establishment which most cases the names do not reflect the standard of services being provided • An accreditation standard system in relation to the services offered needs to be in place to avoid confusion (VTO and travel media marketing Agencies and Department of Tourism should work together to develop one) • Information on village stays are quite difficult to obtain but are regarded as Rest houses • Most of the rest houses are owned by community or women's club to cater for church and youth meetings • Shortage in accommodation is already an issue in Malekula especially when most Government offices are organizing Departmental workshops and trainings around Lakatoro/Norsup • Few bungalows have ran down due to decrease in the number of visitors and lack of maintenance therefore their focus has been diverted elsewhere
Village Stays / Village style accommodation	<ul style="list-style-type: none"> • Julliette home stay (Vao island Malekula), other wise none 	<ul style="list-style-type: none"> • This home stay facilities is regarded as Guest house. Home stays are merely on the island.
Other Accommodation	<ul style="list-style-type: none"> • Church and community halls and units available for large Group visitors 	<ul style="list-style-type: none"> • Most places they are very basic as they were tailored for overnight stays.

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ACCESS		
Air access	<ul style="list-style-type: none"> • Air Vanuatu International (737-800) • No international flights to Malampa Province yet • Air Vanuatu Domestic (ATR 72): • No flights into Malampa Province yet • Air Vanuatu Domestic (Twin Otter 1r) • Monday- Vila/Lamap, Lamap/Norsup, Norsup/Santo • Tuesday- Vila/Norsup, Norsup/Santo, Santo/Norsup, Norsup/SWB, SWB/Vila • Wednesday – Twin otter2 flights only • Thursday – Vila/SWB, SWB/Norsup, Norsup/Santo, Santo/Norsup, Norsup/Lamap, Lamap/Vila • Friday – Twin otter 2 flights only • Saturday – Twin otter 2 flights only • Sunday- Vila/Norsup, Norsup/Santo • Air Vanuatu Domestic (Twin Otter 2) • Monday- Santo/Norsup, Norsup/Vila • Tuesday- Vila/Norsup, Norsup/Vila • Wednesday- Vila/Norsup, Norsup/Santo, Vila/Norsup, Norsup/Vila • Thursday- Vila/Norsup, Norsup/Vila • Friday- Vila/Norsup, Norsup/Santo, Santo/Norsup, Norsup/Vila • Saturday- Vila/Paama, Paama/Ccove, CCove/Norsup, Norsup/Santo, Santo/Norsup, Norsup/Vila • Sunday- Twin Otter flight 1 only • Air Vanuatu Domestic Island 1 • Monday/Tuesday- No Islander flights into Malampa • Wednesday – Vila/CCove, CCove/Laman Bay, Laman Bay/Vila • Thursday- No Islander flight • Friday- No Islander flights into Malampa • Saturday- Vila/CCove, Ccove/Vila • Sunday- No Islander flights • Air Vanuatu Domestic Islander 2 • Wednesday- Vila/Norsup, Norsup/Santo, Santo/Norsup, Norsup/CCove, CCove/Ulei, Ulei/Paama, Paama/Vila • Saturday- Vila/Ccove, CCove/Vila 	<ul style="list-style-type: none"> • There are 6 Airports in Malampa. • Air Vanuatu flights schedule irregularity • Air Vanuatu domestic flights considered to be expensive • Ulei and Paama Airport needs to be upgraded to permit landing in all weather condition • Limited flight frequency and its capacity to the other airports of the Malampa Province is a setback for tourist traveling by air. • All the airports in Malampa need proper toilet facilities and at one airport • Norsup airport needs upgrading to cater for ATR flights

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Sea access	<ul style="list-style-type: none"> • Pacific Jewel 8 Visits to Wala Island in 2010 • Sun Princess 2 Visits to Wala Island in 2010 • Pacific Dawn 2 Visits to Wala Island in 2010 • Dawn Princess 1 Visit to Wala Island in 2010 • Pacific Sun 2 Visits to Wala island in 2010 • Clipper Odyssey 1 visit to Rano Island and 1 visit to Ranon Ambrym in 2010 • Malamap islands with its protected bays like Banana Bay, Port Sandwich, South West Bay, Maskelynes, Uri, Atchin, Malua Bay and North Ambrym are popular for yachters all over the world. • Litslits wharf is the inter-island major shipping port for Malampa. Other wharfs for remote areas are Lambubu old wharf and private wharf at Norsup for shipments of copra and cattle from PRV plantation to Santo and Vila <ul style="list-style-type: none"> • No proper wharf for the island of Ambrym neither any on Paama 	<ul style="list-style-type: none"> • Talks are currently underway to extend litslits wharf to gather for bigger carrying vessels • Rano jetty needs to be surveyed • Wala jetty needs to be surveyed • New jetty should be build in North Ambrym along with a yacht club • New jetty should be build in South West Bay as smaller vessels have had trial visits • Establish a yacht club in Lamap with running, water, and toilets.
Road access	<ul style="list-style-type: none"> • The major road linking Lamap Airport, South Malekula, Norsup Airport and to Willack, North West Malekula is 160km. Most of the tourism attractions and bungalows are spread along this road. A connecting road to Unmet big nambas cultural tour. Part of this main road starting from Litslits to Vao will be upgraded and tar seal by AusAid funding – previously on the list of MCA(Millennium Challenge Account – USA) • PWD in Malampa has plans for the maintenance of roads in West Ambrym, North Ambrym, and South East Ambrym. • A survey has been taken place in 2009 to extend each three roads to meet at the Volcano • Plans are already in place for feeder roads to existing/planned tourism sites which all need upgrading <ul style="list-style-type: none"> -Road from Limap to Melkan custom village, -Road from Lavalsal to Peterpor cannibal site 	<ul style="list-style-type: none"> • All roads out of each airports in Malampa are accessible with spectacular views. The driving on this road could more pleasant if properly maintained or tar sealed them. • Most of the roads are turned down very quickly on heavy rain periods • Feeder roads are worst on wet season
Car /Hire	<ul style="list-style-type: none"> • There are no car/hire services on Malekula or Malampa 	

MALAMPA PROVINCIAL TOURISM PLAN: APPENDICES

Public Transport	<ul style="list-style-type: none"> • There are privately own transports that provide services from airport to most of the rural including where major tourism products are. • Most of the bungalows scattered along the Northern coast of Malekula. • Nawori sea view bungalow and tours, Tamtam bungalows and tours, and Amodo Tepev Bungalows and tours provides own transfers to and from the airport • Few privately own transports for the people in West Ambrym otherwise to get to North Ambrym is 3 hours by boat where most of the cultural festivals are hosted. North Ambrym is the most convenient trekking route for the twin Volcano. • For Paama, main transportation is boat as roads are very difficult to maintain. 	<ul style="list-style-type: none"> • Transportation is an issue in the development of tourism. Reliability, safety, costs and quality are few of the common issues raised.
VISITOR SERVICES		
Airport	<ul style="list-style-type: none"> • Easy access for Norsup Airport as it is located 10-15 minutes to Lakatoro. • South West Bay airport- upgrading of road from the villages to the airport and its about 15-10 minutes. • Lamap Airport 15-20 minutes easy access to the main commercial zone of Lamap and 15 minutes walk Lamap Landing for visitors visiting Maskelyne island • Craig Cove West Ambrym- Road conditions can be worst in bad weathers and limited transport. Not very easy to get to some of the tourism sites. • North Ambrym by boat can be sometimes very hard on bad weather. Trekking across the island can be a possibility but this takes 2 days. • Ulei has easy access from the airport to the bungalows and tourism sites, however there is limited transport facilities • Paama airport to the bungalows could be easy by boat but can rough on bad weather. • 	<ul style="list-style-type: none"> • No terminal for guest to wait under on arrival for Norsup airport • No information center • No meet and greet at the airports
Information Centre	<ul style="list-style-type: none"> • There is no Tourist information office for visitors in Malampa at the moment. 	<ul style="list-style-type: none"> • Most of the tourist would visit the Department of Tourism office in Lakatoro for information on accommodation and tours and activities.
Signage	<ul style="list-style-type: none"> • There is limited signage for accommodations neither tour activities site. 	<ul style="list-style-type: none"> • There is no signage at the airport or Lakatoro. Need one at the airport, Lakatoro and at Litslits wharf

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<p>Tour Operators</p>	<ul style="list-style-type: none"> • There are 23 local tour operators: • Central to North East Malekula <ul style="list-style-type: none"> ○ Rano Cannibal site tour ○ Wala Small Island historical site tour ○ Neminamel Cultural Tour ○ Fishing ○ Mae Big Nambas Cultural Tour ○ Uripiv Island snorkeling tour ○ Uri Island Snorkeling tour ○ Sanwir/Malua Bay trek ○ Peterpu historical site tour ○ Local Food preparation ○ Lewesinwe waterfall and nasara visit ○ Crab bay eco tourism tour • North West Malekula <ul style="list-style-type: none"> ○ Unmet Big nambas Cultural Tour ○ Yalo Cave ○ Tenmaru Cave ○ Wiawi eco tourism tour • South East – South Malekula <ul style="list-style-type: none"> ○ Unua small nambas magic and cultural tour ○ Manbush trek ○ Maskelynes eco tourism tour ○ Lamap Hiking trail • South West Malekula <ul style="list-style-type: none"> ○ Sunset at Mindua Nakamal ○ Mun and Lohtour day tour ○ Venamboas half day tour ○ Looraba'ap half day tour ○ Gardens and Lagoon ○ Lembinwen Lagoon ○ Half day fishing ○ Cascades full day tour • North Ambrym <ul style="list-style-type: none"> ○ Volcano 2 days trek (North Ambrym) ○ Rom Dance ○ Magic Tour ○ Tamtam beat tour • West Ambrym <ul style="list-style-type: none"> ○ Volcano trek ○ Megapodes breeding ground tour ○ Magic tour ○ Rom dance • South East Ambrym <ul style="list-style-type: none"> ○ Volcano trek ○ Magic tour ○ Custom Dance ○ Water fall ○ Paama Island cultural tour • No inbound travel agent in Malampa • Tours can be arranged to significant sites in Malampa upon request. 	<ul style="list-style-type: none"> • Most tours can be access via accommodation, but some are not contactable • Tour operators are not effectively supported by the industry • Irregularity with the visitation of tourist can demoralize the interest of operator thus tour operation no longer exist, likewise it demoralize tourist expectations of request • Listing in guide books did not reflect what is locally available • Limitation in accessing some sites creates tour similarities (Rom Dance can be found in North Ambrym, West Ambrym and South East Ambrym)
<p>Emergency Services</p>	<ul style="list-style-type: none"> • Police provincial head quarter in Lakatoro, sub centers in Lamap, South West Bay, Ambrym and Paama. • Main hospital in Norsup, Malekula, dispensaries and Aid posts in the rural committees of the 3 islands 	<ul style="list-style-type: none"> • Medical services from large scale to smaller ones such as Aid Posts are available in most of the communities. However, medication supplies are very limited

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Restaurants	<ul style="list-style-type: none"> • Most of the bungalows have in house kitchen where foods are prepared for their guests. • Food stalls at the Lakatoro Market house and very limited restaurants in Lakatoro however they may not be suitable for guests. 	<ul style="list-style-type: none"> • Local restaurants are not recommended for international tourists
Shopping	<ul style="list-style-type: none"> • Very limited Local souvenirs (Baskets, spears, tamtam, necklaces etc) can be bought on display at tour sites and bungalows as there is no specialty and Duty free shops in Lakatoro 	<ul style="list-style-type: none"> • Men are very talented in handy crafts, but there is limitations to marketing • Women and youth need training to improve the quality of their home made souvenirs
Banks	<ul style="list-style-type: none"> • National Bank of Vanuatu located in Lakatoro, South West Bay, Lamap, Paama, and West Ambrym. 	<ul style="list-style-type: none"> • National Bank of Vanuatu should install ATM machine at the super markets
Communication	<ul style="list-style-type: none"> • Digicel Telephone network coverage in Malekula, Ambrym and Paama, while TVL coverage in Lakatoro and West and Part of North Ambrym. 	<ul style="list-style-type: none"> • Digicel covers a wider portion for Malampa while TVL only few places
SPORTING FACILITIES		
National Sports Institute	<ul style="list-style-type: none"> • One soccer field, and other sport discipline facilities but soccer field can be found in most villages 	<ul style="list-style-type: none"> • Lack of information available for tourist market. Major sport events happen on independence day and Malampa Day celebrations
Golf Course	<ul style="list-style-type: none"> • No Golf playing ground in Malampa 	
'PLACES OF INTEREST'	<p>The most locally promoted areas in Malampa are:</p> <p>Malekula</p> <ul style="list-style-type: none"> • Mae big nambas cultural tour • Unua small nambas and magic tour • Nemi Gortien cultural tour • Yalo Cave tour • Unmet big nambas cultural tour • Rano Cannibal tour • Manbush trail • Lamap Cultural tour • Lamap hiking trails <p>North Ambrym</p> <ul style="list-style-type: none"> • Volcano tour • Rom Dance Tour • Tamtam beat Tour • Magic Tour <p>West Ambrym</p> <ul style="list-style-type: none"> • Rom dance • Volcano Tour • Magic Tour <p>South East Ambrym</p> <ul style="list-style-type: none"> • Volcano Tour • Magic Tour <p>Paama</p> <ul style="list-style-type: none"> • There some activities but were not combined together for a package tour 	<ul style="list-style-type: none"> • Most of the places required a tour guide to show tourists around. Prearrangements has to be done prior to arrival as most place have customary owners • They are other interesting places that needs to be promoted that are included in the list

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SUMMARY OF INFRASTRUCTURE ISSUES / GAPS:

Accommodation

- Absence of booking facility with range of accommodation options and lack of information on the services of available accommodation.
- Copying of existing product and lack of accommodation product development guidelines
- Marketing needs to specifically expose the reality of accommodation
- Ni-Vanuatu own accommodation establish are not yet ready for international tourism
- Lack of experience and knowledge in the industry

- Most of the accommodation establishment needs to undergo hospitality training and constants mentoring in standards

Tour Operators:

- There is a sufficient number of tour operators for the current visitor number however, lack of support in promoting the viable operators
- Copying of existing products appears to be common but there is a high potential in developing tour products and introduction of new tour activities
- Tour operators tend to rely on accommodations for their marketing.

Access

- Air access to the three islands of Malampa is expensive and time consuming. International tourist traveling out of Santo would be cheaper and flight times a lesser.
- Roads accessing tourism site are in big need of repair and traveling can be very difficult on wet seasons as there is a lot of river crossings. Desperately needed construction of proper bridges.

Visitor Servicing

- No information Desk.
- Information are disseminated through Department of Tourism (Malampa Province)
- Only one can be found in North Ambrym

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EXPERIENCE AUDIT: CULTURE & HERITAGE THEME

PRODUCT / EXPERIENCE	EXPLANATION & DETAILS	COMMENTS
CULTURAL DISPLAYS & VILLAGE TOURS	<ul style="list-style-type: none"> Mae custom dance and Neminamel (Small nambas custom dance) tour are famous of the central Malekula. Lamap custom dance, Unmet custom dance and Unua small nambas custom and magic tour down south are also of good reputation for the last couple of years as they showcase their cultural purity and are maintaining it to this date. Man Bush trekking is becoming more popular this days Rom dance and magic tour in North Ambrym has been maintaining its reputation Volcano trek has been exciting. 	<ul style="list-style-type: none"> Number of tourist to Unmet Big nambas custom is on the decline because of poor maintenance of road Man bush trek can not be easily access on wet seasons. More choices can made available whether to go trekking or horse riding to reduce the amount of time and will be a more convenient porter
ARTS & CRAFTS & ARTIFACTS FOR SALE	<ul style="list-style-type: none"> Currently most of the women are selling their artifacts at the market in Lakatoro and on Cruise ship calls 	<ul style="list-style-type: none"> Cultural center is collecting very few of the artifacts and selling them
FESTIVALS & EVENTS	<ul style="list-style-type: none"> Rom Dance, Back to my roots, Magic festival, Naluan festival are the popular events for Malampa Circumcision and grade taking ceremonies are also major events for Malampa Cultural Festivals can be promoted on Malampa Day as additional event for Malampa 	<ul style="list-style-type: none"> Most of the festivals and events were promoted by VTO
MUSEUM / CULTURAL CENTRES	<ul style="list-style-type: none"> Limited local of artifacts from within the Province are kept and cultural information can be obtained from there. 	<ul style="list-style-type: none"> Little information about the services the cultural is offering to the local communities Very few handicrafts are kept in the center for display
WAR HERITAGE	<ul style="list-style-type: none"> Lamap has few war relics, ship wreck, plane crash and some condominium relics (Lamap site seeing tour) yet to be develop 	<ul style="list-style-type: none"> At the moment they are not promoted but could be developed as an attraction for tourists
CULTURE & HERITAGE ISSUES / GAPS:	<ul style="list-style-type: none"> Need to have reliable calendar of events to attract tourist year around Purity of cultural activities needs to be maintained and cultural product development complimenting tour experiences and accommodation Very little information about the value of cultural sites Split ups of cultural groups are creating too many similarities in cultural activities and can be tangible in the sustainability of the operators Limited information on the management of community or group participants in order to keep their solidarity 	<ul style="list-style-type: none"> This events need to be promoted heavily

EXPERIENCE AUDIT: NATURE- BASED THEME (PASSIVE & ACTIVE)

PRODUCT / EXPERIENCE	EXPLANATION & DETAILS	COMMENTS
PROTECTED AREAS		
Wiawi Conservation area	<ul style="list-style-type: none"> It is a significant site where 	<ul style="list-style-type: none"> Owned by a local family

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	<p>Environment units are regularly monitoring with the assistance of Wan small bag theater for educational purposes</p> <ul style="list-style-type: none"> • It is a turtle nestling ground • Offers a very basic accommodation facilities 	<ul style="list-style-type: none"> • Its is promoted through Environmental Programs • It has a massive inland area as well as the marine • Accessibility can be hard sometimes
Amal & Crab Conservation Area	<ul style="list-style-type: none"> • An initiative by Fisheries Department for the people of Lingarak to Limap to protect the area as the bay is mostly with mangroves. It hosts some native birds, and a nestling ground for turtle. • On some occasions sea cows can be seen in this bay • A JICA volunteer is now working with the community in building an information center as well as developing the youths capacity in collating all necessary information for tourists 	<ul style="list-style-type: none"> • Close monitoring are underway with the fisheries Department alongside implanting environmental policies on the surroundings • Not a lot of information is available about it
Uri Marine Conservation	<ul style="list-style-type: none"> • Very well protected by mangroves and clam shell farming are in good progress • Life colorful reefs have sprang up thus more colorful fishes can be found around the area 	<ul style="list-style-type: none"> • Very easy access • Not heavily promoted
	<ul style="list-style-type: none"> • Ringi tu su clam shell conservation in Maskelynes 	<ul style="list-style-type: none"> • An AYAD Couple are in the island to assist the community in developing site for eco-tourism
	<ul style="list-style-type: none"> • Patpang coconut conservation 	<ul style="list-style-type: none"> • Not promoted
	<ul style="list-style-type: none"> • Uripiv marine conservation 	<ul style="list-style-type: none"> • Fisheries have planned to carry out research to identify the marine species available in the area
TREKKING		
Man Bush Trek	<ul style="list-style-type: none"> • Traditional activities have been integrated between the walks • There are many rivers to cross therefore on wet season its merely encouraged 	<ul style="list-style-type: none"> • Most Adventure tourist have recommended the walk
Sanwir/Malua Trek	<ul style="list-style-type: none"> • This trek is 2 days, however trained tour guides specifically for this trek would satisfy the tourist expectation. • Trek leads to the famous Yalo cave 	<ul style="list-style-type: none"> • Tour guides are not readily available. Pre arrangements need to be made
South Kula Trail	<ul style="list-style-type: none"> • Owned by the Lamap Tourism committee and the neighboring committee 	<ul style="list-style-type: none"> • Need to be promoted
West Coast trail	<ul style="list-style-type: none"> • Initiated by Lamaap tourism committee and developed by the assistance of Noah Thomas Peace-Corp volunteer 	<ul style="list-style-type: none"> • Need to be promoted
FLORA & FAUNA		
Butterfly watching	<ul style="list-style-type: none"> • Man bush trail is the best place to watch butterfly along the road 	
Flora	<ul style="list-style-type: none"> • High altitudes in the interior of Malekula along the Man bush trail is the best place • Lambubu and Nial Botanical garden are some of the best locations • Orchids and rhodeodendrons can be found also in Paama 	<ul style="list-style-type: none"> • They are not heavily promoted
Fauna	<ul style="list-style-type: none"> • Wild life can be found most of the bushes of the islands 	<ul style="list-style-type: none"> • Lack of information on these places
OTHER		
Scenic waterfalls	<ul style="list-style-type: none"> • Lembinwen Waterfall south West Bay • Lewesinwei Waterfall (North West Malekula) • Malua Bay waterfall (North West Malekula) • Lebonbong Water fall (Inter of South 	<ul style="list-style-type: none"> • There are big rivers besides water falls that tourist can go out swimming or do river kayaking but are yet to be developed

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	<ul style="list-style-type: none"> Malekula) <ul style="list-style-type: none"> Weisal Waterfall (South East Ambrym) 	
Scenic caves	<ul style="list-style-type: none"> Yalo Cave Tenmaru Cave Lebongbong cave 	<ul style="list-style-type: none"> Land disputes over Yalo cave needs to be sorted to encourage tourists visits to the cave
Horse riding	<ul style="list-style-type: none"> There is none at the moment 	<ul style="list-style-type: none"> Yet to be introduced to shorten some trekking routes
Mountain biking	<ul style="list-style-type: none"> Could be developed in many places in Malampa 	<ul style="list-style-type: none"> No interest has been indicated at the moment
<u>NATURE TOURISM ISSUES / GAPS:</u>		

Resources for this audit:

- Observations from site visit.
- VTO website and brochures, www.vanuatutourism.com, Tourism Council website.
- Tour Operator brochures / information sheets / websites
- Plus interviews with representatives of tourism industry and other key stakeholders.

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APPENDIX (II): MALAMPA TOURISM SITUATION ANALYSIS (SWOT)

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Culture; Rom Dance, Magic, Namagi, Sand Drawing, Weaving, Big Nambas, Small Nambas 2. Clean Environment; Sand Beach, Cascade, forest, wildlife, birds, reefs, volcanoes 3. Friendly people 4. Island Kaekae; Organic, no chemicals agricultural products 5. Safe Place 6. Arts & Crafts (wood & Stone Carvings) 7. Diversity; Culture, Languages, Wildlife 8. Languages; Malakula 30, Ambrym 12, Paama 1 9. Daily Air transport Connection 10. Sea Transport Daily 11. Improved Communication 12. Township of Lakatoro/Norsup (Services still needed) 13. Accommodation (improving) 14. Training Awareness (growing) 15. Tourism Council and Office being set up 16. Authentic untouched tribes 17. Centred – Geographic in Vanuatu 18. Beautiful Tourism resources 19. Big Solwora – Wide Ocean 20. Good Anchorages 21. Bigfala Land – Available for agriculture 22. Cash Economy – Strong in Malampa 23. Good Supporting Industries (Copra, Cacao. Kava) 24. Christianity (strong in Malampa) 25. Respectful/ Peaceful 26. Close to Australia 27. Megapodes breeding ground 28. Volcanoes 29. No inappropriate development 	<ol style="list-style-type: none"> 1. Land Disputes 2. Infrastructure (Roads, Ports, Jetties) 3. Transportation 4. Communication 5. High Costs (General) 6. Island are separated 7. Lack of proper information and Awareness 8. Lack of Appropriate capacity 9. Lack of Unity 10. Lack of direction on how to develop the industry 11. Lack of maximising benefits from local food 12. Lack of basic health, hygiene and safety 13. Basic Utilities; Water and Power 14. Lack of Skill people (appropriate capacity) 15. Lack of Accommodation (appropriate capacity) 16. Attitude to time 17. Lack of professionalism 18. Ground Transport; Limited supplies 19. Airline; Irregular 20. Nagaimas(Black Magic) / Voodoo 21. Lack of marketing efforts 22. Drink too much Kava 23. High School dropouts 24. Low level of Education 25. Too much Monkey Business 26. Too much Jealousy 27. Low Financial Capacity / Lower cash flow 28. Communication (Language) 29. Shark attacks - reputation 30. Lack of medical facilities

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Geographic location of Malampa Province - central 2. Close to Espiritu Santo – International arrivals 3. Organise Cultural Tours 4. Conservation parks/areas into Eco tourism sites 5. Improve marketing 6. Marine Sites / Snorkeling / Cultural Sites / Natural Environment 	<ol style="list-style-type: none"> 1. Land disputes 2. Air Vanuatu financial situation and flights irregularity 3. Strong market promotion of other countries such as Fiji 4. Ambrym Volcano explodes 5. Government unable to support REDI program 6. Malaria – Mosquito 7. Idea of Cannibalism / Witchcraft (Local

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<ol style="list-style-type: none">7. Malampa Cash flow; quite good, opportunity to invest in tourism development8. Cultural / Historical sites9. Promote Marun/Benbow as Yasur10. Malampa Guesthouse could be further developed as a tourism resource11. Malampa Strategic plan12. Languages (French & English)13. Commitment of provincial council to develop tourism14. Boosting local economy and employment opportunity15. New Norsup airport and terminal16. Road tar sealing of Norsup/Lakatoro town17. SW airport improvement18. Ongoing Capacity building19. Development of Vanuatu based small cruise ships to the islands20. Air Vanuatu's new plane to make more flights daily21. NTDO's Tourism Officer	<ol style="list-style-type: none">mentality to these)8. Natural Disasters; Cyclone, Earthquake, Tsunami9. Perception of Shark Attacks10. Loss of Custom Values11. Growing Individualism12. Possible Health Problems13. Drug Traders14. Terrorism affecting tourist travel15. Rising Sea Level – Climate Change16. Political Instability17. Logging
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**APPENDIX (III):
SIGNIFICANT MARKET TRENDS CHANGING THE WAY PEOPLE TRAVEL**

In recent years, the international tourism market has undergone some major, fundamental changes and has become more volatile.

The attack on the World Trade Centre in September 2001 is seen as a catalyst in changing many aspects of travel type and choice. This significant and tragic event has permanently changed some of the key drivers of travel and tourism; others that were already occurring have seen the rate of change accelerated.

One change already occurring before 2001, and which has largely been the product of the information technology revolution, is that the travel and tourism industry no longer controls the choice customers make as to the type of holiday they take or where they take them. Nor does it control the information people receive or the means of them making their booking.

These fundamental changes to the motivations to travel and the way people buy and participate in travel have led to many significant trends in the market which have or are likely to have an impact on international travel.

New values increasingly driving tourism

- People are more likely to travel to develop or challenge themselves mentally, spiritually or physically; self improvement and self development are increasingly important.
- Rather than travelling to discover new places, people are increasingly travelling to discover themselves; self reliance and self actualisation becomes more important.
- People are now seeking more substance over style. This is particularly noticeable in the 30 – 40+ age groups, who are much wealthier than the generations before them and are able to express their individuality and follow their dreams of self realisation.
- Authenticity is becoming increasingly important.
- Rather than opting out, people are opting in. They have strong views and an increasing sense of society and community. The positive or negative impact of their visit on the environment and host communities is of greater concern.
- People are looking to tourism to escape from lives that have become too cosseted and predictable, and from work and lifestyle pressures that are making people increasingly unhappy and unhealthy.
- People are becoming less passive in their consumption habits and are less likely to be happy with what is 'just dished up to them'.
- Many agree that 'adventure' is once more important and are now able to seek it. They want to 'escape' and 'go it alone'.
- Most people are keen to learn and immerse themselves in new experiences and cultures.
- The largest majority are no longer wanting to avoid risks, but are keen on learning, gathering knowledge and seeking out 'life changing moments' and to live a life 'less ordinary'.

Changes to the Way People Travel

- People and experiences are becoming more important than places and things.
- The opportunity to engage with an experience rather than accumulating sights and 'doing things' is of increasing importance.
- People are travelling closer to home, intra regional travel is increasing at a faster rate than long haul.
- Cruising is among the fastest growing travel sectors.
- Travelling with family or small affinity groups is increasing, while fully inclusive group travel is declining
- Special interest travel is increasing and appears to be relatively resistant to 'travel shocks' (i.e. threat of terrorism etc.)
- Under 30s and 'baby boomers' are the growth areas for travel.
- Mature and regular travellers are becoming 'more philosophical' and less deterred by threats of terrorism, but are increasingly averse to crime, civil disturbance, health concerns, environmental and community degradation plus social injustice and exploitation.
- Potential visitors' decisions are increasingly influenced by environmental considerations and they are willing to pay more when they believe they are not adversely impacting the environment and are contributing to community benefit.
- The customer is becoming increasingly independent, involved and discriminatory in their travel selection and planning.
- The internet has made the customer 'King'; the customer is now well informed of where they want to go and what they want to experience; they choose how they gather their information and how they will purchase their holidays.
- The full distribution chain (suppliers ↔ inbound operators ↔ wholesalers ↔ retailers) is being increasingly interrupted by the customer choosing how and with whom they want to book. (See below).
- Booking lead times are shortening
- Multiple breaks are both replacing the one long holiday per year, or taken in addition.

Distribution changes and trends

- The previously defined roles of travel agents, tour operators, wholesalers and inbound tour operators is becoming blurred through a combination of the customer increasingly able to decide how and where they will purchase their travel arrangements and through the various components of the distribution chain 'wanting to own the customer'.
- Travel agencies are increasingly dividing into two different business models which have largely emerged since the reduction or elimination of airline commissions – in both cases now increasingly switching to customer service fees as their main source of income:
 - (a) high volume low cost travel agencies (often chains) with generally fast moving/high volume packages which are produced either in house or on a tour operator preferred arrangement – some are internet only retail agencies.
 - (b) niche or specialist high service value agencies concentrating on particular destinations, product/travel type, or customer segments or loyalty.
- The internet is being used increasingly by the customer to access the particular sectors of the distribution chain they wish – from the travel agent to the product supplier – increasingly the internet allows the customer to 'tailor make' their travel arrangements with dynamic packaging software.
- The rate of internet usage either for travel information sourcing or booking is currently nearly doubling each year; travel worldwide is now the largest single commodity traded via the internet.
- The need for fast communication relating to inventory management, availability, and price between suppliers and the distribution chain or customers is increasing.

APPENDIX (IV): RESOURCES

Vanuatu Government and Related Agency Policy / Planning Documents

- *Priorities and Action Agenda (PAA) 2006-2015.*
- *Draft 'Building Tourism Today for Tomorrow' Vanuatu Tourism Action Program (VTAP) October 2008.*
- Tourism Master Plan 2003-2007

Vanuatu Tourism Office Resources

- (Draft) Vanuatu Tourism Office Marketing Activities and Plan 2007.
- Vanuatu Visitor Arrival Statistics
- MCA Tourism Survey 2007
- Vanuatu Tourism Office Website

Province Government Resources

- *MALAMPA Rural Economic Development Initiatives*
- *Malampa Tourism Development Strategy 2006*
- MALAMPA 'Tourism Product Checklist'

Other Resources

- Information gathered from World Tourism Organisation, Pacific Asia Travel Association and World Travel Monitor via Global Tourism & Leisure's subscriptions.
- Visioning Workshop Outcome Report (July 2008)
- Brochures as websites promoting Vanuatu (eg *Lonely Planet, Jason's Guide, Destination South Pacific Vanuatu* (2006) plus those of other Vanuatu tour operators).
- Findings from the MALAMPA Stakeholder Consultations and Stakeholders Planning Workshop (May 2010)
- Air Vanuatu Flight Schedule April/May
- South Sea Shipping Ltd, Weekly Schedule, 2010

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