

SHEFA PROVINCE TOURISM PLAN

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EXECUTIVE SUMMARY

SHEFA Province has been selected by the Department of Tourism, to be the sixth and final 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. The development of SHEFA Provincial Tourism Plan excludes Port Vila as a sub tourism destination on its own because of its vast tourism development pace compare with SHEFA outer islands including all islands that make up SHEFA Province.

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

- Extensive consultation with representatives of SHEFA Provincial Government, SHEFA tourism industry, and owners of community tourism products.
- Input by attendees at a SHEFA Strategic Planning Workshop held in Port Vila, Efate on the 18th of October 2011.
- A comprehensive destination audit through 'Product Profiling Exercised' conducted between August to October 2009 by Senior Tourism Officer from Port Vila Head Office and Provincial Tourism Officer from SHEFA 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 at the Industry and SHEFA Provincial Government Councilors Workshop held in SHEFA Provincial Head Quarter, Efate on the 11th of November 2011 and to the Department and the Provincial Administration, from which further comments and inputs were received and considered. With the comments and inputs suggested on the floor the chamber the Plan Report was moved, seconded and voted by the full house.
- 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 SHEFA 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;*
- *SHEFA Rural Economic Development Initiatives (REDI)*

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

“In ten years time Tourism in SHEFA Province will be a vibrant international gateway and sustainable tourism sector in terms of ‘best quality’ visitor experience, based on adventure, authentic life and standards which exceed 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 safe guiding Christian Principles, 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 SHEFA 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 SHEFA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of SHEFA 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 SHEFA 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 – SHEFA Tourism Resource Centre (Partnership Development);
- Strategy 2: Facilitate accessible and sustainable visitor experiences in SHEFA Provinces' key natural, authentic, iconic cultural areas: these include Roi Mata Domain, Mele Cascades Waterfall, Feles Cave Lelepa, Valeva Cave Siviri, Mangaliliu Marine protected area (Efate), Malvasi Waterfall (Epi), Marine Protected area, Cook's Reefs (Emae), Marine Protected Area (Emua, Nguna/Pele, Moso), Mele Secret Garden, Ekasup Cultural tour, Lopeivi volcano.
- 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 Hospitality and managements;
- Strategy 4: Implement a targeted publicity and promotion strategy for SHEFA Province;
- Strategy 5: In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including Roads, Airport and Wharf Facilities in the outer islands of Vanuatu;
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs;
- Strategy 7: Enhance the SHEFA Event Calendar by developing annual events which complement the existing iconic events – the cultural and agricultural festival; and
- Strategy 8: Collaborate with relevant authorities reviving and protecting SHEFA Cultural Heritages.

A logical framework is provided linking activities to each strategies and objectives.

An initial budget has been developed for implementation of this Plan over the first three years

SECTION 1: INTRODUCTION

SHEFA Province has been selected by the Department of Tourism (DoT) as a sixth and final 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 Tourism 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 objectives contain in the SHEFA Rural Economic Development Initiatives (REDI) is (pg.23):

- *“Promote the development of tourism within the wider SHEFA province;*
- *Develop tourism products;*
- *Facilitate foreign investment within SHEFA; and*
- *Improve tourism related infrastructure within Shefa”*

These priorities were and will continue to be ongoing activities for developing tourism industry in SHEFA.

Whilst the potential for tourism is immense, and the unique natural and social characteristics of SHEFA 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.

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

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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 SHEFA, 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.

SHEFA 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 Department of Tourism 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.

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

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strategy must further focus on the experiences it can best offer and target those customers seeking them.

Furthermore, in developing the SHEFA 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 SHEFA Rural Economic Development Initiatives (REDI) Government *Five Year Rolling Plan (2000)*.

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

SECTION 2: BACKGROUND

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



SHEFA Province includes Buninga, Efate, Emae, Emau, Epi, Ifira, Lamén, Lelepa, Makira, Mataso, Nguná, Pele, Tongariki Tongoa and Lopeivi islands. And according to the 2009 National Census, SHEFA's population was 78,721¹ and with the annual population growth rate of 3.7 percent, the estimated population of SHEFA in 2011 would be 84,653. SHEFA province is the most densely populated due to *urbanization*.

The economy of Shefa was dependent on export crops in the past and still does now although on a much smaller scale. Efate is no longer a significant copra producer. The Shepherd islands (Epi included) produce some copra but in the region of a few hundred tonnes. Coffee and cocoa has totally disappeared from Shefa.

Shefa however has remained a strong cattle producer with Efate and Epi islands leading in commercial beef cattle production. Large plantation holders dominate the commercial market. Small holders account for about 10% of commercial cattle production.

Commercial food crop production will continue to grow in future with increased urbanization. This sector will need support to ensure that food production strategies employed are efficient to help reduce prices.

¹ NSO Final Figures for 2009 Census

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Large-scale log harvesting by logging companies has ceased on Efate. Mini mills have now taken over logging activities in Shefa. Several Local Supply Plantations (LSPs) were established by communities in association with the Forestry Department in the 1970s but it is uncertain whether or not communities will benefit from these plantations at all as some of the species grown are not preferred timber for the local market. For the immediate future, a strong reforestation program should be established in Shefa, especially on Efate, with species such as white wood and mahogany.

The main products of the Shefa islands are root crops, fruits, vegetables, kava, peanuts, cattle, timber products, reef fish, deep-bottom fish and tourism. The Port Vila municipal area is the main market centre for these products.

The strength of the economy of Shefa will depend largely on how the Province exploits different marketing opportunities. Currently there are four different markets; (a) Rural markets; (b) Urban market (Port Vila); (c) Export markets and (d) Regional Tourism market

The rural markets consist of road markets and centre markets. Road markets are practised in some villages in Efate and Epi. Usually these markets are quite small in nature very few items or produce are sold. Main products sold in this market are food crops and fruits.

Centre markets, as its name suggested, are conducted in the main centres of the islands of Efate and the Shepherds Islands, under trees. Larger and wider varieties of products are sold, from food crops to marine products. Rovo Bay, Nekaura and Burumba in Epi and Tabakoro in Emae are the main market centres.

Farmers on Efate and its off shore islands supply the Port Vila Municipal Market with their products. This is a huge market compared to the Island markets in terms of quantity and variety of produce found on the market. This market takes root crops, fruits and vegetables, marine products, plants, crafts and so on. Produce from the outer islands of Shepherds and Epi are gradually entering the Port Vila market as well so there is great potential for this market to expand in future. Fruits, root crops, and marine products are shipped in from the shepherds and off shore islands to the Port Vila Market.

Barging cattle for the Vila abattoirs is not uncommon and Epi Island has been engaged in barging cattle for a number of years now.

An estimate of sectoral contribution to the economy

Shefa economy	Value Vatu	%
Agriculture:		
Commercial	36,204,000	
Subsistence	32,999,868	
Sub-total	161,003,868	7.9
Fisheries	22,723,774	1.1
Forestry	30,270,000	1.5
Tourism	1,796,496,000	88.4
Coops	21,831,748	1.1
Total	2,032,325,390	

Shefa province has the advantage over the other provinces to export for obvious reasons. It could access the following export markets given that quarantine protocols could be developed to meet importing country requirements:

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- Australia imports kava, beef, marine products and spices
- New Zealand imports kava, beef, and marine products
- New Caledonia imports kava, beef, peanuts and handicrafts
- Indonesia imports live cattle
- Fiji imports kava, and beef
- Solomon Islands and Papua New Guinea imports beef
- European Union and Bangladesh imports copra and so on

Tourists come to Port Vila mainly from Australia, New Zealand and New Caledonia. The main attractions are: Roi Mata Domain, diving and snorkeling in the pristine waters of Shefa; waterfall tours at Melemaat; beaches around Efate, top class cuisines and the unique cultural experience that Vanuatu offers.

The main emphasis for tourism must be to expand tourism activities to the Efate offshore and the shepherd islands.

The Tourism sector makes up about 88% of the economy of Shefa. However tourism mainly concentrates in the Port Vila urban area. Only a hand full of people in rural SHEFA is involved in tourism business. Tourism business is set to grow in SHEFA. The province therefore needs to be focused on how to attract tourists to rural areas.

SHEFA Province is identified within the Vanuatu Tourism Development Master Plan as the primary tourist destination because it has better infrastructure to accommodate international visitors, but as mentioned above these infrastructures are in or around Port Vila on Efate.

Any form of tourism development in the outer islands of SHEFA Province should be on a small scale and of eco-tourism type facility.

The Tourism sector has a close relationship with *custom* should be developed in a way, which is respectful of custom and tradition. Within SHEFA, there are historical/archaeological sites that can be visited and thus have cultural knowledge that can be expressed through different expressions. Some of these sites are well known and extensively documented by scholars and Archaeologists.

The SHEFA Province should include a representative from the Shefa Tourism Council as well as the Chairman of the Council of Chiefs in tourists-related development initiatives to ensure that SHEFA custom and rights are observed at all times

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 SHEFA Province Tourism Plan comprises ten parts as follows:

Part 1: A Shared Tourism Vision for SHEFA Province

Part 2: SHEFAs' Best Prospect Tourism Experiences

Part 3: SHEFAs' Prospect Target Tourist Markets

Part 4: Government Principles and Policies Guiding Tourism Development

Part 5: Tourism Investment Opportunities for the SHEFA Province

Part 6: SHEFAs' Tourism Infrastructure Needs

Part 7: SHEFAs' 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 SHEFA Ten Year Tourism Plan

FRAMEWORK PART 1: A SHARED TOURISM VISION FOR SHEFA PROVINCE

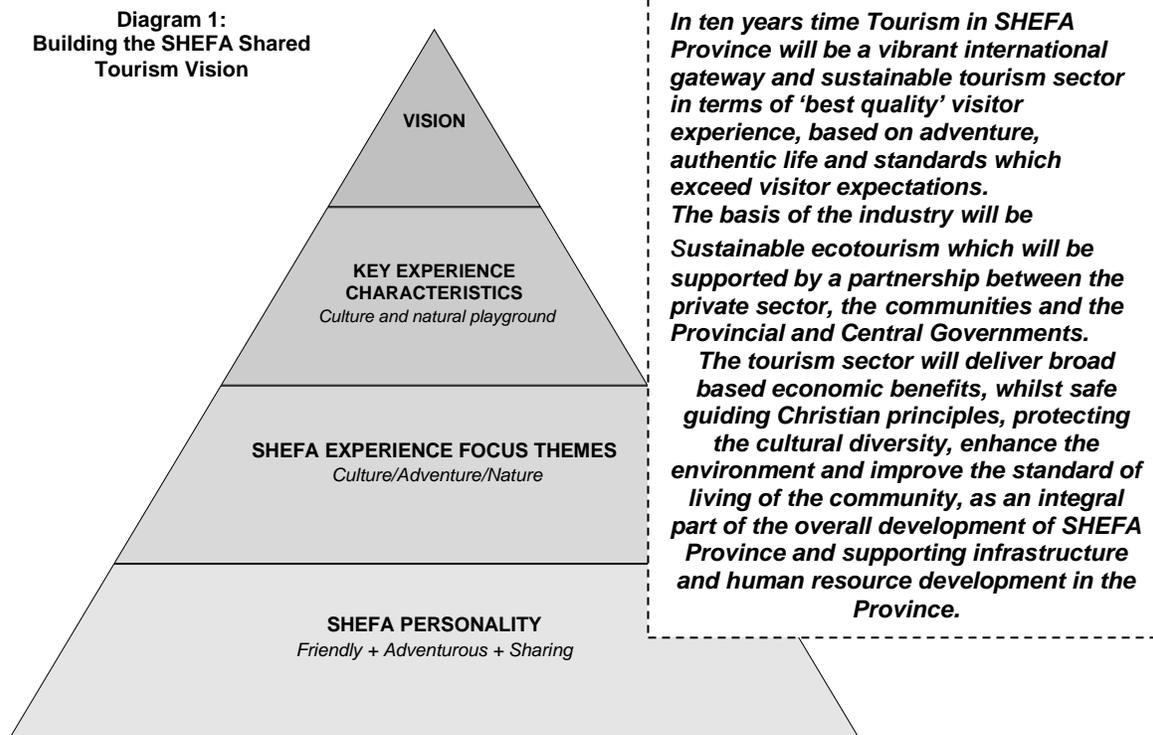
The formulation of any tourism plan must be based on a vision for what that destination will ideally be in the future. The plan itself therefore has the purpose of detailing how that will be achieved.

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 SHEFA Province, a workshop was held in Port Vila Chief's Nakamal on the 18th of October 2011 and also an extensive consultation was undertaken to gather the thoughts of local industry stakeholders especially in the outer islands of Efate including Epi and Tongoa/Togariki 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: SHEFA'S BEST PROSPECT TOURISM EXPERIENCES

SHEFA Province is identified within the Vanuatu Tourism Development Master Plan as the primary tourist destination because it has better infrastructure to accommodate international visitors, but these infrastructures are in or around Port Vila on Efate Island.

The Tourism sector makes up about 88% of the economy of Shefa. However tourism mainly concentrates in the Port Vila urban area – a sub tourism destination at its own right. Only a hand full of people in rural SHEFA is involved in tourism business. Tourism business is set to grow in SHEFA. The province therefore needs to be focused on how to attract tourists to rural areas.

The main emphasis for tourism must be to expand tourism activities to the Efate offshore and the shepherd islands.

More than 90 percent of visitors to Vanuatu come through SHEFA or Efate/Port Vila and tourists come to Port Vila mainly from Australia, New Zealand and New Caledonia. The main attractions are: Roi Mata Domain, diving and snorkeling in the pristine waters of SHEFA; waterfall tours at Melemaat; beaches around Efate, top class cuisines and the unique cultural experience that Vanuatu offers in the heart of Port Vila.

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

SHEFA's main tourism opportunities are:

- Proven tourist market for tours to Roimata Domain and waterfall tours at Melemaat from Port Vila. The main attractions are diving and snorkeling, beaches, cuisines and cultural experience;
- Proven tourist market for cruise ship tours to Port Vila and Laman Bay Epi Island and yachting to Port Vila and Laman Bay Epi.

Any tourism development must take place within the framework of local customs and priorities. It is for this reason that the SHEFA Tourism Plan has been written with the cooperation of all the stakeholders including Island Chiefs.

With the Efate Ring Road funded by MCA – America, completed and handed over to the Government of Vanuatu in 2010, 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. SHEFA outer islands has a small but vibrant tourism sector, which has until recently been almost solely based on nature 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**.

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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 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 SHEFA Province Tourism Plan, rather than attempting to develop and market an extensive list of different activities or sites, SHEFA will have a strong tourism foundation that will:

- reinforce its unique position of SHEFA 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 SHEFA 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).

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

SHEFA'S EXPERIENCE FOCUS THEMES	BASED ON SHEFA'S UNIQUE ATTRIBUTES	CORRESPONDING BEST PROSPECT EXPERIENCES TO BE DEVELOPED & MARKETED
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<p>Lopeivi Volcano</p>	<ul style="list-style-type: none"> • Lopeivi is a small island and often experiencing volcano eruption, as a result the island often uninhabited or with very few settlers – most people moving out to nearby islands like Epi and Paama. Currently tourists view the volcano from Epi Island. 	<ul style="list-style-type: none"> • Lopeivi volcano is yet to be promoted or marketed as a tourism product. • 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 - Upgrading and maintenance of road to the base of the volcano is a must, • Create and strengthen 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 main entrances 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"> - Roi Mata Domain - Ekasup Cultural Tours Erakor, - Iarofa Cultural Tours Teouma - Takara Cultural Tours - Epule River Tours • Other authentic, typical SHEFA cultures, (as demonstrated via village life, traditional dance and dress, food, custom, arts & crafts etc): <ul style="list-style-type: none"> • Traditional Dancing Ceremony, • Women’s Craft – Island Dress • War Heritage – Takara Airstrip, Paunagisu mini WWII Museum and Tanoliu mini WWII Museums 	<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 SHEFA’s heritage through created, yet authentic, attractions/ and experiences (eg cultural centre). • Expansion of Cultural Events ie Agriculture and Cultural Festivals and SHEFA Day • Develop new potential Annual Events: <ul style="list-style-type: none"> - Annual Fishing Competition - Adventure Team Challenge Race - Triathlon race
<p>Adventure Nature Based Experiences</p>	<ul style="list-style-type: none"> • Significant Protected Area: <ul style="list-style-type: none"> - Epau Land Reserve - Emua Marine Protected Area - Paunagisu Marine Protected Area - Epau Marine Protected Area - Nguna/Pele Marine Protected Area - Mare Sauwia Protected Area 	<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

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	<ul style="list-style-type: none"> - Moso Marine Protected Area - Mangaliliu Marine Protected Area - Emae Marine Protected Area - Cook's Reef Emae - Mele Cascades Waterfall - Malvasi Waterfall Epi - Feles Cave Lelepa - Valeva Cave Siviri - Mele Secret Garden - Malvasi Waterfall Trek Epi - La Piste Bleu Trek Efate - Mount Erskine Trek - Gongoola Cruise <p style="margin-left: 20px;">Other scenic walking or adventure trekking locations in rural areas of Epi, Efate</p> <ul style="list-style-type: none"> • Diverse Flora and Fauna (found in various locations in the rural areas and in Protected Areas) • Crystal clear blue water: • Snorkeling • Horse riding – Club Hippique • Bushwalking • Fishing • Kayaking • Village stay • Water falls • Lamén Bay Canoe Race • Efate Round Island Relay 	<ul style="list-style-type: none"> • New ways of engaging with SHEFA'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 Efate, Tongoa and Epi
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Tourism Development Zones

The following zones have been recommended within the Tourism Master Plan and SHEFA REDI for various tourism product developments in Efate for SHEFA Province:

Tourist Centre Precinct

The Tourist Centre Precinct generally encompasses Port Vila's urban area and the surrounding areas of Malapoa Point, Ifira and Iririki islands, Erakor Lagoon, Erakor Island and portions of Pango and Erakor peninsulas. Within this area, recommended improvements and development centre on strengthening Port Vila's attraction base, improving its waterfront setting and providing additional sites for tourist accommodation.

Water front improvements: There is a need to provide canopy shade trees and several food and beverage kiosks along the seawall promenade next to the town's central business district. Flowering shade trees should also be planted within the grassed areas to make this expansive waterfront park a more inviting place for relaxed enjoyment and social exchange.

Market/entertainment pavilion: The recently open market structure near the southern end of the seawall could be converted to a multi use facility to include an outdoor café and stage for string band and other cultural performances in the day or evenings, with special events on cruise ship days.

New cruise ship terminal: Although not considered a priority at present, demand for cruise ship travel is on the rise in the South Pacific, and indeed worldwide. Consideration should be given to the construction of a new cruise ship terminal and berthing facility at the seawall adjacent to the central business district in lieu of the Main Wharf. The present terminal at main Wharf is remote from Port Vila's principal tourist attractions, and cruise passengers must rely on taxis to get to the shopping district and other point of interest in town. The new location would have the advantage of passengers being discharged directly at the central business district and within walking distance to the main shopping, dining and entertainment areas.

Cultural centre: Vanuatu has a rich cultural heritage, perhaps second only to Papua New Guinea in the South Pacific region, and an improved museum and cultural centre could be a prime attraction.

Additional hotel sites: As pleasure and business travel markets expand in the future, additional demand will stimulate expansion of existing accommodation and require new hotel development in Port Vila so that guests staying in town hotels enjoy the convenience of close proximity to shops and restaurants. The Iririki Resort is unique in that its central island location offers guests all the amenities of a waterfront resort, and yet is within easy reach of the town's shopping and entertainment district

There are a number of sites within the proposed Tourist Centre Precinct, which are very promising for future hotel development including several vacant parcels on the bluff overlooking the bay- one adjacent and to the south of Le Rendezvous Restaurant and a much larger cleared site immediately to the north of the Parliament complex. Another good site- but some distance from the central business district- is a large undeveloped waterfront parcel covered with dense trees at Nambatu.

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Malapoa Point is also considered appropriate for a larger scale resort hotel, although physically its location is some distance from the town's centre. The site offers scenic vistas of Port Vila, Ifira Island, Pango Peninsula, and cruise ship arrivals into Port Vila Bay.

Marina/yacht club: One possible location for a constructed marina is at Northwestern portion of the Star Wharf land reclaimed area. The marina could accommodate both pleasure boats and cruise and charter yacht operations as well as facilities for boat repairs and maintenance.

Resort precinct: Three Resort Precincts are designated for Efate, these are located at Eruéti Bay and Ekapum Inlet on the island's south coast and in an area encompassing Lélépa and portions of Moso Islands off Efate's west coast.

The Erueti Bay Resort Precinct is situated some 15 km to the east of Port Vila, and includes sites where the Blue Hole Resort is now situated. A Club Med resort has been proposed for the area. It is appropriate for integrated resort development including various types of visitor accommodation, a village resort commercial centre, and a broad range of land and water recreational activities such as golf course. The carrying capacity of any tourist development on this site should not exceed 750 to 800 accommodation units contained in low to mid rise (three to four stories) structures.

The Ekapum Inlet Resort Precinct encompasses a number of bays, small islands and lagoons stretching between Etmat and Eratap Points. As with Eruéti Bay Resort, this area is well situated for integrated resort development. From a location aspect, it has the advantages of being in close proximity to Port Vila and Bauerfield international Airport, yet its rural setting conveys a sense of seclusion and isolation from the urban area.

The proposed Lélépa/Moso Resort Precinct features a most dramatic setting of islands, which includes numerous pocket white sand beaches fronting onto Havannah Bay, a vast protected body of water which enables all forms of marine recreation. The natural character of this area dictates that development should be in the form of a number of small resort 'villages', with each clustered at or near a beach and limited to bungalow style accommodation that offer a low key, relaxed atmosphere. The various resort villages would be accessed by boat from a central public jetty at Samoa Point and/or at the Napkoa Creek.

Nature/Cultural Precinct: The whole of Efate's north shore area and the satellite islands of Nguna, Pélé and Kakula is proposed as a Nature/Cultural Precinct with respect to tourism development. This area has an attractive rural charm and South Seas character, and its tourist appeal is enhanced by the close presence of Nguna and Pélé islands.

Efate's north shore has a number of small villages where lifestyles are strongly influenced by traditions and less impacted by Port Vila's urbanization. Several small bungalows style resorts are also situated on the waterfront with restaurants, which cater both to round the island tour groups and local weekend trade.

Two recommended attractions key to broadening Efate's tourism base are a Cultural Performing Centre and a Nature Centre.

Vanuatu cultural performing centre: This attraction would operate in conjunction with, or under the umbrella of the Cultural Centre in Port Vila. It would augment the Cultural Centre by bringing the diverse facets of the country's many cultures alive in song, dance, storytelling and daily living activities. It would consist of the following main facilities:

SHEFA PROVINCE TOURISM PLAN

- An outdoors arts theatre situated near the shoreline with Undine Bay and Nguna and Pélé Islands as a backdrop. Dance performances could include the enactment of customs, legends and celebrations of Vanuatu's many island tribes;
- A 'living' custom village made up of the many distinctive dwellings, livestock and daily lifestyles typically found on the different islands. Visitors could see the making of handicrafts and everyday wares (baskets, hunting weapons, etc) and sample local foods cooked within the village; and
- Visitation tours which take visitors from the centre across to Nguna and/or Pélé Islands for a traditional feast held during the day or evening in alternating villages.

Possible locations are at the junction of the main coastal road and the access road to Siviri or along the coastline area between Sa'ama and Emua;

Vanuatu nature centre: The Nature Centre would serve as both a learning venue with respect to Vanuatu's flora and fauna, and a staging point for hiking and adventure excursions into Efaté's mountainous interior. It could include a small theatre which highlights the unique natural features found on the different islands (volcanoes, rain forests, blue holes, marine environments, etc), a small zoo/aviary with native animals/birds, an arboretum/botanical garden which showcases indigenous orchids, tropical forest vegetation and crops typically grown for food, and an information centre on eco and adventure tourism opportunities in Vanuatu.

Sites, which appear suitable for a Nature Centre complex, include the eastern base of Rumakimala hill, near the mouth of the Noai ni Arofatu River, and at the base of Mt Fatmalapa.

Tourist accommodation: Although the north shore's idyllic setting attracts the interest of potential resort developers, tourist accommodation in this area should be limited to small scale, bungalow style properties. Appropriate sites would be immediately to the West of Siviri and at several beach areas near Lakénasua and Saama.

Historic precinct: the area encompassing Port Havannah Bay and the adjoining mainland area from the mouth of Napkoa Creek to Méten Point is proposed as a Historic Precinct. This area's historic significance relates to both its role during World War II.

If Port Havannah's were to become a tourism attraction, the following projects must be considered:

- Undertake research to document the layouts of the military land and naval base areas and obtain photographs and news account of associated military activities.
- Conduct a field survey of the surrounding Port Havannah township to locate possible WWII structures and relics which can be used for interpretive purposes; and
- Construct a Port Havannah Visitor Centre on a site, which commands panoramic views of the bay and military base areas. The centre would, with the aid of models, photographs, storyboards and other audio/visual means convey the magnitude of activities, which took place at Port Havannah in relationship to WWII operations in the Pacific Theatre.
- Research and interpretive efforts should also focus on the original capital site, which could also be presented within the Visitor Centre.

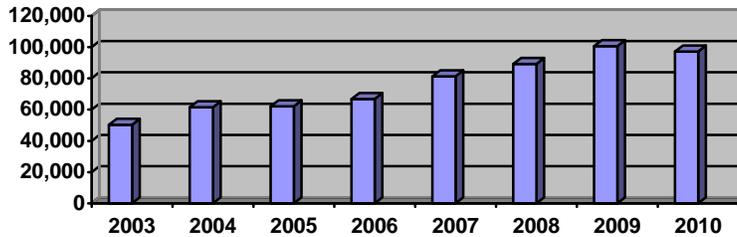
SHEFA PROVINCE TOURISM PLAN

FRAMEWORK PART 3: SHEFA'S TOURISM MARKETS

Vanuatu Tourism Market

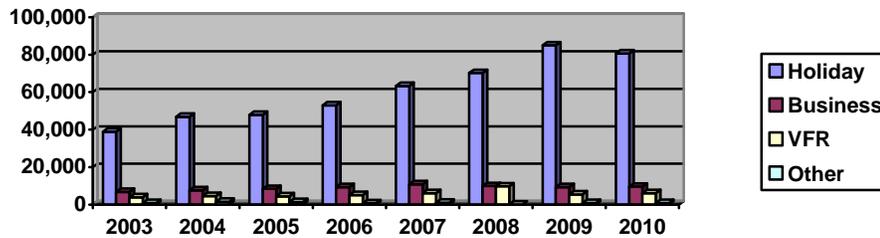
Over 97,100 visitors travelled by air to Vanuatu in 2010, as well as an additional 140,468 who visited by cruise ship.

Vanuatu Visitor Arrivals 2002 - 2010



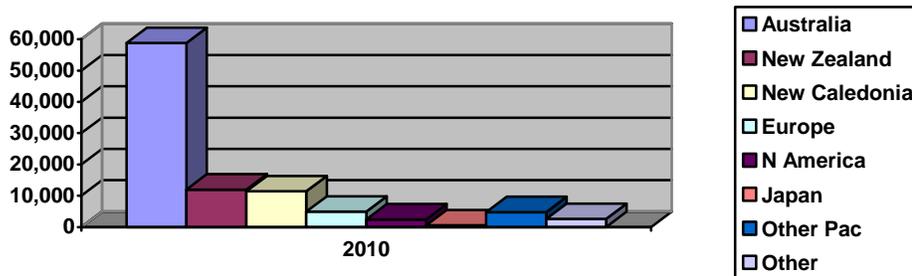
In 2010 the level of tourism arrivals in Vanuatu decline by 3 percent on previous year; this drop in visitor number was in part directly related to the World Financial Crises in recent years, which had an impact on Australia and New Zealand economy – Vanuatu main tourism Markets.

Vanuatu Arrivals by Purpose of Visit 2003 - 2010



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 - 2010



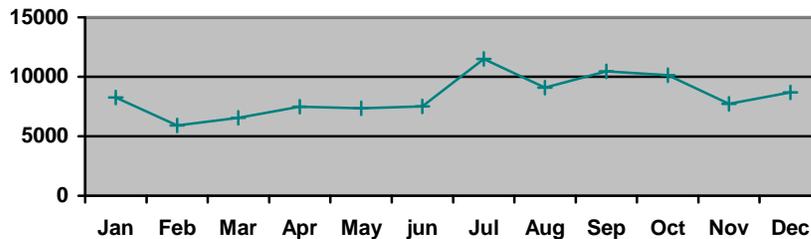
The major market for travel to Vanuatu is couples (55 percent) and families and friends (21 percent). Repeat visitation is high at around one third, although less than one third of visitors travel to the islands beyond Efate. The average length of stay is 7.8 nights, which has declined slightly from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

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between source markets, with the European market having a much longer length of stay for example.

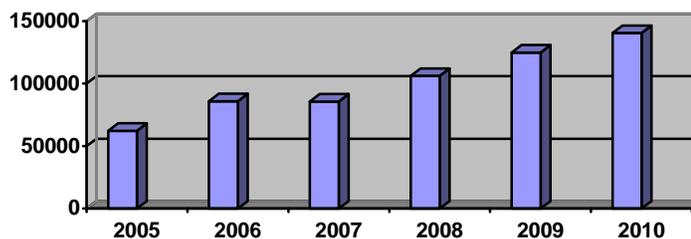
The tourism market is relatively unseasonal with July and September being the peak month and February the lowest; month demand tends to reflect school holidays in the major markets as well as the cyclone season in Vanuatu.

Vanuatu Arrivals by Month - 2010



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 - 2010



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.

SHEFA Tourism Market

From the total number of international visitors to Vanuatu via Port Vila International Airport, in a given year, it is estimated that 80 percent of these visits remain in SHEFA/Efate and mostly in Port Vila. SHEFA outer islands must do their best in getting a fair share of this 80 percent of tourists that remain in Port Vila as well as the 50,000 residents of Port Vila that may want to take a weekend away from city busy life.

The main purpose of most visits is to view natural environments and cultural events. Secondary reasons include Traditional way of life.

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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 SHEFA

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

BEST PROSPECT TARGET MARKETS	PRIMARY	SECONDARY
By Experience Niches (which are most salient for SHEFA)	<ul style="list-style-type: none"> • International Gateway • Culture • Cruise Ships • Nature based – Epau Land Reserve <ul style="list-style-type: none"> - Emua Marine Protected Area - Paunagisu Marine Protected Area - Epau Marine Protected Area - Nguna/Pele Marine Protected Area - Mare Sauwia Protected Area - Moso Marine Protected Area - Mangaliliu Marine Protected Area - Emae Marine Protected Area - Cook's Reef Emae - Mele Cascades Waterfall - Malvasi Waterfall Epi - Feles Cave Lelepa - Valeva Cave Siviri - Mele Secret Garden - Malvasi Waterfall Trek Epi - La Piste Bleu Trek Efate - Mount Erskine Trek 	<ul style="list-style-type: none"> • Cultural Ceremonies • Wilderness areas • Snorkeling • Fishing • Village-stay
By Geographic Source (for these respective niches)	<ul style="list-style-type: none"> • Australia • New Zealand • New Caledonia 	<ul style="list-style-type: none"> • 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 SHEFA 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 SHEFA 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
- SHEFA Rural Economic Development Initiatives (REDI)

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

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*

SHEFA Rural Economic Development Initiatives (REDI)

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

FRAMEWORK PART 5:

TOURISM INVESTMENT OPPORTUNITIES FOR SHEFA PROVINCE

The creation of a ten year strategy for the development of tourism in SHEFA 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: **SHEFAS' TOURISM INFRASTRUCTURE NEEDS**

A key element of a tourism development plan is the identification of infrastructure needs. In this framework for the SHEFA 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		SHEFA TOURISM DEVELOPMENT NEEDS
Transport	Airline Access	<ul style="list-style-type: none"> • Port Vila, Efate being the gateway to Vanuatu, makes SHEFA Province very convenient with international flights compare to all other provinces • There are four weekly flights to Epi – 2 to Lamem Bay in the North and 2 to Valesdir in the South. • Emae and Tongoa have 3 weekly flights each. • Most of these airports need upgrading to a all weather conditions • Encourage Air Vanuatu to do a round trip of SHEFA Province • Look at increasing additional Capacity to the province – domestic air services especially to Lamem Bay during perk session • Encourage competition on domestic and international airlines
	Land & Sea Access	<ul style="list-style-type: none"> • Provincial Government and National Government to support PWD maintenance program for roads on Epi • Encourage special interest cruise ship operators to SHEFA outer islands – VIPA to facilitate investment • A need to Upgrade Emua Wharf as the main port for tourists to visit SHEFA outer islands.
	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 SHEFA outer islands via Call 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 upgrade existing supply of accommodation especially in the outer islands of SHEFA Province – from guest house to resorts standards and should complements the Provinces nature and culture focus. Investment should be encouraged in small scale niche based accommodation (small resorts); in addition at least one major international resort, similar to Evergreen Bungalow on Tanna, should be encouraged in EPI 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.

SHEFA PROVINCE TOURISM PLAN

Basic Services	Water	<ul style="list-style-type: none"> • Clean water supply at all tourism operations for visitors' drinking, cooking and washing needs.
	Electricity Extension	<ul style="list-style-type: none"> • Reliable supply at operations servicing tourists. • Where electricity inaccessible in SHEFA outer islands, 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
	Hospitals	<ul style="list-style-type: none"> • Upgrading of existing Health Centre/Dispensary in case of visitor emergencies. <ul style="list-style-type: none"> • Provide training for an emergency Nurses.
Visitor Servicing	Airport Terminal	<ul style="list-style-type: none"> • A 'welcoming' arrivals area at all the SHEFA outer islands airports 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 SHEFA'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 EPI and Tongoa
	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 SHEFA including local customs and traditions, cultural events, custom heritage • Diversification of tourism products and the development of unique tourism products for SHEFA • An improvement of room standards for existing bungalows • Develop minimum standards for guesthouses and inspections • 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/APTC, VCCI and Rural Training Centre to deliver regular programs on SHEFA • VIT to provide information on training opportunities • Have an accredited tourism trainer (fully resourced) based in SHEFA • 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 • Relevant body to run management course (small business training) ie VCCI

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		<ul style="list-style-type: none"> • 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 SHEFA Province to be featured in Section 3: Tourism Development Strategies.

Accommodation Capacity

Current accommodation supply is detailed in *Appendix (i): Destination Audit*. SHEFA Province outer islands kept no proper data on available rooms and beds but there are currently 20 guest house, 2 lodge and 14 bungalows/Resort and other lesser known 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 SHEFA 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 SHEFA 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:
 - SHEFA's Provincial Government Council
 - Tourism Department ;
 - other provincial government units such as Planning;
 - the local Chamber of Commerce
 - Area level governments;
 - Vanuatu Tourism Office;
 - SHEFA 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 SHEFAs' 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 SHEFA 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 SHEFA 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 SHEFA Tourism Association and the Provincial Government, the Vanuatu Tourism Office, and other agencies (eg. Department of Environment, Lands, PWD 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 SHEFA 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 internet access, poor email access, poor understanding of e-marketing, poor computer literacy, brochures locally distributed as no international agent to distribute.
3. Missing promotional materials (brochures/photos/tariffs)
4. All funds earned are used for maintaining the premises while very little or none at all is directed toward marketing the product.
5. No funding available to develop SHEFA Tourism Council Web Site.
6. Not all SHEFA's Tourism Products appears on VTO Promotion and Marketing materials
7. At present there are no representation of SHEFA PTC on VTO Board and political interference in the VTO Board and operation
8. Lack of human resources and skills in the field of tourism marketing and promotion
9. Difficult to communicate with operators and get a timely response
10. There is weak awareness of the experiences available in SHEFA by potential consumers. SHEFA can offer much more than Roi Mata Domain and Mele Cascades Waterfall and yet available information often does not reflect this.
11. There is little presence of SHEFA outer islands product/packages in the marketplace (particularly among mainstream wholesalers/retailers).

Key Requirements of the SHEFAs' Publicity and Promotional Plan

It needs to:

1. Strengthen the SHEFA Tourism Associations
2. Training operators on the importance of marketing & Internet
3. Develop a stronger website and links it to major individual players
4. Need exposure of SHEFA tourism in International markets
5. Be very focused on key markets and segments;
6. Be highly efficient make every Vatu count;
7. Ensure marketable and accessible experiences are available before promoting;
8. Work closely with VTO, Air Vanuatu and other airlines in key markets;
9. Provide comprehensive information and related booking capability online;

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10. Create a local understanding of the business of tourism and its requirements.

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

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

The objectives for the SHEFA 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 SHEFA 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 assets and characteristics unique to SHEFA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of SHEFA as a tourism destination;
5. To ensure the provision of appropriate infrastructure to support accessible tourism products;
6. To increase understanding of opportunities and 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.

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

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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 SHEFA 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'. • SHEFAs' existing tourism offerings tend to be focussed around key experience themes – in particular Nature and Culture - 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, SHEFAs' tourism experiences can be enhanced, so more reasons available for people to visit and to stay longer. ▪ SHEFA able to offer a range of experiences in each island, such as Caves, Water Cascades, trekking and conservation areas, snorkeling and fishing.
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 SHEFA 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 SHEFA (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"> • SHEFA 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 SHEFA 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.

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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 SHEFA 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 SHEFA 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><u>Marketing Strategy 1:</u> Create a positive awareness among targeted markets and segments of the unique appeal and experiences available in SHEFA.</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 SHEFA 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 Upgrade skills and equipment of Provincial Tourism office
<p><u>Marketing Strategy 2:</u> Convert interest to actual travel to SHEFA 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><u>Marketing Strategy 3:</u> Support the work of VTO and Air Vanuatu in the targeted markets to ensure they have the required information to promote SHEFA</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 SHEFA 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

<u>Marketing Strategy 4:</u>
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 SHEFA 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: <ul style="list-style-type: none">- 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 (SHEFA 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
<u>Marketing Strategy 5:</u>
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 PTC 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 SHEFA operators to link their websites to the PTC tourism website 5.3 Promote the PTC website through articles, information distribution, trade shows and media and trade familiarisation programs 5.4 PTC to ensure VTO marketing materials and website is updated to include all SHEFA'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 SHEFA 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 SHEFA 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-SHEFA Tourism Resource Centre (Partnership in Development);
- Strategy 2: Facilitate accessible and sustainable visitor experiences in SHEFA Provinces' key natural, authentic, iconic cultural areas: these include Roi Mata Domain, Mele Cascades Waterfall, Feles Cave Lelepa, Valeva Cave Siviri, Mangaliliu Marine protected area (Efate), Malvasi Waterfall (Epi), Marine Protected area, cook's Reefs (Emae), Marine Protected Area (Emua, Nguna/Pele, Moso), Mele Secret Garden, Ekasup Cultural tour;
- Strategy 3: Collaborate with VIT Tourism School, APTC and Vanuatu Chamber of Commerce 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 SHEFA 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;
- Strategy 7: Enhance the SHEFA Event Calendar by developing annual events which complement the existing iconic events – the cultural and agricultural festivals; and.
- Strategy 8: Collaborate with relevant authorities reviving and protecting SHEFA Cultural Heritages.

Following are specific recommendations relating to each strategy.

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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-SHEFA Tourism Resource Centre (Partnership in Development).
Recomm- endations:	<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 SHEFA Tourism Council where appropriate in the implementation of the Tourism Plan; - undertake destination marketing & promotion, linking SHEFA'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 that features:</p> <ul style="list-style-type: none"> - trained staff providing information on all of the SHEFAs' tourism experiences, plus information on Vanuatu in general; - displays and brochure racks; - a booking office providing access to all of SHEFA'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 SHEFA 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 SHEFA 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 SHEFA Provincial Government (Secretary General /Economist/Planner), Provincial Tourism Department & VTO representative, representative of SHEFA 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 SHEFA. More information = more reasons to visit for longer. • A central location for promotion and delivery of SHEFA's tourism activities.

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	<ul style="list-style-type: none"> • 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 SHEFA Provinces' key natural, authentic, iconic cultural areas: these include Roi Mata Domain, Mele Cascades Waterfall, Feles Cave Lelepa, Valeva Cave Siviri, Mangaliliu Marine protected area (Efate), Malvasi Waterfall (Epi), Marine Protected area, cook's Reefs (Emae), Marine Protected Area (Emua, Nguna/Pele, Moso), Mele Secret Garden, Ekasup Cultural tour</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</p> <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 SHEFA cultural and heritage by developing a Cultural Tours</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 SHEFA 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, APTC and Vanuatu Chamber of Commerce to deliver quality training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and Managements.</p>
Recomm-	<p>3.1 To provide awareness about tourist and the business of tourism in secondary</p>

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endations:	<p>schools around SHEFA 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 SHEFA Province
Recomm- endations:	<p>4.1 Create a positive awareness among target markets and segments of the unique appeal and experiences available in SHEFA</p> <p>4.2 Convert interest to actual travel to SHEFA 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 SHEFA.</p> <p>4.4 Undertake promotional activity at VTO sponsored opportunities in targeted markets</p> <p>4.5 Develop and maintain the official SHEFA 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.</p> <p><i>(Refer to Section 5 for the detailed Publicity and Promotion Plans)</i></p>
Benefits:	<ul style="list-style-type: none"> • Promotes SHEFA to the key markets and segments most likely to make an inquiry / booking. • Makes information about SHEFA, 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
Recomm- endations:	<p>5.1 To prepare a long term development plan for Lamem Bay, Valesdir, Emae and Tonga airports which identifies key upgrades and investment points and budget in terms of:</p> <ul style="list-style-type: none"> - 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 Prepare long term plan for the main wharf facilities and upgrade to cater for cruise ship visitors:</p> <ul style="list-style-type: none"> - Upgrade Lamem Bay Jetty for Cruises visit and Emua wharf - Install yacht moorings, pontoons at main ports like at Lamem Bay, Emae and Tonga - Wharf shelters & storage facilities <p>5.3 Upgrade main access roads to icon tourism products in the Province</p> <p>5.4 Develop plan for water and sewerage in main 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.

STRATEGY 6:	Undertake Commercial centre / Village Tourism Awareness and Pride Programs.
Recomm- endations:	<p>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</p>

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	<p>improving quality of life and potential issues.</p> <p>6.2 To conduct a tidy town / village community based program involving schools and community groups.</p>
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 SHEFA Event Calendar by developing annual events which complement the iconic events –the cultural and agricultural festivals.
Recommendations:	<p>7.1 To support development and promotion of the Cultural, Agricultural & SHEFA Day Festivals</p> <p>7.2 Liaise with Tourism Department and VTO to ensure creation of unique events which fill market gaps rather than duplicate other Vanuatu events</p> <p>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 SHEFA, events concepts might include:</p> <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"> • SHEFA 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 SHEFA Cultural Heritages
Recommendations:	<p>8.1 Liaise with appropriate authorities to stop SHEFA culture performed for tourist dollar outside of SHEFA Province.</p> <p>8.2 The President of SHEFA Provincial Council want to introduce a bylaw to discourage other provinces not to perform their cultures in SHEFA – a-win-win situation for SHEFA and all other Provinces, SHEFA Province will gain by reviving its cultures and all other Provinces gain by getting tourist to their islands spreading the benefits of tourism to the rural communities.</p> <p>8.3 Establish SHEFA Cultural Association</p>
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 especially among young people.

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-SHEFA Tourism Resource Centre (Partnership in Development).				Priority 1	
INVOLVED AGENCIES:					
Department of Tourism (DoT), SHEFA Provincial Government (SPG), SHEFA Area & Local Government (SALG), 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, SHEFA 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, SPG	2012	2013	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	2012	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	2012	Ongoing	H	Nil
1.4 Engage representatives of other key agencies as required (eg PWD, AVL, etc)	PTC, DoT	2012	Ongoing	H	Nil
1.5 Strengthen SHEFA 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, SPG	2012	2013	H	600,000 over three years
1.6 Ensure each SHEFA 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	2012	Ongoing	H	300,000 over three years
1.7 Encourage the involvement of tourism operators / suppliers as well as landowners interested in tourism in SHEFA's Tourism Industry Associations, which works alongside the national tourism	DoT, PTC	2012	Ongoing	M	

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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	2012	Ongoing	M	500,000
1.9 Reviving VIBA as a marketing arm and enforcing development guidelines for rural tourism product	DoT, PTC	2012	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	2012	Ongoing	M	Nil
1.11 Build capacity and responsiveness of police and council of chiefs through training in dealing with tourism issues	DoT, PTC	2012	Ongoing	M	300,000 vat over three years
1.12 Provide support for policing services including jail/correctional services	DoT, PTC	2012	Ongoing	M	To be estimated
1.13 Increase staffing for DoT in the Province to undertake action plan	DoT	2012	2013	M	To be estimated
1.14 Build SHEFA Tourism Resource Centre/Call Centre	DoT	2013	2014	H	12,000,000
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> Funding of SHEFA 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 SHEFA Provinces' key natural, authentic, iconic cultural areas: these include Roi Mata Domain, Mele Cascades Waterfall, Feles Cave Lelepa, Valeva Cave Siviri, Mangaliliu Marine protected area (Efate), Malvasi Waterfall (Epi), Marine Protected area, cook's Reefs (Emae), Marine Protected Area (Emua, Nguna/Pele, Moso), Mele Secret Garden, Ekasup Cultural tour					Priority 1	
INVOLVED AGENCIES:						
DoT, VANUATU Dept of Environment (DE), SHEFA Provincial Government (SPG), SHEFA Area Council (PAC), 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), SHEFA Area & Local Government (SA/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	2012	2013	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	2012	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, SPG, LO/VR, NGOCA	2012	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	2012	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 SPG, DIPU, DoT	2012	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	2012	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)	2012	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 SHEFA Tourism Resource Centre.	DoT, PTC	2013	Ongoing	L	500,000

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2.9	As demand grows for visitation to existing Protected Areas and trekking in SHEFA, investigate opportunities to expand the number of declared PA sites in the Province.	PTC, DE, DoT, SPG (+NGOCA)	2012	Ongoing	L	Nil
2.10	Based on the above guidelines, develop criteria for identifying treks to be developed as iconic SHEFA 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 SPG	2012	2013	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	2012	2013	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	2012	2013	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	2012	2013	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	2013	2014	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	2012	2013	L	200,000
POTENTIAL FUNDING SOURCES:						
<ul style="list-style-type: none"> • Rural/Agriculture Development Bank, International Aid Funding 						

3. Collaborate with VIT Tourism School, APTC and Vanuatu Chamber of Commerce deliver quality training in the province to upgrade industry skills and knowledge in areas of Hospitalitys and Managements.					Priority 1
INVOLVED AGENCIES:					
DoT, SHEFA Provincial Government (SPG), 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.	DoT, PTC	2012	Ongoing	H	Nil
3.2 Conduct awareness about the tourist and tourism business to high school students in SHEFA.	DOE, DoT, VTC	2012	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, CCI, APTC	2012	Ongoing	M	3,000,000 for three years
3.4 Tourism School and APTC to deliver regular program on SHEFA like basic customer service – short term and on the job training	DoT, APTC, TS	2012	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	2012	Ongoing	M	3,000,000 for three years
3.6 Link training to the development of tourism minimum standards in products development	DoT	2012	Ongoing	H	3,000,000 for three years
3.7 VIT to provide information on training opportunities	VIT, TS, APTC DoT	2012	Ongoing	H	Nil
3.8 Have an accredited tourism trainer (fully resources) based in SHEFA	VIT, TS, DoT	2013	Ongoing	H	100,000 per annum
3.9 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 SHEFA Province.					<i>Priority 1</i>	
INVOLVED AGENCIES:						
Vanuatu Tourism Office (VTO), DoT, SHEFA Provincial Council (SPC).						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY		
		START	COMPLETE	H/M/L		
Refer to Section 4: Publicity and Promotions Plan for extensive list of tasks	VTO, DoT, SPC	2012	Ongoing	H	10,000,000 per annum for three years	
POTENTIAL FUNDING SOURCES:						
<ul style="list-style-type: none"> SHEFA Provincial Government and SHEFA 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), SHEFA Provincial Government (SPG), DoT, Air Vanuatu (AV), Provincial Tourism Council (PTC), Project Manager (PM), Ports and Harbours Department (PHD), EFIRA Stevedoring Company (SC), Vanuatu Tourism Office (VTO)					
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET
		START	COMPLETE	H/M/L	VATU
5.1 Prepare a long term development plans for the airports which identifies key upgrades and investment points and budget.	DoT, PTC, AVL, CAD	2012	2013	M	5,000,000
5.2 Airport upgrade for Valesdir, Tongoa & Emae	DoT, PTC, AVL, CAD	2011/3	2015	H	To be determined
5.3 Encourage competition on domestic airline	DoT, PTC, AVL, CAD	2013	2014	M	Nil
5.4 Looking at increasing additional Capacity to the province – domestic air services	DoT, PTC, AVL, CAD	2013	2014	M	Nil
5.5 Prepare long term plan for the main wharf facilities and upgrade to cater for cruise ship visitors	DoT, PTC, PHD	2013	2014	M	5,000,000
5.6 Encourage special interest cruise ship operators – VIPA to facilitate investment	DoT, VIPA, PTC	2012	2013	M	Nil

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5.7 Provincial Government and Central Government to support PWD maintenance program for roads	DoT, PTC, SPG, PWD	2012	2013	H	To be determined
5.9 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, SPG, PWD	2013	2014	M	To be determined
5.11 Banks need to put in EFTPOS/ATM facility and branch in the Province	DoT, PTC,	2013	20114	M	To be determined
5. 12 Ensure local transport carrying tourists is insured	DoT, PTC,	2012	2013	M	Nil
5.13 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	2013	2014 & Ongoing	H	3,000,000
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> SHEFA 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, SHEFA Provincial Government (SPG), SHEFA Area & Local Government (SA&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 SHEFA 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)	2012	Ongoing (annually)	H	300,000 per annum
6.2 Contact 'Clean Up 'Vanuatu/Port Vila' Organisations to discuss launching a program in SHEFA Province.	DoT, PTC (+SPG)	2012	Ongoing	H	Nil
6.3 Launch an annual Clean Up / Town/Village Pride program in the SHEFA 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.	SPG, DoT	2012	Ongoing	H	500,000
6.4 Introduce tourism awareness into primary and secondary schools	DoT	2012	ongoing	H	2 mvt pa
POTENTIAL FUNDING SOURCES:					
Commercial Sponsorship					

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7. Enhance the SHEFA Event Calender by developing annual events which complement the existing iconic events –the Cultural and agricultural Festivals.					Priority 2
INVOLVED AGENCIES:					
DoT, VTO, National Cultural Commission (NCC), SHEFA Provincial Government (SPG), SHEFA Tourism Industry Association (STIA), SHEFA Area & Local Governments (SA&LG), Provincial Tourism Council (PTC), Department of Sports (DoS), National Cultural Commission (NCC), Museums (M).					
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET
		START	COMPLETE	H/M/L	VATU
7.1 Develop and schedule culture, sport or other themed events to complement the existing iconic events (SHEFA Day Festival) to create a well-planned and exciting calendar of events.	DoT, VTO, (+ DoS, STIA)	2012	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, (+STIA)	2012	Ongoing	H	Nil
7.3 Work with Department of Sports to develop sports related events.	DoT, VTO DoS	2012	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	2012	Ongoing	H	Nil
POTENTIAL FUNDING SOURCES:					
Private Sponsorships					

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8. Collaborate with relevant authorities reviving and protecting SHEFA Cultural Heritage.					Priority 2
INVOLVED AGENCIES:					
DoT, Vanuatu Cultural Centre (VCC), SHEFA Provincial Government (SPG), SHEFA Tourism Industry Association (STIA), SHEFA Area & Local Governments (SA&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, SPC, CC and SLO	2012	Ongoing	M	200,000
8.2 Develop policy paper	DoT, SPC, CC and SLO	2012	Ongoing	H	Nil
8.3 Draft legislation.	DoT, SPC, CC and SLO	2012	Ongoing	M	500,000
POTENTIAL FUNDING SOURCES:					
SHEFA Provincial Government and Department of Tourism.					

**SHEFA PROVINCE
TOURISM PLAN**

APPENDICES

SHEFA PROVINCE TOURISM PLAN

(I) GENERAL INFRASTRUCTURE AUDIT (ACCOMMODATION, ACCESS & VISITOR SERVICES)		
INFRASTRUCTURE	EXPLANATION & DETAILS	COMMENTS
ACCOMMODATION		
Hotels	Nil	
Resorts/Motels/Bungalow/Guesthouses / Lodges/Villa	<p><u>Efate</u> Tara Beach Resort Nikis Bungalows Orovi Guesthouse Sunflower Bungalows Sunset Guesthouse Bamboo Beach Bungalows Havannah Eco Lodge Efalfal Bay Inn Pango Beach Hut</p> <p><u>Nquna</u> Jalom Guesthouse Juboes Bungalows Nakie Women's Guest house Uduna Cove Valea Guesthouse Vat-vaka Bungalows Paunvina Guesthouse Siloa Guesthouse</p> <p><u>Pele</u> Napanga Bungalows Woranamoia Bungalows Sunset Frangipani Bungalows Simoa Bungalow Sunrise Bungalow</p> <p><u>Emau</u> Nemaro Bungalows</p> <p><u>Tongoa</u> Kamy Guesthouse Papatau Guesthouse Lupalea Women's Dorkas</p> <p><u>Emae</u> Emae Sunset paungalows Leis Guesthouse</p>	<p>Guest Houses in SHEFA outer islands are tailored largely for the domestic corporate market; while on the other hand, Bungalows are mainly for tourist:</p> <ul style="list-style-type: none"> • Bungalows, Lodges of suitably minimum standard for tourists. • Budget guesthouse accommodation available at a reasonable price. • Confusion surrounds guesthouse / lodge accommodation as: <ul style="list-style-type: none"> - listings, names and info on VTO website, & Jason's Guide differ: - the terms 'guesthouse', 'lodge', 'village stay' & 'resource centre' are not consistent from place to place → visitor expectations of the type / standard of accommodation may not be met. (Need for differentiating guesthouses, lodge & home/ village stay, plus qualifying what budget accommodation means is a nationwide issue). • <i>Some</i> guesthouses / lodges would not meet international visitor expectations because of <ul style="list-style-type: none"> (1) substandard facilities / hygiene (2) absence of traditional style buildings (and emergence of pre fabricated structures which appear run down) (especially when compared to

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	<p>Takelomai Homestay Freshwind Guesthouse Wake Guesthouse EPI Paradise Sunset Bungalows Epi Island Guesthouse Epi High School Guesthouse Burumba Youth Guesthouse Nikaura Sunrise Bungalows</p>	<p>successful examples in other provinces</p> <ul style="list-style-type: none"> Finding information on village stays is difficult, and the inclusions in this audit are not marketed via tourism channels. Their readiness for tourism is not apparent. Village stays are being discussed as budget options, but are not talked about as overall culture / nature experiences Accommodation shortage experienced during main sporting events and conferences.
Village Stays / Village style accommodation	<p>There are two home stay are both situated on Emae;</p> <ul style="list-style-type: none"> Takelomai Home stay situated at Maraë village Leis Guesthouse at Tabakoro 	
Other Accommodation		
ACCESS		
Air access	Port Vila on Efate being the gateway to Vanuatu.	Making SHEFA most convenient with international flights
	There are four weekly flights to Epi – two to Lamén Bay in the north and 2 to Valesdir in the South	Both these airstrips are NOT all weather, especially the Valesdir one.
	Emae and Tongoa have 3 weekly flights each	Tongoa and Emae airstrips are vulnerable to heavy rain, and there has been cancellation of flights in the past for this reason.
Sea access	P&O Cruises in early 2000 visited Lamén Bay but had suspended the visit in recent years.	SHEFA Authorities and tourism stakeholders and community need to work together to ensure visit starts again.
	The passenger boats like Big Sita and Efate Queen stop at Lamén Bay and other ports at west Epi on their weekly schedule up north	No proper Jetties and waiting shed build in main port of calls.
	Cargo boats from north passes through most SHEFA Outer islands to and from Port Vila harbor.	
Road access	Efate tar-sealed ring-road by MCA	However, getting to certain rural

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	<p>makes traveling by road around the island of Efate very easy.</p> <p>Road conditions on Emae, Epi and Tongoa are very bad as upgrade is done once in many years</p>	<p>bungalows or other tourist products can be a challenge. The feeder roads are yet to be upgraded</p> <p>Poor quality roading reduces tourism opportunities.</p> <p>-No Signage.</p>
Car /Hire	Car hire available in Port Vila only	No car hire available elsewhere in SHEFA
Public Transport	<p>Land transport on Efate is very good in terms of number of operators to choose from</p> <p>Outboard motor boats are means of getting around especially from North Efate to offshore islands of Nguna, Pele, Emau, Moso and Lelepa.</p> <p>4x4 wheel transports are common transportation around the islands of Epi, Tongoa and Emae.</p>	Safety issues in travel to most tourist operators exist in wet season
VISITOR SERVICES		
Airport	<ul style="list-style-type: none"> Currently, there is no information desk available at SHEFA outer islands 	
Information Centre	<ul style="list-style-type: none"> No information centre in the rural areas of SHEFA 	
Signage	<ul style="list-style-type: none"> Not all tourist properties have signage, and for those who do, it was their own initiative. 	Need to Plan for more signage in tourist areas particularly from Airports.
Tour Operators	Tour operator selling tours are Port Vila based. However, tours organized at the accommodation establishments throughout SHEFA	
Emergency Services	Ambulance is available only in Port/Vila Efate. Sea and air rescue or evacuation is available from Port Vila only.	
Restaurants	Apart from Port Vila, Efate, there are no restaurants establishments. All	-Hygiene standards not very high.

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	accommodation establishments have little cooking area and eating place.	
Shopping	Only in Port Vila	
Banks	The commercial banks – ANZ, Westpac, Bred & National Bank of Vanuatu all have their main offices in Port Vila. Only National Bank has branches in Emua (North Efate), Epi (Rovo Bay) and Tongoa (Morua) .	
Communication	TVL land line is limited to Port Vila only, Mobile services of TVL & Digicel covers all islands of SHEFA.	
Sporting Facilities	Available in Vila only	
National Sports Institute	There is no national sports institute.	
Golf Course	There are two hotel-based 9 hole golf courses at the Holiday Inn and Lelago Resort, and one 18 hole course at the Port Vila Golf & Country Club close to Mele village.	
'PLACES OF INTEREST'		
	There is some surfing at Pango Village	
<u>SUMMARY OF INFRASTRUCTURE</u>		

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EXPERIENCE AUDIT: CULTURE & HERITAGE THEME		
PRODUCT / EXPERIENCE	EXPLANATION & DETAILS	COMMENTS
CULTURAL DISPLAYS & VILLAGE TOURS	Cultural Village Tours arranged at hotel tour desks tour operators in Port Vila, especial for Efate rural products. Roi Mata Domain and Cultural Villages are located near Port Vila – Ekasup near Erakor Village; and Iarofa at Teouma. Tara Resort and Secret garden offer weekly cultural or island nights. There are Village based ones like Eton School Cultural Club; Taka Cultural Tours; and Epule River Tours.	
ARTS & CRAFTS & ARTIFACTS FOR SALE	A few bungalows have artifacts and locally made clothing like "Island Shirt or Island Dress" on sale. WWII relics sold for souvenirs at Tanoliu roadside markets and at the WWII mini museum at Tanoliu and Paunangisu.	
FESTIVALS & EVENTS	Annual events held in Port Vila and Efate are: Vanuatu Ocean Swim; Round Island Relay; La Piste Bleu; a hiking through Efate. Every first week of August each year, there is the Lamen Island/Lamen Bay Canoe Race.	
MUSEUM / CULTURAL CENTRES	There is the National Musium in Port Vila; WWII mini museums at Tanaliu Village.	
WAR HERITAGE	<ul style="list-style-type: none"> - Takara airstrip - Paunangisu Mini WWII Museum - Tanoliu mini WWII Museums 	
EXPERIENCE AUDIT: NATURE- BASED THEME (PASSIVE & ACTIVE)		
PRODUCT / EXPERIENCE	EXPLANATION & DETAILS	COMMENTS
PROTECTED AREAS	<ul style="list-style-type: none"> • Epau Land Reserve • Emua Marine Protected 	

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	<p>Area</p> <ul style="list-style-type: none"> • Paunangisu Marine Protected Area • Epau Marine Protected Area • Ngunu/Pele Marine Protected Area • Mere Sauwia (Ngunu) Protected Area • Emau Marine Protected Area • Moso Marine Protected Area • Mangaliliu Marine Protected Area • Emae Marine Protected Area 	
TREKKING	<ul style="list-style-type: none"> • Malvasi Waterfall Trek at North Epi • La Piste Bleu Trek (Efate) • Mount Erskine Trek 	
FLORA & FAUNA		
Butterfly watching	Some butterfly watching at Mele secret gardens and La Maison du Banian	
Flora	Secret Garden at Mele and La Maison du banian near club Hippique.	
Fauna	Marine Conservation sites listed above.	
OTHER		
Scenic waterfalls	Mele Cascades Waterfall and Malvasi Waterfall at North Epi	
Scenic caves	Feles Cave at Lelepa and Valeva Cave at Siviri	
Horse riding	Club Hippique and Sea Horse Ranch	
Mountain biking	Nil.	

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<u>NATURE TOURISM ISSUES / GAPS:</u>		
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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.
- Department of Tourism Officials Product Profiling in 2009.

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(II) SHEFATOURISM SITUATION ANALYSIS (SWOT)

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Main International Gateway for Vanuatu, 2. New Road, Efate Ring Road 3. Clean Environment; Cascade, forest, wildlife, birds, reefs, volcanoes 4. Friendly people 5. Island Kaekae; Organic, no chemicals agricultural products 6. Safe Place 7. Arts & Crafts (Island Shirt and Dress) 8. Diversity; Culture, Languages, Wildlife 9. Languages 10. Improved Communication 11. Commercial Area of Port Vila 12. Training Awareness (growing) 13. Tourism Council being set up 14. Authentic untouched culture 15. Beautiful Tourism resources 16. Big Solwora – Wide Ocean 17. Bigfala Land – Available for agriculture 18. Cash Economy – Getting Stronger 19. Good Supporting Industries (Transportation, Commerce and Industry) 20. Christianity 21. Respectful/ Peaceful 22. No inappropriate development 	<ol style="list-style-type: none"> 1. Land Disputes and Jealousy 2. Family & Community Pressure 3. Limited Access to Finance 4. Low Government Support 5. Weak Business Attitude 6. Misunderstand tourist expectation 7. Weak marketing & Internet 8. Infrastructure (Roads, Ports, Jetties in outer islands of SHEFA) 9. Transportation – off shore islands of SHEFA 10. Communication in some parts of SHEFA 11. High Costs (General) 12. Island are separated 13. Lack of proper information and Awareness 14. Lack of Appropriate capacity 15. Lack of Unity 16. Lack of direction on how to develop the industry 17. Lack of maximising benefits from local food 18. Lack of basic health, hygiene and safety 19. Basic Utilities; Water and Power 20. Lack of Skill people (appropriate capacity) 21. Lack of Accommodation (appropriate capacity) 22. Attitude to time 23. Lack of professionalism 24. Ground Transport; Limited supplies 25. Airline and ship; Irregular to off shore islands of SHEFA 26. Drink too much Kava 27. Too much Monkey Business

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Tourists coming for whom we are (smile & culture). 2. 100,000 tourists come to SHEFA every year by air. 3. Best land and sports. 4. Have the local material, the local knowledge, local culture 5. A Great Host (happiest country on earth) 6. Organise Cultural Tours 7. Conservation parks/areas into Eco tourism sites 8. Improve marketing 	<ol style="list-style-type: none"> 1. Air Vanuatu financial situation and flights irregularity 2. Strong market promotion of other countries such as Fiji 3. Malaria – Mosquito 4. Idea of Cannibalism / Witchcraft (Local mentality to these) 5. Natural Disasters; Cyclone, Earthquake, Tsunami 6. Loss of Custom Values 7. Growing Individualism 8. Possible Health Problems

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<ul style="list-style-type: none">9. Marine Sites / Snorkeling / Cultural Sites / Natural Environment10. Cultural / Historical sites11. Guesthouse could be further developed as a tourism resource12. Languages (French & English)13. Commitment of provincial council to develop tourism14. Boosting local economy and employment opportunity15. Ongoing Capacity building16. DoT's Tourism Officer	<ul style="list-style-type: none">9. Drug Traders10. Terrorism affecting tourist travel11. Rising Sea Level – Climate Change12. Political Instability16. Logging
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(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

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- 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.
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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.
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(IV) Five Thematic Areas Identified under Vanuatu Tourism Action Program (VTAP):

1. Tourism Planning and Institutional Arrangements

This Tourism Plan will support good planning and institutional arrangements which:

- Establish a multi sector Tourism Council (TC) from key stakeholders to monitor the TMP activities and support with a Tourism Technical Working Group
- Establish a Project Management Unit within the NTDO and provide adequate resources (including Technical Assistance) for the PMU to provide Secretariat services to the TC and TWG to coordinate activities, manage the implementation process and monitor outcomes
- Support and build capacity within Provincial tourism networks and industry associations as mechanisms for tourism development and marketing at a local level
- Support existing tourism institutions with capacity building programs and technical assistance and including staff training, mentoring and skills development
- Based on the recommendations contained within the VTAP, design and implement an integrated five year tourism development program of assistance for donor funding
- Develop and support the implementation of Provincial Tourism Plans for all the Provinces, which incorporate cultural and environmental sustainability
- Ensure thorough Environmental and Social Impact analysis are undertaken on all major development proposals (and funded by developers) and build capacity in the Vanuatu Government to assess impacts and impacts management

2. Tourism Marketing

- The plan will also support delivery of marketing strategies which: Review the VTO Act to minimize political interference, increase industry participation and improve transparency
 - Extend the current Tourism Market Development Fund to other beneficiary sectors (ie duty free retailers, utilities, services) and support with legislation
 - Develop and adequately resource and implement a VTO led destinational Marketing Strategy based on sound market research, product analysis and industry consultation and input
 - Develop and fund an ongoing tourism market research program to support tourism marketing and planning, including consumer and trade research, visitor surveys and economic impact studies.
 - Ensure all destinational marketing activities are subject to annual review and evaluation based on cost effectiveness, through specific research which measures specified performance indicators.
 - Establish formula for funding VTO activities which is based on matching funding provided by regional competitors and targeted visitor arrivals
 - Update the VTO product database to include all Provincial products and incorporate into the VTO internet site
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- *Support the geographic spread of tourism by incorporating Provincial tourism products and icons into VTO marketing and identifying niche markets aimed at supporting market development for outer island products*
- *Develop and support a market access program for tourism SMEs which focuses on internet access and product distribution support*
- *Provide training and support to tourism SMEs in tourism marketing which focuses on internet distribution*
- *Develop a Cruise Ship Strategy and actively promote Vanuatu as a cruise ship destination*
Develop a comprehensive section for yachts which focuses on the outer islands of Vanuatu and incorporate into the VTO site

3. Investment, Product Development

This plan's recommendations will directly support those Investment and product development which apply at a national level:

- *Conduct a feasibility study on mechanisms to secure key tourism development sites and establish zoning approvals/regulations as well as explore potential to link investor approvals to land use planning/zoning controls*
- *Undertake a scoping study to establish a program which supports the networking of rural tourism SME's*
- *Undertake a Product Development and Competitiveness Study to identify key investment opportunities and market requirements*
- *Review and revise VIPA functions to increase transparency, remove impediments to investment and any potential conflict of interest; include in the review recommendations to Streamline business registration and investment approval process to facilitate investment*
- *Review investment restrictions for tourism operations, including inbound tour operator*
- *Request IFC/World Bank to implement 'Tourism Diagnostic Tool' and incorporate findings into the ongoing tourism planning process*
- *Encourage competition in utilities and telecommunications sectors by developing a strategic plan to open up competition in these sectors*
- *Support Green Tourism initiatives including the encouragement of investment in renewable energy through removal of tariffs and duty*
- *Establish the requirements for increased resourcing and capacity building in key law and order institutions*
- *Develop a proactive strategy to manage the impact from emerging markets, such as China*
- *Undertake a study into existing leakages in the tourism sector and develop a program to increase the level of local supplies and linkages into the tourism sector*
Support expansion and commercialization of the arts and music in Vanuatu and encourage integration into the tourism sector through special events

4. Infrastructure and Transport

The plan will support infrastructure and transport strategy adopted at the national level which:

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- *Ensure that the Aviation strategy is linked to an Airports Development Plan which identifies infrastructure development requirements and sequencing*
- *Upgrade facilities at Tanna airport to allow night landings (generator and runway lights)*
- *Complete the Air Services Agreement for operations between Tanna and New Caledonia*
- *Negotiate for charter or scheduled services between New Caledonia and Tanna/Vila and support with marketing funding*
- *Coordinate Strategic Review of Ports Facilities and consolidate maritime infrastructure planning and management including (as a priority) the upgrading of Port Vila main wharf into a policy framework for the maintenance and operation of maritime facilities*
- *Conduct a feasibility to support the development of inter-island transport suitable for the tourist market*
- *Develop a domestic aviation strategy aimed at reducing cost and increasing the quality of service and ensure that domestic fares are provided on an open and competitive basis for all visitors*
- *Use the Provincial Tourism Plans to identify Tourism Development Zones in key locations and support their development through infrastructure and supporting services prioritization*
- *Conduct a study to identify opportunities for private sector investment in infrastructure*
- *Maintain and improve roads and pavements frequented by tourists*
- *Develop town beautification schemes for Luganville and Port Vila, based on improvements to public space and tourist attractions, including public toilets and landscaping in key locations*

5. HRD and Education

The plan's recommendations will support HRD and Training needs at this level which:

- With the range of providers available, there is a need for greater linkages to be formed between the industry and training providers
 - There is a need to develop a greater range of courses and to develop additional training aimed at existing industry employees and particularly to encourage management and supervisory skills, which are in particularly short supply
 - The potential to introduce a training levy, along the lines of the one adopted in Fiji and Papua New Guinea could be a useful mechanism to support increased training and staff development and this option should be further examined
 - Awareness programs need to be developed to overcome a lack of understanding of the opportunities that tourism can bring to communities for income and employment and so tourism should be incorporated into the formal secondary curriculum to increase awareness among young people. Additional awareness programs should be developed such as radio programs and use of local media.
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(V) 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.
- SHEFA DoT 'Tourism Project Checklist'
- Vanuatu Visitor Arrival Statistics
- MCA Tourism Survey 2007
- Vanuatu Tourism Office Website

SHEFA Province Government Resources

- *SHEFA Rural Economic Development Initiatives (REDI)*

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 SHEFA Stakeholder Consultations and Stakeholders Planning Workshop (October – November 2011)
 - Air Vanuatu Flight Schedule
 - South Sea Shipping Ltd, Weekly Schedule
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(VI) ACKNOWLEDGEMENTS

The authors wish to thank the following individuals who gave their time and insights to support the development of this plan. Input was sought from an extensive list of tourism stakeholders and without the contributions from the following people, in writing or at meetings or site visits, this plan would not have been possible.

Ministry & Department of Tourism (DoT) & Vanuatu Tourism Office (VTO)

Hon. Ham Lini, Deputy PM, Minister of Tourism

Mr. Marokon Alilee, Director General, Ministry of Trade & Tourism Development

Mr. George Borugu, Director, DoT

Ms Adela Aru, Senior Product Development Officer, DoT

Mr. Moses Tiro Bani, Senior Investment Officer, DoT

Ms. Janet Samuel, Principal Provincial Tourism Officer

Mr. Max Aru, SHEFA Provincial Tourism Officer

Mrs. Mereana Mills, SHEFA Tourism Office

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Hon. Supa Song, Councilor

Hon Billy Bakokoto, Councilor

Hon. Walter Nitong, Councilor

Ps. Joseph Michael, SHEFA Youth Council

Mrs. Leah Song, SHEFA Women Council

Mr. Mael Taun, SHEFA Disability Council

Chief Kalkot Mormor, Vaturisu Council of Chiefs

Mr. Michel Kalaria, Secretary General, Provincial Government

Mrs. Martine Mahe, Acting Secretary General

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Mr. Lui Korah, District Administration Officer Epi

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Mr. Morsen Macau, District Administration Officer Tongoa

Mr. Richard Jennery, District Administration Officer Emae

SHEFA Vanuatu Tourism Stakeholders

Mr. Jimmy Nippo, NZAID

Mr. Ben Mckenzie, NZAID

Mrs. Jennifer Kalpokas Doan, AusAID

Barnard Tabi, Bakro Tours

Taris Tatangis Charley, Unakap, Nguna

Jason Tangarasi, Pele Kiki Wovasisvui

Epic Tom, Panangisu

Kideon, Eton

Joe Boblang, Eton

Joseph Talo, Vila

Sailas Vatoko, Mele village

Tasso Welawo, Lamén Bay

Johnson S. Vila

Jean Gilbert K. Vila

Charlie John, North Efate

Kenneth T. Nguna

James Willie Pele Tongoa

Dora Willie, Secretary South Efate Tourism Association

Ian Bahi, Vila

David Dick, Ebule Tours

Pascal Gavotto, Vila

Alex George, Mele Village

Francis kalfau, Eton village

Mowa Korah, Nikaura

Kalengoro Masenawota, Siviri

Taristu Seth, Pele Launamoa

Kalman Johnson, Eton Village

Willie Kalo, Emae

Maina Kalo, Tongoa

Eri Boblana, Eton Village

Sussan Sisi, Taloa Nguna

Philip Malas, Evergreen

Emma Sisi, Taloa Nguna

Leitonga Cyrua, Marou Emau

Lissy Kalman, Eton Village

Kenneth Lango, Emua North Efate

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Johnson Manuriki, Tebakoro Emae
Yoan Joseph, Taloa Nguna Island
Jan Matheson, APTC
John Tari Sine, Island Holiday tours
Tasong Christina, Taloa Nguna Island
Tamara, Pele Island
Patrick Bob, Blue Lagoon
Kamy Kalo, Tongoa
David William Emae
Andrew Rolland, Sunrise
Jimmy Kalo, Emae
Makin Valia, Epi High School Guest House
