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EXECUTIVE SUMMARY

TAFEA Province has been selected by the National Tourism Development Office (NTDO) as the second of two Provinces in Vanuatu to pilot a new approach to the development of tourism in the rural areas via the preparation of a 'Provincial Tourism Plan'.

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

- Extensive consultation with representatives of NTDO and Vanuatu Tourism Office (VTO) and other National Government authorities and agencies, the TAFEA Provincial Government, TAFEA tourism industry, and owners of community tourism products.
- Input by attendees at a TAFEA Strategic Planning Workshop held in Lenakel, Tanna in December 2008.
- Responses to a questionnaire distributed to industry and provincial government representatives.
- A comprehensive destination audit 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 this draft plan and distribution to an industry workshop in Lenakel, Tanna in April 2009 and to the NTDO, VTO, VTEG committee members, NAO & EU Delegation, Minister of Tourism & Ministry's Advisors and the Provincial Administration, from which further comment and input will be received and considered.
- Refinement of the draft plan will be 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 TAFEA with support from NTDO and funding from the European Commission (EC).

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;*
- *TAFEA Rural Economic Development Initiatives (REDI)*

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

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

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

The tourism sector will deliver broad based economic benefits, whilst protecting the culture and environment 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;
2. To successfully develop products and experiences which take advantage of the assets and characteristics unique to TAFEA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of TAFEA as a tourism destination;
5. To ensure the provision of appropriate infrastructure to support accessible tourism products;
6. To increase understanding of tourism within the local communities; and
7. To create additional market demand and market access for tourism products.

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 TAFEA Provincial Plan in the **short to medium term** and include:

- Strategy 1: Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Council, Visitor Information Centre and Tourism Industry Association;
- Strategy 2: Facilitate accessible and sustainable visitor experiences in TAFEA Provinces' key natural, authentic, iconic cultural areas: these include Mt. Yasur Volcano and Kastom Villages (Tanna), Mystery Island (Aneityum), the Lagoon (Aniwa), and wildlife (Erromango);
- Strategy 3: Collaborate with VIT Tourism School to deliver quality tourism training in the Province to upgrade industry skills and knowledge.
- Strategy 4: Implement a targeted publicity and promotion strategy for TAFEA Province.
- Strategy 5: Upgrade and maintain key infrastructure in the Province, including roads, White Grass Airport and wharf facilities
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs.

A logical framework is provided linking activities to each objectives and strategies (see appendix V).

An initial budget has been developed for implementation of this Plan; the total budget estimated for implementation is of the strategies is approximately 88.3 million vatu over the first three years

SECTION 1: INTRODUCTION

TAFEA Province has been selected by the National Tourism Development Office (NTDO) as a second Province to pilot a new approach to the development of tourism via preparation of a 'Provincial Tourism Plan'.

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 National Tourism Development Office, has worked with other key stakeholders to develop this VTAP which establishes development priorities and process for implementation”.*

The tourism vision contain in the TAFEA Rural Economic Development Initiatives (REDI) is (pg.4):

“A growing tourist market based on increasing numbers of tourists from Noumea, Australia and New Zealand to Tanna and increasing numbers of cruise ship tourists to Mystery Island.”

Priority Development needed in achieving the said vision:

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

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

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

In supporting provinces to plan for tourism development, the NTDO is seeking to establish a pilot program that can be extended to and adapted for other provinces across the

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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 TAFEA has to offer. Clearly TAFEA is not for everyone and a key starting point in any strategic development is to identify those *ideal customers* for TAFEA and the types of experiences they are seeking. A provincial strategy must further focus on the experiences it can best offer and target those customers seeking them.

Furthermore, in developing the TAFEA 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 TAFEA Rural Economic Development Initiatives (REDI) Government *Five Year Rolling Plan (1999)*.

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

SECTION 2: BACKGROUND

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



TAFEA Province includes Tanna, Aneityum, Erromango, Aniwa and Futuna islands and there are ten area councils, namely Aniwa, North Erromango, South Erromango, North Tanna, Middle Bush, West Tanna, White Sands, South Tanna, Futuna and Aneityum.

According to the 1999 National Census, TAFEA's population was about 29,047¹ and with the annual population growth rate of 2.6 percent, the estimated population of TAFEA in 2009 would be 36,599.

Many families in TAFEA are almost totally reliant on their gardens, smallholder livestock (especially pigs, goats and chickens) and fishing. One of the great strengths of Vanuatu's economy over other developing economies is that it is self-sufficient. The so-called 'informal' economy, which in Vanuatu is primarily from gardening, is significant.

Significant progress had been made since 1980s, in laying the foundations for strong economic growth. New roads had been built and old ones upgraded. A new wharf and commercial centre had been built and electricity supplied. A coffee estate had been established promising 200 tonnes of arabica coffee per annum. A company had been established to export potatoes to Port Vila. Kava exports were strong. Copra exports were declining but still significant. The pine plantation on Aneityum is currently exporting

¹ NSO Final Figures for 1999 Census

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timber to Port Vila. Logging concessions had been agreed with overseas companies to cut Tamanu on Erromango. Fishing projects were established on Tanna, Futuna and some of the other outer islands. Tourism revenue to Aneityum from Cruise Ship visits to Mystery Island increased. Regular flights to Tanna from Port Vila, together with the establishment of White Grass & Ocean Resort, Tanna Evergreen & Tour Resort and Tanna Lodge have seen a significant growth in tourism to Tanna primarily based on the volcano as the key attraction. Lenakel has been declared by Minister of Municipalities in 2008 as Vanuatu's third town/Municipality.

The following table lists the products that Tafea's economic development stands or falls by. There are many smaller products, but without the successful development of these large product areas the other subsidiary products will not be able to develop.

Sector	Island	Product
Agriculture	Tanna	Coffee
		Potatoes
		Kava
		Root crops
		Spices
	Market Vegetables	
	Aniwa	Citrus
	Tafea (All)	Beef
Forestry	Tafea (All)	Sandalwood
	Tanna	Timber Processing
	Erromango	High Value Hardwoods
	Aneityum	Pine plantations
Fishing	Tafea (All)	Commercial Fishing
Tourism	Tanna	Tourism (Volcano)
	Aneityum	Tourism (Mystery Island)
	Erromango	Tourism (Kauri Reserve)
	Aniwa	Tourism (Lagoon)
Handicrafts	Tafea (All)	Mats, baskets and carvings

Source: TAFEA REDI

The TAFEA REDI identifies that if the Province is to develop economically, a concentrated push in the sectors of agriculture, tourism, fisheries, forestry and infrastructure is required. Providing improved infrastructure will boost the economy and support increased investment levels.

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 TAFEA Province Tourism Plan comprises ten parts as follows:

Part 1: A Shared Tourism Vision for TAFEA Province

Part 2: TAFEAs' Best Prospect Tourism Experiences

Part 3: TAFEAs' Prospect Target Tourist Markets

Part 4: Government Principles and Policies Guiding Tourism Development

Part 5: Tourism Investment Opportunities for the TAFEA Province

Part 6: TAFEAs' Tourism Infrastructure Needs

Part 7: TAFEAs' 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 TAFEA Ten Year Tourism Plan

FRAMEWORK PART 1: A SHARED TOURISM VISION FOR TAFEA PROVINCE

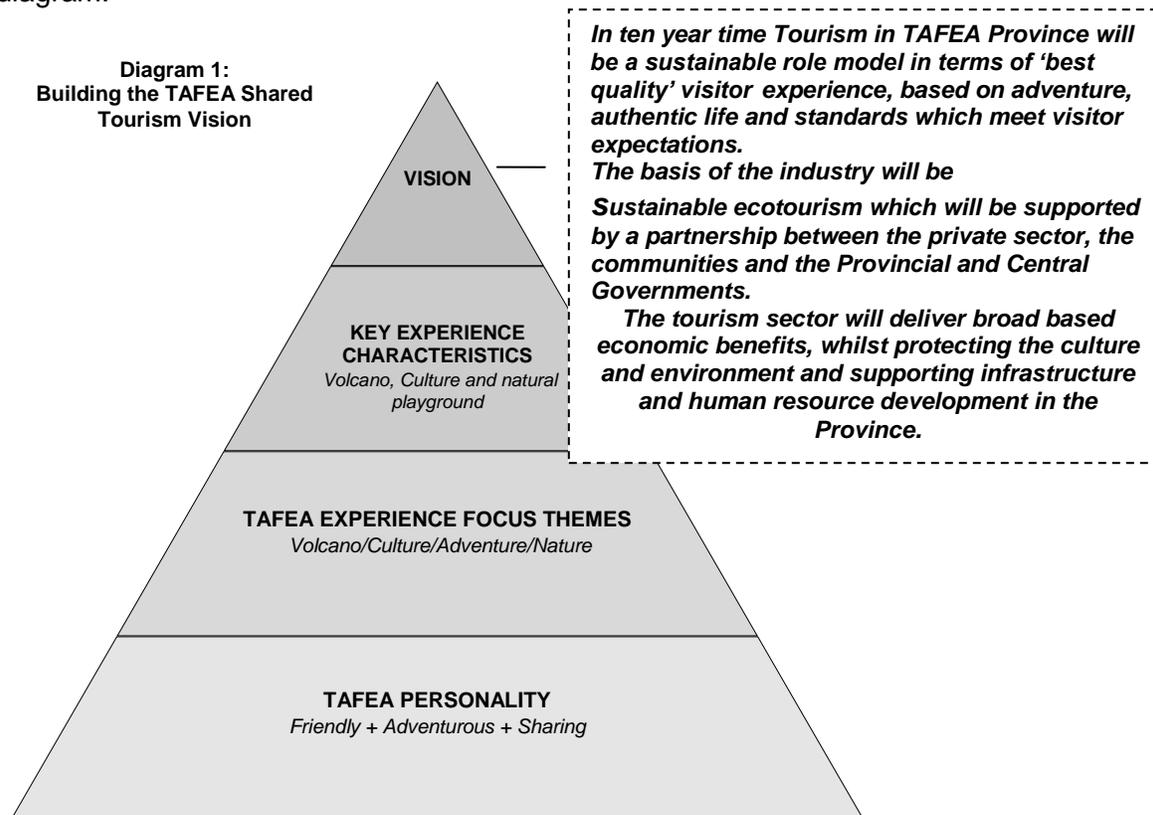
The formulation of any tourism plan must be based on a vision for what that destination will ideally be in the future. The plan itself therefore has the purpose of detailing how that will be achieved.

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

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

A vision statement must be built on these elements.

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



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

FRAMEWORK PART 2: TAFEA'S BEST PROSPECT TOURISM EXPERIENCES

The main sources of tourists for TAFEA Province are Australia, New Zealand and New Caledonia. Until now these tourists have come to Tanna via Port Vila, but with the development of the international airport there is now an opportunity for direct flights from Noumea. The main attractions of the Province are the volcano and kastom villages and unspoiled culture and environment.

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

TAFEA's main tourism opportunities are:

- Proven tourist market for tours to Tanna from Port Vila. The main attractions are an accessible active volcano and kastom villages and cultures;
- Proven tourist market for cruise ship tours to Inyeug (Mystery) Island off the coast of Aneityum; and
- Potential tourist market for high-end day and weekend tours from New Caledonia through the use of the new international airport.

The cultures of TAFEA are unique in the world. *Kastom* is especially strong on Tanna and fundamental to the lives of most Tannese. While less conspicuous, the cultures of Erromango, Aniwa, Futuna and Aneityum are also vitally important to the people of these islands. Any tourism development must take place within the framework of local customs and priorities. It is for this reason that the TAFEA Tourism Plan has been written with the cooperation of all the stakeholders including Island Chiefs.

TAFEA has a wealth of beautiful scenery including the finest beaches of Mystery Island and the Lagoon of Aniwa, good for diving and snorkeling. With the planned operation of direct international flights to TAFEA from New Caledonia by mid 2009, 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. TAFEA has a small but vibrant tourism sector, which has until recently been almost solely based on Volcano, Kastom Villages, Cultures and Mystery Island. Opportunities exist to expand upon this market and to position as an exciting adventure destination through broadening the activities, services and facilities available.

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

What is a "Tourism Experience?"

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

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

- reinforce its unique position of TAFEA 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 TAFEA Province Tourism Development Plan, extensive research and consultation was undertaken through:

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

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

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

TAFEA'S EXPERIENCE FOCUS THEMES	BASED ON TAFEA'S UNIQUE ATTRIBUTES	CORRESPONDING BEST PROSPECT EXPERIENCES TO BE DEVELOPED & MARKETED
Mount Yasur Volcano	<ul style="list-style-type: none"> • Tanna's #1 World Class attraction. Considered to be the most accessible active volcano in the world. • Yasur volcano is quite small and tours will drop you within 5-6 minutes walk of the crater's lip. • Whilst Yasur is considered reasonably safe and is constantly monitored, it is a live volcano. There are no hand or safety rails. On some occasions, generally after particularly wet Wet seasons, the very lip of the main vent is closed to the public as lava rocks bigger than large automobiles spurt higher than the rim and may fall in unexpected places. It is, however, equally spectacular from a distance 	<ul style="list-style-type: none"> • Currently almost all tourists to Tanna come via Port Vila. Tanna is sold as a day-trip or over-night trip. The main purpose of most visits is to view Mt. Yasur Volcano • 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 from White Grass International Airport to Mount Yasur Volcano is a key requirement to improve access. • Strengthen Nevigau Entani to provide helmets and other safety gears and to be the only one providing tour guides up to the volcano – and to provide regular information on volcano. • Build main entrance at the gate and put-up danger signs notices on specific areas around the volcano and build proper toilet facilities. • Develop regular and annual events around volcano and Lake Siwi.
Adventure Culture Based Experiences	<ul style="list-style-type: none"> • Authentic, iconic and unique cultures and events particularly: <ul style="list-style-type: none"> - Yakel kastom village - The John Frum Cargo Cult - Circumcision ceremony - Neikowai (Toka) Festival - New Yam Ceremony -Neil Ceremony • Other authentic, typical TAFEA cultures, (as demonstrated via village life, traditional dance and dress, , food, , custom, arts & crafts etc): <ul style="list-style-type: none"> • IPAI Cultural Tour • South Tanna Cultural Tour • Black Magic & Kava Taste Tour • Kelson's Cannibals 	<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 TAFEA's heritage through created, yet authentic, attractions/ and experiences (eg cultural centre). • Expansion of Cultural Events ie Toka Festival (3 days), TAFEA Day and John Frum day • Develop new potential Annual Events: <ul style="list-style-type: none"> - Annual Fishing Competition

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	Tour	<ul style="list-style-type: none"> - Adventure Team Challenge Race - Triaton race (Port Resolution, Yasur Volcano and Horse Race)
Adventure Nature Based Experiences	<ul style="list-style-type: none"> • Significant Protected Area: <ul style="list-style-type: none"> - Mystery Island Marine Protected Area - Erromango Kauri Reserve • Other scenic walking or adventure trekking locations in rural areas of TAFEA: <ul style="list-style-type: none"> - Erromango • Diverse Flora and Fauna (found in various locations in the rural areas and in Protected Areas) • Finest white Sandy and black Beaches and crystal clear blue water: <ul style="list-style-type: none"> • Mystery Island • Lagoon Aniwa • Snorkeling • Horse riding • Bushwalking • Fishing • Kayaking • Village stay • Water falls 	<ul style="list-style-type: none"> • Guided walks and treks (from easy to adventurous levels) incorporating nature and culture-based interpretation. Need good tour guide information • Product documentation including information on Flora & Fauna and educate tour operators • New ways of engaging with TAFEA'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 Tanna/Erromango/Aneityum/Aniwa

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Tourism Development Zones

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



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

1. *Tourist Centre* - Lenakel has been designated as the location because:

- The majority of Tanna's population – and potential labour force – live in the western portion of the island between Imanaka and Isakwai
 - Lenakel is centrally situated – it is close to White Grass International Airport, Province Headquarters, PWD, the junction of the western coastal road and the southern-cross island road, is in close proximity to the majority of resort sites, and has electricity supply.
 - There is plenty of land around Lenakel available for development.
- a. Commercial and business activities should be concentrated at and near the intersection of the coastal road and the cross road to White Sands and Port Resolution.
 - b. Lenakel's coastal lands between the shoreline and road should be retained in permanent open space uses. The exceptions are port related uses and certain tourist related activities;
 - c. The existing cooperative store should be relocated from its waterfront location to the new business district. The present structure could be converted into a Handicraft Centre;
 - d. The market house should remain in its preset location near the shoreline, and be incorporated as part of the handicraft Centre;
 - e. Tourism-related businesses could be incorporated within a new shopping complex to be located across the road from the market house and proposed Handicraft Centre. The low-rise complex would include the tourist information centre, outdoor restaurants, art galleries, and visitor services (toilet and bathroom) contained within a garden setting.
 - f. Louan Umrabong creek should be incorporated into a park and open space corridor with numerous large shade trees;
 - g. The coastal headland near Lenuralu is a prime location for leisure and business guest accommodation within the tourist centre;
 - h. Lenakel's main street should be lined with flowering shade trees to create an attractive setting for pedestrian movement as well as to establish a distinctive town character;
 - i. Lenakel's theme or image should build on its attractive coastal setting, waterfront parks and a focus on arts and crafts. Tanna is known for its strong culture, its handicrafts, and the artistic abilities of its people. Lenakel should be the centre of these attributes.

2. *Resort Precincts* - Nine (9) areas on Tanna have been designated as Resort Precincts that are considered appropriate for different scales and types of tourist accommodation. Five (5) of the precincts are located on the west coast, and four (4) are located on Tanna's East Coast.

- Ebul Bay (the site of the Tanna Lodge) – the coastal lands stretching from the bay north for approximately one kilometer and just below Isangel should be designated for additional bungalow style resort development.
- The most significant area for resort development on Tanna is the six (6) kilometer coastal stretch just to the north of Lenakel and extending from Lowkuruert to Imaelone. It is well placed between Lenakel (tourist centre) and Whitegrass International Airport. Because of its strategic location, this coastal stretch is appropriate for larger scale hotels and related resort facilities geared to accommodate the bulk of Tanna's leisure oriented visitors and especially group tours.

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- The area that surrounds the White Grass Bungalows is also designated as a resort precinct.
- Two (2) areas at Port Resolution are designated as a Resort precinct.
- The old hospital site at White Sands presents an opportunity to develop tourist accommodation in close proximity to Mt. Yasur Volcano.
- Perhaps the most dramatic and unique site for tourist accommodation in Vanuatu is on a prominent hillock situated near Isaka and in close proximity to Mt. Yasur Volcano.

3. *The Nature/Culture precinct* - encompasses the southern half of the island. This includes the bulk of the island's natural and cultural attractions:

- Mt. Yasur Volcano;
- John Frum Cargo Cult village at and near Sulphur Bay;
- Port Resolution;
- The Mountainous hinterland with its twin peaks of Mt. Tukosmera and Mt. Melon;
- Custom Villages (including Yakel); and
- Remote and often rugged southern coastal areas.

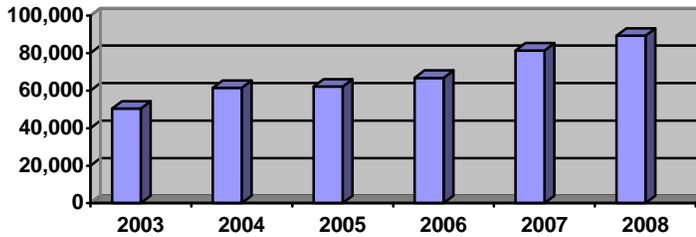
The overriding objective is to retain the natural and scenic features and unique cultural aspects that collectively form Tanna's tourist product.

FRAMEWORK PART 3: TAFEA'S TOURISM MARKETS

Vanuatu Tourism Market

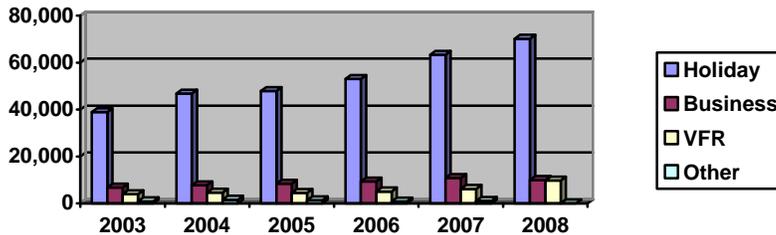
Over 89,000 visitors travelled by air to Vanuatu in 2008, as well as an additional 106,000 who visited by cruise ship.

Vanuatu Visitor Arrivals 2002 - 2008



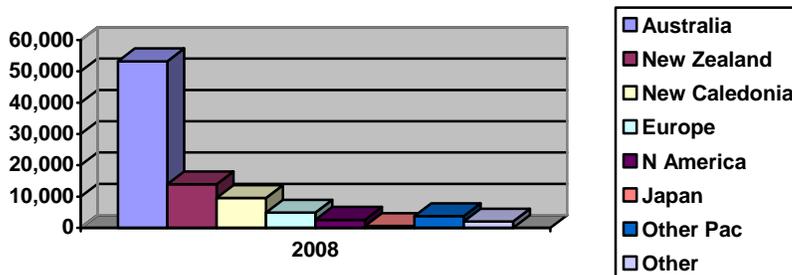
In 2008 the level of tourism arrivals in Vanuatu grew by 9.7 percent; this rate was significantly above the global and regional average and was driven by increased air capacity and competition, strong outbound markets in key source markets and positive positioning in comparison with major competitors,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

Vanuatu Arrivals by Purpose of Visit 2003 - 2008



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

Vanuatu Arrivals by Country of Origin - 2008



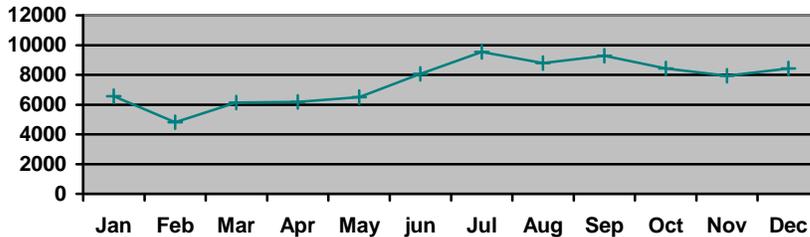
The major market for travel to Vanuatu is couples (55 percent) and families and friends (21 percent). Repeat visitation is high at around one third, although less than one third of

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visitors travel to the islands beyond Efate. The average length of stay is 7.8 nights, which has declined slightly from 8.2 nights in 2004, although there are marked differences between source markets, with the European market having a much longer length of stay for example.

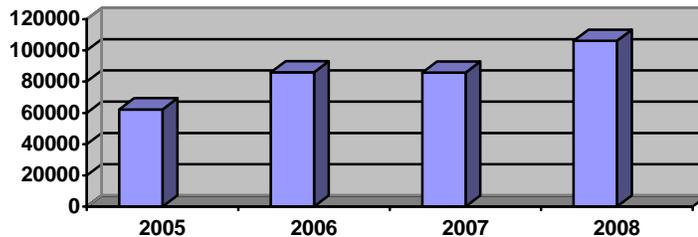
The tourism market is relatively unseasonal with July and September being the peak month and February the lowest; month demand tends to reflect school holidays in the major markets as well as the cyclone season in Vanuatu.

Vanuatu Arrivals by Month - 2008



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

Vanuatu Cruise Ship Arrivals 2005 - 2008



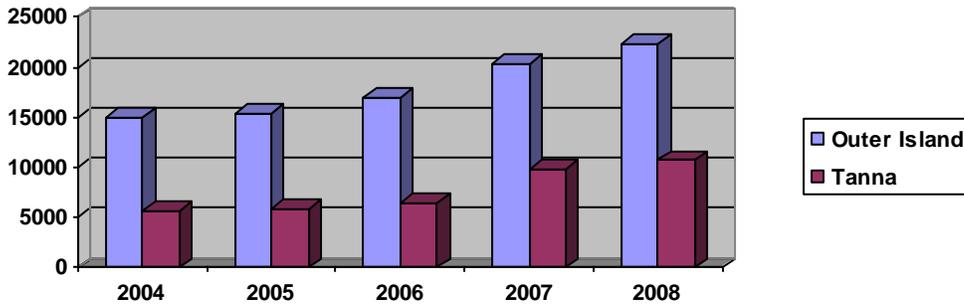
The primary markets identified by the VTO in their 2007 Marketing Plan are Australia, New Zealand and New Caledonia (which account for 73 percent of the market). The secondary markets are the USA, Europe and the Japanese.

Tanna Tourism Market

The level of international visitors to TAFEA is estimated at approximately 10,709 for 2008, which represent 48 percent of tourists to outer island via Port Vila.

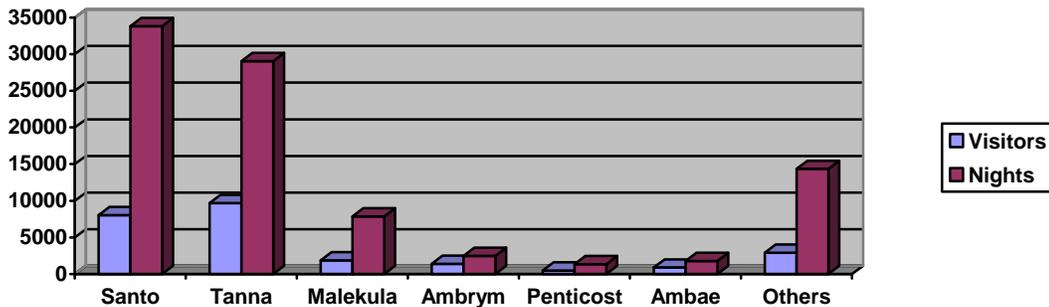
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Tanna Visitors (est)



Currently almost all tourists to Tanna/TAFEA come via Port Vila. Tanna is sold as a day-trip or over-night trip as shown in the graph below (second column) which indicates that more visitor travel to Tanna but spend less number of nights compare with Santo.

International Visitor to Outer Islands



The main purpose of most visits is to view Mt. Yasur Volcano. Secondary reasons include Tanna's kastom villages and wilderness areas. Typically tourists arrange their visit from Port Vila, including accommodation and tours. In 1998 the White Grass International Airport was opened, which should allow for flights from Noumea which is now planned for mid 2009. This is a new market for Tanna and there will need to be a significant increase in accommodation, transport and infrastructure capacity to deal with the increase in tourist numbers.

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

Key Target Markets for TAFEA

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

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

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(which are most salient for TAFEA)	<p style="text-align: center;">Volcano</p> <ul style="list-style-type: none"> • Culture based • Cruise Ships • Volcano Daytrip • Nature based 	<p style="text-align: center;">Ceremonies</p> <ul style="list-style-type: none"> • Wilderness areas • Snorkeling • Fishing • Village-stay
<p>By Geographic Source (for these respective niches)</p>	<ul style="list-style-type: none"> • Australia 	<ul style="list-style-type: none"> • New Zealand • New Caledonia • USA • Europe • Japan • Domestic

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

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

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

Four key market segments for TAFEA 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 TAFEA 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
- TAFEA 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 National Tourism Development Office (NTDO), 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*

TAFEA Rural Economic Development Initiatives (REDI)

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

FRAMEWORK PART 5:

TOURISM INVESTMENT OPPORTUNITIES FOR TAFEA PROVINCE

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

A key element of a tourism development plan is the identification of infrastructure needs. In this framework for the TAFEA 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		TAFEA TOURISM DEVELOPMENT NEEDS
Transport	Airline Access	<ul style="list-style-type: none"> • Provide adequate traffic control system, lightings and facility for White Grass International Airport (WGIA) • Provide Electricity to WGIA • Clarify Air Services Agreement – Tanna - Noumea • Encourage direct flights Noumea – Tanna • Look at increasing additional Capacity to the province – domestic air services especially to Mystery Island • Encourage competition on domestic and international airlines • Airport upgrade for Erromango to a standard where aircrafts can land on rainy weather.
	Land & Sea Access	<ul style="list-style-type: none"> • Sealing of road from WGIA to Mount Yasur Volcano • Yakel Kastom Village road maintenance as public road and examine potential for round island tours • Provincial Government and National Government to support PWD maintenance program for roads • Wharf extension in Mystery Island, Aniwa, Port Resolution and upgrade Lenekal wharf (ie lights and upgrade) • Encourage regular domestic shipping to Tanna ie examine subsidy issue • Encourage special interest cruise ship operators – VIPA to facilitate investment, especially to Mystery island, Port Resolution and Aniwa Lagoon • Aneityum as port of entry (customs facilities required) • Extend Visa for yachties to six months
	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 TAFEA via Resources Centre • Continue with telecommunication reforms – increase accessibility and lowering the costs, Aneityum is yet to have access to Mobile Telecommunication
	Two Way Radio Network	<ul style="list-style-type: none"> • Where telecommunications unavailable, availability of a 2 way radio network to manage tourism operations.
Accommodation <i>(see below)</i>	Resorts, Bungalows and Lodges	<ul style="list-style-type: none"> • There is a need to increase the supply of accommodation on Tanna where it complements the Provinces nature and culture focus. Investment should be encouraged in small scale niche based accommodation (both small resorts and village stay); in addition at least one major international resort, similar to Tanna Lodge or whitegrass, should be encouraged in order to support improvements to infrastructure and a flagship product for the Province

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	Village Stays	<ul style="list-style-type: none"> An improvement to the standards of existing village stay options to an appropriate standard for visitors, which provide culture and nature-based activities will be required to meet growing demand.
Basic Services	Water	<ul style="list-style-type: none"> Clean water supply at all tourism operations for visitors' drinking, cooking and washing needs. Mystery Island water system and toilets Develop plan for water and sewerage in Lenakel Town
	Electricity Extension to airport/whitegrass area	<ul style="list-style-type: none"> Reliable supply at operations servicing tourists. Where electricity inaccessible, availability of generators or alternative sources of power (as appropriate to the type of visitor experience) Examine possibility of alternative energy and fuel for rural areas ie bio fuel wind/solar/hydro/volcano – UNELCO to undertake feasibility for power extension
	Hospitals	<ul style="list-style-type: none"> Upgrading of Lenakel/Isankel Hospital and Medical centre/staff in case of visitor emergencies.
Visitor Servicing	Airport Terminal	<ul style="list-style-type: none"> A 'welcoming' arrivals area at WGIA 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 TAFEA'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 Tanna.
	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 TAFEA including local customs and traditions, cultural events, custom heritage Diversification of tourism products and the development of unique tourism products for TAFEA An improvement of room standards for existing bungalows Develop minimum standards for guesthouses and inspections Tourism TAFEA to provide low cost saw mill Support availability of various micro loan scheme Reviving VIBA as a marketing arm and enforcing development guidelines for rural tourism products Province, Council of Chiefs, NTDO and Tourism Council to take a stronger role in tourism related land disputes Lands Department to provide office in the province Build capacity and responsiveness of police and Council of Chiefs through training in dealing with tourism issues Provide support for policing services including jail/correctional services
Education	Tourism Training Facility	<ul style="list-style-type: none"> Tourism School and APTC in Vila to deliver regular programs on TAFEA VIT to provide information on training opportunities Have an accredited tourism trainer (fully resourced) based in TAFEA Link training to the development of tourism minimum standards

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		<ul style="list-style-type: none"> • 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, APTC, VIT • Tourism - Community Awareness – design and implement a community education/awareness program – communities, chiefs, provincial councilors • Increase staff capacity of NTDO 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 TAFEA Province to be featured in Section 3: Tourism Development Strategies.

Accommodation Capacity

Current accommodation supply is detailed in *Appendix (i): Destination Audit*. TAFEA Province's supply of approximately around 110-120 resort/Bungalow rooms, several guesthouses and other lesser known guesthouse/village stay projects, reportedly mainly meet existing levels of demand, although there is still some shortage of accommodation at the upper end of the market. As this Provincial Tourism Plan is implemented however, demand for TAFEA 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 TAFEA 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:
 - TAFEA's Provincial Government Council
 - NTDO TAFEA Office;
 - other provincial government units such as Planning;
 - the local Chamber of Commerce
 - Area level governments;
 - Vanuatu Tourism Office;
 - TAFEA Tourism Association;
 - Vanuau Cultural Centre;
 - National Department of Environment.

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

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

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

FRAMEWORK PART 9: MARKETING AND PROMOTION REQUIREMENTS

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

Key Marketing Issues

1. Limited marketing budget from the National Government to VTO for Provincial marketing program - need to concentrate resources on where they will bring the best short to medium term return.
2. No funding available to upgrade the existing TAFEA Tourism Council Web Site.
3. Not all TAFEA's Tourism Products appears on VTO Promotion and Marketing materials
4. At present there are no representation of TAFEA PTC on VTO Board and political interference in the VTO Board and operation
5. Lack of human resources and skills in the field of tourism marketing and promotion
6. Difficult to communicate with operators and get a timely response
7. There is weak awareness of the experiences available in TAFEA by potential consumers. TAFEA can offer much more than Mt Yasur Volcano and yet available information often does not reflect this.
8. There is little presence of TAFEA product/packages in the marketplace (particularly among mainstream wholesalers/retailers).
9. The direct air access planned to connect to Noumea for 2009 offers a significant opportunity to attract new markets to TAFEA and to further develop traditional ones such as Mount Yasur Volcano and Kastom Village.

Key Requirements of the TAFEAs' Publicity and Promotional Plan

It needs to:

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

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

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

The objectives for the TAFEA 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 TAFEA Province are:

1. To create a more structured and profitable tourism industry;
2. To successfully develop products and experiences which take advantage of the assets and characteristics unique to TAFEA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of TAFEA as a tourism destination;
5. To ensure the provision of appropriate infrastructure to support accessible tourism products;
6. To increase understanding of tourism within the local communities; and
7. To create additional market demand and market access for tourism products.

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

TAFEA PROVINCE TOURISM PLAN

Rationale for Objectives

OBJECTIVE 1:	Create a more structured and profitable tourism industry to better attract investment.
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 best take advantage of the assets and characteristics unique to TAFEA 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'. • TAFEAs' existing tourism offerings tend to be focussed around key experience themes – in particular Mount Yasur Volcano, but also Kastom Village, cultural ceremonies and nature - suggesting a strong and focussed foundation of existing attributes and characteristics to build upon. <ul style="list-style-type: none"> ▪ By building upon these foundations, TAFEAs' tourism experiences can be enhanced, so more reasons available for people to visit and to stay longer. ▪ TAFEA able to offer a range of experiences in each island, such as 'Robinson crusoe' on Mystery Island, trekking on Erromango and snorkeling and fishing on Aniwa, as well as the unique Mt Yasur Volcano and Kastom village experiences.
OBJECTIVE 3:	To provide and facilitate 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 TAFEA 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 TAFEA (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:	Ensure the provision of appropriate infrastructure to support tourism experience development.
RATIONALE:	<ul style="list-style-type: none"> • TAFEA 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 TAFEA 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 tourism within the communities
RATIONALE:	<ul style="list-style-type: none"> • Tourism industry is new, the host community need to understand and appreciate the benefits of the such development so that they can contribute toward enhancing the experiences of visitors.

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OBJECTIVE 7:	To create additional demand and reduce seasonality impacts
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 TAFEA 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 TAFEA with those potential visitors seeking such holidays. The plan requires the cooperative involvement of the VTO, NTDO, PTC and other stakeholders working together. This plan is designed to link with and complement the VTO Marketing Strategy.

Marketing Strategy 1:

Create a positive awareness among targeted markets and segments of the unique appeal and experiences available in TAFEA.

Publicity and Promotion Activities:

- 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 TAFEA tourism experiences are appropriately showcased.
- 1.3 Develop stories or story ideas for placement in in-flight magazines with airlines servicing the province.
- 1.4 Work with VTO in developing a familiarisation program for specialist tour operators or special interest groups from targeted markets.
- 1.5 Develop marketing plan and priorities for the province
- 1.6 Provincial tourism tax to be used for solely tourism development
- 1.7 NTDO to discuss with landowners Volcano entrance fee to contribute to Tourism Marketing Fund
- 1.8 Upgrade skills and equipment of NTDO office

Marketing Strategy 2:

Convert interest to actual travel to TAFEA by promoting the availability and accessibility of unique and relevant experiences.

Publicity and Promotion Activities:

- 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

Marketing Strategy 3:

Support the work of VTO and Air Vanuatu in the targeted markets to ensure they have the required information to promote TAFEA.

Publicity and Promotion Activities:

- 3.1 Develop a loose-leaf compendium of products, events and experiences in TAFEA 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

<p><u>Marketing Strategy 4:</u> Undertake promotional activity at VTO sponsored opportunities in targeted markets</p>
<p>Publicity and Promotion Activities:</p> <p>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 TAFEA products and experiences</p> <p>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:</p> <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. <p>4.3 Support VTO and participate in regional trade shows (e.g. TOKTOK Vanuatu, Bula South Pacific Trade Show, PATA Trade and Adventure Shows, etc)</p> <p>4.4 Introduce Bed Levy Funds (TAFEA Tourism Marketing Fund) – to be used for promotional and marketing activities for the Province</p> <p>4.5 Government to increase Marketing Budget for VTO if one third from private sector increases due to bed levy</p>
<p><u>Marketing Strategy 5:</u> Upgrade and maintain TTC internet website providing information and booking details for a range of experiences in the province and listing of oversea wholesalers</p>
<p>Publicity and Promotion Activities:</p> <p>5.1 Upgrade and maintain an TTC 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</p> <p>5.2 Provide the opportunity for other TAFEA operators to link their websites to the TTC tourism website</p> <p>5.3 Promote the TTC website through articles, information distribution, trade shows and media and trade familiarisation programs</p> <p>5.4 TTC to ensure VTO marketing materials and website is updated to include all TAFEA's product.</p> <p>5.5 Provide training on internet for small operators</p>

SECTION 5: TOURISM DEVELOPMENT STRATEGIES

The identification of specific strategies for tourism development in the TAFEA 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 TAFEA Provincial Plan in the **short to medium term** and include:

- Strategy 1: Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Council, Visitor Information Centre and Tourism Industry Association;
- Strategy 2: Facilitate accessible and sustainable visitor experiences in TAFEA Provinces' key natural, authentic, iconic cultural areas: these include Mt. Yasur Volcano and Kastom Villages (Tanna), Mystery Island (Aneityum), the Lagoon (Aniwa), and wildlife (Erromango);
- Strategy 3: Collaborate with VIT Tourism School to deliver quality tourism training in the Province to upgrade industry skills and knowledge;
- Strategy 4: Implement a targeted publicity and promotion strategy for TAFEA Province;
- Strategy 5: Upgrade and maintain key infrastructure in the Province, including roads, White Grass Airport and wharf facilities; and
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs.

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 Council, Visitor Information Centre and Tourism Industry Associations.
Recommendations:	<p>1.1 To strengthen NTDO TAFEA Office and establish VTO 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 NTDO and VTO); - support the /TAFEA Tourism Council where appropriate in the implementation of the Tourism Plan; - undertake destination marketing & promotion, linking TAFEA's products & services; - recommend tourism plans and policy to government; - oversee visitor servicing via a Visitor Information Centre. <p>1.2 To maintain a Visitor Information Centre (VIC) in a visible location in the Lenakel centre that features:</p> <ul style="list-style-type: none"> - trained staff providing information on all of the TAFEAs' tourism experiences, plus information on Vanuatu in general; - displays and brochure racks; - a booking office providing access to all of TAFEA'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 visitors. <p>1.3 To ensure the relevance and effectiveness of the TAFEA 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 TAFEA 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 TAFEA Provincial Government (Secretary General /Economist/Planner), Provincial NTDO Office & VTO representative, representative of TAFEA Tourism Association.</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 TAFEA. More information = more reasons to visit for longer. • A central location for promotion and delivery of TAFEAs tourism activities. • An information and promotion and booking office available for small village based

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	<p>tourism operations unable to undertake their own marketing and sales activities.</p> <ul style="list-style-type: none"> • 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 TAFEA Provinces' key natural, authentic, iconic cultural areas: these include Mt. Yasur Volcano and Kastom Villages (Tanna), Mystery Island (Aneityum), the Lagoon (Aniwa), and wildlife (Erromango);</p>
Recommendations:	<p>2.1 For the National and Provincial Government's Tourism and Environment agencies, and relevant tourism industry partners to work with landowners, management committees and NGOs, to prepare and promote best practice tourism development guidelines. These guidelines should address:</p> <ul style="list-style-type: none"> - how to create authentic visitor experiences appropriate to the local area which interpret, yet preserve local culture and nature; - how to design / build projects suitable to these areas which complement the local natural environment and have no negative impacts on it; - how to host visitors and deliver visitor services in a safe and enjoyable way. (eg. though guiding & interpretation, food preparation, hygiene standards etc). <p>2.2 To enhance the number of existing village based tourism projects through enabling and supporting:</p> <ul style="list-style-type: none"> - linking cultural experiences as appropriate (eg. cultural displays of song & dance, traditional dress, art, hunting, food, story telling etc) with village based accommodation (eg village home stay or traditional style guest house); - linking nature experiences through local walks / treks with skilled guides providing interpretation. <p>2.3 Develop policy to coordinate and resolve land ownership issues that may arise in the development of tourism projects.</p> <p>2.4 To focus on existing / potential treks of high visitor appeal and unique offerings, eg:</p> <ul style="list-style-type: none"> - Kauri Reserves in Erromango, marine sanduary on Mystery Island and Aniwa Lagoon and proposed South Tanna Trek <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 TAFEA cultural and heritage by developing a Lenakel Cultural Tour</p>
Benefits:	<ul style="list-style-type: none"> • As villages become involved, tourism business opportunities and associated benefits are spread amongst rural communities. • Employment is created in villages through provision of visitor services (eg guiding) • Conservation efforts are supported by reinforcing the value of protected areas and generating income for associated projects. • Adoption of well planned, best practice approaches to tourism projects. • The niche market need for low environmental impact, personalised, nature base experiences will be fulfilled by TAFEA 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 to deliver quality tourism training in the Province to upgrade industry skills and knowledge.</p>
Recommendations:	<p>3.1 To incorporate awareness about the business of tourism in teacher courses at Teachers College as a means for subsequent communication to students across Vanuatu.</p>

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	<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 TAFEA Province
Recommendations:	<p>4.1 Create a positive awareness among target markets and segments of the unique appeal and experiences available in TAFEA</p> <p>4.2 Convert interest to actual travel to TAFEA 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 TAFEA.</p> <p>4.4 Undertake promotional activity at VTO sponsored opportunities in targeted markets</p> <p>4.5 Further develop and maintain the official TAFEA tourism website providing information and booking details for a range of experiences in the province</p> <p>4.6 Generate a local awareness of the business of tourism and its requirements. <i>(Refer to Section 5 for the detailed Publicity and Promotion Plans)</i></p>
Benefits:	<ul style="list-style-type: none"> • Promotes TAFEA to the key markets and segments most likely to make an inquiry / booking. • Makes information about TAFEA, and how to access it, available to interested parties.

STRATEGY 5:	Upgrade and maintain key infrastructure in the Province, including roads, White Grass Airport and wharf facilities
Recommendations:	<p>5.1 To prepare a long term development plan for the White Grass Airport which identifies key upgrades and investment points and budget in terms of:</p> <ul style="list-style-type: none"> - Provide adequate traffic control system - Terminal meet and greet facilities for arriving visitors - Runway lights - Electricity - Tourism information and promotion boot for arriving visitors - Beatification of parking area and proper international signage install - good running water supply <p>5.2 To upgrade Erromango airports.</p> <p>5.3 Prepare long term plan for the main wharf facilities and upgrade to cater for cruise ship visitors:</p> <ul style="list-style-type: none"> - Increase Bollards and Amenities at the Lenakel wharf - Upgrade Mystery Island and Port Resolution wharfs - Install yacht moorings at Mystery Island, Aniwa Lagoon and Erromango ports <p>5.4 Upgrading and tar sealing of road from airport to Mount Yasur Volcano</p> <p>5.5 Yakel Kastom Village road needs to be maintained as public road</p> <p>5.6 Develop plan for water and sewerage in Lenakel town</p> <p>5.7 Mystery Island water system and toilets and telecommunication</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.
Recommendations:	<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 improving quality of life and potential issues.</p>

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	6.2 To conduct a tidy town / village community based program involving schools and community groups.
Benefits:	<ul style="list-style-type: none">• Provides the opportunity to increase visible pride in town and villages.• Provides the opportunity to engage town and village more with tourism and make tourism more a community based and involving industry.• Such initiatives will ultimately support business and environmental sustainability.

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 Council, Visitor Information Centre and Tourism Industry Associations.				Priority 1	
INVOLVED AGENCIES:					
National Tourism Development Office (NTDO), TAFEA Provincial Government (TPG), TAFEA Area & Local Government (TALG), 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 NTDO, TAFEA Provincial Government (Secretary General/Economist/Planner), Provincial Tourism Unit 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).	NTDO, TPG	1/09	3/09	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	1/09	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	1/09	Ongoing	H	Nil
1.4 Engage representatives of other key agencies as required (eg PWD, AVL, etc)	PTC	1/09	Ongoing	H	Nil
1.5 Strengthen TAFEA Tourism Development Unit, 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.	NTDO, TPG	1/09	6/09	H	600,000 over three years
1.6 Ensure each TAFEA 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. 	NTDO, PTC	1/09	Ongoing	H	300,000 over three years
1.7 Encourage the involvement of tourism operators / suppliers as well as landowners interested in tourism in TAFEA's Tourism Industry Associations, which works alongside the national tourism industry associations to: provide a forum for industry networking; promote industry and development via business linkages; promote improvement in industry standards; and support provincial promotion.	NTDO, PTC	1/09	Ongoing	M	Nil

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1.8 Support availability of various micro loan scheme	NTDO, PTC	4/09	Ongoing	M	500,000
1.9 Reviving VIBA as a marketing arm and enforcing development guidelines for rural tourism product	NTDO, PTC	4/09	Ongoing	M	600,000 over 3 years
1.10 Province, Council of Chiefs, NTDO and Tourism Council to take a stronger role in tourism related land disputes	NTDO, PTC	4/09	Ongoing	M	Nil
1.11 Lands Department to provide office in the province	NTDO, PTC	4/09	01/10	M	100,000 v pa
1.12 Build capacity and responsiveness of police and council of chiefs through training in dealing with tourism issues	NTDO, PTC	4/09	Ongoing	M	300,000 vat over three years
1.13 Provide support for policing services including jail/correctional services	NTDO, PTC	4/09	Ongoing	M	To be estimated
1.14 Increase staffing for NTDO in the Province to undertake action plan	NTDO	1/10	12/10	M	250,000 vt pa
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> Funding of TAFEA Booking Office via TAFEA Provincial Government in the first stages, with self funding opportunities in the future via a commercial booking office. 					

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2. Facilitate accessible and sustainable visitor experiences in TAFEA Provinces' key natural, authentic, iconic cultural areas: these include Mt. Yasur Volcano and Kastom Villages (Tanna), Mystery Island (Aneityum), the Lagoon (Aniwa), and wildlife (Erromango).					Priority 1	
INVOLVED AGENCIES:						
NTDO, VANUATU Dept of Environment (DE), TAFEA Provincial Government (TPG), TAFEA Area Council (TAC), 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), TAFEA 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. (Refer Section 3: Strategy 2.1 for suggested guideline inclusions).	NTDO, PTC	1/09	4/09	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, NTDO	1/09	6/09	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	NTDO, TPG, LO/VR, NGOCA	1/09	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.	NTDO, NGOCA, LO/VR	3/09	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 TPG, DIPU, NTDO	6/09	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.	NTDO, TS, PTC	6/09	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 (+NGOCA)	10/09	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 TAFEA Tourism Office.	NTDO, PTC	10/09	Ongoing	L	500,000
2.9	As demand grows for visitation to existing Protected Areas and trekking in TAFEA, investigate opportunities to expand the number of declared PA sites in the Province.	TPC, DE, NTDO, TPG (+NGOCA)	2/09	Ongoing	L	Nil

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2.10	Based on the above guidelines , develop criteria for identifying treks to be developed as iconic TAFEA 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)	NTDO, PTC TPG	7/09	12/09	M	100,000
2.11	Investigate treks options (eg. South Tanna via Yakel Kastom Village and Erromango Kauri Reserve – refer to the Destination Audit report) and select two which best comply with above criteria for development in the first year (Consider one adventurous and the other less challenging)	NTDO, PTC	1/09	12/09	H	Nil
2.12	Fully scope each trek including: landowner agreements, proposed itinerary with unique experiences and accommodation enroute; visitor servicing, access, etc.	NTDO, LO/VR	1/09	12/09	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	NTDO, DE, NGOCA	4/09	12/09	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.	NTDO, TS	7/09	12/09	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.	NTDO, PTC	7/09	12/09	L	200,000
2.16	Tourism TAFEA to provide low cost saw mill	NTDO, PTC	3/09	ongoing	M	250,000
2.17	Government to consult on legislations (eg. Minimum wages)	NTDO, TPG, PTC	3/09	ongoing	M	nil
POTENTIAL FUNDING SOURCES:						
<ul style="list-style-type: none"> Rural/Agriculture Development Bank, International Aid Funding 						

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3. Collaborate with VIT Tourism School to deliver quality tourism training in the province to upgrade industry skills and knowledge					<i>Priority 1</i>
INVOLVED AGENCIES:					
NTDO, SANMA 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.	NTDO, VTO	6/09	Ongoing	H	Nil
3.2 Incorporate awareness about the business of tourism in teacher courses at Teacher's College as a means for subsequent communication to high school students across Vanuatu.	DOE, NTDO, VTC	1/09	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.	NTDO, CCI, APTC	1/09	Ongoing	M	3,000,000 for three years
3.4 Tourism School and APTC to deliver regular program on TAFEA like basic customer service – short term and on the job training	NTDO, VIT, TS	1/09	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.	NTDO, VIT, TS	1/09	Ongoing	M	3,000,000 for three years
3.6 Build Provincial tourism training resource centre	NTDO, PTC, TS	1/10	6/10	H	To be determined
3.7 Link training to the development of tourism minimum standards in products development	NTDO	1/09	Ongoing	H	3,000,000 for three years
3.8 VIT to provide information on training opportunities	VIT, NTDO	4/09	Ongoing	H	Nil
3.9 Have an accredited tourism trainer (fully resources) based in TAFEA	VIT, TS, NTDO	4/09	Ongoing	H	100,000 per annum
3.10 Promote placement scheme for staff with larger operators in Vila	NTDO, VIT – TC, APTC	4/09	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 TAFEA Province.					<i>Priority 1</i>	
INVOLVED AGENCIES:						
Vanuatu Tourism Office (VTO), NTDO, TAFEA Provincial Council (TPC).						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY		
		START	COMPLETE	H/M/L		
Refer to Section 4: Publicity and Promotions Plan for extensive list of tasks	VTO, NTDO, TPC	6/09	Ongoing	H	10,000,000 per annum for three years	
POTENTIAL FUNDING SOURCES:						
<ul style="list-style-type: none"> SANMA Provincial Government 						

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5. Upgrade and maintain key infrastructure in the Province, including roads, Airports and wharf facilities					Priority 1
INVOLVED AGENCIES:					
Airports Vanuatu Limited (AVL), Civil Aviation Department (CAD), Vanuatu Investment Promotion Authority (VIPA), TAFEA Provincial Government (TPG), NTDO, Air Vanuatu (AV), Provincial Tourism Council (PTC), Project Manager (PM), Ports and Harbours Department (PHD), TAFEA Stevedoring Company (TSC), Vanuatu Tourism Office (VTO)					
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET
		START	COMPLETE	H/M/L	VATU
5.1 Prepare a long term development plan for the Airport which identifies key upgrades and investment points and budget.	NTDO, PTC, AVL, CAD	4/11	6/11	M	5,000,000
5.2 Provide adequate traffic control system	NTDO, PTC, AVL, CAD	4/11	6/11	M	To be determined
5.3 Airport upgrade for Erromango	NTDO, PTC, AVL, CAD	4/11	6/11	M	To be determined
5.4 Electricity to White Grass International Airport	NTDO, PTC, AVL, CAD	4/11	6/11	M	To be determined
5.5 Encourage competition on domestic and international airlines	NTDO, PTC, AVL, CAD	4/11	6/11	M	Nil
7.6 Clarify Air Service Agreement for Tanna-Noumea	NTDO, PTC, AVL, CAD	4/11	6/11	M	Nil
5.7 Encourage direct flights for Noumea-Tanna	NTDO, PTC, AVL, CAD	4/11	6/11	M	Nil
5.8 Looking at increasing additional Capacity to the province – domestic air services	NTDO, PTC, AVL, CAD	4/11	6/11	M	Nil
5.9 Prepare long term plan for the main wharf facilities and upgrade to cater for cruise ship visitors	NTDO, PTC, PHD	7/11	9/11	M	5,000,000
5.10 Wharf extension or construction at Mystery Island, Port Resolution and Aniwa Lagoon	NTDO, PTC, PHD	7/11	9/11	M	To be determined
5.11 Aneityum as Port of Entry – need clearance facilities	NTDO, PTC, PHD	7/11	9/11	M	2 m vt
5.12 Extend visa for yachties to six months	NTDO, PTC, PHD	7/11	9/11	M	Nil
5.13 Encourage regular domestic shipping to TAFEA Outer Islands	NTDO, PTC,	7/11	9/11	M	Nil
5.14 Encourage special interest cruise ship operators – VIPA to facilitate investment	NTDO, VIPA, PTC	7/11	9/11	M	Nil
5.15 Sealing of road airport to Mount Yasur Volcano	NTDO, PTC, TPG, PWD	3/09	12/11	H	To be determined
5.16 Yakel Kastom Village road needs to be maintained as public road and examine potential for round island tours	NTDO, PTC, TPG, PWD	3/09	12/11	H	100,000 pa

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5.17 Provincial Government and Central Government to support PWD maintenance program for roads	NTDO, PTC, TPG, PWD	3/09	12/11	H	To be determined
5.18 Develop plan for water and sewerage in Lenakel town	NTDO, PTC, TPG, PWD	3/09	12/11	M	2 m vt
5.19 Mystery Island water system and toilets and telecommunication	NTDO, PTC, TPG, PWD	3/09	12/11	M	To be determined
5.20 Examine possibility of alternative energy and fuel for rural areas ie bio fuel wind/solar/volcano – UNELCO to undertake feasibility for power extension	NTDO, PTC, TPG, PWD	3/09	12/11	M	2 m vt
5.21 Banks need to put in EFTPOS/ATM facility and branch on Tanna	NTDO, PTC,	3/09	12/11	M	To be determined
5.22 Ensure local transport carrying tourists is insured	NTDO, PTC,	3/09	12/11	M	Nil
5.23 Establish TTIO Airport Information Service and booking centre on site (staffed according to airline arrival schedule and offering a meet and greet service).	NTDO, VTO PTC	1/10	2/10 & Ongoing	H	3,000,000
POTENTIAL FUNDING SOURCES:					
<ul style="list-style-type: none"> SANMA 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:					
NTDO, TAFEA Provincial Government (TPG), TAFEA Area & Local Government (TA&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 TAFEA 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	NTDO (+TA&LG)	1/09	Ongoing (annually)	H	1,000,000 per annum
6.2 Contact 'Clean Up 'Vanuatu/Port Vila' Organisations to discuss launching a program in TAFEA Province.	NTDO, PTC (+TPG)	1/09	3/09 & Ongoing	H	Nil
6.3 Launch an annual Clean Up / Town/Village Pride program in the TAFEA 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.	TPG, NTDO	1/09	Ongoing	H	1,000,000
6.4 Introduce tourism awareness into primary and secondary schools	NTDO	4/09	ongoing	H	2 mvt pa
POTENTIAL FUNDING SOURCES:					
Commercial Sponsorship					

