

# TORBA PROVINCE TOURISM PLAN

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### EXECUTIVE SUMMARY

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

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

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

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

The plan is designed to complement and strengthen the:

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

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

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

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

***The tourism sector will deliver broad based economic benefits, whilst reviving and protecting the cultural diversity, enhance the environment and improve the standard of living of the community 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 are economically, environmentally and socio-culturally sustainable taking advantage of the assets and characteristics unique to TORBA Province;
3. To strengthen tourism services and products through the provision of training for the tourism industry;
4. To increase consumer awareness of TORBA as a tourism destination;
5. To ensure the provision of appropriate infrastructure to support accessible tourism products;
6. To increase understanding of opportunities and the benefits of tourism within the local communities; and
7. To create additional market demand and market access for tourism products in line with local carrying capacities.

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

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

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

- Strategy 1: Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Department, Provincial Tourism Council, Visitor Information Centre, Central Booking Office, Internet Facilities and Tourism Industry Association – TORBA Tourism Resource Centre (Partnership Development);
- Strategy 2: Facilitate accessible and sustainable visitor experiences in TORBA Provinces' key natural, authentic, iconic cultural areas: these include active Mt. Garat volcano, lake Letas and Siri Waterfall and Water Music of Gaua, inactive volcanoes of Merelava, Ureparapara and inactive under water volcano at Vanualava and famous Snake Dance;
- Strategy 3: Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality tourism training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and managements;
- Strategy 4: Implement a targeted publicity and promotion strategy for TORBA Province;
- Strategy 5: In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airport and wharf facilities;
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs;
- Strategy 7: Enhance the TORBA Event Calendar by developing annual events which complement the existing iconic events – cultural festivals and agricultural shows; and
- Strategy 8: Collaborate with relevant authorities reviving and protecting TORBA Cultural Heritages.

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

## SECTION 1: INTRODUCTION

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

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

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

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

*Specific priorities and strategies to improve tourism are ...*

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

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

The tourism policy contain in the TORBA Rural Economic Development Initiatives (REDI) is (pg.25):

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

Priority Development needed in achieving the said vision:

- *“Formulation of Tourism Plan*
- *Expand Tourism Infrastructure*
- *Promotion of greater Ni-Vanuatu participation in the sector*
- *Generate greater community awareness on tourism”*

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

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

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

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

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

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

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

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

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

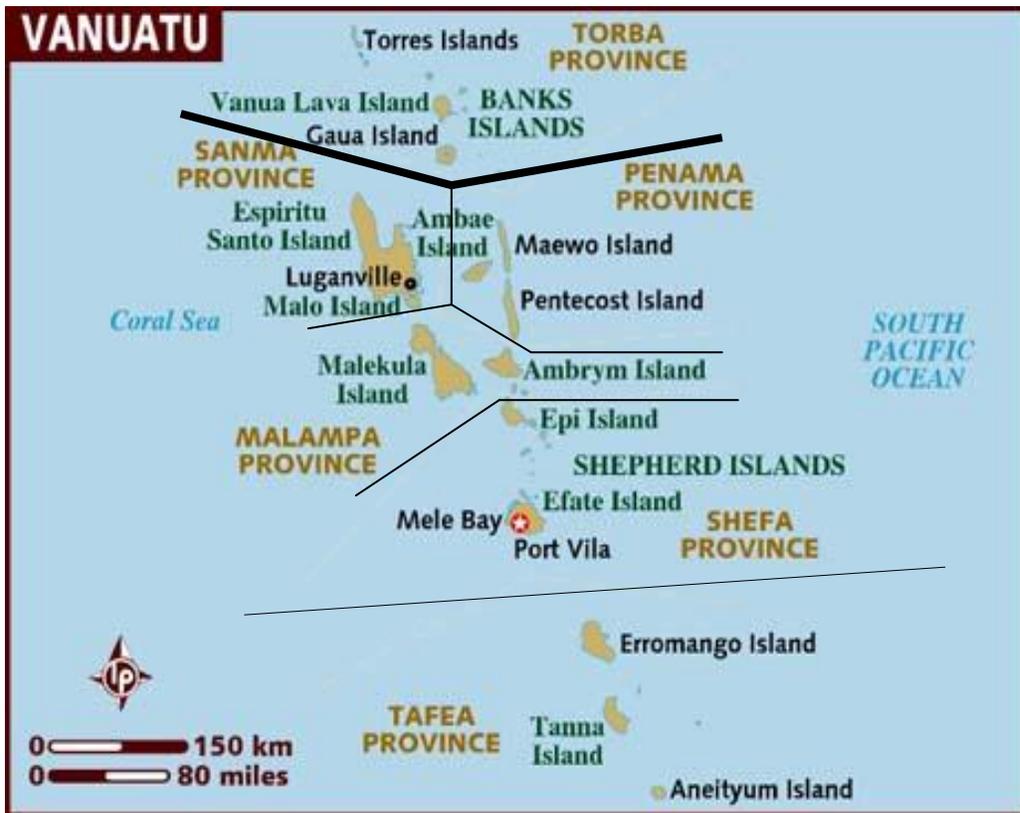
In the implementation of the Provincial Plan, it is necessary for the national and provincial levels of government to work cooperatively with the tourism industry to ensure its success. For this reason this strategy is based upon:

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 TORBA Rural Economic Development Initiatives (REDI) Government *Five Year Rolling Plan*.
4. Tourism Initiative Plan TORBA Province 2008

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

## SECTION 2: BACKGROUND

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

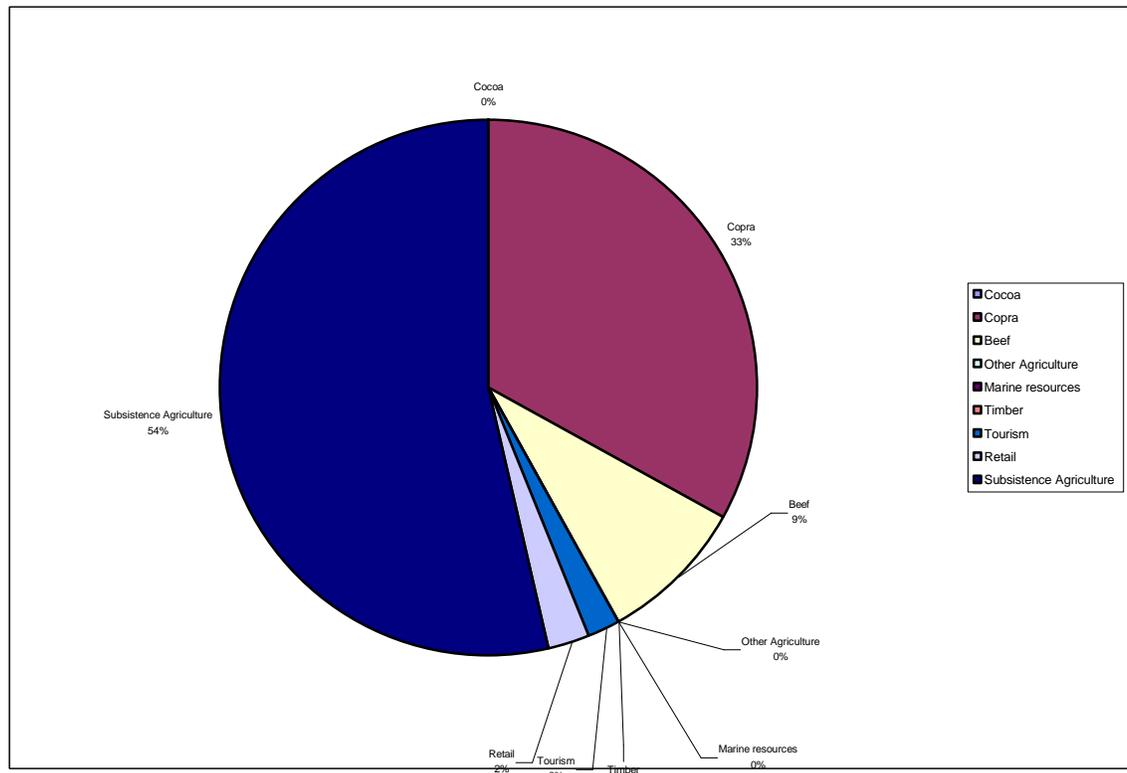


TORBA Province includes Merelava, Gaua, Mota, Vanualava, Motalava, Ureparapa and Torres islands. And according to the 2009 National Census, TORBA's population was about 8,455<sup>1</sup> and with the annual population growth rate of 0.9 percent, the estimated population of TORBA in 2010 would be 11,000.

About 80% of the population of TORBA is employed in the semi-subsistence agricultural sector. The major commercial crop and livestock activities are centred around copra and beef which together make up 42% of the provincial economy. This sector is by far the largest economic sector of TORBA. The retail sector accounts for about 2 % and so is Tourism. The economic profile of other sectors such as forestry and fisheries is not shown on the figure below due to unavailability of data.

<sup>1</sup> NSO Final Figures for 2009 Census

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The Provincial Headquarters is located at Sola, on Vanualava. TORBA has a total of 44 km of roads of which 8 km are surfaced on Vanualava, 12 km are earth roads on Motalava, 11 km on Vanualava, 10 km at Gaua and 3 km in Torres. The Province boasts 4 health centres, 4 dispensaries, 18 Aid posts and 14 primary schools and 2 secondary schools. Presently, Gaua, Vanualava, Motalava and Torres are serviced by the domestic airline Vanair 2-3 days per week. The main mode of transport between the islands of TORBA is by boat. Sola is serviced by a jetty but about 20 beach landings and 30 anchorages can be found throughout the province. Sola has been declared an international port of entry for future development in maritime.

The National Bank of Vanuatu has branches in Sola Vanualava and Gaua.

TORBA province continues to confront problems that have become uncommon in other provinces such as very infrequent shipping to and from the islands and poor marketing infrastructures.

Poor shipping services have contributed much distrust in Government Services to the province. Infrequent shipping services are perhaps the single most important constraint to running a successful business in the province. The lack of proper marketing infrastructure such as wharves and storage sheds further add to this problem. Total road network is very limited and is not sufficient to support major development initiatives on any of the islands.

Investment will be difficult where basic infrastructure such as roads, water and power supply systems are non-existent. Many islands have only recently built grass airstrips and some kilometres of dirt roads connecting nearby villages to these airstrips. There are a handful of 4-wheel drive vehicles that serve the islands.

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TORBA has significant economic potential. Compared to the other provinces it has a fair stock of untapped natural resources. It should be noted though that the exploitation of resources from TORBA would not be easy as geographical disadvantages must be considered.

TORBA Tourists comes from Australia, New Zealand, New Caledonia, Europe and North America. Tourists travel through Port Vila and Santo. However the number of visitors to TORBA is set to increase when Santo international airport is in continuous operation. The main attractions are:

- The active volcanoes in Gaua and Vanualava
- Gaua women water music
- Culture (dances, magic, drawing, designs, dress and Custom),
- Diving and snorkelling,
- Lake Letas and Siri waterfall on Gaua,
- Waterfalls and large caves on Vanualava and Gaua,
- Wild life such as crocodiles on Vanualava,
- Beautiful inhabited Ravenga and Reef islands,
- Under water caves in Gaua, Nguel, Vetage, Nawol, Nawila
- Bewawa (calling waterfall)
- Cave used as shelter from cyclone
- Hiu Cave;
- Valva Cave

Emphasis will be given to develop eco-tourism, where tourists are encouraged to enjoy the natural beauty of the islands.

## **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 TORBA Province Tourism Plan comprises ten parts as follows:

Part 1: A Shared Tourism Vision for TORBA Province

Part 2: TORBAs' Best Prospect Tourism Experiences

Part 3: TORBAs' Prospect Target Tourist Markets

Part 4: Government Principles and Policies Guiding Tourism Development

Part 5: Tourism Investment Opportunities for the TORBA Province

Part 6: TORBAs' Tourism Infrastructure Needs

Part 7: TORBAs' 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 TORBA Ten Year Tourism Plan

## **FRAMEWORK PART 1: A SHARED TOURISM VISION FOR TORBA PROVINCE**

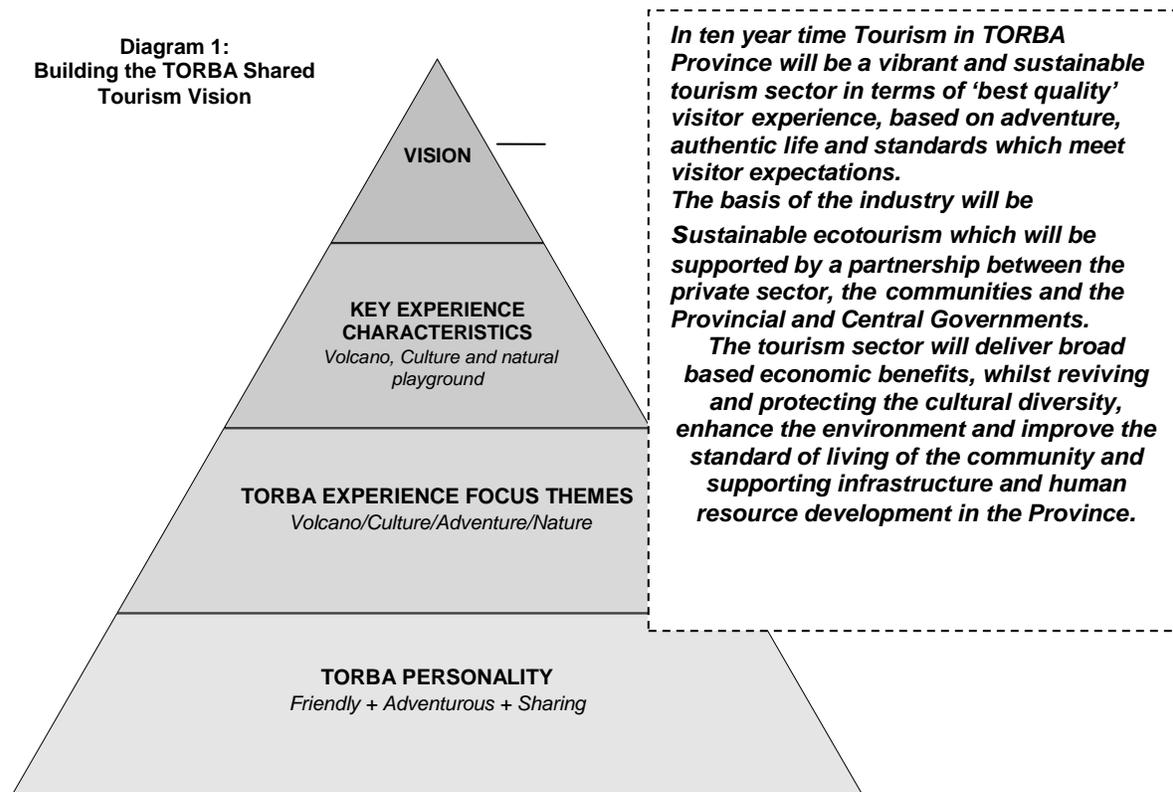
The formulation of any tourism plan must be based on a vision for what that destination will ideally be in the future. The plan itself therefore has the purpose of detailing how that will be achieved.

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 TORBA Province, a workshop was held in Sola, Vanualava on the 8<sup>th</sup> and 9<sup>th</sup> of December 2008, and also an extensive consultation together with Product Profiling 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: TORBA'S BEST PROSPECT TOURISM EXPERIENCES**

The main sources of tourists for TORBA Province are Australia, New Zealand, New Caledonia, Europe and North America. Until now these tourists have come to TORBA via Port Vila, but with the upgrading of Pekoa international airport and the direct flight from Brisbane Australia there is now an opportunity for more visitors coming to TORBA via Santo. The main attractions of the Province are the active volcano on Gaua, culture (dances, magic, drawings, designs, dress and custom), diving and snorkeling, lake Letas and Siri waterfall on Gaua, waterfalls and large caves on Vanualava, wild life such as crocodiles on Vanualava and beautiful inhabited Ravenga Reef Islands.

TORBA has significant economic potential. Relative to other provinces in Vanuatu it has abundant natural resources.

TORBA's main tourism opportunities are:

- Proven tourist market for tours to Gaua, Vanualava, Motalava and Torres from Lugainville. The main attractions are an accessible active volcano and cultures; and
- Proven tourist market for yacht tours to all the islands of TORBA Province.

Cultures of TORBA are unique compare to other provinces and there are many cultural dances in TORBA including the famous Snake Dance. Currently there are no cultural displays and village tours however tours can be prearranged with the village chiefs to show case a dance or a village tour. The bungalow owners can also prearrange for the cultural display of custom dance and plays to take place in the bungalow vicinity. Any tourism development must take place within the framework of local customs and priorities. It is for this reason that the TORBA Provincial Tourism Plan has been written with the cooperation of all the stakeholders including Island Chiefs.

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

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

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### *What is a "Tourism Experience?"*

*Tourism trends indicate that most contemporary travelers do not visit places simply to see the sites, but rather to 'engage' with the destination by interacting with its people, places, traditions, etc. They want a personal 'experience' of that destination which will remain significant to them long after they have left. Destinations therefore must focus on building unique 'visitor experiences' around their key attributes in order to set themselves apart from other places and attract visitors. Experiences can be developed through bundling complementary activities in such a way that engages the visitor's senses and allows them to learn about and participate in a place's 'life story'.*

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

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

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

- reinforce its unique position of TORBA 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 TORBA 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 TORBA best prospect tourism experiences which can be summarised in the following table:

TORBA'S EXPERIENCE FOCUS THEMES	BASED ON TORBA'S UNIQUE ATTRIBUTES	CORRESPONDING BEST PROSPECT EXPERIENCES TO BE DEVELOPED & MARKETED
<b>Mt. Garat Volcano and few inactive/extinct volcanoes</b>	<ul style="list-style-type: none"> <li>• Torba Province has more volcanoes compare to other provinces in Vanuatu (one active and few inactive volcanoes):               <ul style="list-style-type: none"> <li>• Gaua Mt. Garat volcano can be viewed from any part of the island;</li> <li>• Merelava has an inactive/ extinct volcano crater;</li> <li>• Vanualava/Levor has an under water inactive/extinct volcano crater; Mosina; and</li> <li>• Ureparapara has two inactive/extinct volcanoes – Divers Bay and Peneeie volcano crater.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Currently almost all tourists to Gaua come via Port Vila/Santo.</li> <li>• Volcano tour guide, disaster and First Aid training is a must to maintain standard and safety at all times.</li> <li>• Every effort should be made to facilitate access to the volcano and highlight its presentation for visitors.</li> <li>• Create and strengthen Gaua volcano management structure to provide safety gears and to be the only one providing tour guides up to the volcano – and to provide regular information on volcano.</li> <li>• Build main entrances and put-up danger signs notices on specific areas around the volcano and build proper toilet facilities.</li> <li>• Exploit the possibility of turning the other inactive/extinct volcanoes into an attraction.</li> </ul>
<b>Adventure Culture Based Experiences</b>	<ul style="list-style-type: none"> <li>• Authentic, iconic and unique cultures and events particularly:               <ul style="list-style-type: none"> <li>- Famous Snake Dance and Gaua women water music</li> </ul> </li> <li>• Other authentic, typical TORBA cultures, (as demonstrated via village life, traditional dance and dress, food, custom, arts &amp; crafts etc) or can be viewed during the following annual festivals:               <ul style="list-style-type: none"> <li>• Gaua Art Festival – Gaua;</li> <li>• Vanualava Day – Vanualava;</li> <li>• Neregniman Day – Motalava;</li> <li>• Ureparapara Art Festival – Ureparapara;</li> <li>• TORBA Arts Festival – Sola, Vanualava;</li> <li>• St Andrews Festival – Rah Island; and</li> <li>• St Banabas Festival - Ureparapara</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Experiences which showcase cultural traditions, provide interpretation of those traditions for visitors and, where suitable, opportunities for visitors to participate in that tradition.</li> <li>• Accommodation options that are based on, and complementary to, displays of cultural traditions (eg. village stays).</li> <li>• Showcasing and interpreting Vanuatu's and TORBA's heritage through created, yet authentic, attractions/ and experiences (eg cultural centre).</li> <li>• Expansion of Cultural Events.</li> <li>• Develop new potential Annual Events:               <ul style="list-style-type: none"> <li>- Annual Fishing Competition</li> <li>- Adventure Team Challenge</li> </ul> </li> <li>Race               <ul style="list-style-type: none"> <li>- Triaton race</li> </ul> </li> </ul>

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<b>Adventure Nature Based Experiences</b>	<ul style="list-style-type: none"> <li>• Significant Protected Area:               <ul style="list-style-type: none"> <li>- Pakea Island, established to meeting criteria of eco-tourism destination, basic accommodations are under construction, all types of fishes are found there;</li> <li>- Sola/Vanualava Conservation Area, set up by Provincial Government;</li> <li>- Rah Island Conservation Area, a taboo reef designated area for leaf fishing that take place few days during St Andrews Day on the 30<sup>th</sup> November of each year;</li> <li>- Watansa Island (Reef Islands), bought by Owner of Bokissa Island Resort; and</li> <li>- Ureparapara World Heritage Area, easter island like statue erected by people from Ureparapara</li> </ul> </li> <li>• Other scenic walking or adventure trekking locations in rural areas of TORBA:               <ul style="list-style-type: none"> <li>- Trek from Lalnetak to Virawow Volcano</li> <li>- Infinite number of walks for hours available to scenic locations such as the twin Water Fall</li> </ul> </li> <li>• Diverse Flora and Fauna (found in various locations in the rural areas and in Protected Areas)</li> <li>• White Sandy Beaches and crystal clear blue water:               <ul style="list-style-type: none"> <li>• Snorkeling</li> <li>• Bushwalking</li> <li>• Fishing Game</li> <li>• Kayaking</li> <li>• Village stay</li> <li>• Water falls</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Guided walks and treks (from easy to adventurous levels) incorporating nature and culture-based interpretation. Need good tour guide information</li> <li>• Product documentation including information on Flora &amp; Fauna and educate tour operators</li> <li>• New ways of engaging with TORBA's nature based assets (e.g. kayaking, sailing, horse riding, mountain biking).</li> <li>• 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).</li> <li>• Get Air Vanuatu to do round ticket pass for all the islands of the TORBA Province.</li> </ul>
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### Tourism Development Zones

The TORBA Province is identified within the Vanuatu National Tourism Development Master Plan as a longer-term tourist destination for the Northern region. That means tourism development should be on a small scale and of an eco-tourism type facility.

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

#### 1 Tourist Centre Precinct

A tourist Centre Precinct should generally encompass Sola Provincial Headquarters. This area should be designated as the proper location for the Provincial tourist centre because it has the basic infrastructure such as Sola Airstrip, Jetty which can be developed further to accommodate cruise ships in future, and a power and water supply service.

*Developing Consideration for the Centre:*

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

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

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

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

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

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

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

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

#### 2 Resort Precinct

## TORBA PROVINCE TOURISM PLAN

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Resort generally encompasses rural coastal areas, which feature, white sand beaches and near shore islands, reefs, and water recreational amenities. This would include a number of sites appropriate for resort development. Two scales of resort development envisaged are integrated resorts and bungalow resorts.

### **3 Natural/Cultural Precinct**

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

### **4 Historic Precinct**

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

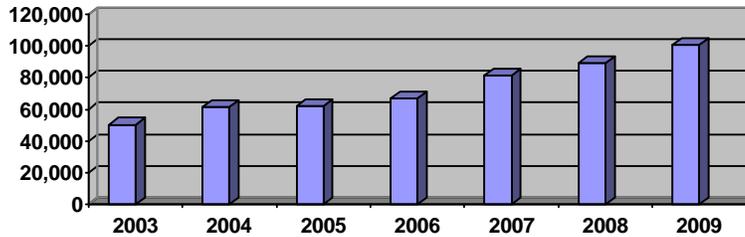
Development within a historic precinct should be geared for day visitations and limited to the preservation, restoration and interpretation of historic sites, relics and events. No over night accommodation is permitted within the precinct to maintain the integrity of sites.

**FRAMEWORK PART 3: TORBA'S TOURISM MARKETS**

**Vanuatu Tourism Market**

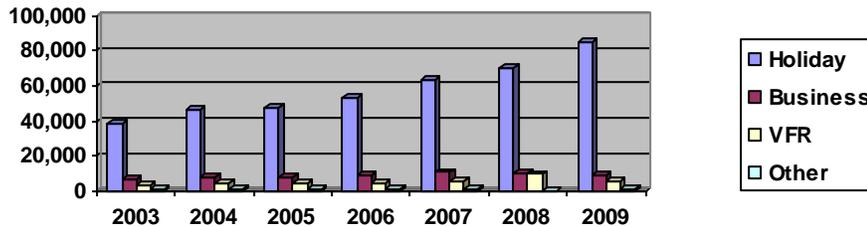
Over 100,600 visitors travelled by air to Vanuatu in 2009, as well as an additional 124,818 who visited by cruise ship.

Vanuatu Visitor Arrivals 2002 - 2009



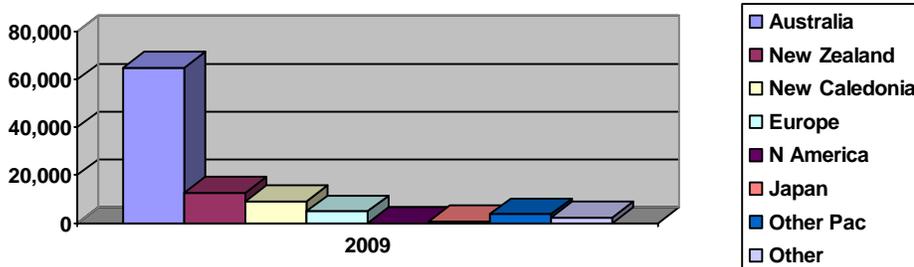
In 2009 the level of tourism arrivals in Vanuatu grew by 13 percent on previous year; this rate was significantly above the global and regional average and was driven by increased air capacity and competition, strong outbound markets in key source markets and positive positioning in comparison with major 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 - 2009



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 - 2009

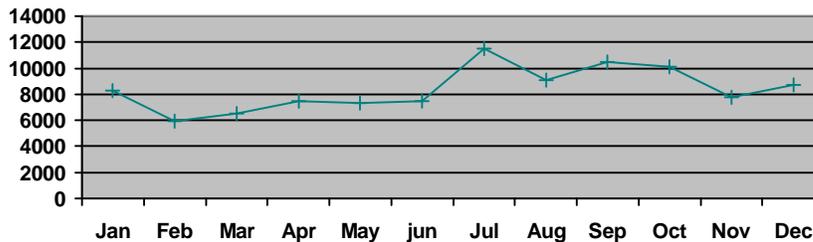


## TORBA PROVINCE TOURISM PLAN

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

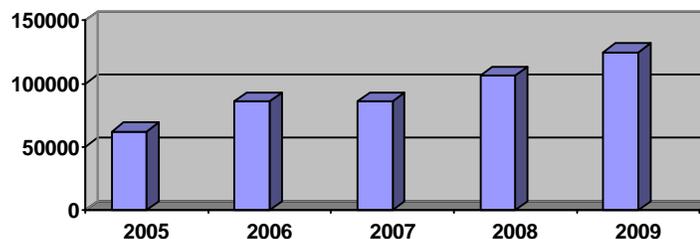
The tourism market is relatively unseasonal with July and September being the peak month and February the lowest; month demand tends to reflect school holidays in the major markets as well as the cyclone season in Vanuatu.

Vanuatu Arrivals by Month - 2009



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 - 2009



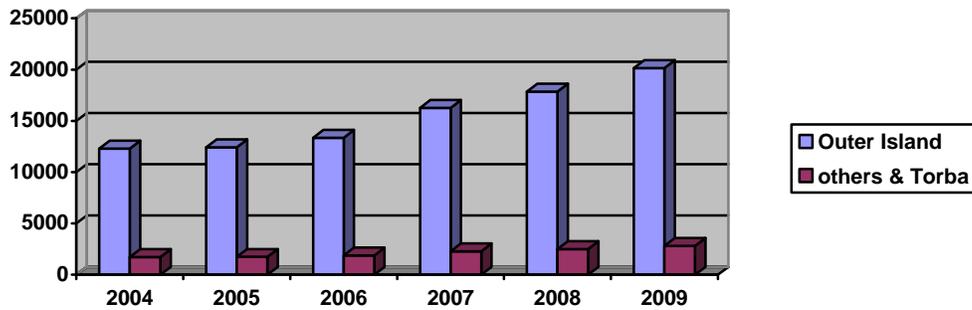
The primary markets identified by the VTO in their 2007 Marketing Plan are Australia, New Zealand and New Caledonia (which account for 73 percent of the market). The secondary markets are the USA, Europe and the Japanese.

### TORBA Tourism Market

There are no specific data on visitors travelling to the different islands in TORBA, there are a combine figure under Other Islands which include Torba Islands. The level of international visitors to Other Islands including TORBA is estimated at approximately 2,800 for 2009, which represent 14 percent of tourists to outer island via Port Vila/Santo.

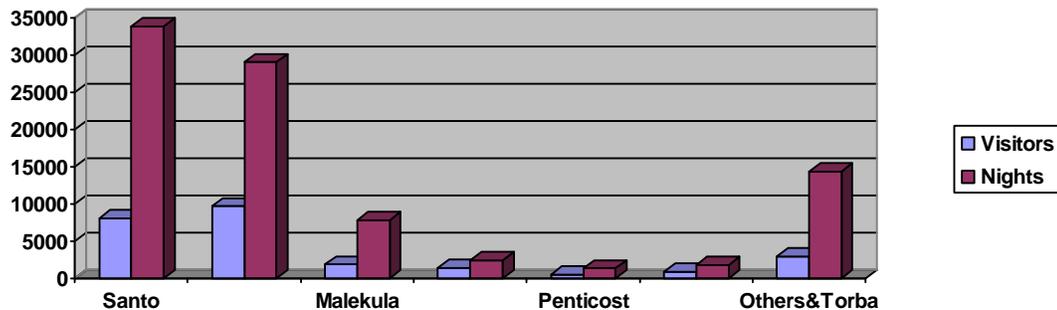
## TORBA PROVINCE TOURISM PLAN

### Other Islands (Including TORBA) Visitors (est)



Currently almost all tourists to others island including TORBA come via Port Vila & more recently Santo. TORBA like MALAMPA is sold as a four to a week day-trip.

### International Visitor to Outer Islands



The main purpose of most visits is to view the natural beauty of the islands, the Mt. Garat (active volcano), waterfalls, white sandy beaches and the abundant marine resources. And the cultural attractions the famous snake dance and Gaua women water music. TORBA Typically tourists arrange their visit from Port Vila/Santo, including accommodation and tours. Continuous international flight to Santo should see an increase in the number of visitors to the Province. This is a new market for TORBA 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 TORBA

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

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

## TORBA PROVINCE TOURISM PLAN

(which are most salient for )	<p>Volcano</p> <ul style="list-style-type: none"> <li>• Gaua women water music</li> <li>• Culture based – Snake dance and festivals</li> <li>• Yachting</li> <li>• Volcano Daytrip</li> <li>• Nature based – low lying islands and sandy beaches, caves, waterfalls, marine food resources</li> </ul>	<p>Ceremonies</p> <ul style="list-style-type: none"> <li>• Wilderness areas</li> <li>• Snorkeling</li> <li>• Fishing</li> <li>• Village-stay</li> </ul>
<p><b>By Geographic Source</b> (for these respective niches)</p>	<ul style="list-style-type: none"> <li>• Australia</li> </ul>	<ul style="list-style-type: none"> <li>• New Zealand</li> <li>• New Caledonia</li> <li>• USA</li> <li>• Europe</li> <li>• Japan</li> <li>• Domestic</li> </ul>

### **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 TORBA 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 TORBA 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
- *TORBA Rural Economic Development Initiatives (REDI)*
- *Tourism Initiative Plan TORBA Province (2008-2013)*

#### **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*

## TORBA PROVINCE TOURISM PLAN

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

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

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

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

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

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

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

### ***TORBA Rural Economic Development Initiatives (REDI)***

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

### **FRAMEWORK PART 5:**

### **TOURISM INVESTMENT OPPORTUNITIES FOR TORBA PROVINCE**

The creation of a ten year strategy for the development of tourism in TORBA 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.

## TORBA PROVINCE TOURISM PLAN

### **FRAMEWORK PART 6:** **TORBAS' TOURISM INFRASTRUCTURE NEEDS**

A key element of a tourism development plan is the identification of infrastructure needs. In this framework for the TORBA 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		TORBA TOURISM DEVELOPMENT NEEDS
<b>Transport</b>	Airline Access	<ul style="list-style-type: none"> <li>• Upgrade Sola Airstrip on Vanualava to a whole weather condition.</li> <li>• Domestic flights to the Province are expensive; an additional airline would provide competition to reduce airfares.</li> <li>• Looking at increasing additional Capacity to the province - especially to Sola and Gaua as there are only 2 to 3 flights a week to the Province.</li> <li>• Maintenance of airstrip and air terminal is a problem, under PWD, need better management structure.</li> <li>• Upgrade the currently constructed by man power airstrip on Merelava and Toga to cater for Islander and Twin Otter aircraft</li> <li>• Encourage package tours to TORBA</li> <li>• Upgrade terminals to include flash toilets and information centers</li> </ul>
	Land & Sea Access	<ul style="list-style-type: none"> <li>• A jetty at Divers Bay Ureparapara as Oceanic Discovery all there twice in a year.</li> <li>• A visibility study for jetties and it's amenities at Loh, Motalava, Losalava in Gaua is required.</li> <li>• Provincial Government and National Government to support PWD maintenance program for roads</li> <li>• Yacht clubs in Gaua, Vanualava, Motalava, Ureparapara and Torres needs to be upgraded.</li> <li>• Encourage special interest cruise ship operators – VIPA to facilitate investment,</li> </ul>
	Transport Vehicles	<ul style="list-style-type: none"> <li>• Establish a regulatory mechanism to improve and maintain standard of land transport services and provide special Transport license</li> <li>• Promote and encourage sufficient supply of safe, vehicles for independent hire</li> <li>• Ensure local transport carrying tourists are insured</li> </ul>
<b>Communications</b>	Telecommunications	<ul style="list-style-type: none"> <li>• Availability of reliable telephone, fax internet and email services for clients to reach tourism operators (&amp; vice versa).</li> <li>• Provide telecommunication services for visitors whilst in TORBA via Resources Centre</li> <li>• Continue with telecommunication reforms – increase accessibility and lowering the costs,</li> </ul>
	Two Way Radio Network	<ul style="list-style-type: none"> <li>• Where telecommunications unavailable, availability of a 2 way radio network to manage tourism operations.</li> </ul>
<b>Accommodation</b> <i>(see below)</i>	Resorts, Bungalows and Lodges	<ul style="list-style-type: none"> <li>• There is a need to upgrade the standards of existing accommodations in the Province where it complements the Provinces nature and culture focus. Investment should be encouraged in small scale niche based accommodation (both small resorts and village stay); in addition at least one major international resort, similar to Evergreen Bungalow on Tanna, should be encouraged in order to support improvements to infrastructure and a flagship product for the Province</li> </ul>

## TORBA PROVINCE TOURISM PLAN

	Village Stays	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Basic Services</b>	Water	<ul style="list-style-type: none"> <li>Clean water supply at all tourism operations for visitors' drinking, cooking and washing needs.</li> <li>Develop plan for water and sewerage in Sola Commercial Centre</li> </ul>
	Electricity Extension	<ul style="list-style-type: none"> <li>Reliable supply at operations servicing tourists.</li> <li>Where electricity inaccessible, availability of generators or alternative sources of power (as appropriate to the type of visitor experience)</li> <li>Examine possibility of alternative energy and fuel for rural areas ie bio fuel wind/solar/hydro/volcano</li> </ul>
	Hospitals	<ul style="list-style-type: none"> <li>TORBA mini hospital should have a doctor and all personnel to provide the required services in case of visitor emergencies.</li> </ul>
<b>Visitor Servicing</b>	Airport Terminal	<ul style="list-style-type: none"> <li>A 'welcoming' arrivals area at all the airports around TORBA with an attended Visitor Information Desk</li> <li>Improve existing services to remove restrictions and develop facilities to meet future demand and opportunities</li> </ul>
	Visitor Information Centre	<ul style="list-style-type: none"> <li>Accessible office providing comprehensive information on TORBA's tourism experiences for visitors/potential visitors.</li> <li>A booking facility for tourism products and services.</li> </ul>
	Banks	<ul style="list-style-type: none"> <li>Banks need to put in EFTPOS/ATM facility and branch in Sola and Gaua</li> </ul>
	Venues	<ul style="list-style-type: none"> <li>Availability of suitably sized and equipped venues to host large scale and small events / festivals.</li> </ul>
	Tour Operators	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Visitor Attractions</b>	Attractions	<ul style="list-style-type: none"> <li>Provide proper facilities at major tourism attractions (such as rest house with toilets/wash and cool drink facilities)</li> <li>Develop Cultural Centre for artifacts to highlight and display the culture and heritage of TORBA including local customs and traditions, cultural events, custom heritage</li> <li>Diversification of tourism products and the development of unique tourism products for TORBA</li> <li>An improvement of room standards for existing bungalows</li> <li>Develop minimum standards for guesthouses and inspections</li> <li>Support availability of various micro loan scheme</li> <li>Reviving VIBA as a marketing arm and enforcing development guidelines for rural tourism products</li> <li>Province, Council of Chiefs, Tourism Department and Tourism Council to take a stronger role in tourism related land disputes</li> <li>Lands Department to provide office in the province</li> <li>Build capacity and responsiveness of police and Council of Chiefs through training in dealing with tourism issues</li> </ul>
<b>Education</b>	Tourism Training Facility	<ul style="list-style-type: none"> <li>Tourism School and APTC in Vila to deliver regular programs on TORBA</li> <li>VIT to provide information on training opportunities</li> <li>Have an accredited tourism trainer (fully resourced) based in TORBA</li> <li>Link training to the development of tourism minimum standards</li> <li>Scholarships – create better access and information on scholarships</li> <li>Build Provincial tourism training centre</li> </ul>

## TORBA PROVINCE TOURISM PLAN

		<ul style="list-style-type: none"> <li>• Provision of various short term training and on the job training</li> <li>• Relevant body to run management course (small business training) ie VCCI, APTC, VIT</li> <li>• Tourism - Community Awareness – design and implement a community education/awareness program – communities, chiefs, provincial councilors</li> <li>• Increase staff capacity of Tourism Department in the Province to implement action plan</li> <li>• Introduce tourism awareness into primary and secondary schools</li> <li>• Training needs include tour guiding, taxi/transport operator, food and beverage preparation, housekeeping, customer service, first aid, health, hygiene, business management and community awareness</li> <li>• Promote placement scheme for staff with larger operators in Vila</li> </ul>
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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 TORBA Province to be featured in Section 3: Tourism Development Strategies.

### **Accommodation Capacity**

Current accommodation supply is detailed in *Appendix (i): Destination Audit*. TORBA Province's supply of approximately around 30-40 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 TORBA 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 TORBA 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 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:
  - TORBA's Provincial Government Council
  - Tourism Department;
  - other provincial government units such as Planning;
  - the local Chamber of Commerce
  - Area level governments;
  - Vanuatu Tourism Office;
  - TORBA Tourism Association;
  - Vanuau Cultural Centre;
  - National Department of Environment.

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

### **Tourism Networks**

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

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

Networks play a vital role in ensuring communication and integration of activities for not only those involved directly in tourism, but also for agencies with a peripheral role in tourism via their local community development or conservation responsibilities. Such networks/linkages are critical in the TORBA 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 TORBA 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 TORBA 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 TORBA Province:

#### **Key Marketing Issues**

1. Limited marketing budget from the National Government to VTO for Provincial marketing program - need to concentrate resources on where they will bring the best short to medium term return.
2. No funding available to develop TORBA Tourism Council Web Site.
3. Not all TORBA's Tourism Products appears on VTO Promotion and Marketing materials
4. At present there are no representation of TORBA 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 TORBA by potential consumers. TORBA can offer much more than Snake Dance and Mt Garat volcano, and yet available information often does not reflect this.
8. There is little presence of TORBA product/packages in the marketplace (particularly among mainstream wholesalers/retailers).

#### **Key Requirements of the TORBAs' 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 TORBA are outlined in *Section 4 of this strategy*

### **FRAMEWORK PART 10: KEY OBJECTIVES FOR TORBA'S TEN YEAR TOURISM PLAN**

The objectives for the TORBA 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 TORBA Province are:

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

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

## TORBA PROVINCE TOURISM PLAN

### Rationale for Objectives

<b>OBJECTIVE 1:</b>	<b>Create a more structured and profitable tourism industry within the principles of responsible tourism.</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Tourism investors require a stable, effective industry with a proven track record.</li> </ul>
<b>OBJECTIVE 2:</b>	<b>Successfully develop products and experiences which are economically, environmentally and socio-culturally sustainable taking advantage of the assets and characteristics unique to TORBA Province.</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"> <li>• 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'.</li> <li>• TORBAs' existing tourism offerings tend to be focussed around key experience themes – in particular Mount Garat Volcano, Snake Dance, cultural ceremonies and natural beauties of the islands and abundant marine resources - suggesting a strong and focussed foundation of existing attributes and characteristics to build upon.             <ul style="list-style-type: none"> <li>▪ By building upon these foundations, TORBAs' tourism experiences can be enhanced, so more reasons available for people to visit and to stay longer.</li> <li>▪ TORBA able to offer a range of experiences in each island, such as Snake Dance, Lake Letas, Siri Waterfalls, Mt Garat Volcano women water music at Gaua. Bird (flying foxes) watching at Mota. Twin waterfall, hot water, red water at Vanualava. Sleeping mountain, bat cave at Motalava and so forth.</li> </ul> </li> </ul>
<b>OBJECTIVE 3:</b>	<b>To strengthen tourism services and products through the provision of training for the tourism industry</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"> <li>• Tourism industry is a dynamic industry which requires continues training in order to keep up with changing environment of work place.</li> <li>• Skill levels are very basic and often do not meet tourists expectation</li> </ul>
<b>OBJECTIVE 4:</b>	<b>To increase consumer awareness of TORBA as a tourism destination</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"> <li>• In order to optimise limited marketing resources, and make every vatu count, it is necessary to channel marketing efforts to those source markets &amp; travel segments which are most likely to visit TORBA (i.e. target markets). It is also critical to find the most cost effective avenues to reach those markets and encourage conversion.</li> <li>• There is a lack of detailed information of the range of tourism products in the province</li> </ul>
<b>OBJECTIVE 5:</b>	<b>To ensure the provision of appropriate infrastructure to support accessible tourism products.</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"> <li>• TORBA is facing significant issues in the availability and maintenance of infrastructure which supports its current tourism activity.</li> <li>• The provision of adequate and well maintained infrastructure, which is critical to the province as a whole, is essential for TORBA 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.</li> </ul>
<b>OBJECTIVE 6:</b>	<b>To increase understanding of opportunities and the benefits of tourism within the local communities</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"> <li>• Tourism industry is new to most rural community in Vanuatu, the host community need to understand and appreciate the benefits of such development so that they can contribute toward enhancing the experiences of visitors.</li> </ul>

## TORBA PROVINCE TOURISM PLAN

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<b>OBJECTIVE 7:</b>	<b>To create additional market demand and market access for tourism products in line with local carrying capacities</b>
<b>RATIONALE:</b>	<ul style="list-style-type: none"><li>• 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.</li></ul>

## SECTION 4: PUBLICITY & PROMOTIONS PLAN

The Provincial Publicity and Promotion Plan is designed to position and develop a positive perception of TORBA 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 TORBA with those potential visitors seeking such holidays. The plan requires the cooperative involvement of the VTO, Tourism Department, PTC and other stakeholders working together. This plan is designed to link with and complement the VTO Marketing Strategy.

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

### ***PUBLICITY & PROMOTIONS PLAN CONTINUED***

#### **Marketing Strategy 4:**

##### **Undertake promotional activity at VTO sponsored opportunities in targeted markets**

Publicity and Promotion Activities:

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

#### **Marketing Strategy 5:**

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

Publicity and Promotion Activities:

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

## SECTION 5: TOURISM DEVELOPMENT STRATEGIES

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

- Strategy 1: Strengthen an effective Tourism Management and Implementation Structure including a Provincial Tourism Department, Provincial Tourism Council, Visitor Information Centre, Central Booking Office, Internet Facilities and Tourism Industry Association-TORBA Tourism Resource Centre (Partnership in Development);
- Strategy 2: Facilitate accessible and sustainable visitor experiences in TORBA Provinces' key natural, authentic, iconic cultural areas: active Mt. Garat volcano, lake Letas and Siri waterfall and women water music of Gaua, inactive volcanoes of Merelava, Ureparapara and inactive water volcano at Vanualava and famous Snake Dance;
- Strategy 3: Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality tourism training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and Managements;
- Strategy 4: Implement a targeted publicity and promotion strategy for TORBA Province;
- Strategy 5: In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airports and wharf facilities;
- Strategy 6: Undertake Commercial Centre and Village Tourism Awareness and Pride Programs; and
- Strategy 7: Enhance the TORBA Event Calendar by developing annual events which complement the existing iconic events – cultural festivals and agricultural shows.
- Strategy 8: Collaborate with relevant authorities reviving and protecting TORBA's Cultural Heritages.

Following are specific recommendations relating to each strategy.

## TORBA PROVINCE TOURISM PLAN

### Strategy Recommendations

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

## TORBA PROVINCE TOURISM PLAN

	<ul style="list-style-type: none"> <li>• A central location for promotion and delivery of TORBA's tourism activities.</li> <li>• An information and promotion and booking office available for small village based tourism operations unable to undertake their own marketing and sales activities.</li> <li>• Agreed ownership of and responsibility for the Provincial Tourism Plan will ensure its success.</li> <li>• Effective monitoring and coordination of the plans progress and outcomes that need to be managed.</li> </ul>
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<b>STRATEGY 2:</b>	<b>Facilitate accessible and sustainable visitor experiences in TORBA Provinces' key natural, authentic, iconic cultural areas: active Mt Garat volcano, Lake Letas, Siri waterfall and women water music of Gaua, inactive volcanoes of Merelava, Ureparapara and inactive water volcano of Vanualava and famous snake dance.</b>
<b>Recomm- endations:</b>	<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"> <li>- how to create authentic visitor experiences appropriate to the local area which interpret, yet preserve local culture and nature;</li> <li>- how to design / build projects suitable to these areas which complement the local natural environment and have no negative impacts on it;</li> <li>- how to host visitors and deliver visitor services in a safe and enjoyable way. (eg. though guiding &amp; interpretation, food preparation, hygiene standards etc).</li> </ul> <p>2.2 To enhance the number of existing village based tourism projects through enabling and supporting:</p> <ul style="list-style-type: none"> <li>- linking cultural experiences as appropriate (eg. cultural displays of song &amp; dance, traditional dress, art, hunting, food, story telling etc) with village based accommodation (eg village home stay or traditional style guest house);</li> <li>- linking nature experiences through local walks / treks with skilled guides providing interpretation.</li> </ul> <p>2.3 Develop policy to coordinate and resolve land ownership issues that may arise in the development of tourism projects.</p> <p>2.4 To focus on existing / potential treks of high visitor appeal and unique offerings.</p> <p>2.5 To fully scope these treks in terms of:</p> <ul style="list-style-type: none"> <li>- landowner consultations and agreements</li> <li>- opportunities to link village tourism projects enroute, such as village based accommodation projects &amp; cultural/nature experiences</li> <li>- significant attributes for guided interpretation through the trekking experience;</li> <li>- access issues / opportunities.</li> </ul> <p>2.6 Enhancement of the presentation of TORBA cultural and heritage by developing a Cultural Tour</p>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• As villages become involved, tourism business opportunities and associated benefits are spread amongst rural communities.</li> <li>• Employment is created in villages through provision of visitor services (eg guiding)</li> <li>• Conservation efforts are supported by reinforcing the value of protected areas and generating income for associated projects.</li> <li>• Adoption of well planned, best practice approaches to tourism projects.</li> <li>• The niche market need for low environmental impact, personalised, nature base experiences will be fulfilled by TORBA thus raising its profile to target groups.</li> <li>• As demand for nature and cultural experiences increases, so will capacity to cater for this, thus minimising damage from overuse of some areas.</li> <li>• Fulfils a market need for cultural and nature-based, adventure activities.</li> </ul>

<b>STRATEGY 3:</b>	<b>Collaborate with VIT Tourism School and Vanuatu Chamber of Commerce or Cooperative Department Training Arm to deliver quality training in the Province to upgrade industry skills and knowledge in areas of Hospitalities and Managements.</b>
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## TORBA PROVINCE TOURISM PLAN

<b>Recommendations:</b>	<p>3.1 To provide awareness about tourist and the business of tourism in secondary schools around TORBA province</p> <p>3.2 Offer short courses in customer service and visitor servicing, house keeping, restaurants , tour guiding and first aid, 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>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Addresses the tourism awareness issues faced across the Province.</li> <li>• Provides a better skill base to underpin sustainable tourism development.</li> <li>• Improves the visitor experience.</li> </ul>

<b>STRATEGY 4:</b>	<b>Implement a targeted publicity and promotion strategy for TORBA Province</b>
<b>Recommendations:</b>	<p>4.1 Create a positive awareness among target markets and segments of the unique appeal and experiences available in TORBA</p> <p>4.2 Convert interest to actual travel to TORBA 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 TORBA.</p> <p>4.4 Undertake promotional activity at VTO sponsored opportunities in targeted markets</p> <p>4.5 Develop and maintain the official TORBA 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>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Promotes TORBA to the key markets and segments most likely to make an inquiry / booking.</li> <li>• Makes information about TORBA, and how to access it, available to interested parties.</li> </ul>

<b>STRATEGY 5:</b>	<b>In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airports and wharf facilities</b>
<b>Recommendations:</b>	<p>5.1 To prepare a long term development plan for Sola airport which identifies key upgrades and investment points and budget in terms of:</p> <ul style="list-style-type: none"> <li>- Construction of new airport terminal- Terminal meet and greet facilities for arriving visitors</li> <li>- Electricity</li> <li>- Tourism information and promotion boot for arriving visitors</li> <li>- Beatification of parking area and proper international signage install</li> <li>- good running water supply</li> </ul> <p>5.2 To upgrade Sola, Merelava and Toga airstrips.</p> <p>5.3 Prepare long term plan for the main wharf of jetty facilities and upgrade to cater for cruise ship visitors:</p> <ul style="list-style-type: none"> <li>- Increase Bollards and Amenities at the main location</li> <li>- Install yacht moorings at main location</li> </ul> <p>5.4 Develop plan for water and sewerage in Sola commercial centre</p>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Enhances the visitor arrivals experience – setting positive first impressions.</li> <li>• Provides greater opportunity to promote tourism products and services.</li> </ul>

<b>STRATEGY 6:</b>	<b>Undertake Commercial centre / Village Tourism Awareness and Pride Programs.</b>
<b>Recommendations:</b>	<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> <p>6.2 To conduct a tidy town / village community based program involving schools and</p>

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	community groups.
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Provides the opportunity to increase visible pride in town and villages.</li> <li>• Provides the opportunity to engage town and village more with tourism and make tourism more a community based and involving industry.</li> <li>• Such initiatives will ultimately support business and environmental sustainability.</li> </ul>
<b>STRATEGY 7:</b>	<b>Enhance the TORBA Event Calendar by developing annual events which complement the iconic events –cultural festivals and agricultural shows.</b>
<b>Recommendations:</b>	<p>7.1 To support development and promotion of the Snake Dance and Gaua Women Water Music &amp; TORBA Day Festival</p> <p>7.2 Liaise with Tourism Department and VTO to ensure creation of unique events which fill market gaps rather than duplicate other Vanuatu events</p> <p>7.3 To develop and schedule culture, sport or other themed events, creating a well-planned and exciting calendar of events that involves locals but can also motivate visitors to come. For example, as identified during previous discussions by stakeholders in TORBA, events concepts might include:</p> <ul style="list-style-type: none"> <li>- a Women’s Culture &amp; Arts Show;</li> <li>- a Music Festival;</li> <li>- a Pikinini Festival;</li> <li>- a Mountain Biking event;</li> <li>- Extreme sports team event;</li> </ul> <p>- water based sporting events in the harbour</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• TORBA will develop a reputation as an events centre – a point of difference and an additional reason to visit.</li> <li>• Visitation can be encouraged during previously quiet times of the year</li> </ul>
<b>STRATEGY 8:</b>	<b>Collaborate with relevant authorities reviving and protecting TORBA Cultural Heritages</b>
<b>Recommendations:</b>	8.1 Liaise with appropriate authorities to stop TORBA culture performed for tourist dollar outside of TORBA Province – spreading tourism benefits to the rural areas where less than 80 percent of the population leave.
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Encourage tourists to travel to the province so that they spend their money in the province.</li> <li>• Reduce the rate of urban drift.</li> </ul>

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

## TORBA PROVINCE TOURISM PLAN

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

## TORBA PROVINCE TOURISM PLAN

<b>2. Facilitate accessible and sustainable visitor experiences in TORBA Provinces' key natural, authentic, iconic cultural areas: active Mt Garat volcano, Lake Letas, Siri Waterfall and Women Water Music of Gaua, inactive volcanoes of Merelava, Ureparapara and inactive under water volcano of Vanualava and famous Snake dance.</b>				<b>Priority 1</b>		
<b>INVOLVED AGENCIES:</b>						
DoT, VANUATU Dept of Environment (DE), TORBA Provincial Government (TPG), TORBA 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), TORBA Area & Local Government (TA/LG), Vanuatu Tourism Office (VTO), NGO Conservation Agencies (NGOCA)						
STEPS:	RESPONSIBILITY	TIMEFRAME		PRIORITY	BUDGET	
		START	COMPLETE	H/M/L	Vatu	
2.1	Prepare and promote 'Tourism Development Guidelines' for Protected Areas, outlining best practice processes via simple "how to" guidelines for developing sustainable tourism products and experiences in Protected Areas including trekking products..	DoT, PTC	2011	2012	L	500,000
2.2	Encourage the Vanuatu Government to provide policy to coordinate land ownership issues that may arise in the development of tourism projects in Protected Areas	PTC, DoT	2011	Ongoing	L	Nil
2.3	Encourage interested landowners / village representatives to form networks within their parks aimed at cooperative approaches to tourism experience development (eg linking activities/experiences), issues management, etc	DoT, TPG, LO/VR, NGOCA	2011	Ongoing	M	Nil
2.4	Work with existing village tourism projects to develop and continually enhance key experiences including how to link cultural experiences as appropriate (eg. cultural displays of song & dance, traditional dress, art, hunting, food, story telling etc) and nature experiences (eg local walks) with village based accommodation (eg village home stay or traditional style guest house). Though this, establish additional, micro enterprise opportunities.	DoT, NGOCA, LO/VR	2011	Ongoing	M	500,000 pa over three years
2.5	Facilitate physical access to Protected Areas and specific projects as needed via road, wharf/jetty and airport improvements, and proper toilets at these sites.	PTC TPG, DIPU, DoT	2011	Ongoing	H	3,000,000 over two years
2.6	Provide ongoing training to interested village people in Protected Areas on tourism basics; guiding and interpretation; nature/culture product and experience development; and visitor servicing.	DoT, TS, PTC	2011	Ongoing	M	2,000,000 over two years
2.7	Undertake and maintain an up to date inventory of Protected Area experiences, and prepare marketing materials based on this information for the website & for distribution at the Information Centre, hotels etc.	PTC, DoT (+NGOCA)	2011	Ongoing	M	500,000
2.8	Facilitate booking access for all tourism experiences in Protected Areas and trekking via installation of a booking office within TORBA Tourism Resource Centre.	DoT, PTC	2012	Ongoing	L	500,000
2.9	As demand grows for visitation to existing Protected Areas and trekking in TORBA,	PTC, DE, DoT, TPG	2012	Ongoing	L	Nil

## TORBA PROVINCE TOURISM PLAN

	investigate opportunities to expand the number of declared PA sites in the Province.	(+NGOCA)				
2.10	Based on the above guidelines , develop criteria for identifying treks to be developed as iconic TORBA treks. (Criteria to address issues such as suitability in terms of landowner interest / cooperation / preparedness, access, unique attributes and capacity for delivering nature and culture experiences)	DoT, PTC TPG	2011	2012	M	100,000
2.11	Investigate treks options and select two which best comply with above criteria for development in the first year (Consider one adventurous and the other less challenging)	DoT, PTC	2011	2012	H	Nil
2.12	Fully scope each trek including: landowner agreements, proposed itinerary with unique experiences and accommodation enroute; visitor servicing, access, etc.	DoT, LO/VR	2011	2012	H	200,000
2.13	Encourage landowners / representatives of involved areas to form a network aimed at cooperative approaches to tourism experience development (eg linking activities), issues management, etc	DoT, DE, NGOCA	2011	2012	M	Nil
2.14	Provide training to interested village people along the treks in tourism basics; guiding and interpretation; nature/culture product and experience development; and visitor servicing.	DoT, TS	2012	2013	M	500,000
2.15	Work with each village project to develop and continually enhance its key experiences including the establishment of additional, micro enterprise opportunities.	DoT, PTC	2011	2013	L	200,000
<b>POTENTIAL FUNDING SOURCES:</b>						
<ul style="list-style-type: none"> <li>• Rural/Agriculture Development Bank, International Aid Funding</li> </ul>						

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

## TORBA PROVINCE TOURISM PLAN

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

## TORBA PROVINCE TOURISM PLAN

<b>5. In collaboration with PWD, upgrade and maintain key infrastructure in the Province, including roads, airports and wharf facilities</b>					<i>Priority 1</i>
<b>INVOLVED AGENCIES:</b>					
Airports Vanuatu Limited (AVL), Civil Aviation Department (CAD), Vanuatu Investment Promotion Authority (VIPA), TORBA Provincial Government (TPG), DoT, Air Vanuatu (AV), Provincial Tourism Council (PTC), Project Manager (PM), Ports and Harbours Department (PHD), TORBA Stevedoring Company (TSC), Vanuatu Tourism Office (VTO)					
<b>STEPS:</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>		<b>PRIORITY</b>	<b>BUDGET</b>
		<b>START</b>	<b>COMPLETE</b>	<b>H/M/L</b>	<b>VATU</b>
5.1 Prepare a long term development plan for the airports which identifies key upgrades and investment points and budget.	DoT, PTC, AVL, CAD	2012	2013	M	5,000,000
5.2 Upgrade Sola, Merelava and Toga airstrip Airport terminal	DoT, PTC, AVL, CAD, MIPU	2012	2013	H	To be determined
5.3 Provide Electricity to Airport Terminal building	DoT, PTC, AVL, CAD	2013	2014	H	To be determined
5.4 Encourage competition on domestic airline	DoT, PTC, AVL, CAD	2012	2013	M	Nil
5.5 Looking at increasing additional Capacity to the province – domestic air services	DoT, PTC, AVL, CAD	2012	2013	M	Nil
5.6 Prepare long term plan for the main wharf facilities and jetties to cater for cruise ship and yacht visitors	DoT, PTC, PHD	2012	2013	M	5,000,000
5.7 Sola as Port of Entry – need clearance facilities	DoT, PTC, PHD	2012	2013	M	2 m vt
5.8 Encourage special interest cruise ship operators – VIPA to facilitate investment	DoT, VIPA, PTC	2011	2013	M	Nil
5.9 Provincial Government and Central Government to support PWD maintenance program for roads	DoT, PTC, TPG, PWD	2011	2012	H	To be determined
5.10 Develop plan for water and sewerage in Sola Commercial Centre	DoT, PTC, TPG, PWD	2011	2012	H	Tobe determined
5.11 Examine possibility of alternative energy and fuel for rural areas ie bio fuel wind/solar/volcano	DoT, PTC, TPG, PWD	2012	2012	M	To be determined
5.12 Banks need to put in EFTPOS/ATM facility and branch at Sola	DoT, PTC,	2012	2013	M	To be determined
5.13 Ensure local transport carrying tourists is insured	DoT, PTC,	2011	2012	M	Nil
5.14 Establish Airport Information Service and booking centre on site (staffed according to airline arrival schedule and offering a meet and greet service).	DoT, VTO PTC	2012	2013 & Ongoing	H	3,000,000
<b>POTENTIAL FUNDING SOURCES:</b>					
TORBA Provincial Government and Vanuatu Gov't (Capital Works Budget), International Aid Funding.					

## TORBA PROVINCE TOURISM PLAN

<b>6 Undertake Commercial Centre / Village Tourism Awareness and Pride Programs.</b>					<i>Priority 2</i>
<b>INVOLVED AGENCIES:</b>					
DoT, TORBA Provincial Government (TPG), TORBA Area & Local Government (TA&LG), NGO Conservation Agencies (NGOCA), Provincial Tourism Council (PTC), Land Owners/Village Representatives (LO/VR).					
<b>STEPS:</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>		<b>PRIORITY</b>	<b>Budget</b>
		<b>START</b>	<b>COMPLETE</b>	<b>H/M/L</b>	<b>Vatu</b>
6.1 Continue to conduct Tourism Awareness workshops each year in TORBA Province which teach about the business of tourism and set realistic expectation regarding its needs, benefits in improving quality of life and potential issues – with communities, chiefs, provincial councilors	DoT (+TA&LG)	2011	Ongoing (annually)	H	300,000 per annum
6.2 Contact 'Clean Up 'Vanuatu/Port Vila' Organisations to discuss launching a program in TORBA Province.	DoT, PTC (+TPG)	2011	Ongoing	H	Nil
6.3 Launch an annual Clean Up / Town/Village Pride program in the TORBA 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, DoT	2011	Ongoing	H	500,000
6.4 Introduce tourism awareness into primary and secondary schools	DoT	2011	ongoing	H	2 mvt pa
<b>POTENTIAL FUNDING SOURCES:</b>					
Commercial Sponsorship					

## TORBA PROVINCE TOURISM PLAN

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

## TORBA PROVINCE TOURISM PLAN

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

**TORBA PROVINCE  
TOURISM PLAN**

**APPENDICES**

**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

**APPENDIX (i): DESTINATION AUDIT**

<b>GENERAL INFRASTRUCTURE AUDIT (ACCOMMODATION, ACCESS &amp; VISITOR SERVICES)</b>		
<b>INFRASTRUCTURE</b>	<b>EXPLANATION &amp; DETAILS</b>	<b>COMMENTS</b>
<b>ACCOMMODATION</b>		
Hotels	<b>There are no hotels in TORBA Province</b>	There may be hotels built in future however this depends very much on a lot of things:
Resorts/Motels/Bungalow /Guest houses / Lodges/Villa	<p><b>Gaua</b></p> <ul style="list-style-type: none"> <li>• Langtales Guest House</li> <li>• Seaside Fresh Wind Bungalow</li> <li>• Wongrass Bungalow</li> <li>• Peba Bungalow</li> <li>• Aver Guest House</li> <li>• Weul Guest House</li> </ul> <p><b>Mota</b></p> <ul style="list-style-type: none"> <li>• Seaside GOH Bungalow</li> </ul> <p><b>Pakea Island</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Vanualava</b></p> <ul style="list-style-type: none"> <li>• Capt. Ian &amp; Karen's Guest House</li> <li>• Leumerous Guest House</li> <li>• Wilkins Guest House</li> <li>• M's Guest House</li> <li>• Elierzer Travelodge</li> <li>• Nerr Bungalow</li> <li>• Twin Waterfall Bungalow</li> </ul> <p><b>Motalava</b></p> <ul style="list-style-type: none"> <li>• Sunset Bungalow</li> <li>• Caring Home Bungalow</li> <li>• Edgehou Guest House</li> <li>• Lodoudou Guest House</li> </ul> <p><b>Rah</b></p> <ul style="list-style-type: none"> <li>• Barton's Seaside Guest House</li> <li>• Dori Lagon Guest House</li> <li>• Rav Bungalow</li> <li>• Rah Paradise Bungalow</li> </ul> <p><b>Ureparapara</b></p> <ul style="list-style-type: none"> <li>• Nicolson's Guest House(Basic)</li> <li>• Lesemai Guest House(Basic)</li> </ul> <p><b>Torres (Linua Island)</b></p> <ul style="list-style-type: none"> <li>• Kamalisa Memorial Bungalow</li> </ul> <p><b>(Loh Island)</b></p> <ul style="list-style-type: none"> <li>• Josedith Guest House</li> </ul> <p><b>(Hiu Island)</b></p> <ul style="list-style-type: none"> <li>• Manage Bungalow</li> <li>• Shakarai Bungalow</li> </ul>	<ul style="list-style-type: none"> <li>• TORBA has no hotel or large resorts to cater for a large number of tourists. Should there be plans to increase tourists numbers in 5 – 10yrs time then few large resorts must be developed to suit the current trend.</li> <li>• The majority of the Guest houses are constructed mainly for the domestic market. These bungalows mainly provide accommodation and food for client's entire stay.</li> <li>• The bungalows are of accepted standards for clients when patronizing.</li> <li>• Confusion surrounds guest house/bungalow as listing names infor on VTO website &amp; Jason's Travel Guide differs. The term Guest House, Lodge are not consistent from island to island as in visitors expectation of the type, standard of accommodation may not be met. There is a need to differentiate guesthouses , lodges , &amp; home/village stays and budget accommodation )</li> <li>• For clients accessing information on villages stays is very difficult and the inclusions in this audit are not marketed via tourism channels.</li> <li>• Village stays can be a budget option however people's perception or focus is more on bungalows rather than hosting the clients in their houses or villages.</li> <li>• Shortage of accommodation during a certain event on certain island for instance during the Village Health Workers National conference held on Loh island in the Torres Group.</li> <li>• There are no infrastructure to link the main Tourism Attraction sites on Gaua, Vanualava and Motalava. If the roads are constructed and tar sealed then this would solve the problem of difficult access and thus reduce costs in terms of transportation as presently it is very costly for clients to travel around.</li> <li>• Access to some bungalows can only be by boat or by foot from the airfield however most of the boats are not fully equipped with safety equipment for client's safety in case of emergency such as Radio, Fire Flares, roll</li> </ul>

**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

		<p>locks, paddles, life jackets, spare engine, and GPS/compass. Clients patronizing the bungalows are yachters</p> <ul style="list-style-type: none"> <li>• Business License payable to the Torba Provincial Government is not paid on time.</li> <li>• Clients/Tourists patronizing the bungalows are most ly Vanuatu Government Officials visiting and NGO staff. There are few tourists visiting from Europe and staying for a long period.</li> <li>• Most bungalows do not have electricity and hot water. They used either kerosene lamps or small generators to providing power for a minimal time every night.</li> <li>• Fuel Prices in TORBA are relatively high ranging from 280vt – 500vt a litre.</li> <li>• Basic bungalow nightly rate is 2,500 per room per night per person per bed.</li> </ul>
<p>Village Stays / Village style accommodation</p>		<ul style="list-style-type: none"> <li>• No list of village stays accommodation available however several villages in TORBA have hosted several Peace Corp Volunteers and enthusiastic travelers who want to experience the TORBA culture and way of life.</li> </ul>
<p>Other Accommodation</p>		<ul style="list-style-type: none"> <li>• Church, Community Halls and Private houses and School dormitories available for a large group during school breaks only in Torres, Ureparapara(Divers Bay),Motalava,Mota, Vanualava, Gaua and Mere lava.</li> </ul>

**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

ACCESS		
Air access	<ul style="list-style-type: none"> <li>• <u>Air Vanuatu Domestic (Twin Otter &amp; Islander)</u> No International flight to Torba at this stage as there is no tar sealed airport.</li> <li>• <u>Air Vanuatu Domestic (Twin Otter/Islander)</u> Loh Torres – 2 flights a week from Port Vila (Monday and Friday) Motalava – 2 flights a week from Port Vila (Monday and Friday) Vanualava(Sola) 2 flights a week from Port Vila Gaua – 2 flights a week from Port Vila</li> <li>• <u>Air Vanuatu Domestic (Islander/Twin Otter)</u> Monday – Vila/Santo/Gaua/Sola/Motalava/Linua/Motalava/Sola/Gaua/Santo/Vila Friday – Vila/Santo/Gaua/Sola/Motalava/Linua/Motalava/Sola/Gaua/Santo/Vila</li> <li>• <u>Pakea Private Airstrip</u> No schedule for flights into Pakea however private planes hired by the owner lands whenever he visits the island</li> <li>• <u>Merelava Airstrip</u> Currently clearance are being done by people of Merelava using man power for a Cessna plane to use (not completed yet).The plane belongs to a Dr.Mark who is currently operating from Gaua.</li> <li>• <u>Toga Airstrip</u> Currently clearance are being done by people of Toga (Torres) using man power for a Cessna plane to use (not completed yet).The plane belongs to a Dr.Mark who is currently operating from Gaua.</li> </ul>	<ul style="list-style-type: none"> <li>• Domestic flights are very expensive; an additional airline is requested to service these islands so that there is competition which may reduce airfares to TORBA.</li> <li>• Capacity of flights especially to Sola is a problem as Vanair does not run extra flights if there is a need.</li> <li>• There are 4 airstrips in TORBA whom can cater for Islander and Twin Otter aircrafts and a private airstrip which can cater for islander planes only at the moment.</li> <li>• The airstrip under constructed by man power on Merelava and Toga will cater for a Cessna plane but hopefully upgraded for an islander to eventually land in future.</li> <li>• Currently Sola airfield on Vanualava is not an all weather airstrip thus drainage needs to be upgraded. Whenever there is heavy rain on schedule date, planes cannot land as airstrip is boggy.</li> <li>• All maintenance of airfields in Vanuatu are under PWD however they are not effectively keeping cutting the grass. Flights have been cancelled when the grass are too tall.</li> <li>• No package tours offered to TORBA</li> <li>• There are no flash toilets at the airfield for the convenience of the Tourists.</li> </ul>
Sea access	<ul style="list-style-type: none"> <li>• Oceanic Discoverer 2 visits to Ureparapara island annually to divers bay (Well protected harbor)</li> <li>• Sorren Larsen (Big Yacht) visiting Gaua, Vanualava and Motalava.(not on schedule)</li> <li>• Yachts visit all islands in Torba from January – September every year.</li> <li>• Southern Cross (Anglican Mission Vessel based in the Solomon Islands visits the Banks and Torres twice a year.</li> <li>• Club Mead visited Torres &amp;Ureparapara from 1993 - 1997</li> </ul>	<ul style="list-style-type: none"> <li>• Divers Bay in Ureparapara would definitely require a jetty as Oceanic Discover calls twice annually.</li> <li>• Loh Island, Motalava and Losalava in Gaua would need a visibility study carried out for jetties construction.</li> <li>• With the construction of jetties on Torres, Ureparapara, Motalava &amp; Gaua, flash toilets should also be put in place. In places like Torres (Loh)a water tank capacity of 10,000ℓ should be use to collecting water for the flash toilet as water is a problem.</li> <li>• Yacht clubs in Gaua, Vanualava, Motalava, Ureparapara and Torres needs to upgrade inoder to meet clients need.</li> </ul>

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Road access	<ul style="list-style-type: none"> <li>• <b>Gaua</b> Road from Gweteon to Lemoga (not tar sealed). The bungalows are situated along this stretch of road on the East of Gaua. An Ausaid funded project was approved to maintain and improve the road.</li> <li>• <b>Motalava</b> Bungalows are situated on the northern most part of the island. There is approximately a 14 km road (un tar sealed) that links the Valua airfield and the villages on the northern part of the island. The road will soon be upgraded by the public works department as planned.</li> <li>• <b>Vanualava</b> There is approximately 6km of road from Sola airfield to Mosina village where the road ends. Most of the bungalows are located in Sola however there are 2 bungalows on the western side of Vanualava where accessibility to them is either by boat or by foot. Capt. Ian &amp; Karen's bungalow is situated on the far end of the Sola where access to the establishment is by foot only.</li> <li>• <b>Other islands in TORBA PROVINCE</b> The PWD TORBA should include in their yearly work plans of 2011 and 2012 survey of roads on Mota and Loh in the Torres.</li> </ul>	<ul style="list-style-type: none"> <li>• All the other islands in the TORBA group apart from Gaua, Vanualava and Motalava do not have proper roads constructed by PWD.</li> <li>• The roads and drainage systems are in terrible condition and needs upgrading as soon as possible.</li> <li>• The road needs to be extended to all tourism attractions sites on Gaua, Vanualava and Motalava. The roads needs to be maintained on a regular basis by the PWD unit based in TORBA.</li> <li>• On Vanualava, the road needs to be extended to the West and further East of the island.</li> </ul>
Car /Hire	<ul style="list-style-type: none"> <li>• There are no hire car services in the whole of TORBA</li> </ul>	<ul style="list-style-type: none"> <li>• If the road is extended on Vanualava, Motalava and Gaua then locals must venture into the Car/Hire business.</li> </ul>
Public Transport	<ul style="list-style-type: none"> <li>• There are governments &amp; Anglican Church owned vehicles that are used for transportation when not busy and there are also privately own vehicles plying from one point to another.</li> </ul>	<ul style="list-style-type: none"> <li>• Reliability, safety and quality of these transports travels for tourists raises an issue (in terms of drivers, vehicles and hold ups), unless provided by the bungalow owners.</li> </ul>
<b>VISITOR SERVICES</b>		
Airport	<p>There are no airports at present however TORBA has 4 airstrip that exist on the following islands:</p> <p><b>Gaua</b></p> <ul style="list-style-type: none"> <li>• Easy access – located at Salomo approximately 6 -10 minutes by truck from Namasari Village.</li> </ul> <p><b>Vanualava</b></p> <ul style="list-style-type: none"> <li>• Easy access – located near Neregasal Village. It is approximately 5 minutes by truck to the Torba Provincial Government Quarters and its central business area.</li> </ul> <p><b>Motalava</b></p> <ul style="list-style-type: none"> <li>• Easy access and is located in Valua area which is approximately 14 kms from the northern part of the island where a lot of bungalow &amp; other businesses are.</li> </ul>	<ul style="list-style-type: none"> <li>• Sola airfield is not an all weather airstrip. When it rains, flights to Sola are usually cancelled due to the soft &amp; muddy surface of the airstrip resulting in flights cancellation. Passengers schedule to fly out on the day must spend an extra 18,000vt approximately to get a boat across to Motalava and catch a flight out of TORBA. Needs to be improved or relocated.</li> <li>• The French Government has given 12,000,000 VT to upgrade the Sola airstrip and nothing has been done so far.</li> <li>• Grass sometimes grows very tall forcing flights to be cancelled. It is the responsibility of the PWD to keep the grass down.</li> <li>• Public amenities such as flash toilets must be put at the airfields for visitors to use. In addition to the toilet set toil, a 10,000l Poly water tank each and roof Gutters must be placed in Sola and Linua air terminal buildings to collect water for the flash toilets.</li> </ul>
Information Centre	<ul style="list-style-type: none"> <li>• There is no information centre in the whole of Torba except for Gaua and Vanualava where one can find brief information.</li> </ul>	<ul style="list-style-type: none"> <li>• Gaua – Onleas Tour(Salmolo Airfield)</li> <li>• Vanualava – Torba Tourism Office based in the Torba Provincial Government Headquarters in Sola.</li> </ul>

## TORBA PROVINCIAL TOURISM PLAN: APPENDICES

Signage	<ul style="list-style-type: none"> <li>• There is limited road signage erected by the PWD from Sola airfield to the Torba Provincial Government Area in Sola.</li> </ul>	<ul style="list-style-type: none"> <li>• Signage needs to be erected along roads in Vanualava, Gaua, Motalava and Loh Island.</li> <li>• If roads are constructed in future on the other islands then signage needs to be erected to guide visitors.</li> <li>• Signage must also be put in the main ports and airstrips.</li> </ul>
Tour Operators	<ul style="list-style-type: none"> <li>• There is only 1 tour operator in Torba called Onleas Tour (Gaua)</li> <li>• There is no inbound Travel Agent</li> <li>• Tours can be tailor made to suite demand by bungalow operators.</li> </ul>	<ul style="list-style-type: none"> <li>• Operators need to pay liability insurance to ensure clients safety.</li> <li>• Payment of Business License to the Torba Provincial Government sometimes is late therefore surcharges are imposed.</li> </ul>
Emergency Services	<ul style="list-style-type: none"> <li>• Mataga Health Centre (<b>East Gaua</b>)</li> <li>• Dr. Mark's Clinic (SDA Mission) Salmolo airfield, <b>East Gaua</b> <ul style="list-style-type: none"> <li>- Dolap Aid post(West Gaua)</li> <li>- Siriti Aid post(East Gaua)</li> <li>- Be-am Aid post(South Gaua)</li> </ul> </li> <li>• Sarawia Dispensary (<b>Mota</b>) <ul style="list-style-type: none"> <li>- Gamalna Aid Post</li> </ul> </li> <li>• Torba Mini Hospital in Sola (<b>Vanualava</b>) <ul style="list-style-type: none"> <li>- Hanington Dispensary (Vetiboso,West Vanualava)</li> <li>- Lalnetak Aid post(East Vanualava)</li> <li>- Vatop Aid post(North East Vanualava)</li> <li>- Ambek Aid Post(North East Vanualava)</li> <li>- Leon Bay Aid Post(North West Vanualava)</li> <li>- Vatrata Aid Post(West Vanualava)</li> <li>- Wasaga Aid Post(South West Vanualava)</li> <li>- Qerebeta Aid Post(South East Vanualava)</li> </ul> </li> <li>• Bemesas Clinic (<b>North Motalava</b>) <ul style="list-style-type: none"> <li>- Valua Aid Post (South Motalava)</li> </ul> </li> <li>• Hannington Clinic (Vetiboso,West Vanualava)</li> <li>• Lehali Dispensary (Ureparapara) <ul style="list-style-type: none"> <li>- Divers Bay Aid Post</li> <li>- Lemaele Aid Post</li> </ul> </li> <li>• Loh Health Centre (Torres) <ul style="list-style-type: none"> <li>- Hiu Aid Post</li> <li>- Tegua Aid Post</li> <li>- Toga Aid Post</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Torba Mini Hospital will soon have a Doctor and all the necessary personnel to run the operation.Houses are being constructed to accommodate them at Qatvaes, Sola, Vanualava.</li> <li>• The Aid Post is currently operated by trained village health workers based in the village.</li> <li>• The Clinics and Dispensaries are manned by trained nurses from Vanuatu Nursing School however in a few of the Aid Post, no qualified or trained aid post worker are posted there.</li> <li>• Currently operation cannot be done in Sola however patients are referred to the Northern District Hospital in Santo.</li> <li>• The flying doctor can be contacted either by Fresh Wind Teleradio or by Phone # 38508.Dr.Mark fly's out to the main clinics on Torres, Motalava and Vanualava to check patients that nurses cannot deal with.</li> <li>• Some dispensaries have Teleradios while others have TVL phone(land line).All Aid posts have access to phone or Teleradio but are being located somewhere else.</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• There are a few local restaurants on Motalava airstrip and in Sola area</li> <li>• All bungalows throughout the islands in TORBA have their own little restaurant for their clients to use while patronizing their bungalows or establishment.</li> <li>• Captain Ian &amp; Karen Bistro in Kerepuak, Sola, Vanualava run a full time restaurant and bar. They provide western type of food. They also provide alcoholic and non alcoholic beverage.</li> </ul>	<ul style="list-style-type: none"> <li>• Local restaurants on Valua airfield Motalava operate twice a week during flight times.</li> <li>• Local restaurant/open food stalls are not recommended to Tourists as they do not comply with Public Health Act.</li> <li>• The Torba Heath Inspector assigned to work with the Torba Health is actually based in Santo and seldom visits &amp; carries out her task in Torba.</li> <li>• A lot of the restaurants operate on a pro rata basis.</li> <li>• Few restaurants are not paying business license to the TORBA PROVINCIAL GOVERNMENT who is the local authority as required by the law.</li> </ul>

## TORBA PROVINCIAL TOURISM PLAN: APPENDICES

Shopping	<ul style="list-style-type: none"> <li>No special or duty free shops throughout Torba however local souvenirs such as baskets, spears, necklaces etc can be purchase upon request.</li> <li>During major cultural events such as Vanualava Day, St Andrews day, Nere Day and the Gaua &amp; Ureparapara Festival of Arts, a lot of souvenirs come on display and are eventually sold to visitors.</li> <li>There are retail shops throughout Torba selling basically food &amp; clothing items etc</li> </ul>	<ul style="list-style-type: none"> <li>With the regular service of MV Brisk once a month to TORBA, a lot of retail shops are benefiting.</li> </ul>
Banks	<ul style="list-style-type: none"> <li>National Bank branches are located in Sola (Vanualava) and the newly establish branch in Matavaga (Gaua).</li> </ul>	<ul style="list-style-type: none"> <li>Rebursement of cash to the NBV branch in Sola is sometimes hindered by weather as the plane cannot land in Sola (When it rains).Air strip needs urgent improvement.</li> <li>The NBV branch in Sola submit its work to the head office in Port Vila every Wednesday of each week which always delays payments or transfers made from Head office in Port Vila to the Sola branch in Vanualava, TORBA.</li> <li>A survey has been carried by the NBV officials in Vila to have the Sola branch go on line. If this comes about it may improve &amp; eradicate problems faced in the past.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>Currently there is one land line &amp; mobile phone company, TVL providing phone services in Torba Province.</li> <li>A few locals, Peace Corp Volunteers and VSO serving in TORBA have access to satellite phones which they use in times of emergencies to communicate with their respective head offices etc</li> <li>Teleradios are widely use in all the islands in Torba to communicate with each other. The Teleradios can also access Teleradios in the nearby Solomon Islands. The Teleradios are either set up by the Torba Province Government and the Anglican church (Diocese of Banks &amp; Torres)</li> <li>Recently YUMI KONNECT was set up in the Torba Provincial Headquarters.</li> <li>E-GOVERNMENT: Satellite dish set up in Sola in the Torba Provincial Government Premises.</li> </ul>	<ul style="list-style-type: none"> <li>TVL landline throughout TORBA province is not reliable.TVL technicians take forever to fly up to fix the problems when phones are down. TORBA Province sometimes goes without landlines for approximately 1 – 5 month.</li> <li>A survey done by Dicigel to setup in TORBA has been carried by their planning unit. It remains to be seen when they are finally setting up and operating.</li> <li>E-GOVERNMENT will be fully operational sometimes during the year as installations in the TORBA Provincial headquarters are almost completed.</li> </ul>
<b>SPORTING FACILITIES</b>	<ul style="list-style-type: none"> <li>One soccer field on Vanualava and Motalava. Playing fields are found in almost all local villages.</li> </ul>	<ul style="list-style-type: none"> <li>These fields are really not very suitable for Tourists to use as it's not maintained regularly to the required standard however an advance notice to the Sports Officer at the TORBA Provincial Government should be lodged so that necessary preparations can be done prior to any events.</li> </ul>
National Sports Institute	<ul style="list-style-type: none"> <li>TORBA does not have one.</li> </ul>	<ul style="list-style-type: none"> <li>TORBA has different sports association affiliated to National Sporting Federations.</li> </ul>
Golf Course	<ul style="list-style-type: none"> <li>There are no Golf Courses in TORBA and golf is not played.</li> </ul>	<ul style="list-style-type: none"> <li>Can be introduced if huge hotels are set in TORBA.</li> </ul>

## TORBA PROVINCIAL TOURISM PLAN: APPENDICES

<p><b>'PLACES OF INTEREST'</b></p>	<p>Currently the most locally promoted</p> <ul style="list-style-type: none"> <li>• <b>Merelava</b> <ul style="list-style-type: none"> <li>✓ Extinct Volcanoe Grater</li> <li>✓ Conservation of the qwetlap sea rare birds</li> <li>✓ Sea sailing to view flying fish and dolphin</li> <li>✓ Trekking and mountain climbing</li> <li>✓ Traditional carving and weaving</li> </ul> </li> <li>• <b>Merek</b> <ul style="list-style-type: none"> <li>○ Game fishing</li> <li>○ Scuba Diving</li> <li>○ Marine Park</li> <li>○ Local Poultry</li> </ul> </li> <li>• <b>Gaua</b> <ul style="list-style-type: none"> <li>✓ Lake Letas</li> <li>✓ Siri Waterfalls</li> <li>✓ Mt.Garat(Volcanoe)</li> <li>✓ Women water music</li> <li>✓ Gweteon Underwater Caves</li> <li>✓ Onleas Tour – Representing all landowners in Gaua</li> <li>✓ Megabam reef (Koro)</li> <li>✓ Georges Custom house</li> <li>✓ Namasari Custom house</li> <li>✓ Traditional gardening</li> <li>✓ Kayaking</li> <li>✓ Game fishing</li> <li>✓ Bush hiking</li> <li>✓ Traditional caving and waving</li> <li>✓ Chiefly ranking system</li> <li>✓ Fish feeding</li> <li>✓ Ruins of old customary temples</li> <li>✓ Canoe race</li> <li>✓ Boiling mad</li> </ul> </li> <li>• <b>Mota</b> <ul style="list-style-type: none"> <li>✓ Glance at the Flying Foxes hanging from trees near the sea in large numbers.</li> <li>✓ Site of the George Sarawia's Grave (1<sup>st</sup> Anglican Priest of Vanuatu)</li> <li>✓ Game fishing</li> <li>✓ Coconut crab catching</li> <li>✓ Mountain hiking</li> <li>✓ Traditional gardening</li> <li>✓ Historical caves</li> <li>✓ Historical sites</li> <li>✓ Fishing techniques</li> </ul> </li> <li>• <b>Vanualava</b> <ul style="list-style-type: none"> <li>✓ American Point of look out - Leserser (Mosina)</li> <li>✓ Levor (under water extinct volcanic grater; Mosina)</li> <li>✓ Tetqen (Qwats anchorage – Sisiol)</li> <li>✓ Vasqel(Qwats taro garden - Sisiol)</li> <li>✓ Qwats Cone shell - Sisiol</li> <li>✓ Kerepeta waterfall</li> <li>✓ Penadol Swimming Spot</li> <li>✓ Pelav picnic spot</li> <li>✓ Matan Beach (Picnic area; not suitable during South Eastly Winds blow)</li> <li>✓ Manar's dancing stone display</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Most islands and areas can be accessed independently by travelers but without prearranged guides and the experience can be unfulfilling. The entire visit is better delivered using local guides arranged by bungalow operators</li> <li>• There are quite a number of attractive places which were not included or promoted as yet.</li> <li>• Currently bungalow operators or individuals who either own the areas or run simply tours do not have Liability Insurance.</li> <li>• Accessibly to at lot of the areas are not really safe for tourists. Proper roads need to be constructed to the site or areas. A lot of traveling is by boat/foot.(The National Government through the PWD must help.)</li> <li>• Guides must be able to read and write well in English so that they can communicate well with the clients to try and market the area either by word of mouth or other ways.</li> <li>• Safety must be considered by the local tour guides when clients are around to avoid compensation if sued.</li> <li>• Clients must take a lot of precaution when going to Mota as Sharpe lime stones can hurt them when disembarking.</li> <li>• The terrain in Ureparapara is very steep so one must take a lot of precaution to the place of attraction.</li> <li>• There are still a lot of places not promoted.</li> <li>• It is very dangerous although a lot of Yachties have successfully sailed there and climb the rock. There are coconut &amp; breadfruit tress growing on the island and home to sea birds.</li> <li>• Lialava Cave is a big enough to accommodate people from Loh &amp; Linua Island during cyclone times or Tsunami for that matter. There are rooms divided for each village and a fire places.</li> </ul>
	<p>APPENDIX (i)</p> <ul style="list-style-type: none"> <li>✓ Lesar sea cave</li> <li>✓ Twin Waterfall</li> <li>✓ Single Waterfall</li> <li>✓ Cave near Sarsar;ancient paintings inside</li> </ul>	

## TORBA PROVINCIAL TOURISM PLAN: APPENDICES

	<ul style="list-style-type: none"> <li>✓ Maloi Trees Plantation (similar to Magahoni)</li> <li>✓ Divers Bay (Old Volcanic Grater)</li> <li>✓ Pigivunu Cave (Divers Bay)</li> <li>✓ Eeatou (Public toilet for people of chiefs)</li> </ul> <ul style="list-style-type: none"> <li>• <b>Rah Island</b> <ul style="list-style-type: none"> <li>○ Snake dance</li> <li>○ Game fishing</li> <li>○ Coconut crab catching</li> <li>○ Mad fishing</li> <li>○ Canoe racing</li> <li>○ Tour of sleeping mountain</li> <li>○ Tour to the rock of Rah</li> <li>○ A tour to historical legends of Rah/Motalava</li> <li>○ Caves tour</li> <li>○ Traditional volcano baking</li> <li>○ Lobster catching</li> <li>○ Snorkeling</li> <li>○ Anval traditional fish catching</li> <li>○ Yacht rally</li> <li>○ Sell money making</li> <li>○ Rah festival</li> <li>○ Dancing stone and hiking</li> </ul> </li> <li>• <b>Ureparapara</b> <ul style="list-style-type: none"> <li>○ Game fishing and scuba diving</li> <li>○ Mountain climbing</li> <li>○ Cave tour</li> <li>○ Anchorage</li> <li>○ Bird watching</li> </ul> </li> </ul> <p>Peneeie - Old extinct volcanic grater and place of worship</p> <ul style="list-style-type: none"> <li>• Lemdai Cave – Sea birds breeding ground.</li> </ul> <p>There is a small hole that the waste goes through to a pig's stone fence where the pigs would eat and clear the human waste. This was practiced until the early missionaries arrived and stopped people from such practices.</p> <ul style="list-style-type: none"> <li>• Vetagde near Ureparapara – Piece of rock thrown by the Ureparapara Volcanoe that landed in the middle of the ocean.</li> <li>• Toulanlanmean – Place where one can stand and get a full view of the whole island of Ureparapara</li> <li>• Touingwo – Hill of pigs.</li> </ul> <ul style="list-style-type: none"> <li>• <b>Torres</b> <ul style="list-style-type: none"> <li>✓ Loh Island; Lialava Cave</li> <li>✓ Tegua ;Devils Hand Print Toga;Liuna Stones</li> <li>✓ Hiu ;Bewarwar calling water</li> <li>✓ Caves</li> <li>✓ White fine sandy beaches</li> <li>✓ Coconut crab hunting</li> <li>✓ Bird and dolphin watching</li> <li>✓ Surfing local style</li> </ul> </li> </ul>	
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**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

<p><b><u>SUMMARY OF INFRASTRUCTURE ISSUES / GAPS:</u></b></p>	<p><b><u>Accommodation</u></b></p> <ul style="list-style-type: none"> <li>• There is lack of information about community base accommodation and absence of booking facility with a range of accommodation options.</li> <li>• There is lack of consistency and standards of accommodation throughout TORBA Province</li> <li>• Accommodation product development guideline not always followed.</li> <li>• There is a gap in Quality amongst Guest houses from Gaua to Torres.</li> <li>• Bungalow owners do not make as much money in order to expand</li> <li>• Water is an issue to most Guest Houses as they are located areas where there hardly any water source.</li> <li>• The number of Guest houses may be on the rise but very few have all the necessary facilities such as flush toilet and shower while the majorities are still struggling using pit toilets and using buckets to flush the VIP toilet.</li> <li>• Locality of accommodation facilities must be near an area close to infrastructures such as road &amp; airfield to get regular business.,There is no need to put a business in the middle of nowhere because clients</li> </ul> <p>Tour Operators:</p> <ul style="list-style-type: none"> <li>• There is only one tour operator "Onleas Tour" operating on Gaua island on behalf of the landowners however the organization needs to link up with operators in Port Vila and eventually overseas. Staffs of Onleas need to undergo some form of training to improve their skills.</li> <li>• Tour operators in Torba need to have "Liability Insurance "so that they are covered in case of accident.</li> </ul> <p>Access</p> <ul style="list-style-type: none"> <li>• Air access is expensive and time consuming when traveling via Port Vila.Clients then to be bored when domestic flights are delayed.</li> <li>• Torba should need a direct air access in future via Honiara when TOURISTS numbers increases,infrastructure upgraded and improved .</li> <li>• Roads need to be constructed to all key Tourism sites.The existing roads on Gaua,Motalava and Sola needs urgent improvement .Roads must be constructed to East and West of Vanualava as soon as possible</li> </ul>	
	<p align="center"><b>APPENDIX (i)</b></p> <ul style="list-style-type: none"> <li>• In the main Ports in TORBA such as Losalava,Sola,Motalava,Divers Bay and Loh,jetties need to</li> </ul>	

**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

<p><b><u>SUMMARY OF INFRASTRUCTURE ISSUES / GAPS:</u></b></p>	<p>Visitors Servicing</p> <ul style="list-style-type: none"><li>• There are no airfield information desk, arrival area, artifacts market and signs to direct a visitor.</li><li>• Information of arrivals in a year is hard to collect as no one takes the responsibility to do the task.</li><li>• <span style="background-color: red; color: black;">■</span> There is no clear directive given when Tourists arrive as there is no information Desk except in Gaua where Onleas Tour is located at Salmolo airfield and has approximately 3 staff manning the operation on flight days.</li></ul>	
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**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

<b>EXPERIENCE AUDIT: CULTURE &amp; HERITAGE THEME</b>		
<b>PRODUCT / EXPERIENCE</b>	<b>EXPLANATION &amp; DETAILS</b>	<b>COMMENTS</b>
<b>CULTURAL DISPLAYS &amp; VILLAGE TOURS</b>	<ul style="list-style-type: none"> <li>• Currently there are no cultural displays and villages tours however these can be prearranged with the community chiefs to eventuate,</li> <li>• The Bungalow owners can prearrange for the display to take place in the bungalow vicinity that goes along with some customs dances and plays.</li> <li>• There are many cultural dances in TORBA including the famous Snake dance</li> </ul>	<ul style="list-style-type: none"> <li>• Exact number of tourists is not known as number is not recorded however a lot of bungalow anticipated that visitors who stay longer with them were from Europe.</li> </ul>
<b>ARTS &amp; CRAFTS &amp; ARTIFACTS FOR SALE</b>	<ul style="list-style-type: none"> <li>• Currently few bungalow &amp; shop owners are selling artifacts in their premises/shops.</li> <li>• During cultural festivals a lot of the artifacts are on sale.</li> </ul>	<ul style="list-style-type: none"> <li>• Basket weavers from West Vanualava is a unique product from the rest of TORBA.</li> <li>• There is no market locally to sell the artifacts perhaps we can look at options in Port Vila/Santo or even overseas. Locals from Port Vila &amp; Santo only buy in small quantity whenever they visit TORBA PROVINCE.</li> </ul>
<b>FESTIVALS &amp; EVENTS</b>	<ul style="list-style-type: none"> <li>• The following events or festivals take place every annually:  a)Gaua Arts Festival (Gaua)  b)Vanualava Day(Vanualava)  c)Neregniman Day(Motalava)  d)Ureparapara Arts Festival (Ureparapara)  e) Mota Festival(Mota)  f) TORBA Arts Festival(Sola, Vanualava)  g) St Andrews Festival(Rah Island)  i) St Banabas Festival (Ureparapara)</li> </ul>	<ul style="list-style-type: none"> <li>• These festivals take place on different islands in TORBA and on different dates except for Vanualava Day scheduled always on the 1 – 4 Sept of every year to commemorate the tidal wave that hit Vetiboso and other parts of Vanualava in 1930.The whole village of Vetiboso had to relocate to where it is today.</li> <li>• During these festivals a lot of activities are put on display. Others are being revived</li> <li>• A lot of these events were once promoted by VTO but not anymore. No VTO or Cultural centre officials make attempts to attend the festivals.</li> <li>• TORBA ARTS FESTIVAL; This event was last held in 2004.</li> </ul>
<b>MUSEUM / CULTURAL CENTRES</b>	<ul style="list-style-type: none"> <li>• There is no museum/cultural centre's in TORBA</li> </ul>	
<b>WAR HERITAGE</b>	<ul style="list-style-type: none"> <li>• There is no declared War Heritage in TORBA Province.</li> </ul>	<ul style="list-style-type: none"> <li>• The American Point of Look out above Mosina could be listed as WAR HERITAGE as there are live bullets, guns, machine guns found in the area. Since the area is under the land owners, the Cultural Centre officials can open up a dialogue with the landowners to have the area secured and declared as "WAR HERITAGE"</li> </ul>

**TORBA PROVINCIAL TOURISM PLAN: APPENDICES**

<p><b><u>CULTURE &amp; HERITAGE ISSUES / GAPS:</u></b></p>	<ul style="list-style-type: none"> <li>• There is little information about cultural tourism experiences available to tourists before and after arrival.</li> <li>• Little information about developing cultural tourism experiences available to interested communities because of the scatteredness of islands.</li> <li>• Very little knowledge about cultural sites.</li> <li>• There are lots of land disputes.</li> <li>• Local traditions are being neglected thus losing custom.</li> <li>• There needs to be a reliable and sustainable calendar of events to attract tourists all year around.</li> <li>• Same custom performance is done on each island in TORBA thus making very boring for Tourists.</li> </ul>	

EXPERIENCE AUDIT: NATURE- BASED THEME (PASSIVE & ACTIVE)		
PRODUCT / EXPERIENCE	EXPLANATION & DETAILS	COMMENTS
<b>PROTECTED AREAS</b>		
Pakea Island	<ul style="list-style-type: none"> <li>• It is established to meeting criteria of eco-tourism destination.</li> <li>• Basic accommodations are under construction.</li> <li>• All types of fish are found here.</li> </ul>	<ul style="list-style-type: none"> <li>• Run by the Capt. Terry Kerr. Land is leased to the land owners from Mota/Vanualava.</li> <li>• There has been inadequate information about the project released.</li> <li>• Local people from neighboring Mota island are hired to work on the island.(Clearing &amp; building).</li> <li>• Nice fishing spot.</li> </ul>
Torba Provincial Government Conservation Area in Sola, Vanualava	<ul style="list-style-type: none"> <li>• Initiated by the TORBA Provincial Government.</li> </ul>	<ul style="list-style-type: none"> <li>• Declared and mapped out by the Torba Provincial Government and endorsed by TORBA Provincial Government Council.</li> </ul>
Rah Island Conservation Area	<ul style="list-style-type: none"> <li>• Chiefs and Rah community leaders put a taboo in a designated area in front of Rah Paradise Bungalow for the Leaf Fishing that takes place few days St.Andrews Day on the 30<sup>th</sup> November of each year.</li> </ul>	<ul style="list-style-type: none"> <li>• The event is widely promoted overseas by Simon Humphreys – an independent travel agent based in Australia.</li> </ul>
Watansa Island (Reef Islands)	<ul style="list-style-type: none"> <li>• Bought by Mr. Allan Cote (Owner of Bokissa Island Resort).</li> </ul>	<ul style="list-style-type: none"> <li>• No development so far done on the island.</li> <li>• There is land dispute between landowners and the middle man who negotiated the land sale.</li> </ul>
World Heritage Area in Ureparapara	<ul style="list-style-type: none"> <li>• Easter Island like statue erected by people from Ureparapara</li> </ul>	<ul style="list-style-type: none"> <li>• List in World heritage</li> <li>• Need proper footpath and convenient facilities constructed to area for Tourists. At the moment it is very difficult for Tourists to get up there.</li> <li>• The land owner do not allow people to see the area.</li> </ul>
<b>TREKKING</b>		
Adventure Treks	<ul style="list-style-type: none"> <li>• Walk from Lalnetak and up into the Vorawow Volcanoe</li> </ul>	<ul style="list-style-type: none"> <li>• The walk is pretty dangerous as you actually get into the Volcanoe area as there are lots of hot steam vents and water that can be very dangerous if precaution is not taken.</li> </ul>
Walks	<ul style="list-style-type: none"> <li>• Infinite number of walks for hours available to scenic locations such as the :Twin Water fall : Caves on West Vanualava : Single waterfalls</li> </ul>	<ul style="list-style-type: none"> <li>• Tourists are encouraged to bring their walking shoes for the long walks, sunscreen creams and of course sun glasses to protect their eyes.</li> <li>• Such Tour products are being developed by the bungalow owners. Clients need to as the bungalow operator for more information.</li> </ul>

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<b>FLORA &amp; FAUNA</b>		
Butterfly watching	<ul style="list-style-type: none"> <li>• Best location in TORBA are :Linua airfield</li> <li>• White Grass above Lalnetak on the way to Vanualava Volcanoes</li> <li>• Sleeping Mountain (Motalava)</li> </ul>	<ul style="list-style-type: none"> <li>• There may be few other new places that bungalow operators may direct Tourists to.</li> </ul>
Flora	<ul style="list-style-type: none"> <li>• High attitude orchids exist on Gaua and Vanualava such as Pelagodoxa Hendryana Veichia hp.</li> </ul>	<ul style="list-style-type: none"> <li>• There is very little documentation available of how many species there are.</li> <li>• The may be more information available in the Forestry Department in Port Vila however it is not available in the Forestry Office in Sola, Torba.</li> </ul>
Fauna	<ul style="list-style-type: none"> <li>• There is inadequate information on Fauna in TORBA.</li> </ul>	
<b>OTHER</b>		
Scenic waterfalls	<ul style="list-style-type: none"> <li>• Siri water falls on Gaua</li> <li>• Sarsar Twin Waterfalls –West Vanualava</li> <li>• Beseph single waterfall – West Vanualava</li> <li>• Leon Bay Waterfalls – West Vanualava</li> <li>• Kerepeta Waterfalls – South Vanualava</li> <li>• Tahiti River waterfalls – East Vanualava</li> <li>• Bewarwar &amp; Calling waterfalls – Hiu Island, Torres</li> <li>• Oyig Waterfalls –North Motalava</li> </ul>	<ul style="list-style-type: none"> <li>• These waterfalls can be either reached by boat or by foot. There are no proper roads to these waterfalls.</li> <li>• Only few Tour Guides have attended TOUR GUIDING COURSES and have certificates. A lot of Tour Guides do not have certificates from a recognized institution that's certified under the VNTC.</li> </ul>
Scenic caves	<ul style="list-style-type: none"> <li>• Bewarwar Cave(Hiu)</li> <li>• Leawou Cave (Vanualava)</li> <li>• Vetla Cave(Motalava)</li> <li>• Letan Cave(Totolag, Motalava)</li> <li>• Woymwan Cave (Valua)</li> </ul>	<ul style="list-style-type: none"> <li>• Access to these caves is by foot. There is main road to the caves only bush tracks.</li> <li>• To access the caves, get permission from the landowners.</li> <li>• Leawou Cava is accessed by boat. It actually has a lot of rooms inside.</li> </ul>
Horse riding	<ul style="list-style-type: none"> <li>• There is no horse riding in TORBA</li> </ul>	<ul style="list-style-type: none"> <li>• It would be appreciated if this is introduced in TORBA in future. Young boys from TORBA would need to undergo horse training in Montmart.</li> </ul>
Mountain biking	<ul style="list-style-type: none"> <li>• There is no mountain biking in TORBA</li> </ul>	<ul style="list-style-type: none"> <li>• There will be obviously need for mountain biking if number of visitors to TORBA increases in future</li> <li>• Individuals or companies wishing to run mountain biking business in TORBA need to firstly have a business license and liability insurance.</li> </ul>
<b><u>NATURE TOURISM ISSUES / GAPS:</u></b>	<ul style="list-style-type: none"> <li>• The Protected Areas need to register with the Environment Unit and the Cultural Centre so that they are protected under the acts.</li> <li>• Protected Area need to facilitate sustainable Tourism and integrate culture, nature and accommodation experiences.</li> </ul>	

### **Resources for this audit:**

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

**APPENDIX (II): TORBA TOURISM SITUATION ANALYSIS (SWOT)**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ol style="list-style-type: none"> <li>1. Culture: Snake Dance, Water Music,</li> <li>2. Clean Environment; Sand Beach, Cascade, forest, wildlife, birds, reefs, volcanoes</li> <li>3. Friendly people</li> <li>4. Island Kaekae; Organic, no chemicals agricultural products</li> <li>5. Safe Place</li> <li>6. Arts &amp; Crafts (wood Carvings)</li> <li>7. Diversity; Culture, Languages, Wildlife</li> <li>8. Languages</li> <li>9. Slow improved Communication</li> <li>10. Commercial Area of Sola (Services still needed)</li> <li>11. Accommodation (improving)</li> <li>12. Training Awareness (growing)</li> <li>13. Tourism Council and Office being set up</li> <li>14. Authentic untouched culture</li> <li>15. Beautiful Tourism resources</li> <li>16. Big Solwora – Wide Ocean</li> <li>17. Bigfala Land – Available for agriculture</li> <li>18. Cash Economy – Strong in TORBA</li> <li>19. Good Supporting Industries (Copra, Kava)</li> <li>20. Christianity (strong in TORBA)</li> <li>21. Respectful/ Peaceful</li> <li>22. Volcanoes</li> <li>29. No inappropriate development</li> </ol>	<ol style="list-style-type: none"> <li>1. Land Disputes</li> <li>2. Infrastructure (Roads, Ports, Jetties)</li> <li>3. Transportation</li> <li>4. Communication</li> <li>5. High Costs (General)</li> <li>6. Island are separated</li> <li>7. Lack of proper information and Awareness</li> <li>8. Lack of Appropriate capacity</li> <li>9. Lack of Unity</li> <li>10. Lack of direction on how to develop the industry</li> <li>11. Lack of maximising benefits from local food</li> <li>12. Lack of basic health, hygiene and safety</li> <li>13. Basic Utilities; Water and Power</li> <li>14. Lack of Skill people (appropriate capacity)</li> <li>15. Lack of Accommodation (appropriate capacity)</li> <li>16. Attitude to time</li> <li>17. Lack of professionalism</li> <li>18. Ground Transport; Limited supplies</li> <li>19. Airline and ship; Irregular</li> <li>20. Lack of marketing efforts</li> <li>21. Drink too much Kava</li> <li>22. High School dropouts</li> <li>23. Low level of Education</li> <li>24. Too much Monkey Business</li> <li>25. Too much Jealousy (nepotism)</li> <li>26. Low Financial Capacity / Lower cash flow</li> <li>27. Communication (Language)</li> <li>28. Lack of medical facilities</li> </ol>

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ol style="list-style-type: none"> <li>1. Close to Espiritu Santo – International Airport</li> <li>2. Organise Cultural Tours</li> <li>3. Conservation parks/areas into Eco tourism sites</li> <li>4. Improve marketing</li> <li>5. Marine Sites / Snorkeling / Cultural Sites / Natural Environment</li> <li>6. Cultural / Historical sites</li> <li>7. Promote Garat volcano</li> <li>8. TORBA Guesthouse could be further developed as a tourism resource</li> </ol>	<ol style="list-style-type: none"> <li>1. Land disputes</li> <li>2. Air Vanuatu financial situation and flights irregularity</li> <li>3. Strong market promotion of other countries such as Fiji</li> <li>4. Gaua Volcano explodes</li> <li>5. Government unable to support REDI program</li> <li>6. Malaria – Mosquito</li> <li>7. Idea of Cannibalism / Witchcraft (Local mentality to these)</li> <li>8. Natural Disasters; Cyclone, Earthquake,</li> </ol>

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<ol style="list-style-type: none"><li>9. Languages (French &amp; English)</li><li>10. Commitment of provincial council to develop tourism</li><li>11. Boosting local economy and employment opportunity</li><li>12. Sola airport improvement</li><li>13. Ongoing Capacity building</li><li>14. Development of Vanuatu based small cruise ships to the islands</li><li>15. Air Vanuatu's new plane to make more flights daily</li><li>16. NTDO's Tourism Officer</li></ol>	<p>Tsunami</p> <ol style="list-style-type: none"><li>9. Loss of Custom Values</li><li>10. Growing Individualism</li><li>11. Possible Health Problems</li><li>12. Drug Traders</li><li>13. Terrorism affecting tourist travel</li><li>14. Rising Sea Level – Climate Change</li><li>15. Political Instability</li><li>16. Logging</li></ol>
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**APPENDIX (III):  
SIGNIFICANT MARKET TRENDS CHANGING THE WAY PEOPLE TRAVEL**

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

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

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

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

**New values increasingly driving tourism**

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

### **Changes to the Way People Travel**

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

### **Distribution changes and trends**

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

## **APPENDIX (IV): RESOURCES**

### **Vanuatu Government and Related Agency Policy / Planning Documents**

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

### **Vanuatu Tourism Office Resources**

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

### **Province Government Resources**

- *TORBA Rural Economic Development Initiatives*
- *TORBA Tourism Initiative Plan 2008-2013*
- TORBA 'Tourism Product Checklist'

### **Other Resources**

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

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