



# 2021 BUSINESS PLAN



**Vanuatu**  
DEPARTMENT OF TOURISM

# **MESSAGE FROM THE DIRECTOR**

Our Vanuatu Sustainable Tourism Policy (VSTP) (2019-2030) has informed the Vanuatu Sustainable Tourism Strategy (VSTS) (2021-2025) and 2021 Business Plan. Our call to industry, community and Government to transform our tourism industry from dependence to resilience, to be more aligned to our traditional values, an industry that is ethical, inclusive, cares for all our people, regenerates and protects our environment, kastom and culture, offers us resilience in the face of climate change and external threats and gives us the opportunity to have meaningful encounters with others. The VSTS is our guidebook for our 'Niufala rod blo tourism' which requires commitment from all stakeholders to support our people to continue to be known as the happiest people on the planet. Let's remove ourselves from the list of most dependant nations on tourism by: taking measures to diversify our tourism economy so that it better supports other sectors; working together to grow green high value chains; supporting local by buying local; and helping our farmers get better returns and access to markets. We must work together to show the world that Vanuatu is one of the most resilient, compassionate, happiest country in the world, a country that leaves no one behind". Proactive rather than reactive steps are key; it is easier to preserve something that you haven't lost than bring something back. It is up to us, the people, to protect Vanuatu's precious natural and cultural resources, so that they can continue to be shared with the world through meaningful experiences we want for our Visitors."

## **EXECUTIVE SUMMARY**

The Vanuatu Department of Tourism's (DoT) 2021 Business Plan has been developed to meet activities across 18 programs and all 4 Themes of the Vanuatu Sustainable Tourism Strategy (VSTS) (2021-2025) that addresses our unhealthy reliance on tourism while also ensuring the tourism economy is better diversified and supports more local industries and livelihoods. The VSTS has been developed to meet all 5 goals in the Vanuatu Sustainable Tourism Policy (VSTP) (2019-2030) as well as meeting the National Sustainable Development Plan (2016-2030) vision for a stable economy based on equitable, sustainable growth, the Vanuatu Recovery Strategy (2020-2023), the Sustainable Development Goals (SDG's) and the Global Sustainable Tourism Council (GSTC) criteria for Sustainable Destinations. Aligning closely to the VSTP (2019-2030), NSDP (2016-2030), SDG's and GSTC enables the DoT 2021 Business Plan to be an effective policy implementation mechanism as well as a guiding framework for where DoT and funding bodies, NGO's etc. should prioritise their resources. Having a detailed plan for Vanuatu's tourism industry ensures consistency and a clear direction among all stakeholders. It also provides recommendations for other Government Departments on areas that need strengthening to meet the VSTP (2019-2030) goals and objectives (such as waste management, agritourism, foreign investment guidelines and protection of tourism assets etc.).

# IDENTITY STATEMENT

## The collective vision of Vanuatu's tourism stakeholders is:

To protect and celebrate Vanuatu's unique environment, culture, kastom and people through sustainable and responsible tourism.

## The vision, goals and objectives expressed in the Vanuatu Sustainable Tourism Policy (2019-2030) are underpinned by a set of shared values:

Tourism in Vanuatu embraces the traditional and formal economies; it provides sustainable growth by strengthening national and community resilience with the ultimate goal of delivering equitable economic, social, cultural and environmental benefits for Vanuatu and its people.

## Vanuatu's Sustainable Tourism Policy (2019-2030) Goals:

<b>GOAL 1:</b>	To develop and manage a sustainable and responsible tourism industry.
<b>GOAL 2:</b>	Visitors connect with Vanuatu's environment, culture and its people.
<b>GOAL 3:</b>	Sustainable and responsible tourism products and services developed, supported, and marketed to attract responsible high-value tourists.
<b>GOAL 4:</b>	Tourism that enhances, conserves and protects the environmental and cultural resources of Vanuatu.
<b>GOAL 5:</b>	Sustainable and responsible tourism brings improved income and well-being for Vanuatu and its people.



# 4 THEMES OF THE VANUATU SUSTAINABLE TOURISM STRATEGY (2021-2025)



## **1 WELLBEING: through High Value, Low Impact Tourism**

Addressing leakage while promoting direct benefits from tourism to communities and Ni Vanuatu, and minimising and mitigating negative social, cultural and environmental impacts.

1.1 High Value Tourism

1.2 Low Impact Tourism

## **2 RESILIENCE: through Niche Tourism Product Development**

Developing and supporting niche tourism that protects, enhances and regenerates Vanuatu's assets (environment, culture, custom, society, traditional economy), supports resilient communities and provides meaningful employment.

2.1 Environmental Conservation Tourism

2.2 Adventure Tourism

2.3 Culture and Arts Tourism

2.4 Music Tourism

2.5 Sports Tourism

## **3 DIVERSIFICATION: through Agritourism**

Increasing resilience through the diversification of tourism to support agriculture, rural agritourism, value adding, import replacement and traditional cuisine.

3.1 Slow Food Educational

3.2 Traditional Cuisine Revival

3.3 Agritourism Market Research and Support

3.4 Agritourism Marketing

3.5 Wellness Agritours and Agritourism Events Product Development

3.6 Agritourism Value Added Product Development

3.7 Strengthening Linkages Between Primary Producers and the Tourism Industry

## **4 SUSTAINABILITY: through Sustainable Tourism Certification, Investment and Ni Vanuatu Entrepreneurship**

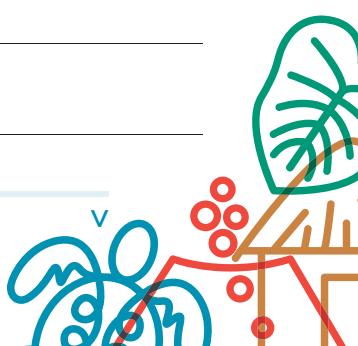
Supporting Ni Vanuatu entrepreneurship and investment in sustainable and climate resilient infrastructure through the Tourism Business Support Program. Certification is ensuring that tourism businesses are operating in line with the Global Sustainable Tourism Council (GSTC) standards for sustainable tourism.

4.1 Vanuatu Tourism Certification

4.2 Agritourism Certification

4.3 Sustainable Tourism Investment

4.4 Sustainable Tourism Support Fund





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# **2021 BUSINESS PLAN PROGRAMS LINKAGE TO THE VANUATU SUSTAINABLE TOURISM STRATEGY THEMES**

## **PROGRAM 1: POLICY AND PLANNING**

## **PROGRAM 2: ADMINISTRATION & FINANCE**

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### **Theme 1: Wellbeing through High Value, Low Impact Tourism**

**The objective of Theme 1 is:**

Address leakage while promoting direct benefits from tourism to communities and Ni Vanuatu.

**The result of Programme 1.1 High Value Tourism is:**

Measures have been implemented to support visitors to stay longer, increase spend on local products and services and measure the tourism contribution to local economy and areas of leakage. Minimisation and mitigation of negative social, cultural, environmental and climate change impacts.

## **PROGRAM 3: TOURISM STANDARDS**

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### **Theme 4: Sustainability: through Sustainable Tourism Certification, Investment and Ni Vanuatu Entrepreneurship**

**The objective of Theme 4 is:**

To ensure all tourism businesses have permits and are operating in line with the minimum standards. To raise the minimum standards to incorporate more criteria from the Global Sustainable Tourism Council (GSTC) standards for sustainable tourism.

**The result of Programme 4.1 Vanuatu Tourism Certification and 4.2 Agritourism Certification is:**

Standards within the tourism industry are more closely aligned to the Global Sustainable Tourism Council (GSTC) standards for sustainable tourism. Tourism in Ecological and Culturally Significant Area's (ECSA's) and Community Conservation Area's (CCA's) are meeting the Code of Conduct and GSTC criteria. The assessments and auditing are managed by a 3rd party organisation to ensure transparency and non-bias.

## **PROGRAM 4: OUTER ISLANDS**

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### **The objective of the Outer Islands program is:**

Oversee activities and reporting on KPI's within the Provincial Sustainable Tourism Implementation Tables, Key focal point between the Director, Managers and Provincial Officers.

### **Result:**

Immediate KPI's within each Provincial Sustainable Tourism Implementation Table have been met and reported to the Director of Tourism

## **PROGRAM 5: PRODUCT DEVELOPMENT**

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### **Theme 2: Resilience through Niche Tourism Product Development**

#### **The objective of Theme 2 is:**

Ensuring tourism business continuity through the Tourism Business Support Program and providing meaningful employment through the development of niche tourism products.

#### **The result of Programme 2.2 Adventure Tourism, 2.3 Culture & Arts Tourism, 2.4 Music Tourism, Sports Tourism is:**

To develop and support more opportunities for meaningful employment of local Ni Vanuatu, enhance and regenerates Vanuatu's assets and increase the diversity of tourism products and services in Vanuatu.

## **PROGRAM 6: TOURISM INVESTMENT**

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### **Theme 4: Sustainability: through Sustainable Tourism Certification, Investment and Ni Vanuatu Entrepreneurship**

#### **The objective of Theme 4 is:**

Supporting Ni Vanuatu entrepreneurship, co-investment, land sovereignty and investment in sustainable and climate resilient infrastructure.

#### **The result of Programme 4.3 Sustainable Tourism Investment and 4.4 Ni Vanuatu Entrepreneurship is:**

Tourism industry has access to sustainable financing to transition to renewable energy and climate adaptation. Sustainable and co-investment options are promoted and encouraged. Registered tourism businesses are accessing support for business continuity through the Tourism Business Support Program

## **PROGRAM 7: CRUISE TOURISM**

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### **The objective of the cruise tourism program is:**

To develop measures to ensure the cruise tourism industry in Vanuatu operates in a sustainable and responsible manner.

### **Result:**

Measures are in place to ensure all future cruise development and activities align with VSCTS



## **PROGRAM 8: AGRITOURISM**

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### **Theme 3: Diversification through Agritourism**

#### **The objective of Theme 3 is:**

Increasing resilience through the diversification of tourism to support agriculture, rural agritourism, value adding, and local cuisine.

#### **The result of Programme 3.1 Slow Food Education and Programme 3.2 Local Cuisine Revival is:**

Increased representation of local food and local cuisine in restaurants, accommodation and homes in Vanuatu.

#### **The result of Programme 3.3 Agritourism Market Research and Support is:**

Research and support programs are implemented to strengthen the Agritourism value chain.

#### **The result of Programme 3.5 Agritours and Agritourism Events Product Development and 3.6 Agritourism Value Added Product Development is:**

New opportunities to develop products that attract tourists to rural areas and strengthen the Agritourism value chain are established through increased sales of local value-added products in the tourism industry and increased number of Agritourism events, Agritours of sustainable traditional farming systems and tours of agribusinesses.

## **PROGRAM 9: SUSTAINABLE TOURISM**

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### **Theme 1: Wellbeing through High Value, Low Impact Tourism**

### **Theme 2: Resilience through Niche Tourism Product Development**

#### **The objective of Theme 1 and 2 is:**

Manage tourism to protect, enhance and regenerate Vanuatu's assets (environment, culture, society), ensure tourism supports resilient communities and minimises and mitigates negative social, cultural and environmental impacts from tourism.

#### **The result of Programme 1.2 Low Impact Tourism is:**

A Monitoring and Evaluation (M&E) framework with environmental, social, cultural and economic consideration is developed and implemented in each province that measures success against the VSTP objectives. Measures are taken to reduce impact from tourism such as the Responsible Visitor to Vanuatu campaign and the phasing out of single use plastics and toxic sunscreen.

#### **The result of Programme 2.1 Environmental Conservation Tourism is:**

To sustainably finance environmental conservation through tourism and ensure tourism that is operating in Ecological and Culturally Significant Area's (ECSA's) and Community Conservation Area's (CCA's) is in line with the Global Sustainable Tourism Council (GSTC) standards for sustainable tourism.



SAFE BUSINESS  
OPERATIONS  
PARTNERSHIP  
AND COMMUNITY  
AWARENESS



# 1. PROGRAM - ACTIVITY & M&E FRAMEWORK FOR 2021

## PROGRAM 1: POLICY AND PLANNING

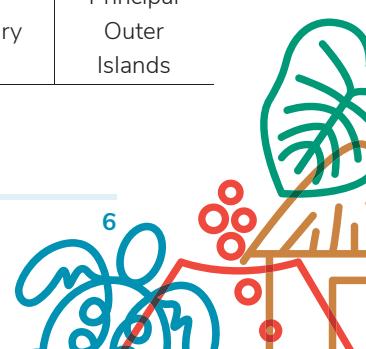
Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Finalise and the Vanuatu Sustainable Tourism Strategy	MTFE	Vanuatu Sustainable Tourism Strategy Launched	1	January	Director
Complete consultation on the review of the Tourism Council Act and Vanuatu Tourism Office Act	MTFE	Consultation review on both Acts completed and Policy paper presented to COM	1	March	Director
Finalise and implement priority actions for the Vanuatu Sustainable Tourism HRD Plan	MTFE	Sustainable Tourism HRD implementation Plan completed and rolled out in all provinces	1	February	Director
Complete review of DoT structure	MTFE	DoT revised structure presented to the Public Services Commission	1	February	Director
Review the Vanuatu Sustainable Cruise Tourism Development Strategy	MTFE	Amendments approved by the National Cruise Tourism Management Committee	1	March	Director
Measure direct and indirect economic contribution of tourism	MTFE	Tourism Value chain analysis report published Framework developed for measuring annual economic impact (direct and indirect economic contribution of tourism and leakage)	1	September	Director
Establish the Sustainable Tourism Support Fund	MTFE	Sustainable Tourism Support Fund established, functional and managed by a formalised committee	1	August	Director
Develop the Tourism Business Support Program	MTFE	Tourism Business Support Program completed, piloted and rolled out in all provinces	1	July	Director
Produce DoT 2022 annual Business Plan and Budget	MTFE	DoT 2022 annual Business Plan documented	1	December	Director

## PROGRAM 2: TOURISM STANDARDS

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Develop voluntary sustainable tourism standards and apply for GSTC Recognition of the standards and Accreditation of the process	MTFC	A voluntary certification program for tourism has been developed that meets GSTC standards	1	September	Principal Accreditation Officer
Develop and pilot the Code of Conduct for tourism in the ECSA's and CCA's	MTFC	All registered tourism businesses operating in ECSA's and CCA's have signed the Code of Conduct		October	Principal Accreditation Officer
Review & modify Tourism Standards for tours and accommodation to incorporate more of the GSTC Criteria	MTFC	GSTC standards have been incorporated into the minimum Tourism Standards. Priority in Sustainable waste and water management requirements	1	June	Principal Accreditation Officer
Establish contract for a 3rd party Certification body to undertake tourism business auditing and assessments for Tourism Permits	MTFC	A 3rd party organisation has been contracted with trained auditors that meet DoT criteria and are registered with VBS  40% of tourism businesses in SHEFA have been audited	1	March	Principal Accreditation Officer
Formalise Tourism Standards Program with the VBS	MTFC	Tourism Standards Program registered with the VBS	1	October	Principal Accreditation Officer
Develop a guide to ensure all holiday rentals formalize their businesses	MTFC	Holiday rental guide produced  New category has been developed specifically for holiday rentals in the Tourism Standards	Over 60 % of holiday rentals registered	June	Principal Accreditation Officer
Establish contract for a 3rd party Certification body to undertake Agritourism products auditing and assessments	MTFC	A 3rd party organisation has been contracted with trained auditors that meet DoT criteria and are registered with VBS		March	Principal Accreditation Officer

## PROGRAM 3: OUTER ISLANDS DEVELOPMENT

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Finalise the Provincial Tourism Plans	40AJ-MTFD	Provincial Tourism Implementation Plans launched	6	February	Principal Outer Islands



Support Provincial Tourism Officers to implement priority activities within the Provincial Tourism Plans	40AJ-MTFD	Provincial Tourism Officers quarterly reports on the implementation of the Provincial Tourism Plans	6 quarterly reports	December	Principal Outer Islands
Establish an Air, Sea and Land Tourism Connectivity Plan, including proposed infrastructure upgrades	40AJ-MTFD	Air, Sea and Land Tourism Connectivity Plans for each Province completed	6	April	Principal Outer Islands
Develop a Plan for the establishment of Tourism Cultural and Information Centre Hubs in each Province	40AJ-MTFD	Provincial Tourism Cultural and Information Centre Hubs completed	6	May	Principal Outer Islands

## PROGRAM 4: PRODUCT DEVELOPMENT

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Develop a support program for adventure product and tours development	40AA-MTFD	Checklist developed for assessing support needs of adventure product and tours	1	February	Principal Product Development
		Support program developed and integrated into the Tourism Business Support Program	1	March	
Develop a support program for cultural product and tours development	40AA-MTFD	Checklist developed for assessing the needs of cultural product and tours	1	February	Principal Product Development
		Support program developed and integrated into the Tourism Business Support Program	1	March	
Assist all registered tourism businesses that meet the criteria for the Tourism Business Support Program to access support	40AA-MTFD	Database produced for all registered tourism businesses accessing the Tourism Business Support Program	1	March	Principal Product Development
		Follow up consultations report to providing assessments of the Tourism Business Support Program	1		

## PROGRAM 5: TOURISM INVESTMENT

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Support tourism businesses to access sustainable infrastructure to finance a transition to renewable energy and climate adaptation	40AC-MTFD	No. of Registered tourism businesses that meet criteria have accessed financial support	70% of registered business	June	Principal Investment Officer

Handbook with RE and EE Guidelines for Hotels distributed to encourage energy audits	40AC-MTFD	No. of Hotels having been informed and handed the guide	All Hotels & Resorts	June	Principal Investment Officer
Establish the Sustainable Tourism Support Fund	40AC-MTFD	Sustainable Tourism Support Fund established and functional and managed by a formalised Committee	1	April	Principal Investment Officer
Develop a Sustainable Infrastructure Scheme for Agritourism financing value adding manufacturing facilities	40AC-MTFD	Sustainable infrastructure scheme is developed and implemented	Over 10 businesses have received financing	November	Principal Investment Officer
Finalise the Tourism Business Support Program	40AC-MTFD	Tourism Business Support Program completed, piloted and rolled out in all Provinces	1	February	Principal Investment Officer

## PROGRAM 6: CRUISE TOURISM

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
To re-establish, reform the TOR and membership and fully resource the National Cruise Tourism Management Committee (NCTMC) as the peak National body to manage, coordinate and supervise all aspects of cruise tourism development.	40AN-MTFB	NCTMC endorsed by COM. Members officially appointed by the Minister	1	February	Cruise Tourism Officer
The NCTMC to realign its expectations about cruise tourism development and negotiate to enter into a formal commercial agreement with each of the two main cruise companies.	40AN-MTFB	Formal Commercial Agreement between cruise companies and Vanuatu Government	1	May	Cruise Tourism Officer
Revise the Terms of Reference for the Port Vila Wharf Management tender and re-advertise it internationally to attract an independent professional port management company	40AN-MTFB	DoT to discuss with PVMC, MIPU and Ports and Marine before presenting a proposal to NCTMC		June	Cruise Tourism Officer



Appoint an independent consultant to undertake an objective feasibility study in the net economic, social and environmental impacts of the Royal Caribbean Perfect day model	40AN-MTFB	Feasibility Study on Lelepa Island Cruise Project, or similar projects, to be completed	1	June	Cruise Tourism Officer
Develop a boutique interisland shipping strategy to enable more access for tourists to outer provinces	40AN-MTFB	Business Plan presented to COM for A boutique interisland cruise		February	Cruise Tourism Officer
Implement carrying capacity evaluations in all port of calls.	40AN-MTFB	Environmental and social carrying capacity evaluations completed and incorporated into all management plans for Port of Call's	6	August	Cruise Tourism Officer

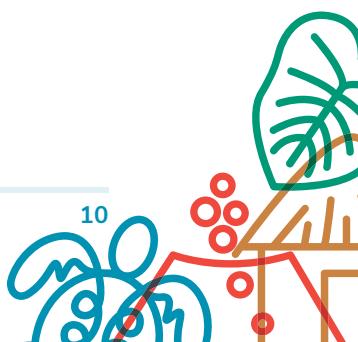
## PROGRAM 7: AGRI-TOURISM

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Appoint a National Agritourism Coordinator	40AA-MTFB	National Agritourism Coordinator has been appointed	1	January	Agritourism Officer
Review the Agritourism plan of Action in line with the VSTP	40AA-MTFB	Amendments have been approved by the Agritourism Committee	1	March	Agritourism Officer
Undertake anthropological research and cultural verification of traditional gardening and local cuisine in each province	40AA-MTFB	A research report is published detailing cultural verification of traditional gardening practices and traditional cuisine recipes in each province	1	December	Agritourism Officer
Identify traditional agricultural systems in each Province that can be recognised as Globally Important Agricultural Heritage Systems (GIHAS)	40AA-MTFB	The published research informs the applications for GIHS in each province	6	December	Agritourism Officer
Develop an educational local cuisine guidebook and T.V grade series	40AA-MTFB	Traditional cuisine book is developed and ready for publishing  T.V grade series is developed and on air in Vanuatu and marketed to other countries detailing traditional farming systems, local produce, traditional cuisine, and value-added products for each province	2	December	Agritourism Officer
Develop a support program for Wellness Agritourism home stays and tours product development	40AA-MTFB	Support program developed and integrated into the Tourism Business Support Program	1	March	Agritourism Officer

Develop an Agribusiness tours support program to increase the number and quality of local agribusinesses	40AA-MTFB	Checklist developed for assessing the needs of agribusiness tours  Support program developed and integrated into the Tourism Business Support Program	1	March	Agritourism Officer
Facilitate an agritourism awareness workshop in Port Vila for wellness agritourism, home stays, agri tours and agribusiness tours	40AA-MTFB	Agritourism awareness workshop completed	1	March	Agritourism Officer
Develop standards with VBS to ensure agritourism value added products are high quality and competitive	40AA-MTFB	Agritourism value added products developed and registered with VBS	1	June	Agritourism Officer
		No. of businesses meeting standards and supported as case studies throughout the value chain	5		
Develop an import replacement program for tourism	40AA-MTFB	Import replacement program for tourism developed	1	November	Agritourism Officer

## PROGRAM 8: SUSTAINABLE TOURISM

Activity (Action)	Budget Code	Output	Target	Completion Date	Responsibility
Develop Sustainable Tourism Management Plans for ECSA's and CCA's	40BA-MTFA	No. of registered ECSA and CCA having a Sustainable Tourism Management Plan	5	December	Officer responsible & Director
Develop a framework and survey for measuring destination wellbeing	40BA-MTFA	Happiness Index Survey has been adapted to suit Vanuatu context and is applied in every Province	1	August	Officer responsible & Director
Review and update the Responsible Visitor to Vanuatu campaign	40BA-MTFA	Responsible Visitor to Vanuatu campaign has been updated and ready to launch	1	August	Officer responsible & Director
Develop a Sustainable Waste Management Plan for Tourism	40BA-MTFA	Sustainable Waste Management Plan is completed, piloted and ready to launch	1	October	Officer responsible & Director
Undertake a climate risk assessment for tourism	40BA-MTFA	Climate risk assessment for tourism is undertaken in all provinces  Results inform all future tourism development and is made publicly available		December	VANKIRAP



Develop a risk reduction, crisis management and emergency response plan for tourism	40BA-MTFA	Risk reduction, crisis management and emergency response plan for tourism is completed, piloted and launched  Procedures and resources have been established for implementing the plan and it is regularly updated  The needs of visitors have been identified and addressed in the delivery of security and health services, including SBO	1	December	Officer responsible & Director
Develop and pilot the 'Conservation Tour Guide Ranger Program'	40BA-MTFA	The Conservation Ranger Guide Program and governance structure has been developed  Mechanisms have been developed to ensure sustainable financing of the program	1	December	Officer responsible & Director
Support ECSA's and CCA's to access funding for ecotourism development	40BA-MTFA	All registered ECSA's and CCA's are receiving support from the Sustainable Tourism Support Fund to develop trails, trekking, camping infrastructure and interpretative signage		December	Officer responsible & Director
Undertake inventory and mapping of all ECSAs and CCA's	40BA-MTFA	ECSA and CCA maps have been incorporated into all tourism planning and development projects		June	Officer responsible & Director

# SUSTAINABLE ISLANDS TOURISM CONFERENCE



## 2. HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of Human Resource Management.

<b>Staffing</b>	<b>Total</b>
Total staff in PSC approved structure	
Permanent	28
Probation	-
Contract	-
Daily Rated	-
Vacant	5
<b>Total staff in Acting Positions</b>	<b>2</b>

<b>Retirement</b>	<b>Total</b>
Severance to be paid during the year	
Accrued leave estimate for retiring staff	

<b>Priority Vacant Posts in OPSC Approved Structure to be advertised</b>	<b>Position #</b>	<b>Scale</b>	<b>Salary</b>	<b>Allowances</b>
Sanma Manager	5818	PS 5.6		
Sanma PDO	5850	PS 4.5		
Tafea SBDO	5810	PS 4.5		
Filing Clerk	5826	PS 2.5		
Design & Construction	5822	PS 5.6		

<b>Key training to be delivered</b>	<b>Cost</b>	<b>Duration</b>
Pending DoT HRD Plan		

### 3. CASH FLOW PROJECTIONS



## **4. THE PROCUREMENT PLAN**

## MINISTER APPOINTING THE NATIONAL CRUISE TOURISM COMMITTEE



## SOLAR FIBREGLASS FREEZERS FOR RURAL OPERATORS



## HRD WORKSHOP



TCRRP TECHNICAL WORKING GROUP

