

The SINTDS Strategy Implementation

The Action Plan 2015 – 2018

The dissecting of the Solomon Islands National Tourism Development Strategy 2015-2019 was officially commissioned by the Solomon Islands Ministry of Culture & Tourism in August 2015.

Green Gold Consultancy was engaged by the Ministry of Culture & Tourism to carry out the assignment and developed the detailed Action Plan for the recommendations presented for each Focal Area within the SINTDS.

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ABBREVIATIONS

ADB	Asian Development Bank
CAASI	Civil Aviation Authority of Solomon Islands
CCO	Climate Change Office
CSO	Corporate Social Obligations
DOE	Department of Environment
DoI	Department of Immigration
DOT	Department of Tourism
DoT	Director of Tourism
DRM	Disaster Risk Management
EIF	Economic Inclusive Framework Funds
EOI	Expression of Interest
FID	Foreign Investment Division
GTS	Guadalcanal Travel Services
HCC	Honiara City Country
HR	Human Resources
ICAO	International Civil Aviation Organization
ICT	Information Communications Technology
IRD	Inland Revenue Department
JICA	Japanese International Corporation Agency
LDC	Least Developed Countries
LOs	Landowners
MCA	Ministry of Communications and Aviation
MCT	Ministry of Culture and Tourism
MDPAC	Ministry of Development Planning and Aid Coordination

MEHRD	Ministry of Education and Human Resource Development
MET	Meteorological Services
MHMS	Ministry of Health and Medical Services
MID	Ministry of Infrastructure Development
MIO	Maritime International Organization
MLH	Ministry of Lands and Housing
MoFT	Ministry of Finance & Treasury
NIIP	National Infrastructure Investment Plan
NTP	National Transport Plan
NZAID	New Zealand Agency for International Development
P.A	Per Annum
PMO	Prime Minister's Office
PPP	Private Public Partnership
PSC	Public Services Commission
Q	Quarter
SBD	Solomon Islands Currency
SBEC	Small Business Enterprise Centre
SIG	Solomon Islands Government
SIMSA	Solomon Islands Maritime Safety Authority
SINTDS	Solomon Islands National Tourism Development Strategy
SINU	Solomon Islands National University
SIPA	Solomon Islands Ports Authority
SIQS	Solomon Islands Quarantine Services
SITIA	Solomon Islands Tourism Industry Association
SIVB	Solomon Islands Visitors Bureau
SOLAIR	Solomon Airlines

SOLHOST	Solomon Host
SPTO	South Pacific Tourism Organization
STC	Solomon Telecommunications Commission
TOR	Terms of Reference
TSCU	Tourism Sector Coordination Unit
TST	Tourism Sector Taskforce
TWGs	Technical Working Groups
WPG	Western Province Government

SINTDS Implementation Action Plan

PART I: INTRODUCTION

The tourism sector in the Solomon Islands is small and undeveloped compared to many other Pacific countries. Growth in tourism can lead to broad based employment and income generation, as well as support the retention of cultural traditions and the sustainable management of the nation's environmental assets.

The Solomon Islands National Tourism Development Strategy 2015-2019 or the SINTDS is designed to identify and address sector related impediments, to facilitate a faster rate of economic growth and increased benefits from tourism. The SINTDS is subtitled '**Strategy for Growth**', reflecting the importance that the tourism sector can play in expanding the economy base of the Solomon Islands. In turn, expanding the economic base will assist in achieving the broader goals of the new Government.

The focus for this SINTDS is the short to medium term covering the next four to five years, to ensure practical and systematic measures are taken to build the tourism sector. The SINTDS outlines a sequenced and prioritized program of development. This paper presents the detailed Activities to be undertaken to achieve each action presented to address each key recommendation within the five strategic focal areas in the SINTDS.

Systematic implementation of the Action Plans specified for each of the SINTDS focal areas will result in increasing tourism sector development. This can bring great benefits to the country, particularly in terms of additional tourism products, enhanced access for visitors, greater awareness of the country in overseas markets and increased visitation. Moreover, this can yield benefits domestically such as income, employment and foreign exchange earnings. Even the relatively modest growth proposed in the SINTDS, will require sustained commitment to the Strategy recommendations, strong leadership, increased investment and additional government and donor resourcing.

Under the SINTDS, the Vision for the Tourism Sector in the Solomon Islands is 'Enhancing Economic Growth through Sustainable Tourism Development for a Better Solomon Islands'. The five interrelated focal areas that form the basis for the SINTDS are:

1. Marketing and Research – Goal: To increase the awareness of the Solomon Islands and demand and yield for tourism products.
2. Product Development and Investment – Goal: To support tourism products that enhances the Solomon Islands competitive positioning.
3. Transport and Infrastructure – Goal: To improve destination competitiveness through increased accessibility, infrastructure use and competitive, safe and reliable transport.
4. Human Resource Development – Goal: To build tourism human resource capacity in the Solomon Islands
5. Cruise Shipping and Yachting – Goal: To support the expansion of sustainable cruise shipping and yachting sector.

In the short to medium term there is a need focus on growing the market for existing tourism products in the Solomon Islands by increasing the level of destination knowledge and product marketing. New

product investment will follow if the market demand is high and the business environment is conducive to investment. Some forms of structural and institutional reforms need to be implemented in order to enhance create the conducive business environment. More so, installation of key support infrastructures to support tourism needs to be prioritized by SIG through National Transport Plan and the National Infrastructure Investment Plan.

In the medium term any product development initiatives need to focus on a limited number of areas that have high tourism potential, as demonstrated by good accessibility and a range of existing high quality products which have strong market appeal. The need to build the necessary tourism human resource capacity is crucial to support the expansion of the sector.

PART II: INSTITUTIONAL STRUCTURE FOR SINTDS IMPLEMENTATION

There is a compelling view that there needs to be leadership of the SINTDS implementation to be positioned at the Prime Ministerial level to drive change, coordinate Cabinet decisions and implement the both the short and medium term priorities identified within the SINTDS. This is particularly important for the implementation to ensure that a 'whole of nation' approach is undertaken for the Tourism Sector development. For the first time in this Country, the Democratic Coalition for Change or DCC Government's political commitment is backed with the budgetary support for Tourism. Coupled with SINTDS outlining the strategic direction for the sector, it is extensively considered to be the prerequisite to successfully drive tourism development in the next five years.

In order to facilitate a more coordinated and prioritized approach to the development of the tourism sector, three interrelated and complementary institutional structures will be established as the foremost step in the implementation of the SINTDS. The representation of key tourism stakeholders for the implementation in these institutional structures must be strategic and more importantly these institutions must be adequately resourced. The institutional structures are justified below with their respective terms of references.

THE TOURISM SECTOR TASKFORCE

The establishment of a **Tourism Sector Taskforce (TST)** as a Public Private body under the Chairmanship of the Prime Minister is crucial to oversee the implementation of the SINTDS recommendations. The Minister for Tourism will be the designated Deputy Chair of the TST. The other members of the TST will include the Minister for Ministry for Infrastructure Development, the PS of Prime Minister Office & Cabinet, the PS of Ministry of Culture & Tourism, the PS of Ministry of Finance & Treasury and the PS of the Ministry of Development Planning and Aid Coordination. There will also be four private sector members on the TST, which will include a rep of the Solomon Islands Tourism Industry Association (SITIA), a rep from the Solomon Islands Chamber of Commerce & Industries, a rep of the Solomon Islands Hotels Association and a rep from the National Cruise Shipping & Yachting Working Group.

While the Department of Tourism will provide secretariat services, the TST meetings will be held at the PMO on a quarterly basis. The TST Secretariat services will be provided through the newly established 'Tourism Sector Coordination Unit' that will be headed by the Director of Tourism.

THE TOURISM SECTOR TASKFORCE – TERMS OF REFERENCE

The Terms of Reference for the Tourism Sector Taskforce will included (but not limited) to the following:

1. The Taskforce should meet every three months to discuss and review the progress on the SINTDS implementation as presented in the Action Plans;
2. For Action Plans for each SINTDS recommendation, the TST will assess and review the commitment and performance of the designated Lead Agency of each Implementing Cluster and those of the Implementation Support Partners in each cluster;
3. Request and receive Quarterly Progress Reports from each Implementing Cluster of the SINTDS recommendations and review progress against the SINTDS Monitoring and Evaluation Framework;
4. Request and receive six monthly reports from the Tourism Sector Coordination Unit headed by the Director of Tourism (DoT) on the SINTDS priorities and changes to the Implementation Action Plans;
5. Make necessary recommendations for adjustments of the SINTDS implementation programme based on the progress reports to the Technical Working Cluster Groups;
6. Present supplementary budgets and resource allocations for the SINTDS implementation to the Cabinet for approvals and endorsements.

THE TECHNICAL WORKING GROUPS

Given there are five strategic focal areas contained in the SINTDS, there will be established one Implementing Cluster called a Technical Working Group (TWG) for each focal area. The following Implementing Clusters will be established comprising of representation from agencies that have direct involvement in each of the SINTDS focal areas.

Cluster Number	Cluster Name (TWG)	Cluster Leader (s) / Chair	Cluster Members
Implementing Cluster 1	Marketing & Market Research Technical Working Group	SIVB	DOT, SITIA, SOLAIR
Implementing Cluster 2	Development and Investment Technical Working	DOT (MCT)	SIVB, FID, SITIA, MoFT, IRD, SOLAIR
Implementing Cluster 3	Transport and Infrastructure Technical Working Group	CAASI / MID	DOT, Donor Partners (<i>NZAID, JICA, ADB</i>), MoFT, MLH, SIMSA, MDPAC, DOE, STC, HCC, CAASI,
Implementing Cluster 4	Tourism Human Resource Capacity Building Technical Working Group	SINU / SBEC	MEHRD, SOLHOST, SIVB, DOT
Implementing Cluster 5	National Cruise Shipping and Yachting Technical Working Group	DOT / SIVB	SITIA, Tour Operators, SIPA, SIQS, Customs, DoI
General	The National Tourism Sector	PMO / DOT	MCT, MDPAC, MoFT, PSC, EIF,

Implementing Cluster (G)	Taskforce		SITIA, SICCI,
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While the specific tasks of each TWG will vary significantly according to the SINTDS focal area they are responsible for, the general roles will to focus on the implementation and coordination of the identified recommendations and actions.

THE TECHNICAL WORKING GROUPS – TERMS OF REFERENCE

The general Terms of Reference for the work of the TWG under the respective Implementing Clusters include (but not limited to) the following:

1. Meet on a monthly basis every month and chaired by the Heads of the respective Cluster Lead Agencies with the agenda to implement the Action Plans in collaboration with the Tourism Sector Coordination Unit;
2. Coordinate together and pool resources to address the SINTDS recommendations and actions within their respective focal areas and implement activities that is allocated to their respective agencies;
3. Assess the resource requirement for the implementation of the recommendations within their SINTDS focal areas and mobilize the resources through dialogue with donors partners and through SIG support;
4. Members of the TWGs to coordinate the implementation of activities prescribed within the Action Plans that sit in their respective agencies accordingly and in the specified timeframes;
5. Providing Secretariat support to the Tourism Sector Coordination Unit in the Action Plans implementation in order to formulate reports to the TST;
6. The Chairs and members of the TWG will be required to report at the Chair or Deputy Chair at the Tourism Sector Taskforce meetings on achievements, challenges affecting progress and the progress against the Implementation Plans.
7. Members of the TWGs will primarily be drawn from the lead agencies and organisations with responsibility for implementing the SINTDS within each focal area.

THE SINTDS COORDINATION UNIT

To improve the coordination of the tourism sector development and support the implementation of the SINTDS across all stakeholders, a Tourism Sector Coordination Unit will be established within the Department of Tourism. The Department of Tourism is the lead agency responsible for the development of policy for the tourism sector with the mandate of driving tourism development and ensuring the minimum standards of tourism operations.

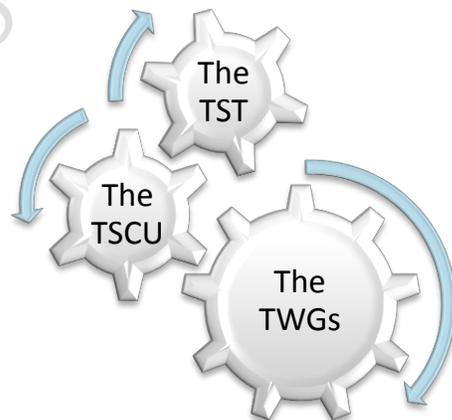
In order to fulfil the functionality of DOT and to support the implementation of the SIGNTDS, the new Tourism Sector Coordination Unit (TSCU) is proposed to be established. The process of formalizing the TSCU will be undertaken by DOT in collaboration with the Public Service Commission (PSC). Hence, approvals for the newly proposed Unit and the staffing requirements and recruitment

THE SINTDS COORDINATION UNIT – TERMS OF REFERENCE

The functionality and structure of the TSCU in terms of support and coordination roles will be based the following terms of reference:

1. Develop the meeting schedules and programs for the TST and the TWGs for the quarterly meetings and the monthly meetings respectively.
2. Preparations of meeting papers including the Documenting and producing six monthly Progress Report to TST on the progress of performance of the TWGs with regards to the SINTDS Action Plans implementation across all five focal areas;
3. External Coordination of SINTDS implementation activities by providing the secretariat services to the TST, facilitating liaison between the TST and the TWGs;
4. Develop and implement the SINTDS communications strategy in order to highlight the progress of implementation, achievements and preparation of media releases on behalf of the TST and TWGs;
5. Monitoring and reporting on tourism sector goals and achievements and reviews of Implementing Cluster lead agencies such as SIVB, CAASI, DOT and SINU on the results;
6. Facilitate liaison between the PS of MCT with heads of each Cluster Lead Agency on issues such as contracting of consultants and other initiatives that supports the SINTDS implementation process;
7. Coordination of gathering sector statistics and research on economic impacts as results of the SINTDS implementation through production of Tourism Sector performance Data (i.e. arrival numbers, number of rooms and beds, quality standard assessments, etc.
8. Facilitate the liaison between Cluster Lead agencies with the private sector industry with regards to SINTDS implementation activities – this could cover investment incentive packaging and facilitating investment opportunity promotions.
9. Any other duties and tasks as might from time to time delegated from the TST regarding the SINTDS implementation and sector performance monitoring.

Figure 1: Working Relationship of Key Institutions for SINTDS Implementation



The diagram above depicts the coordination and linkage roles that the Tourism Sector Coordination Unit (TSCU) plays with the Tourism Sector Taskforce (TST) and the Clusters of Technical Working Groups (TWGs). While the implementation of the SINTDS activities are mostly carried out within the TWGs, the TST also plays a role in monitoring and controlling the activities of the TWGs through the coordination by the TSCU.

PART III: THE ACTION PLANS FOR SINTDS IMPLEMENTATION

The Action Plans for the key recommendations put forward in the SINTDS for each of the five strategic focal areas to boost tourism development are hereby presented in three sections. Section One explains the format in which the key Action Plans for each recommendation are formulated and outlined. This is to ensure that the Implementing Cluster Lead Agencies and the Implementation Support Partner agencies have a clear and thorough picture of how to read and understand the format.

Section Two presents the Short Term Action Plans for key actions associated with each recommendation put forward within each of the SINTDS five strategic focal areas. The Short Term Action Plans highlight the required activities that need to be undertaken by the implementing clusters in order to adequately and effectively achieve the key actions that address each recommended short term priority in the SINTDS.

Similarly, Section Three of part III presents the Medium Term Action Plans to adequately and effectively address the key actions that address each recommended medium term priority area. The medium term action plans are allotted to the relevant Implementing Cluster group

SECTION ONE: THE ACTION PLAN FRAMEWORK FORMAT

The framework employed to present the SINTDS Action Plans is displayed in a sequential format in order to link each recommendation to the key actions to address them and essential series of activities that need to be undertaken to achieve each key action. Hence, for each SINTDS strategic focal area, both the short and medium term recommendations and key actions are backed up with a series of prescribed set of activities.

For each activity, the lead implementing agency is clearly highlighted along with the supporting implementation partners. These agencies are placed with the same Implementing Cluster of Technical Working Group.

There are timeframes prescribed for each set of activities for both short and medium term action plans. However, for the Short Term Priority Action Plans, the timeframes are presented in months and commenced from September 2015 through to August 2016. This is to ensure important activities are implemented to establish the implementation platforms for the medium term priorities in the respective SINTDS focal areas.

The timeframes for the Medium Term Action Plans are presented in quarters and most activities will commence from the Quarter 3 (Q3) of 2016 and through to Quarter 4 (Q4) of 2018. In many instances,

the final quarters of each year reflects minimal activities as those periods will be used for evaluations and program adjustments.

Subsequent to each key recommendation within each SINTDS focal area is an allocated budget and from where the budget will be drawn. While majority of the recommendations have specific budget allocations, there are some activity budgets that will be drawn from the respective Government agencies' Recurrent Budget Heads.

SINTDS Implementation Action Plan

SECTION TWO - SHORT TERM PRIORITIES ACTION PLANS

SHORT TERM ACTION PLAN – ESTABLISHMENT OF THE IMPLEMENTATION STRUCTURE

IMPLEMENTING CLUSTER	<i>National Tourism Sector Taskforce (TST)</i>		SINTDS FOCAL AREA				<i>Establish the implementation structure for the SINTDS</i>										
CLUSTER LEAD AGENCY	<i>MCT (Division of Tourism)</i>		IMPLEMENTATION SUPPORT PARTNERS				<i>PMO, EIF, PSC</i>										
SINTDS STRATEGY	<i>Provide leadership and ensure national coordination and adequate resourcing to underpin the implementation of the SINTDS priority programs</i>																
PRIORITY	<i>Short Term</i>																
YEAR					2015				2016								SBD\$
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET
Resource the SINTDS short term recommendations as outlined for implementation	Prepare budget submission for five years implementation program	Consult on budget requirements	DOT	PMO													Within Budget
		Budget preparation	DOT	PMO													
		Submit for approval	Cabinet	PMO / MCT													
Establish the Tourism Sector Taskforce (TST) under the Chairmanship of the Prime Minister (PM)	Develop TOR for the TST and present to Cabinet for endorsement	Draft TOR	DOT	PMO													\$500,000 p.a
		Consult on draft TOR for acceptance	DOT	PMO													
		Submit to cabinet	PMO	MCT													
Establish meeting schedule & secretariat services		Draft meeting schedules	PMO	MCT													
		Disseminate to TST members & commence work	PMO	DOT													
Establish the SINTDS Technical Working Groups (TWG)	Develop TOR for the TWGs and present for Cabinet endorsement	Formulate 5 TWG Clusters based on SINTDS Focal Areas	DOT	PMO													\$250,000 p.a
		Draft TORs for each Cluster	DOT														
		Submit for endorsement and commence work	PMO	MCT													
	Develop monthly meeting schedule		Draft schedule for the TWGs	DOT	MCT												
Disseminate to TWG members			DOT	PMO													

SHORT TERM ACTION PLAN - ESTABLISHMENT OF THE IMPLEMENTATION STRUCTURE (Continue)

IMPLEMENTING CLUSTER	<i>National Tourism Sector Taskforce (TST)</i>		SINTDS FOCAL AREA				<i>Establish the implementation structure for the SINTDS</i>										
CLUSTER LEAD AGENCY	<i>MCT (Division of Tourism)</i>		IMPLEMENTATION SUPPORT PARTNERS				<i>PMO, EIF, PSC</i>										
SINTDS STRATEGY	<i>Provide leadership and ensure national coordination and adequate resourcing to underpin the implementation of the SINTDS priority programs</i>																
PRIORITY	<i>Short Term</i>																
YEAR												SBD\$					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET
Establish the Tourism Sector Coordination Unit (TSCU) within the Division of Tourism (DoT)	Design and submit new structure to PSC for approval with budget	Draw up structure within DoT	Consultant	DOT													\$500,000 p.a
		Develop JDs based on coordination roles	Consultant	DOT													
		Develop budget for TSCU staff	DOT	Consultant													
		Submit to PSC for approval & implementation	MCT	PSC / DOT													
		Allot office space for TSCU staff	DoT	PSC													
		Recruit staff for the TSCU	Advertise positions publicly	MCT	PSC / DoT												
Hold SINTDS Donor Forum	Plan and hold Donor Forum annually	Identify areas for donor support	DoT	PMO													\$15,000 p.a
		Develop agenda for the Forum	DOT	PMO / MCT													
		Invitations & host the Forum	DOT	PMO													
Review and revise the structure of DoT based on functionality required to support the SINTDS	Contract external review of the functionality and structure including budgetary requirement	Engage consultant to conduct review	DOT	MCT / EIF													\$100,000
		Review work plans	Consultant	DOT													
		Submit to cabinet	DOT	Consultant													
		Implement structure	MCT	DOT													
Support the Re-establishment and operations of the Solomon Islands Tourism Industry Association (SITIA)	Establish a Working Group to work on re-establishment of SITIA, refine the Association's TOR, Constitution and develop a Business Plan	DOT and SIVB to engage with SITIA members to establish a Working group and to support the refining of SITIA's TOR and Constitution	DOT	SIVB, SITIA													\$700,000 p.a
		SITIA Working Group to formulate a Three-Year Business Plan based on its TOR and to complement the roles of SIVB and DOT in the medium term	SITIA	DOT, SIVB													
		Support SITIA with establishment of a Secretariat within SIVB office or DOT in the interim	DOT	SIVB													
		Implement the SITIA Business Plan	SITIA Working Group to submit the Business Plan for approval and endorsement by its members	SITIA	DOT, SIVB												
			DOT and SIVB to provide support through donor proposals and allocation of financial resources for the re-establishment process	DOT	SIVB, SITIA												
			Execute the business plan in collaboration with SIG agencies in product development and work with SIVB in Marketing	SITIA	DOT, SIVB												

SHORT TERM ACTION PLAN – MARKETING AND RESEARCH

IMPLEMENTING CLUSTER	Marketing & Market Research Technical Working Group		SINTDS FOCAL AREA		Marketing & Research													
CLUSTER LEAD AGENCY	Solomon Islands Visitors Bureau (SIVB)		IMPLEMENTATION SUPPORT PARTNER		DOT, SITIA, Solomon Airlines, SINU													
SINTDS STRATEGY	Increase the awareness of the Solomon Islands and demand & yield for SI Tourism Products																	
PRIORITY	Short Term																	
YEAR					2015				2016								SBD\$	
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Appropriate and annual budget for SIVB destination marketing	Budget formulation and submission	SIVB to formulate its marketing activities and cost out all planned activities for the year 2015 @ SBD\$7.5M	SIVB	DOT, SOLAIR, SITIA													\$7.5 Million p.a	
		Submit Annual Marketing Plan for approval by SIVB Board	SIVB	SITIA														
	Budget approval by Government	MCT to submit budget to SIG for approval	SIVB	MCT														
		SIG to approve the budget	SIVB	MCT, PMO														
Based on the SIVB Annual Marketing Plan 2015, SIVB to develop a short term Tourism Marketing Plan for reminder of 2015	Short Term Marketing Plan for 2015 developed and funded	Plan to focus on the awareness of SI in Australia and NZ as key source markets	SIVB	DOT, SOLAIR, SITIA													Within Above Budget	
		Marketing activities with key wholesale partners to drive visitor interests with Ignite Travel	SIVB	SOLAIR, DOT, SITIA														
		Joint marketing activities with Solomon Airlines to support the new SYD-HIR service by Solomon Airlines	SIVB	SOLAIR, SITIA, DOT														
		PR campaign to continue in all Markets	SIVB	SOLAIR,														
Develop and implement a medium term Marketing Strategy and Strategic Business Plan for SIVB for a Five-Year period	Develop the SIVB Strategic Business Plan 2015-2019	Engage consultant to work with SIVB Develop the Strategic Business Plan	SIVB	DOT, SOLAIR,													Within Above Budget	
		Consultation with all key stakeholders	SIVB	DOT, SOLAIR,														
		Submit to SIVB Board for approval	SIVB	DOT, SOLAIR,														
	Develop Marketing Strategy within the SIVB Strategic Business Plan with focus on:	Destinational Marketing Programs with overseas marketing partners	SIVB	DOT, SOLAIR, SITIA														
		Establish Market Research Program with key stakeholders	SIVB	DOT, SOLAIR, SITIA, SINU														
		Internet Distribution Program and establish platform for SIVB Online Booking and Selling Portal	SIVB	DOT, SOLAIR, SITIA														
		Consultations with key tourism stakeholders - domestic & overseas	SIVB	DOT, SOLAIR, SITIA														
Submit to SIVB Board for approval	SIVB	DOT, SOLAIR, SITIA																

SHORT TERM - MARKETING AND RESEARCH (Continue)

IMPLEMENTING CLUSTER	Marketing & Market Research Technical Working Group		SINTDS FOCAL AREA	Marketing & Research														
CLUSTER LEAD AGENCY	Solomon Islands Visitors Bureau (SIVB)		IMPLEMENTATION SUPPORT PARTNER	DOT, SITIA, Solomon Airlines, SINU														
SINTDS STRATEGY	Increase the awareness of the Solomon Islands and demand & yield for SI Tourism Products																	
PRIORITY	Short Term																	
YEAR	2015											2016				SBD\$		
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Build the capacity of SIVB through capacity building program and long term / short term Technical Assistance	Program design and approval by Board and Government	SIVB to formulate its capacity building based on detailed assessment of training needs	SIVB	DOT, SITIA, SINU													\$1 Million p.a (subject to design)	
		Engage TA to assist in program design based on needs	SIVB	DOT, SITIA, SINU														
		Incorporate new positions and requirements into SIVB structure	SIVB	DOT, SITIA, SINU														
		Submit to Board and Government for approval	SIVB	DOT, SITIA, SINU														
		Develop budget with the approved program	SIVB	DOT, SITIA, SINU														
	Present for Donor Funding	Identify program components for funding assistance	SIVB	DOT, SITIA, SINU														
		Discuss funding assistance with donor partners for support for the program	SIVB	DOT, SITIA, SINU														
		Submit for donor assistance to AusAid, NZAID and other Development partners	SIVB	DOT, SITIA, SINU														
Review of SIVB Act to support sustainable and effective Funding Base	Contract Independent Review of the Act	Develop TOR for the Review of the SIVB Act based on Cabinet Approved Amendments	SIVB	DOT, Consultant													\$120,000	
		Request for Expressions of Interest for SIVB Act Review through public Tender process	SIVB	DOT, Consultant														
		Contract an independent consultant to review the Act	SIVB	DOT, Consultant														
		Consultant to conduct wide consultation with key industry stakeholders	SIVB	DOT, Consultant														
	Revise Act based on Cabinet Approved Amendments	Submit draft Review and Amendments to SIVB Board for review	SIVB	DOT, Consultant														
		Final submission of Amendments to Cabinet for approval	SIVB	DOT, Consultant														

SHORT TERM ACTION PLAN – MARKETING AND RESEARCH (Continue)

IMPLEMENTING CLUSTER	Marketing & Market Research Technical Working Group		SINTDS FOCAL AREA				Marketing & Research											
CLUSTER LEAD AGENCY	Solomon Islands Visitors Bureau (SIVB)		IMPLEMENTATION SUPPORT PARTNER				DOT, SITIA, Solomon Airlines, SINU											
SINTDS STRATEGY	Increase the awareness of the Solomon Islands and demand & yield for SI Tourism Products																	
PRIORITY	Short Term																	
YEAR					2015				2016				SBD\$					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Establish the SIVB Online Booking Facility	Develop the Business Plan for the SIVB Online Booking Portal	Gather Product Information from private sector (tourism operators) for the online booking facility	SIVB	DOT, SITIA													\$2 Million for Site developmet	
		Negotiation with Internet Service Provider for the host of the facility	SIVB	DOT, SITIA														
		Secure commitment from Banks for the Booking Facility	SIVB	DOT, SITIA														
		Consult on costs and fees and commissions for the Facility	SIVB	DOT, SITIA														
		Design the Online Facility	SIVB	DOT, SITIA														
	Implement the Business Plan	Contract a capable Technical Team for the development of the Site	SIVB	DOT, SITIA														
		Develop the site and the necessary Booking and Transaction capabilities and Functionalities	SIVB	DOT, SITIA														
		Test / Trial the site before going online	SIVB	DOT, SITIA														
		Commence online product distribution though the SIVB-Managed portal	SIVB	SITIA, Solair														
	Develop and implement a Tourism Industry Communications Program	Quarterly Stakeholder Briefing and ensure close stakeholder liaison on key issues	Develop the Industry Communications Program with key stakeholders and formulate Agenda Template and Meeting Schedule	SIVB	DOT, SOLAIR, SITIA													
Monthly Newsletter			Develop concept and design for the Industry Newsletter	SIVB	DOT, SOLAIR, SITIA													
Monthly Newsletter		Establish staff capacity fo the Newsletter	SIVB	DOT, SOLAIR, SITIA														
		Gather inputs from stakeholders and partners	SIVB	DOT, SOLAIR, SITIA														
		develop and publish the Newsletter	SIVB	DOT, SOLAIR, SITIA														
Annual Tourism Marketing Forum		Establish a NTF Working Committee consisting of SIVB, DOT, Solomon Airlines, SITIA	SIVB	DOT, SOLAIR, SITIA														
		SIVB to host the Secretariat for the NTF Group	SIVB	DOT, SOLAIR, SITIA														
		Develop NTF Agenda and process for NTF Actions	SIVB	DOT, SOLAIR, SITIA														
		Negotiate and secure long term sponsorship and partnership deals with private sector	SIVB	DOT, SOLAIR, SITIA														

SHORT TERM ACTION PLAN – MARKETING AND RESEARCH (Continue)

IMPLEMENTING CLUSTER	Marketing & Market Research Technical Working Group		SINTDS FOCAL AREA				Marketing & Research											
CLUSTER LEAD AGENCY	Solomon Islands Visitors Bureau (SIVB)		IMPLEMENTATION SUPPORT PARTNER				DOT, SITIA, Solomon Airlines, SINU											
SINTDS STRATEGY	Increase the awareness of the Solomon Islands and demand & yield for SI Tourism Products																	
PRIORITY	Short Term																	
YEAR					2015				2016				SBD\$					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Monitor and Evaluate Marketing Activity Effectiveness	Contract Independent Evaluation and Review of Marketing Programs	Develop TOR for Independent monitoring and evaluation task	SIVB	DOT, SITIA													Within SIVB Annual Budget	
		Contract an Independent Consultant for the Monitoring & Evaluation	SIVB	SITIA, DOT														
Establish Coordinated External PR Response to Crisis Management	Establish a Tourism Crisis Action Group - to be Chaired by SIVB	Identify all key stakeholders to be members of the TCAG and develop TOR for the Group	SIVB	DOT, SITIA, SOLAIR													Included in Annual Budget of SIVB	
		Establish a process for Group meeting and Crisis Response with involvement of the Media	SIVB	DOT, SOLAIR, SITIA														
		Establish key Media partnerships (locally and overseas)	SIVB	DOT, SITIA, MEDIA														
		Include in the SIVB Annual Work Programs	SIVB	DOT, SITIA														

SINTDS Implementation Plan

SHORT TERM ACTION PLAN – PRODUCT DEVELOPMENT AND INVESTMENT

IMPLEMENTING CLUSTER	Development and Investment Technical Working Group		SINTDS FOCAL AREA				Product Development and Investment												
CLUSTER LEAD AGENCY	Division of Tourism (MCT)		IMPLEMENTATION SUPPORT PARTNERS				SIVB, SITIA, Foreign Investment, MOFT												
SINTDS STRATEGY	Support the tourism products that enhance the Solomon Islands Competitive Positioning in the Markets																		
PRIORITY	Short term																		
YEAR					2015				2016						SBD\$				
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET		
Develop integrated tourism trails for Western Province and Guadalcanal/Central Provinces	Develop Trails Concept plans and Design Trails	Identify the tourism products, operators, transport routes to support the trails in Western Province & Guadalcanal/Central Provinces combined	DOT	SIVB, SOLAIR, SITIA													\$1 Million Per Trails p.a		
		Formulate the product combinations for Western Province - to include Seghe, Munda and Gizo and covers dive, cultural and nature-based activities	DOT	SIVB, SOLAIR, SITIA															
		Formulate the product combinations for Guadalcanal/Central provinces to include WW II tour sites,cultural activities and nature-based attractions in both povinces	DOT	SIVB, SOLAIR, SITIA															
		Develop the trails routes based on access to the products, support infrastructure, commitment by operators and market interests	DOT	SIVB, SOLAIR, SITIA															
		Develop the appropriate themes for each of the each Tourism Trail based on products and experiences	DOT	SIVB, SOLAIR, SITIA															
		Obtain preliminary feedback on the Trails concepts from Solomon Airlines and overseas marketing partners	DOT	SIVB, SOLAIR, SITIA															
		On-site visits by DOT and SIVB staff to design the trails products with the operators and consult with important stakeholders of product sites	DOT	SIVB, SOLAIR, SITIA															
		Identify and product upgrades that are necessary to enhance the visitor experiences and create standard	DOT	SIVB, SOLAIR, SITIA															
	Develop the trails, signage and branding for the Trails	Design the Trails through integrating wide range of existing tourism products and identify the key signages for each product on each trail route	DOT	SITIA, SIVB, Donor															
		Based on the themes for each trail, develop a relevant / common branding for the concepts and for marketing purposes	DOT	SITIA, SIVB															
		Devise the details of the products, prices, extent of stay and experiences with the operators and other key stakeholders	DOT	SITIA, SIVB															
	Collate product & transport information	Finalize the thematic Tourism Trails into an itinerary format with details of products, transport, prices, sites, operators and associated services	DOT	SITIA, SIVB															
	Develop Trails Internet Micro site in connection with the SIVB website	Engage expertise on web development for design and development of a microsite for the trails for its promotion	SIVB	DOT, SITIA															
		Link the microsite to the SIVB Online Booking facility to support the operators of the Trails	SIVB	DOT, SITIA															
		Market test the trails in both province with a select group of guests for feedback and improvement	SIVB	DOT, SITIA															
	Training of the Trail operators	Assess the capabilities of the Trails Operators to identify areas for service delivery improvement through training	DOT	SIVB, SITIA															
		Organize the necessary training for the trails operators in the areas for improvement in the service delivery and deliver the trainings on-site for the operators	DOT	SIVB, SITIA															

SHORT TERM ACTION PLAN – PRODUCT DEVELOPMENT AND INVESTMENT (Continue)

IMPLEMENTING CLUSTER	Development and Investment Technical Working Group		SINTDS FOCAL AREA		Product Development and Investment													
CLUSTER LEAD AGENCY	Division of Tourism (MCT)		IMPLEMENTATION SUPPORT PARTNERS		SIVB, SITIA, Foreign Investment, MOFT													
SINTDS STRATEGY	Support the tourism products that enhance the Solomon Islands Competitive Positioning in the Markets																	
PRIORITY	Short term																	
YEAR					2015				2016				SBD\$					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Develop and implement a system of minimum standard abd grading for accommodation operators	Design system of minimum standard and grading for accommodation	Engage expertise on Minimum standards and grading classification for accommodation with a clear TOR	DOT	SITIA, Consultant													\$150,000 for Design (EIF to fund) and \$1 Million p.a for implementation	
		Consultant to develop the minimum standard based on regional best practice standards and in consultations with international minimum standards	DOT	SITIA, Consultant														
		Develop a grading system that is practical to the SI tourism industry both in Honiara and provinces	DOT	SITIA, Consultant														
		Draft to be reviewed by DOT and SIVB with inputs from marketing partners	DOT	SITIA, SIVB, Consultant														
		submit for approval by Government via MCT	DOT	MCT, Cabinet														
	Introduce a voluntary system and provide training to operators	Identify operators in Honiara and provinces to work with for the implementation phase on a voluntary basis	DOT	SITIA														
		Provide training for the on the system to the accommodation operators and devise incentives for the volunteers	DOT	SITIA														
		invite operators who are interested to participate in the voluntary system with TOR to refine the system	DOT	SITIA														

SHORT TERM ACTION PLAN – PRODUCT DEVELOPMENT AND INVESTMENT (Continue)

IMPLEMENTING CLUSTER	Development and Investment Technical Working Group		SINTDS FOCAL AREA		Product Development and Investment													
CLUSTER LEAD AGENCY	Division of Tourism (MCT)		IMPLEMENTATION SUPPORT PARTNERS		SIVB, SITIA, Foreign Investment, MOFT													
SINTDS STRATEGY	Support the tourism products that enhance the Solomon Islands Competitive Positioning in the Markets																	
PRIORITY	Short term																	
YEAR					2015				2016								SBD\$	
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Formalize and introduce the Tourism Investment Incentives detailed in SINTDS:	Hold further discussions with the relevant government agencies	Develop a detailed proposal of the recommended SINTDS Tourism Investment Incentives.	DOT	MoFT, FID, IRD													Within Existing DOT Budget	
		Develop a series of consultation meetings for the Tourism Investment Incentive Working Group with a specific timeframe for final outcomes	DOT (MCT)	MoFT, FID, IRD, TST														
		Develop an outcome paper on the Tourism Investment Incentives based on agreed Incentives and conditions	DOT	MoFT, FID, IRD														
	Develop a Paper for Cabinet submission and approval	MCT to take lead in developing the cabinet paper on the outcomes of the proposed Tourism Investment Incentives at PS level	MCT (DOT)	MoFT, FID, IRD														
		Finalize the draft through validating recommendations with the Technical Working group and including a defined process for application for the incentives	MCT (DOT)	MoFT, FID, IRD														
		Present the submission to cabinet through the Minister and PS of MCT	MCT (DOT)	MoFT, FID, IRD														
		New incentives to be gazetted before publishing	MCT (DOT)	MoFT, FID, IRD														
	Communicate the Approved Tourism Investment Incentives broadly to the industry and potential investors	Prepare the final gazetted document for publicatins to the industry operators	MCT (DOT)	MoFT, FID, IRD														
		MoFT, IRD and FID to include the approved incentives on their respective websites	DOT	MoFT, FID, IRD														
		Hold a series of industry workshops on the new incentives with the industry	DOT	MoFT, FID, IRD														
		build the role for receiving, processing and advising on the new incentives into one of the positions within DOT	DOT	MCT, PSC														
	Introduce Tax Incentives for Aviation and Marine Tourism Transport Operators	Plan and develop a list of Tax Incentives for Aviation and Maarine Transport operators with view to enhance competitiveness, affordability, safe and reliable transportation operations	DOT	CAASI, MoFT, IRD														
		Present the Tax Incentives through a Cabinet Paper for approval	DOT	CAASI, MoFT, IRD														
Communicate the approved Tax Incentives to potential domestic and overseas investors in the transport sector		DOT (MCT)	CAASI, MoFT, IRD															
Support an improved business enabling environment by removing corruption from all elements of business environment	Design and adopt stringent anti-corruption policies and processes	Review of all processes and policies for business conduct and processing of tourism business incentives and assistance	DOT (MCT)	SIG													Within Existing DOT Budget	
		Refine the processes to include more accountability and transparency of decisions	DOT (MCT)	SIG														
		strengthen the role and functions of the Ministry Tender Board in granting tourism assistance and incentive	DOT (MCT)	SIG														
		capture the refied processes within the National Tourism Policy and the MCT's Corporate Plans	DOT (MCT)	SIG														

SHORT TERM ACTION PLAN – TRANSPORT AND INFRASTRUCTURE

IMPLEMENTING CLUSTER	Transport & Infrastructure Technical Working Group		SINTDS FOCAL AREA		Transport and Infrastructure												
CLUSTER LEAD AGENCY	Civil Aviation Authority of Solomon Islands (CAASI)		IMPLEMENTATION SUPPORT PARTNER		Solair, Donor JICA & NZAID, SIVB, MCT, MID,MDPAC, SIPA, MoFT												
SINTDS STRATEGY	Improve Destination Competitiveness through increased Accessibility, Infrastructure Use and Competitive, Safe and Reliable Transport																
PRIORITY	Short Term																
YEAR					2015				2016				SBD\$				
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET
Establish a State Owned Enterprise (SOE) to manage Honiara International Airport and prioritize maintenance improvements	Establish the Airport SOE	Conduct detail feasibility study of the proposed Honiara International SOE with focus on commercial viability, improved processes, mandates, structure and opportunities for future expansion of role to other airports	CAASI (MCA)	DOT, Donor Partner (NZAID)													Budget to be Determined
		Develop detail plans into a legislative framework for the SOE to be established under an Act of Parliament	CAASI (MCA)	DOT, Donor Partner (NZAID)													
		Present the Airport SOE draft Bil to Parliament for approval	CAASI (MCA)	DOT, Donor Partner (NZAID)													
		Establish the Honiara International Airport SOE with the necessary staffing recruitment and Management structure	CAASI (MCA)	DOT, Donor Partner (NZAID)													
	Further scope and undertake facility maintenance including runway resurfacing and terminal facility upgrades	Establish a Priority Short Term Work Plan for the new SOE to immediately pursue upon its establishment	CAASI (MCA)	DOT, Donor Partner (NZAID)													
		Develop work program TOR and secure funding for the Airport Facility Maintenance, the resurfacing of the runway and immediate work on upgrading the terminal facilities such as arrival and departure lounges, the toilet facilities and the equipments	CAASI (MCA)	DOT, Donor Partner (NZAID)													
Complete the upgrading of the Munda Airport as an Emergency Alternate Runway	Finalize scope and upgrade requirements and secure funding	Develop the scope of the required upgrading phase with consideration for upgrade to Alternate Emergency Runway by end of 2016	CAASI (MCA)	MID,MoFT, Donor partner												\$3 Million Project Cost (est)	
		Develop the requirements for funding through a Budget submission to be approved by Cabinet before submitting to Donor partner (NZAID)	CAASI (MCA)	MID, MoFT, Donor Partner													
		Assess the options for Investment and discuss funding via investment with funding agencies such as World Bank or ABD	CAASI (MCA)	MID, MoFT, Donor Partner													
	Tender and Contract Upgrade Works to Specifications	Work with the donor partner, MID, MCA to prepare Upgrade Work specifications and requirements for tender process	CAASI (MCA)	MID, MoFT, Donor Partner													
		Issue public tender nationally and internationally for interested bidders and assess the tender submissions for engagement of contractor	CAASI (MCA)	MID, MoFT, Donor Partner													
		Engage contractor through contract for commencement of the upgrade work and work to continue	CAASI (MCA)	MID, MoFT, Donor Partner													

SHORT TERM ACTION PLAN – TRANSPORT AND INFRASTRUCTURE (Continue)

IMPLEMENTING CLUSTER	Transport & Infrastructure Technical Working Group		SINTDS FOCAL AREA		Transport and Infrastructure												
CLUSTER LEAD AGENCY	Civil Aviation Authority of Solomon Islands (CAASI)		IMPLEMENTATION SUPPORT PARTNER		Solair, Donor JICA & NZAID, SIVB, MCT, MID,MDPAC, SIPA, MoFT												
SINTDS STRATEGY	Improve Destination Competitiveness through increased Accessibility, Infrastructure Use and Competitive, Safe and Reliable Transport																
PRIORITY	Short Term																
YEAR	2015												2016		SBD\$		
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET
Upgrade Seghe Airport to Dash 8 capacity	Finalize scope and upgrade requirements and secure funding	Develop the scope of work and requirements for the Seghe Airpot Upgrade work	CAASI (MCA)	MoFT, MID													\$3 Million Project Cost (est)
		Develop requirements for funding through budget submission and in line with the National Infrastructure Investment Program (NIIP) and the National Transport Plan (NTP)	CAASI (MCA)	MoFT, MID													
		Submit for approval and request funding through Donor partner assistance (as in NIIP & NTP) to secure funding	CAASI (MCA)	MoFT, MID													
	Tender and Contract Upgrade Works to Specifications	work with MID and MCA to finalize Seghe Airport Upgrading requirements for the tender process	CAASI (MCA)	MoFT, MID													
		issue public tender notice nationally for selection of contractor	CAASI (MCA)	MoFT, MID													
		engage contractor on contract for the commencement and continuation of the upgrade work	CAASI (MCA)	MoFT, MID													
Upgrade Suavanao Airport to Dash 8 capacity	Finalise scoping and upgrade requirements and secure funding	Develop the scope of work and requirements for the Suavanao Airpot Upgrade work	CAASI (MCA)	MoFT,MID													\$3 Million Project Cost (est)
		Develop requirements for funding through budget submission.	CAASI (MCA)	MoFT,MID													
		Submit for approval and request funding through Donor partner assistance	CAASI (MCA)	MoFT,MID													
	Tender and contract upgrade works to specifications	work with MID and MCA to finalize Suavanao Airport Upgrading requirements for the tender process	CAASI (MCA)	MoFT,MID													
		issue public tender notice nationally for selection of contractor	CAASI (MCA)	MoFT,MID													
		engage contractor on contract for the commencement and continuation of the upgrade work	CAASI (MCA)	MoFT,MID													
Resolve Land issues and recommencement of air services to Malaita Airports and open Reef Islands airport	Conduct landowner negotiations and dispte resolution process for Gwonaru'u, Manaoba and Parasi airports on Malaita and Lomlom airport in the Reef Islands	Establish a Taskforce within the MCA, CAASI, respective provincial government reps and Ministry of Lands and develop a negotiation agenda (TOR) for discussions with relevant landowners	CAASI (MCA)	LO Groups, MLH, MoFT													\$500,000
		Taskforce to invite the relevant landowners and disputing parties and commence the negotiation process with the relevant stakeholders to identify forward-moving strategies for the reopening of the provincial airports	CAASI (MCA)	LO Groups, MLH, MoFT													
		Formulate MOUs with the relevant stakeholders to agreed resolutions and allocate resources to ensure the airports are upgraded to operational standards	CAASI (MCA)	LO Groups, MLH, MoFT													

SHORT TERM ACTION PLAN – TRANSPORT AND INFRASTRUCTURE (Continue)

IMPLEMENTING CLUSTER	Transport & Infrastructure Technical Working Group		SINTDS FOCAL AREA		Transport and Infrastructure													
CLUSTER LEAD AGENCY	Civil Aviation Authority of Solomon Islands (CAASI)		IMPLEMENTATION SUPPORT PARTNER		Solair, Donor JICA & NZAID, SIVB, MCT, MID,MDPAC, SIPA, MoFT													
SINTDS STRATEGY	Improve Destination Competitiveness through increased Accessibility, Infrastructure Use and Competitive, Safe and Reliable Transport																	
PRIORITY	Short Term																	
YEAR					2015				2016				SBD\$					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Introduce Domestic Air Pass and Pacific Air Pass	Finalize, Design and Promote the Domestic and Pacific Air Passes concept	Finalize the terms and conditions for the proposed Domestic Air Pass and the Pacific Air Pass	SOLAIR	SIVB, DOT													Within Solair Budget	
		Identify the partners to work with for the design of the Passes and design the processes, requirements and distribution channels	SOLAIR	SIVB, DOT														
		Design the Passes and commence the selling process	SOLAIR	SIVB, DOT														
		Devise a promotional agenda for the passes with key marketing partners domestically and internationally	SOLAIR	DOT, SIVB														
		Monitor the progress and distribution of the Passes for any further improvements	SOLAIR	SIVB, DOT														
Conduct review of the Corporate Social Obligation (CSO) and subsidization of domestic and international routes	Prepare TOR and appoint independent consultant for the review	Prepare TOR in consultation with key Cluster stakeholders for the consultant and prepare tender documents for contract	SOLAIR	DOT, SIVB, MoFT													\$200,000 Consultant Cost & CSO subsidy to be determined	
		Select and engage a consultant for the review to work independent within a specified timeframe and to consult with all key stakeholders both domestic and international	SOLAIR	Consultant														
		Compile report of the Review and submit to the Government via MCA for Cabinet consideration and approval	Consultant	SOLAIR														
		Recommendations from the Review on amount of subsidy to be implemented through a Cabinet decision	SOLAIR	MoFT, DOT														
Develop targets for annual Holiday Passenger numbers for Solomon Airlines	Incorporate the targets into the Solomon Airlines Planning & Marketing programs	Consult with Solomon Airlines management to set targets based on flight numbers, seat capacity, and marketing and sales through GSAs	SOLAIR	SIVB, DOT													Within Solair Budget	
		Include in Marketing Plans and Management outputs	SOLAIR	SIVB, DOT														
Proceed with the design and upgrade of the Honiara main wharf	Finalise scope and design of upgrade and proceed with work under JICA funding	Work is currently in progress with JICA and SIPA spearheading the work under a new SIPA management and Reform Program	SIPA	JICA, MID													\$25.5 Million	

SHORT TERM ACTION PLAN – HUMAN RESOURCES DEVELOPMENT

IMPLEMENTING CLUSTER	<i>Tourism Human Resource Capacity Building Technical Working Group</i>		SINTDS FOCAL AREA				<i>Human Resource Development</i>										
CLUSTER LEAD AGENCY	<i>MCT (DOT)</i>		IMPLEMENTATION SUPPORT PARTNER				<i>SINU, SBEC, MEHRD, Training Providers</i>										
SINTDS STRATEGY	<i>To Build Tourism Human Resource Capacity in the Solomon Islands to meet the industry's need and improve service standards</i>																
PRIORITY	<i>Short and Medium Term</i>																
YEAR					2015				2016						SBD\$		
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET
SHORT TERM RECOMMENDATIONS																	
Recruit the Director for the SINU Tourism and Hospitality Program	Advertise and recruit the right candidate for the Director of the SINU Tourism Program	Recruit the Director with clear TOR and timeframe for the commencement of Tourism and Hospitality Program	SINU	DOT, MEHRD													Within SINU Budget
		Director to drive the recruitment of the relevant tourism trainers	SINU	DOT, MEHRD													
		Courses to be reviewed for each stream	SINU	DOT, MEHRD													
Recruitment of the Tourism and Hospitality Trainers	Advertise and recruit the right candidates for courses in each stream	Recruit the trainers at least at Degree levels with clear TOR	SINU	DOT, MEHRD													Within SINU Budget
		Familiarization with the course materials and requirements	SINU	DOT, MEHRD													
		Enhance training capacity of trainers by teaching skills upgrades	SINU	DOT, MEHRD													
Finalize all the Courses to be offered under the Tourism and Hospitality streams respectively	Finalize the courses course contents and commence enrolment	Promote the enrolment for the Tourism and Hospitality Program	SINU	DOT, MEHRD													Within SINU Budget
		Continue to review course contents and training delivery mode for further improvements	SINU	DOT, MEHRD													

SINTDS Implementation

SHORT TERM ACTION PLAN – CRUISE SHIPPING AND YACHTING

IMPLEMENTING CLUSTER	<i>Cruise Shipping & Yachting Technical Working Group</i>		SINTDS FOCAL AREA		<i>Cruise Shipping and Yachting</i>														
CLUSTER LEAD AGENCY	<i>DOT (MCT)</i>		IMPLEMENTATION SUPPORT PARTNER		<i>SIVB, SIPA, GTS, SITIA, Tour Operators, HCC, Police, Immigration, Customs, Quarantine</i>														
SINTDS STRATEGY	<i>To support the expansion of sustainable Cruise Shipping and Yachting Sector</i>																		
PRIORITY	<i>Short Term</i>																		
YEAR					2015				2016								SBD\$		
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET		
Establishment of The National Cruise Ship Working Group	Prepare clear and detailed TOR for the NCSWG and facilitate schedules of meetings	TOR to also include the yachting sector and to mandate the group to administer all aspects relating to the Cruise Ship and yachting sector	DOT	SIVB, SITIA													Within Existing Budget		
		All the key recommendations in SINTDS relating to Cruise ship and yachting will be implemented through mandate of the working group	DOT	SIVB, SITIA															
		Group to work on practical solution approaches to deal with impediments to growing the cruise ship sector and deliver recommendations for implementation	DOT	SIVB, SITIA															
		Identify strategies to attract the yacht and super yacht sector and implement the strategies through resource assistance by SIVB	DOT	SIVB, SITIA															
		Formulating of details for implementation of the recommendations	DOT	SIVB, SITIA															
Development of a Cruise Shipping Operators Database	Develop and maintain Cruise operators database	Identify and list all current and interested cruise ship operators to the Solomon Islands and detail the operators according to contact details, product classifications and requirements	DOT	SIVB, Tour Operators, SITIA													Within Existing DOT Budget		
		Maintain a central database with DOT and disseminate updates to all members of the working group and the industry	DOT	SIVB, Tour Operators, SITIA															
Develop and implement Cruise Ship Communications program (including product and infrastructure upgrades	Design and implement communications programs	Establish a communications networking group consisting of members of the National Cruise Ship Working Group, local tour operators and Cruise Operators overseas	DOT	SIVB, Tour Operators, SITIA, SIPA													Within Existing DOT Budget		
		Establish a TOR for communications and exchange of information on cruise product development, new attractive sites, infrastructure upgrades, product upgrades	DOT	SIVB, Tour Operators, SITIA															
		implement an SI Cruise E-Newsletter as a medium of this communications program	DOT	SIVB, Tour Operators, SITIA															
		Gather testimonials from cruise passengers about destinations or products for inclusion in the newsletter	DOT	SIVB, Tour Operators, SITIA, SIPA															
		Disseminate useful information or recommendations emanating from the communications to the industry at large	DOT	SIVB, Tour Operators, SITIA, SIPA															

SECTION THREE – MEDIUM TERM PRIORITIES ACTION PLANS

MEDIUM TERM ACTION PLAN – ESTABLISHMENT OF THE IMPLEMENTATION STRUCTURE

IMPLEMENTING CLUSTER	National Tourism Sector Taskforce (TST)			SINTDS FOCAL AREA	Establish the implementation structure for the SINTDS													
CLUSTER LEAD AGENCY	MCT (Division of Tourism)			IMPLEMENTATION SUPPORT PARTNER	PMO, SIVB, Consultant, EIF, SBEC, SolHost													
SINTDS STRATEGY	Provide leadership and ensure national coordination and adequate resourcing to underpin the implementation of the SINTDS priority programs																	
PRIORITY	Medium Term																	
YEAR					2016				2017				2018					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
Develop and implement a programme of institutional strengthening for DOT and SIVB	Conduct review of institutional capacity and staff training needs and design support program for three years period	Engage independent consultant to conduct the review of institutional capacities in DOT and SIVB and identify staff training needs	DOT	EIF, SIVB													\$100,000 for Consultancy and \$1 Million p.a	
		Recommend and design three-years training programme for both DOT and SIVB based on the staff training needs identified from the review	Consultant	EIF, SIVB, DOT														
		Secure resources to support the training program and implement the training for recommended staff	DOT	EIF, SIVB														
Expand the roles of SBEC and in collaboration with tourism training providers as SolHost to deliver workplace training and business support services	Review SBEC and SolHost capacities and access with the industry training needs	In collaboration with SIVB, DOT to request donor assistance to conduct the capacity review of SBEC and SolHost to determine where and how capacity can be enhanced to support workplace training & business support services	DOT	SIVB, SBEC, SolHost													\$2 Million p.a	
		With donor assistance, DOT to engage an independent consultant to conduct a Tourism Industry Training Needs and Gap analysis	DOT	SIVB, SBEC, SolHost														
	Develop capacity building programme for SBEC and SolHost to manage and deliver workplace training and business support services for tourism operators	Assess options for capacity building for SBEC in Tourism Management workplace training and managerial, financial & marketing support services	DOT	SBEC, SolHost, SIVB														
		Assess and secure options for capacity building for SolHost in Tourism Hospitality workplace training for industry and operators	DOT	SBEC, SolHost, SIVB														
	Secure resources and scholarship from donors to support the capacity building programs in Tourism Management and Tourism Hospitality for SBEC and SolHost	DOT	SBEC, SolHost, SIVB															

MEDIUM TERM ACTION PLAN – ESTABLISHMENT OF THE IMPLEMENTATION STRUCTURE (Continue)

IMPLEMENTING CLUSTER	<i>National Tourism Sector Taskforce (TST)</i>			SINTDS FOCAL AREA				<i>Establish the implementation structure for the SINTDS</i>										
CLUSTER LEAD AGENCY	<i>MCT (Division of Tourism)</i>			IMPLEMENTATION SUPPORT PARTNER				<i>PMO, SIVB, Consultant, EIF, SBEC, SolHost</i>										
SINTDS STRATEGY	<i>Provide leadership and ensure national coordination and adequate resourcing to underpin the implementation of the SINTDS priority programs</i>																	
PRIORITY	<i>Medium Term</i>																	
YEAR					2016				2017				2018					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
Conduct an annual review on the progress of the SINTDS implementation progress	Contract an independent consultant to conduct the review	Develop TOR for an independent review of the progress of SINTDS implementation	TST	PMO, DOT, EIF													\$75,000	
		Consultant to jointly establish the key criteria for the SINTDS review with the Tourism Sector Taskforce (TST) in collaboration with DOT	Consultant	TST, DOT, EIF														
		Conduct the review against the established criteria based on the SINTDS Monitoring & Evaluation Framework	Consultant	TST, DOT, EIF														
		Document the Review Report with recommendations for necessary adjustments to programmes and resource requirements and submit to TST for approval	Consultant	TST, DOT, EIF														
		Present the Review Report on SINTDS Implementation progress at the National Tourism Forum the following year	Consultant	TST, DOT, EIF														

MEDIUM TERM ACTION PLAN – MARKETING AND RESEARCH

IMPLEMENTING CLUSTER	Marketing & Market Research Technical Working Group			SINTDS FOCAL AREA				Marketing and Research									
CLUSTER LEAD AGENCY	Solomon Islands Visitors Bureau (SIVB)			IMPLEMENTATION SUPPORT PARTNER				DOT, SOLAIR, SITIA, SINU, Wholesalers,									
SINTDS STRATEGY	Increase the awareness of the Solomon Islands and demand & yield for SI Tourism Products																
PRIORITY	Medium Term																
YEAR					2016				2017				2018				
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET
Implementation of the SIVB Three-Year Destination Marketing Plan and Activity Programs	Finalize and approval of the SIVB Three-year Destination Marketing Plan and allocate resources for implementation	Plan for include three-year destination marketing programs for each key markets and allocated resources (finance & HR)	SIVB	DOT, SITIA, SOLAIR													\$250,000 for Design of Plan and for implementation \$7.5 Million p.a
		Destination Marketing programs will be evaluated based on a Monitoring and evaluation framework	SIVB	DOT, SITIA, SOLAIR													
		Key marketing partnerships to be established with wholesalers and Solair	SIVB	DOT, SITIA, SOLAIR													
		Active participation in the implementation process by the private sector through SITIA	SIVB	DOT, SITIA, SOLAIR													
Conduct an Audit Check on the Solomon Islands Tourism Brand "So Solomons: So Different"	Contract independent consultant company with TOR to audit the SI brand in key markets	Develop TOR and engage an independent consulting firm to audit the brand locally and in key overseas markets	SIVB	DOT, SITIA, SOLAIR													\$500,000
		Report on the audit findings based and present recommendations on the way forward for the branding	SIVB	DOT, SITIA, SOLAIR, Consultant													
		Develop a plan to address the recommendations from the brand audit	SIVB	DOT, SITIA, SOLAIR													
		secure resources and implement the recommeations	SIVB	DOT, SITIA, SOLAIR													
Overseas and Visitor Market Intelligence and Market Research	Strengtehn the Research capability of SIVB inpartnership with a market intelligence and research firm	Establish market research partnership with a Market Research firm.	SIVB	DOT, SITIA, Consultant													\$250,000 p.a
		Build the in-house research capability of SIVB through the partnrship	SIVB	DOT, SITIA, Consultant													
		Production of Visitor Market Intelligence and Market Research reports for the industry	SIVB	DOT,SITIA, Consultant													
Internet based Product Distribution Program	Development and establishment of the SIVB online distribution program with private sector participation	Update product inventory that are market-ready to be included in the Internet based product distribution program	SIVB	DOT, SITIA													\$500,000
		Establish key partnerships to strengthen the internet based distribution program	SIVB	DOT, SITIA													
		Establish consistency of the internet distribution program with new branding directions	SIVB	DOT, SITIA													

MEDIUM TERM ACTION PLAN – PRODUCT DEVELOPMENT AND INVESTMENT

IMPLEMENTING CLUSTER	Development and Investment Technical Working Group		SINTDS FOCAL AREA				Product Development and Investment											
CLUSTER LEAD AGENCY	Division of Tourism (MCT)		IMPLEMENTATION SUPPORT PARTNER				SIVB, SITIA, Foreign Investment, MOFT, IRD, SBEC											
SINTDS STRATEGY	Support the tourism products that enhance the Solomon Islands Competitive Positioning in the Markets																	
PRIORITY	Medium Term																	
YEAR					2016				2017				2018					
RECOMMENDATION	ACTIONS		CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
Design and implement an integrated support program for tourism operators (integrated Tourism Product Development)	Design an tourism product integrated approach and outsource the Management of the Market Access, Product Distribution, Quality Standards and Training & Business Support Services components to SBEC	Assess options and components for to design the Integrated Support for Tourism Product Development and to support Tourism Operators.	DOT	SIVB, SBEC													\$250,000	
		Engage with SBEC to implement the four components of the Integrated Support Program through communicating between DOT and SBEC	DOT	SIVB, SBEC														
	Component One: <i>Market Access and Product Distribution</i>	Assess and develop capacity within SBEC to delivery Online Marketing through training and mentoring	DOT	SBEC													\$1 Million p.a	
		Source capacity building support from SPTO to for a 'Train the Trainer' program for SBEC staff through an MOU for Service Delivery between DOT & SBEC	DOT	SPTO														
		Expand SBEC Business Support Service for individual operators in Online Marketing and Product Distribution	SBEC	DOT														
	Component Two: <i>Quality Standards</i>	Strengthen the Voluntary Tourism Accommodation & Service Standard through an awareness program for the industry operators	DOT	SBEC, SIVB													\$1 Million p.a	
		Recruit and Build the necessary capacity for Quality Standard Assessors within SIVB and DOT	DOT	SIVB, SBEC														
		Integrating the Quality Standard assessment and awareness into the Tourism Business Licensing process and procedures	DOT	SIVB														
		Provide the necessary training on Quality Standards for tourism accommodation providers in Honiara and in the provinces by taking the training to them	DOT	SIVB														

MEDIUM TERM ACTION PLAN – PRODUCT DEVELOPMENT AND INVESTMENT (Continue)

IMPLEMENTING CLUSTER	Development and Investment Technical Working Group		SINTDS FOCAL AREA				Product Development and Investment										
CLUSTER LEAD AGENCY	Division of Tourism (MCT)		IMPLEMENTATION SUPPORT PARTNER				SIVB, SITIA, Foreign Investment, MOFT, IRD, SBEC										
SINTDS STRATEGY	Support the tourism products that enhance the Solomon Islands Competitive Positioning in the Markets																
PRIORITY	Medium Term																
YEAR					2016				2017				2018				
RECOMMENDATION	ACTIONS	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
	Component Three: Training and Business Support Services	Establish the capacity within SBEC and expand the SBEC services (under MOU) to include Workplace Training through and Annual Training Calendar in various aspect of Tourism	SBEC	DOT												\$1 Million p.a	
		Strengthen the Business Support Services by SBEC to include Business Mentoring Program and volunteer assistance	SBEC	DOT													
	Component Four: Access to Finance	Review the Tourism Development Fund model to ensure that funding assistance tourism operators access funds to assist Market-Ready Products, Product Upgrades to Quality Standards and New Market-Oriented Tourism Products	DOT	SIVB, SBEC												\$1 Million p.a	
		Support the access to finance for small tourism operators through Business Support Services and Training	DOT	MoFT, SIVB													
		Establish ongoing business support and mentoring services through the DOT/SBEC partnership	DOT	SBEC													
Review the Tourism Trails Concept for expansion into Malaita and Isabel Provinces	Evaluate the Western Province Tourism Trails and the Guadalcanal/Central Provinces Tourism Trails	Conduct an extensive review of the operations, marketing, visitor usage, online marketing and sales of the two existing Trails	DOT	SIVB												Evaluation & Design - \$350,000 and the implementation budget to New Trails costing	
		Document the areas for improvements and adjustments to market standards and implement changes for the existing Trails	DOT	SIVB													
		Conduct an evaluation of the potential for the trails concept to be expanded to other provinces with particular focus on Malaita and Isabel based on evaluation of the existing ones	DOT	SIVB													
		Design and implement new Tourism Trails programs for Malaita and Isabel through the consultation, engagement and product development process for establishing the trails	DOT	SIVB													
Develop broader Tourism Industry Accreditation Programme	Design broader Accreditation Programme for tourism industry and implement	Engage and contract a consultant to develop a wider industry Accreditation system for tourism operators based on the standards and trainings on quality	DOT	SIVB												\$350,000 for the design work & \$1 Million p.a for implementation	
		Present the Accreditation system programme for approval and endorsement by industry operators and implementation	DOT	SIVB													

MEDIUM TERM ACTION PLAN – TRANSPORT AND INFRASTRUCTURE

IMPLEMENTING CLUSTER	Transport and Infrastructure Technical Working Group		SINTDS FOCAL AREA				Transport and Infrastructure											
CLUSTER LEAD AGENCY	MID (Infrastructure Division)		IMPLEMENTATION SUPPORT PARTNER				MCT, MDPAC, MoFT, SolAir, CAASI, Donors, DOE, MCA, HCC, SIVB, SIPA, Climate Change Office (CCO), MET Services											
SINTDS STRATEGY	Improve Destination Competitiveness through increased Accessibility, Infrastructure Use and Competitive, Safe and Reliable Transport																	
PRIORITY	Medium Term																	
YEAR					2016				2017				2018					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
Continue with the implementation of the National Infrastructure Investment Plan (NIIP) Medium Term Priorities	Support th Medium term development Strategy of the National Transport Plan and the NIIP	Support indigenous transport providers, contractors and manufacturers in applying appropriate technologies	MID	MDPAC, SIMSA, CAASI													NIIP Donor Funded Budget	
		Support Rural public transport through improved roads, wharfs for ship access and rural airports	MID	MDPAC, SIMSA, CAASI														
	Support to achieve and maintain statutory requirements in Transport sector	Support the maintenance of the ICAO safety, equipment and maintenace requirements	CAASI	MID, Donor,														
		Support the maintenance of existing IMO conventions and compliance	MID	SIMSA, MDPAC														
Proceed with the Fibre-Optic cable upgrading and ICT Sector Reform as outlined in NIIP	Continue with supporting Govt contribution and initiatives towards the Fibre-optic submarine cabling	Project Contractor engaged for work to continue on cabel installation	MCA	ADB, MID, STC													NIIP Donor Funded Budget	
		Monitor the project progress with Telekom, ADB and other key project stakeholders	MCA	ADB, MID, STC														
	Continuous assessment of competition in the telecommunications sector to increase access and reduce costs	Identify opportunities for enhance competition in order for Government to provide the business enabling environment	MCA	ABD, STC														
		Implement the Telecommunications Sector Reforms	MCA	ABD, STC														
Redevelop & expnasion of Honiara Main Wharf Facility including Hotel and improved tourist facilities through a Public Private Partnership	Detailed concept development for the wharf upgrade taking into consideration the Cruise Ship requirements	Cruise ship requirements to be developed and presented to the wharf desigers and construction to ensure Cruise ship requirements are accommodated in the upgrade & expansion works	SIPA	DOT, SIVB, MID													Subject to Design and project costing by Donor Partner	
		Development of a project proposal based on a PPP EOI model	SIPA	DOT, SIVB, MID, MoFT														
		Tender proposal through PPP EOI	SIPA	DOT, MID, MoFT														
		Implementation of the process to commence	SIPA	DOT, MID, MoFT														

MEDIUM TERM ACTION PLAN – TRANSPORT AND INFRASTRUCTURE (Continue)

IMPLEMENTING CLUSTER	Transport and Infrastructure Technical Working Group		SINTDS FOCAL AREA				Transport and Infrastructure										
CLUSTER LEAD AGENCY	MID (Infrastructure Division)		IMPLEMENTATION SUPPORT PARTNER				MCT, MDPAC, MoFT, SolAir, CAASI, Donors, DOE, MCA,HCC, SIVB, SIPA, Climate Change Office (CCO), MET Services										
SINTDS STRATEGY	Improve Destination Competitiveness through increased Accessibility, Infrastructure Use and Competitive, Safe and Reliable Transport																
PRIORITY	Medium Term																
YEAR					2016				2017				2018				
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET
Develop and implement a Business Plan for Solomon Airlines inbound Tour operations	Develop Inbound Tour Operations Business Plan	Contract Inbound Operation Business Plan consultant to work with Solair for the plan development	Solair	SIVB, DOT, MoFT													Within Existing Solair Budget
		Detailed costing and Feasibility assessment of the operations for Solair	Solair	SIVB, DOT, MoFT													
	Establish the Solair Inbound Tour Operations	Secure necessary resources and HR capacity for the Solair Inbound Tour Operation based on other similar airline practices	Solair	SIVB, DOT, MoFT													
		Establish the Inbound Tours Operations	Solair	SIVB, DOT, MoFT													
Improve environment waste management through community education awareness and facility development and waste management services	Design and implement ongoing Community Awareness Programs	Establish a Waste Management Awareness Team that is multi-ministry and develop the awareness program for Community-based Champions	DOE	DOT, SIVB, MID													\$1 milion p.a
		Identify Communities and reps to undergo the Awareness Program training in order to advocate the program at the community levels	DOE	DOT, SIVB, MID													
		Secure the necessary resources for the Community programs and implement	DOE	DOT, SIVB, MID													
		Evaluate program outcomes and expand to other community areas	DOE	DOT, SIVB, MID													
	Identify options for improved Waste Management Facilities and services and implement upgrades	Waste Management Team to develop options according to the National Waste Management Policy and seek donor assistance for implementation	DOE	DOT, SIVB, MID													
Ensure disaster risk management and climate change implications are fully considered in the development of industry standards and building codes	Review Building Codes against the Disaster Risk Management Guidelines	Establish a Building Code Review Taskforce. Taskforce to review the building codes against the DRM Guidelines.	DOE	MID, CCO, MET, DOT													Within DOE Budget
		Approval of the revised Building Codes with MID and disseminate the revise Codes	DOE	MID, CCO, MET, DOT													
		Provincial Governments to take onboard the revised Codes for inclusion in provincial Ordinances and implementation	DOE	MID, CCO, MET, DOT													

MEDIUM TERM ACTION PLAN – TRANSPORT AND INFRASTRUCTURE (Continue)

IMPLEMENTING CLUSTER	Transport and Infrastructure Technical Working Group			SINTDS FOCAL AREA	Transport and Infrastructure													
CLUSTER LEAD AGENCY	MID (Infrastructure Division)			IMPLEMENTATION SUPPORT PARTNER	MCT, MDPAC, MoFT, SolAir, CAASI, Donors, DOE, MCA, HCC, SIVB, SIPA, Climate Change Office (CCO), MET Services													
SINTDS STRATEGY	Improve Destination Competitiveness through increased Accessibility, Infrastructure Use and Competitive, Safe and Reliable Transport																	
PRIORITY	Medium Term																	
YEAR					2016				2017				2018					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
Prepare a model Provincial Tourism Plan for Western Province to highlight development, investment opportunities and minor infrastructure and attraction upgrades	Prepare TOR and Contracts for Consultant	Tender and contract consultant for the development of the model through industry stakeholder consultation	DOT	SIVB, MCT, WPG													\$250,000	
		Approval of the model and secure resources for implementation	DOT	SIVB, MCT, WPG														
		Implement the Provincial Tourism Plan and consider another province for development of PTP	DOT	SIVB, MCT, WPG														
Develop a Tourism Precinct for Honiara and centred around the main wharf and market area to include landscaping, cleaning, thematic paintings and improved police presence	Establish a Steering Committee to be chaired by HCC	Call a meeting of all key stakeholders and establish the Steering Committee - to be inclusive of a Donor partner	HCC	DOT, SIVB, MID, Donor Partner, MLH													\$1 million p.a	
	Develop Tourism Precinct Concept Plan and cost priority improvements	Develop and finalize the Precinct Concept for the area between the Honiara Main Market and the Telekom Roundabout	HCC	DOT, SIVB, MID, Donor Partner, MLH														
	Implement Phased development of the improvements based on Precinct Concept	Cost out the priority components of the concept, identify cost components and allocate costs including Donor partner support	HCC	DOT, SIVB, MID, Donor Partner, MLH														
Facilitate the provision of medical facilities which caters for tourists needs in Honiara	Review options for private setor health provision including Future Management of RAMSI Health Facility	Establish Taskforce to generate options for Private Sector Health Services	MoHMS	MCT, HCC, Donor													To be Determined by Taskforce	
		Taskforce to develop business case for Management takeover of the RAMSI Operated Health Facility	MoHMS	MCT, HCC, Donor														
		Develop long term Plan for implement the Private Sector Health Services with Govt Support	MoHMS	MCT, HCC, Donor														

MEDIUM TERM ACTION PLAN – HUMAN RESOURCES DEVELOPMENT

IMPLEMENTING CLUSTER	Tourism Human Resource Capacity Building Technical Working Group		SINTDS FOCAL AREA				Human Resource Development										
CLUSTER LEAD AGENCY	MCT (DOT)		IMPLEMENTATION SUPPORT PARTNER				SINU, SBEC, MEHRD, Training Providers										
SINTDS STRATEGY	To Build Tourism Human Resource Capacity in the Solomon Islands to meet the industry's need and improve service standards																
PRIORITY	Medium Term																
YEAR					2016				2017				2018				
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET
Expand Small Business Enterprise Center (SBEC) role in workplace and Business Support Services for the Tourism Industry - through an Integrated Tourism Product Development Program)	MCT to establish a formal arrangement with SBEC and other Tourism Training Providers (Solomon Host) for providing Workplace Training and Business Support Services	SBEC and Solomon Host to liaise with MCT on course materials, training support funds, short course contents in order to establish an MOU for tourism training delivery	DOT	SBEC, SOLHOST													Within Allocated budget under Product Development
		SBEC and Solomon Host to review their tourism course coverage and contents in line with MCT requirements for the industry and workplace training needs	DOT	SBEC, SOLHOST													
		SBEC and SolHost to expand their service delivery to Workplace Training delivery and Business Support Services	SBEC	DOT, SOLHOST													
		Strengthen the Business Support Services role to a more business mentoring and volunteering approach	SBEC	DOT, SOLHOST													
		Establish an annual training calendar for the industry in various fields	DOT	SBEC, SOLHOST													
Develop and publish an Annual Tourism and Hospitality Training Calendar	Review existing regional and national tourism training provisions	Independent review of existing tourism training providers and compile report on the competency levels and areas requiring improvements	DOT	SINU													Calendar within DOT Budget and new activities to be costed out
		Submission of the final recommendations to the Human Resource & Capacity Building Technical Working Group for further evaluation and formulate plans for implementations	DOT	SINU, MEHRD													
		Implement the recommendations from the report through the relevant authorities	DOT	SINU, MEHRD													
		Work on a program to ensure all Tourism Training qualifications and competency exams are compatible with the National Qualifications Framework	DOT	SINU, MEHRD													
	Develop the Annual Tourism Training Calendar and disseminate to the whole industry	Formalize training contracts with SBEC and other training providers such as SolHost in fields of Workplace Training delivery, business mentoring programs and Online Business Support Service Access	DOT	SBEC, SOLHOST													
		Secure and provide resources to the training providers for the ongoing delivery of tourism trainings	DOT	SBEC, SINU, MEHRD, SPTO													
	Finalize the Annual Training Calendar for approval by Technical Working Group and publish and distribute to all tourism operators	DOT	SBEC, SINU, MEHRD, SPTO														

MEDIUM TERM ACTION PLAN – HUMAN RESOURCES DEVELOPMENT (Continue)

IMPLEMENTING CLUSTER	Tourism Human Resource Capacity Building Technical Working Group		SINTDS FOCAL AREA	Human Resource Development															
CLUSTER LEAD AGENCY	MCT (DOT)		IMPLEMENTATION SUPPORT PARTNER	SINU, SBEC, MEHRD, Training Providers															
SINTDS STRATEGY	To Build Tourism Human Resource Capacity in the Solomon Islands to meet the industry's need and improve service standards																		
PRIORITY	Medium Term																		
YEAR					2016				2017				2018						
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET		
Review the Secondary School curriculum and introduce Tourism Modules as compulsory subjects at senior high school level	Conduct a review of the Secondary school curriculum to identify how best to integrate Tourism Modules into the curriculum	Assess existing senior secondary school subjects at Forms 4,5 and 6	MEHRD	DOT, SINU													Within MEHRD Budget		
		Develop Tourism Modules comprising of basic tourism information as introduction to tourism, tourism products, tourism markets and hospitality	MEHRD	DOT, SINU															
		Integrate the modules into the teacher training programs at SINU School of Education for teacher training	SINU	DOT, MEHRD															
		introduce the Tourism Modules into the secondary school at senior level by 2018	MEHRD	SINU, DOT															
Develop and implement a system of 'Tourism Awards' to recognize 'Tourism Best Practice' operations for the industry with a focus on improving Customer Service	Design and develop a set of Tourism Awards for recognizing 'Best Practices'	Engage a consultant with clear TOR on the design and formulation of criteria for each category of tourism operations and criteria to be based on 'Best Practice' and business code of conducts that are internationally adopted	DOT	SINU, SIVB													\$200,000 p.a		
		Present the design for approval by MCT and the HR Technical Working Group	DOT	SINU, SIVB															
		Introduce the Tourism Awards to the Industry by beginning of 2017																	
Prepare a National Tourism & Hospitality HR Plan for the Solomon Islands including Employment/ Labour Surveys and Training Needs/Gaps Analysis	Prepare detailed TOR for engagement of an independent consultant for the Tourism & Hospitality HR Plan	Develop TOR, advertise and contract an independent consultant to conduct the employment/labour surveys, training needs/gaps analysis and formulate the HR Plan	DOT	SINU,													\$150,000		
		Submit the plan to MCT and cabinet for approval	Consultant	DOT, SINU															
		Implement the plan by the start of 2018	DOT	SINU, MCT															
Support Tourism Work Placements and Work Experiences through a system of Tax-based incentives for employers in the tourism and	Develop a Tax-based Incentive for tourism employers to support tourism work placements	Consultation with Industry employers for best and attractive tax-based incentive to encourage support for work placements	DOT	MoFT, SINU, MEHRD													Within DOT Budget		
		Establish the system and promote to all employers through information sharing and via	DOT	SINU, SITIA,															

MEDIUM TERM ACTION PLAN – CRUISE SHIPPING AND YACHTING

IMPLEMENTING CLUSTER	Cruise Shipping & Yachting Technical Working Group		SINTDS FOCAL AREA		Cruise Shipping and Yachting														
CLUSTER LEAD AGENCY	DOT (MCT)		IMPLEMENTATION SUPPORT PARTNER		SIVB, SIPA, GTS, SITIA, Tour Operators, HCC, Police, Immigration, Customs, Quarantine														
SINTDS STRATEGY	To support the expansion of sustainable Cruise Shipping and Yachting Sector																		
PRIORITY	Short Term																		
YEAR					2015				2016							SBD\$			
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET		
Establishment of The National Cruise Ship Working Group	Prepare clear and detailed TOR for the NCSWG and facilitate schedules of meetings	TOR to also include the yachting sector and to mandate the group to administer all aspects relating to the Cruise Ship and yachting sector	DOT	SIVB, SITIA													Within Existing Budget		
		All the key recommendations in SINTDS relating to Cruise ship and yachting will be implemented through mandate of the working group	DOT	SIVB, SITIA															
		Group to work on practical solution approaches to deal with impediments to growing the cruise ship sector and deliver recommendations for implementation	DOT	SIVB, SITIA															
		Identify strategies to attract the yacht and super yacht sector and implement the strategies through resource assistance by SIVB	DOT	SIVB, SITIA															
		Formulating of details for implementation of the recommendations	DOT	SIVB, SITIA															
Development of a Cruise Shipping Operators Database	Develop and maintain Cruise operators database	Identify and list all current and interested cruise ship operators to the Solomon Islands and detail the operators according to contact details, product classifications and requirements	DOT	SIVB, Tour Operators, SITIA													Within Existing DOT Budget		
		Maintain a central database with DOT and disseminate updates to all members of the working group and the industry	DOT	SIVB, Tour Operators, SITIA															
Develop and implement Cruise Ship Communications program (including product and infrastructure upgrades	Design and implement communications programs	Establish a communications networking group consisting of members of the National Cruise Ship Working Group, local tour operators and Cruise Operators overseas	DOT	SIVB, Tour Operators, SITIA, SIPA													Within Existing DOT Budget		
		Establish a TOR for communications and exchange of information on cruise product development, new attractive sites, infrastructure upgrades, product upgrades	DOT	SIVB, Tour Operators, SITIA															
		implement an SI Cruise E-Newsletter as a medium of this communications program	DOT	SIVB, Tour Operators, SITIA															
		Gather testimonials from cruise passengers about destinations or products for inclusion in the newsletter	DOT	SIVB, Tour Operators, SITIA, SIPA															
		Disseminate useful information or recommendations emanating from the communications to the industry at large	DOT	SIVB, Tour Operators, SITIA, SIPA															

MEDIUM TERM ACTION PLAN – CRUISE SHIPPING AND YACHTING (Continue)

IMPLEMENTING CLUSTER	Cruise Shipping & Yachting Technical Working Group		SINTDS FOCAL AREA		Cruise Shipping and Yachting													
CLUSTER LEAD AGENCY	DOT (MCT)		IMPLEMENTATION SUPPORT PARTNER		SIVB, SIPA, GTS, SITIA, Tour Operators, HCC, Police, Immigration, Customs, Quarantine													
SINTDS STRATEGY	To support the expansion of sustainable Cruise Shipping and Yachting Sector																	
PRIORITY	Short Term																	
YEAR					2015				2016				SBD\$					
RECOMMENDATION	ACTIONS	ACTIVITIES	CLUSTER LEADER	SUPPORT PARTNER	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	BUDGET	
Assist with tour development at local cruise ship ports of call	Liaise with cruise companies and local communities	Identify from cruise companies sites and attractions of interest for their itineraries and work with local communities that have the product base	DOT	SIVB, Tour Operators, SITIA, SIPA													\$500,000 p.a	
		Documentation of new potential sites / destinations and work with the local communities to establish their new products and develop tours	DOT	SIVB, Tour Operators, SITIA														
		provide training to the communities for the new products and tours and engage in wider community awareness	DOT	SIVB, Tour Operators, SITIA														
Establish a single point of contact for cruise companies within DOT	Formalize contact point within DOT and communicate to cruise operators	Identify within DOT a designated staff to be the Cruise Ship National Contact and appoint that staff to sit in the National Working Group	DOT	SIVB, Tour Operators, SITIA													Within Existing DOT Budget	
		Develop an itinerary for the staff to travel to Australia in 2016 to personally meet with cruise line reps	DOT	SIVB, Tour Operators, SITIA														
		Develop TOR for the Contact which will include receiving correspondences, responding to correspondences, directing correspondences to appropriate parties and dissemination of cruise line correspondence to the private sector and particularly tour operators	DOT	SIVB, Tour Operators, SITIA														
Review and implement changes to the cruise ship passenger processing to alleviate requirements for officials to travel on board	Working Group to work through the procedural changes with key agencies	Working Group to identify the current issues with passenger processing onboard, identify practices in other countries and generate recommendations for changes . Establish dialogue with the key processing agencies	DOT	Working Group, SIVB, SITIA, SIPA													Within Existing Budgets	
		Design refinements to the passenger processing procedures and document the recommended changes into a cabinet paper for submission and approval	DOT	SIPA, DoI, SIQS, Customs														
	Amend regulations according to approval by Cabinet or agencies	DOT	SIPA, DoI, SIQS, Customs															
	Notify the industry and the cruise operators of the changes and prepare for the application of the refined processing procedure with possible review for further improvements	DOT	SIPA, DoI, SIQS, Customs, SIVB															

PART IV: DESCRIPTIONS OF IMPLEMENTING CLUSTER AGENCIES AND SUPPORT PARTNERS

This part presents the descriptive details of the Government and private sector agencies and stakeholders that are included in the various implementing cluster groups and the implementation support partners.

IMPLEMENTING CLUSTER'S LEAD AGENCIES

1. **The Prime Minister's Office (PMO)** – The PMO will be taking the leading role in driving the SINTDS agenda in terms of the TOR established with the Tourism Sector Taskforce (TST). The TST as proposed will be the high level oversight body for the implementation of the SINTDS through the Action Plans presented within this paper.
2. **The Department of Tourism (DOT)** - The Department of Tourism is the lead agency responsible for the coordination of the implementation of the Action Plans for the SINTDS. While awaiting the establishment of the SINTDS Coordination Unit within DOT, the Director of Tourism (DoT) will coordinate the implementation of the Action Plans in collaboration with the respective Technical Working Groups of each Implementing cluster.
3. **Solomon Islands Visitors Bureau (SIVB)** – With its statutory mandate, SIVB will be responsible for the design and implementation of the destination marketing of the Solomon Islands with the aim of increasing the awareness of the Solomon's' destination image and tourism products in key source markets.
The SIVB will take the lead role in implementing the SINTDS Action Plan for the Marketing and Research focal area. The key implementing partners to support SIVB will be the Solomon Airlines, DOT, SITIA and overseas marketing partners.
SIVB will undertake an active role in supporting the work of DOT with regards to the Cruise Ship & Yachting Technical Working Group for the implementation of the SINTDS recommendations.
4. **Small Business Enterprise Centre (SBEC)** – SBEC will take the lead role in the provision of business support services and workplace training specifically in tourism. The SBEC functionality needs to be adequately resourced, which will require a greater financial commitment and cooperation from Government through MCT to ensure the required functions are established and capacity developed.
5. **Solomon Airlines (SOLAIR)** – The State Owned Enterprise is an integral partner in driving the growth of the tourism sector in the country and will be a leading implementer in the transport result area within the SINTDS.
6. **Solomon Islands National University (SINU)** – While the short term action plans for the SINTDS Human Resources Development focal area will be primarily implemented by SINU, the partnership between SINU, the Ministry of Education and Human Resources Development or MEHRD and DOT is crucial for the implementation of the medium term priority action plans.
7. **Civil Aviation Authority of Solomon Islands (CAASI)** – CAASI is the key driver of the Aviation recommendations in the SINTDS with regards to the airport infrastructure developments and the airport management issues. CAASI also plays a key role in terms of coordinating SINTDS

activities between the Ministry of Communications and Aviation and the Ministry of Infrastructure development.

8. **Solomon Islands Ports Authority (SIPA)** – Responsible for the management and maintenance of the sea transport infrastructure and facilitation of coordination of the cruise ship visits as well as the setting of wharf facility fees and charges. SIPA is a significant member of the Cruise Shipping & Yachting Technical Working Group Cluster.
9. **Honiara City Council (HCC)** – The HCC is responsible for the administration, Law and Order and beautification of the Honiara City. A key member of the Cruise Shipping & Yachting TWG Cluster and they also have established relationship with other key stakeholders such as the Ministry of Health & Medical Services and the Police.
10. **Department of Environment (DOE)** – The Department of Environment is responsible for all issues relating to environment and enforces the Environmental Act, the Wildlife Protection Act and the Protected Areas Act. The DOE is also responsible for the Climate Change Policy and the Waste Management Policy. DOE will play the leading role in the Waste Management recommendations within the SINTDS.
11. **Ministry of Infrastructure Development (MID)** – Responsible for the development of infrastructure planning and resourcing infrastructure development through SIG budgets or mobilizing donor assistance and partnerships. The MID has an integral working relationship with all SIG ministries and in particular MCA in terms of airport infrastructure development. The MID is also responsible for the implementation of the National Transport Plan (NTP) and the Infrastructure Investment Programme (NIIP) in collaboration with the MDPAC.
12. **Ministry of Communications and Aviation (MCA)** – Responsible for the setting of aviation policy, the management of air operator licenses and the oversight of air safety regulations. Civil Aviation has a key role in supporting visitor air transport and in negotiation bi-lateral international air services agreements. In addition through the management and maintenance of the international and domestic air infrastructure and the setting of airport fees.

IMPLEMENTATION SUPPORT PARTNERS

1. **Solomon Islands Tourism Industry Associations (SITIA)** – Private sector industry associations have a facilitative role to play in providing a forum for industry operators, representing a single voice for the tourism industry and lobbying government. SITIA will play a significant role in terms of establishing the platform for private sector participation in the SINTDS implementation. The following are the Terms of Reference (TOR) SITIA in the SINTDS implementation:
 - a. Represent the collective interests of the tourism industry in the key areas with SINTDS that require private sector inputs and participation – i.e. marketing program formulation, product development and standards, tourism investment incentives, etc.
 - b. SITIA Executive to represent the private sector interests and voice within the TST and drive the private sector issues and concerns at government levels;
 - c. SITIA Executive to represent the private sector in the affairs of the Cruise Shipping & Yachting Technical Working Cluster to promote tourism product development for cruise visitors;

- d. SITIA will help drive the SINTDS agenda of establishing and promoting the Minimum Standards for Accommodation and quality service delivery by the private sector;
 - e. SITIA will assist DOT and SIVB to facilitate the participation of private sector operators in the product development for the Tourism Trails concepts in Western Province and Guadalcanal / Central Islands Provinces.
 - f. SITIA will play an active role in the Tourism Sector Communications program and planning and hosting the National Tourism Forum and the Marketing Forum;
 - g. SITIA will work closely with SIVB to establish the SI Online Booking portal for the benefit of marketing and converting visitor interests into actual travel;
 - h. SITIA will collaborate with SIVB in the development of the Medium Term Marketing Strategy with the intention to ensure marketing programs supports the efforts of the private sector in the long term;
2. **Inland Revenue Department** - The IRD is responsible for the establishment of incentives to facilitate investment in the tourism sector as well as the setting of some government charges and levies. IRD will play a significant role in formalizing the Tourism Investment Incentives recommended under SINTDS.
 3. **Ministry of Finance and Treasury (MoFT)** – Responsible for all the Government budget disbursement and resource mobilization. MoFT will be responsible for processing all payments for the SINTDS programmes according to the SIG financial processes and instructions.
 4. **The Foreign Investment Division (FID)** – The FID is responsible for processing and approvals of foreign investment applications and interests. FID will work closely with MoFT and IRD to finalize and approve the Tourism Investment Incentives presented in the SINTDS in order to attract foreign investments in the tourism sector.
 5. **The SI Telecommunications Commission (STC)** – The STC is the newly established body that is responsible for regulating the telecommunications sector in the country. STC is responsible for facilitating the contactor arrangements for the Fibre-optic cabling and also issues licenses to telecommunications companies in the country.
 6. **The Public Service Commission (PSC)** – The Public Service Commission is established under the Ministry of Public Service. The main role of PSC is administering the welfare of all SIG employees and approvals of new SIG institutions. All recruitments of public employees are carried out by the PSC. The approval of the establishment of the Tourism Sector Coordination Unit (TSCU) and staff recruitment for the Unit will be done by the PSC.
 7. **Economic Inclusive Fund - SI Tourism Inclusive Development (EIF SI-TIDE)** – The EIF is a multi-donor LDC support program established by the EU. The EIF National Implementation Unit (NIU) at the Ministry of Foreign Affairs and External Trade. The objective of the program is to support active participation of LDCs in the global trading system by helping them tackle supply-side constraints to trade. A project entitled ‘Solomon Islands Tourism for Inclusive Development (SI-TIDE)’ has been approved and is designed to contribute towards achieving overall goal of SIG’s National Development Strategy (NDS) 2011-2020 – ‘build better lives for Solomon Islanders through targeted interventions’. A number of the activities prescribed in the Action Plan are being earmarked to be funded by EIF.
 8. **Ministry of Education and Human Resource Development (MEHRD)** – MEHRD is responsible for providing education and regulate delivery of formal education in the country. MEHRD will be

responsible for the SINTDS recommendations regarding tourism HRD and incorporating tourism into the formal school syllabus. It will also be responsible for administering the National Qualifications Framework for all training institutions in the country.

9. **South Pacific Tourism Organisation (SPTO)** – SPTO is the regional tourism organization mandated to direct tourism policies in the region to drive tourism development and enhance marketing. SPTO administers and implements the Pacific Tourism Human Resource & Capacity Building Plan. As a member country of SPTO, SIG is entitled to sought technical and funding assistance from SPTO to support the SINTDS implementation of the HRD and capacity building activities.
10. **Other key Partners for the SINTDS Implementation:**
 - a. **Local Communities** - Local communities have a key role in tourism at several levels. Firstly they should be the beneficiaries from tourism through increased income and jobs generated directly and indirectly from tourism activities. They also collectively own the natural resources and land for tourism development. Communities also take care of tourism sites and cultural artefacts, keep tourists safe and provide support through clean-up activities and conservation measures.
 - b. **NGOs** – NGOs play a key role in working with different stakeholders to support sustainable tourism development and income generating opportunities. For example, WWF and Conservation International have worked on nature based tourism.
 - c. **The Churches** - The Churches and its members are influential in society in the Solomon Islands and have a high degree of influence in all social and religious issues.
 - d. **Training Providers** – Church-based and government-funded vocational training institutions providing skill based tourism and hospitality training and refresher training for industry employees. Solomon Host is currently one of the training providers in the country and will play its role in the HRD and capacity building component of the SINTDS.
 - e. **Donors and Development Partners** – Provide support for sustainable tourism initiatives which meet development outcomes. The EIF is currently the major donor support programme for tourism. Other donors such as AusAid, NZAID and JICA and funding institutions such as ADB and IFC and the World Bank are indirectly supports the tourism industry through infrastructure development.
 - f. **Overseas Travel Industry** – Wholesalers and Travel Agents – tourism operators rely on overseas travel agents and wholesalers, as well as internet based distributors to promote and distribute their individual products.
 - g. **Tourists/Consumers** – Tourists need to be attracted from their home country to travel to the Solomon Islands. Through feedback and assessment of the demands and expectations of visitors, the sector can make the necessary adjustments to create suitable tourism products and attractions.

PART V: KEY STEPS TO ENSURE THE ACTION PLAN IS IMPLEMENTED

The SINTDS Implementation Action Plans involve clusters of various SIG agencies and non-state actors that are required to work in unison according to the prescribed groupings to support the implementation of the activities relating to each focal area. The formulation of the Implementation Clusters is one of the initial steps to be taken in before any effective implementation can commence. The following steps are prescribed for DOT to undertake within the immediate weeks after finalizing the Action Plans:

Step 1: Establish the Tourism Sector Taskforce

MCT needs to initiate the liaison between DOT and the PMO through the Secretary to PM and National Consultant for Commerce & Tourism to discuss the formalizing and subsequent establishment of the TST with the agreement of the Prime Minister. Once TST is established, it will need to review its TOR in order to finalize. The coordination relationship and communication medium between DOT and the TST needs to be articulated. One of the first resolutions that need to be put forward by the TST for immediate action is the formulation of the Technical Working Group Clusters for each SINTDS Focal area.

Step 2: Meetings of Partners of Each Implementing Cluster

Based on the resolution by TST, MCT (DOT) has the mandate through call a series of meetings for the SIG agencies and other stakeholders that are grouped as members of each implementing cluster. Separate meeting will be requested for the members of each Implementing Cluster. Meetings will be used to formalize the composition of each Cluster, finalize the TORs, familiarize each Cluster member with their responsible areas within the SINTDS Action Plan and formally establish the TWG Clusters.

Once the TWGs for each SINTDS focal area are established, the records of the formulation of the Clusters and the member agencies will be presented to the TST for endorsement to formalize the TWGs.

Step 3: Dissemination of Action Plans to Cluster Members

Upon endorsement of each TWG Cluster by the TST, DOT will ensure to disseminate copies of the SINTDS Action Plans for each of the focal areas to the respective TWGs. This will include the short term and medium term action plans. Further discussions at TWG levels is hereby encouraged so that each Cluster member agency / support partners can be clear on their roles, assess their resource capabilities and in-house capacities for the implementation.

Step 4: Meeting Schedule Formulation and Work Programs

Each TWG will need to develop their own meeting schedules and brief work programs for the implementation of the actions prescribed for their respective focal area. The work programs will include details such as reporting requirements and timing to the TST on implemented actions, internal reporting requirements and task (responsibility) allocations.

Step 5: Organize and Host SINTDS Donor Forum

In the absence of the Tourism Sector Coordination Unit (to be established after the due process with the PSC for its establishment) DOT under the banner of MCT will coordinate between TST and the TWGs in the initial stages.

One of the key actions to be undertaken at the initial stages of SINTDS implementation will be for MCT to host a Donor Forum on the SINTDS Strategy and Action Plan with key donors identified in the Action Plan and also potential donors (including NGOs).

The main objectives of the Donor Forum are as follows (but not limited to these):

- a. To highlight the strategies for the five strategy focal areas within SINTDS 2015-2019
- b. To highlight the SINTDS Implementation Action Plan and highlight the key components where donor support are required and highlighted
- c. To highlight the commitment of SIG to the SINTDS Strategy and Action Plan by introducing the TST and the TWGs and the budget commitments by SIG towards the implementation
- d. To realign the areas of direct and indirect assistance by Donor Partners to the SINTDS Implementation Action Plans.

Step 6: Commencement of Action Plan Implementation

The implementation of the SINTDS Action Plans can commence once the prescribed institutional structures are established and both SIG and Donor partners have articulated their roles and areas of contributions in the whole process.

PART VI: THE SINTDS MONITORING & EVALUATION FRAMEWORK

As part of the ongoing process with the implementation of the action plans presented in this paper, a Monitoring & Evaluation Framework for SINTDS Implementation will be developed as a separate document and will be presented to the MCT, TST and all the TWGs.

The Monitoring part of the framework will focus on the matching the SINTDS recommendations and action plans to the key objectives of SINTDS pertaining to each focal area.

The Evaluation part of the framework will focus on assessing the effectiveness of the action plan in terms of achieving the key actions recommended to addressing the key recommendations in each focal area of SINTDS.

While all Implementing Cluster agencies and the TWGs will contribute towards the framework and have access to the final document upon completion, the monitoring and evaluation framework will principally be used by the TST and the MCT.