

Ministry of Industry,
Trade & Tourism

FIJIAN TOURISM 2021

Draft document for the 1st Consultation

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Executive Summary

Tourism is a cornerstone industry in the Fijian economy. In the year 2015, the industry recorded 754,835 visitors, \$1.56 billion in visitor earnings and employed approximately 112,000¹ Fijians. The industry contributed to 29.9%² of Fiji's gross domestic product and is the largest economic sector in Fiji.

The Tourism Industry has been identified as an important future driver for economic activity in Fiji. The sector is moving into a more complex phase of its development and will require greater coordination amongst stakeholders to ensure the potential of the sector is optimized as it grows at a sustainable rate.

In order to maintain the vibrant growth, the Ministry of Industry, Trade and Tourism has embarked on developing the Fijian Tourism 2021 (Plan), a development plan with the bold target of achieving a FJD\$2.2 billion industry by the end of 2021. The overarching focus is to maximize tourism yield while ensuring overall growth in arrival matches historical trends.

The objectives of the Plan are to:

- Catalyse visitor expenditure and tourism yield
- Create a conducive environment for sustainable increase in visitor arrivals
- Support development of a sustainable and inclusive tourism sector

The Fijian Tourism 2021 is a comprehensive plan that aims to address the fundamental issues facing the continued development of the Fijian Tourism industry. There are 9 Thematic Areas and 29 Strategies identified. From the outset, certain strategies may take longer than five years to achieve, but as they form part of the foundation of a quickly developing industry, their inclusion in the Fijian tourism development priorities at this stage is important.

The Plan identifies that for Fiji to **catalyse visitor expenditure and tourism yields**, the development focus should be on two priority areas:

- Driving demand for our tourism brand - Thematic Area 1
- Increasing the value of our tourism products - Thematic Area 2

¹ WTTC, *Tourism and Travel – Economic Impact, Fiji, 2015* (incl. indirect impact)

² Reserve Bank of Fiji Economic Indicators

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Recognizing the need to provide a **conducive environment for a sustainable increase in visitor arrivals**, to support the tourism industry's overall growth, an additional two areas have been identified:

- Facilitating and promoting foreign and domestic investment in tourism - Thematic Area 3
- Investing in tourism related infrastructure - Thematic Area 4

Finally, it is critical to maximise economic retention and provide **on-going support for the development of a sustainable and inclusive** tourism industry, through legislation and policies governed by the Ministry.

- Strengthening linkages to the tourism industry - Thematic Area 5
- Ensuring continued sustainable development of the tourism industry - Thematic Area 6
- Having a conducive and updated legal framework - Thematic Area 7

There is a critical need for the establishment of a risk management plan for the well-being, safety and security of visitors to Fiji in any crisis event, such as climate change and global economic shocks. With this in mind, the plan also addresses the following areas:

- Risk Management - Thematic Area 8
- Measuring the performance of our industry - Thematic Area 9

The areas identified in the Plan are interrelated, indicating that the goal of a FJD\$2.2 billion industry by 2021 will rely on coordinated activities and investment from Government, non-government organisations and private sector stakeholders, all of whom are key players in our tourism industry.

For the successful implementation of the Plan, an implementation framework with the appropriate institutional arrangements will be in place. The National Tourism Council and its executive arm, the Tourism Committee are the two main bodies, together with various sub-committees and an Implementation Unit within the Ministry.

The Fijian Tourism Plan 2021 is envisaged to be a living document that is subject to an annual review to ensure its relevance to the development priorities of the Fijian Government and the Fijian tourism industry.

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Summary of Strategies

AREA 1: DRIVING DEMAND FOR OUR TOURISM BRAND		
S.1	Tourism Fiji brand promotion	The objective of this strategy is to ensure that Tourism Fiji effectively market Fiji and maximise return on Government's investment with regards to Tourism Fiji's marketing grant
S.1.A	Review and realignment of the Fijian Brand	'Fiji where happiness finds you', Fiji's global marketing brand was launched in 2013. Tourism Fiji will implement an audit of the brand to determine its relevance to the current global travel trends and its appeal to consumer needs. Outputs of the review will determine brand realignment activities.
S.1.B	Revitalize tourism marketing strategies	Tourism Fiji to use the Fijian Tourism Forum to solicit input from MITT and the Fijian tourism industry regarding its annual marketing strategy.
S.2	Grow Off-Peak Season Events	The objective of this strategy is to ensure a steady supply of international visitor arrivals to Fiji is maintained throughout the year to address seasonality.
S.2.A	Promote Annual International Sporting Events	Sports events have been identified as a significant contributor to visitor arrivals worldwide and will be an important driver of off-peak season arrivals. It also provides an avenue to position Fiji as a sports tourism destination and acts as a campaign to reach out to visitors attending the event for return visits in future. MITT in liaison with relevant bodies will prepare a 3-5 year Calendar to earmark events to bid for. Sporting bodies can then contest the EDF.
S.2.B	Establish an Events Development Fund (EDF)	EDF (on a cost share basis between Government & the industry)) will be established using a strict criteria as a dedicated fund for the growth of existing and inception of new events. The EDF will be a contestable fund managed through MITT whereby sporting bodies/organizers can contest. The fund will be on a cost share basis between Government and the industry.
S.2.C	Promoting Fiji as a MICE destination	Sub-strategies: <ul style="list-style-type: none"> - IF – attract investment in appropriate infrastructure - TF to have a MICE Bureau as part of this strategy - MITT to formulate supportive policies & incentives to promote the MICE segment (schoolies, voluntourism, etc)

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S.3	Effective Collaboration	The objective of this strategy is to utilise the current available opportunities to increase Fiji’s marketing effectiveness.
S.3.A	Strengthen Partnership among Tourism Fiji, Film Fiji and Investment Fiji	Government will ensure closer collaboration involving Film Fiji, Tourism Fiji and Investment Fiji to enable these organizations to dovetail initiatives in order to maximise marketing and promotion opportunities.
S.3.B	Support the Tourism Industry by identifying language and cultural barriers that are impediments for tapping into opportunities in emerging markets	MITT will utilise MOU’s and bilateral engagements available to assist the tourism industry and address needs of language and cultural needs in targeting new and emerging markets, for instance, Mandarin language training
S.4	Integrate Visitor Information	This thematic area is focused domestically with the objective to create effective awareness of the full range of Fiji’s tourism product offerings to encourage visitor spend and complement Tourism Fiji’s brand promotion and destination marketing abroad.
S.4.A	Establish a National & Regional Visitor Guide in Multiplatform Channels	<p>Tourism Fiji to take lead. This will be used for marketing Fiji’s best product offerings to potential visitors and a primary visitor information source when travelling in Fiji. The Guide which will be in digital and print media will also include location of Visitor Information Desks.</p> <p>These regional visitor guides will be specific to the region’s product offerings, aligned and complimentary to the national brand.</p>
S.4.B	Establish Tourist Visitor Information Desks	<p>MITT to facilitate with implementing partners e.g. municipal councils while TF provides the marketing collaterals. Tourist visitor information desks in various tourism hubs will be established. It creates a safe space for visitors to direct enquiry and seek independent opinion when travelling in Fiji.</p> <p>Municipal councils to partner on this initiative. Pilot projects proposed for Nadi & Suva.</p>

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AREA 2: INCREASING THE VALUE OF OUR TOURISM PRODUCTS		
S.5	Enhance Quality	The objective of this strategy is to grow the value of the industry by improving the quality of Fiji's tourism product offerings. This will be a long term strategy to ensure that Fiji becomes a premium tourist destination in the South Pacific.
S.5.A	Encouraging standards framework for the tourism industry	This strategy will involve the profiling of existing international standards and establishment of an industry practitioner's guide
S.5.B	Renew the FIJIAN HOSTS Customer Service Program	MITT will partner with relevant organizations and the industry to revamp and roll-out the Fijian Hosts Customer Service Program. The Program aims to raise the standard of customer service and act as a benchmark for customer service in the Fijian Tourism industry. As such, it will work towards international accreditation and encourage industry wide participation.
S.5.C	Establish a Code of Conduct for Tour Operators	A code of conduct will help ensure operators maintain the highest standards of service and value. The conditions will be issued with business licenses from the relevant authorities and any breach of the code of conduct will impinge on the decision to grant or renew a business license.
S.6	Support Micro, Small and Medium Tourism Operators	The objective of this strategy is to ensure government supports local MSM tourism operators which will not be able to survive in the modernising and more competitive tourism industry.
S.6.A	Facilitate an Online Booking Platform for Small Tourism Operators	Holiday bookings are highly dependent on online booking platforms which many small scale local operators do not have the technical capacity access. The initiative will capitalize on Tourism Fiji's current partnerships with online booking engines to support small scale tourism operators. Work with organizations that are currently working in the SME space...
S.6.B	Use existing Government programs to support tourism MSMs and urge their gradual transition into higher value services.	Visitors trends suggest that more developed tourism facilities are required to cater for the needs of guests in the backpacker/flashpacker market. Small scale tourism businesses catering for this market are mostly locally owned. Government through its existing programs to provide business mentoring, access to finance and other development assistance to assist small scale operators and ensure their sustainability.

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S.6.C	Strengthening the capacity of industry groups to better represent the interests of their members e.g. FITBA, Eco-tourism association	Work with partners to provide training & capacity building assistance.. Output – increase membership, coordination, improve communication & dialogue with Govt. & the betterment their members and the industry...
S.6.D	Conduct Community Tourism Awareness	Government with key stakeholders will jointly conduct community awareness and encourage participation of resource owners in tourism development. Benefits of the tourism dollar will be appreciated and hosts will be encouraged to partner or establish their own business ventures thus spreading the economic benefits of tourism.
AREA 3: FACILITATING & PROMOTING FOREIGN AND DOMESTIC INVESTMENT IN TOURISM		
S.7	Promotion and facilitation of investments in the tourism sector	The objective of this strategy is to ensure: <ul style="list-style-type: none"> - appropriate investments are realized in the tourism sector in Fiji. - that Fiji has sufficient capacity to cater for the increasing accommodation occupancy levels.
S.7.A	Building capacity at Investment Fiji to specialize in promoting and facilitating high value investments and investments in new areas in the tourism sector.	Strengthen Investment Fiji engagement with all stakeholders to quickly resolve impediments to attracting Foreign Direct Investment and actively pursue areas for investment in the tourism sector including retail, accommodation, activities and attractions.
S.7.B	Promote further investments in accommodation by facilitating Tourism Investment Application and Approvals through relevant approval agencies and through the Foreign Direct Investment Committee (FDI)	Accommodation development rate has been increasing at a rate of 1% while occupancy rates are increasing at a faster rate of 4.3%. Provision of assistance to tourism investors and facilitating their applications and approvals through the relevant approval agencies and through the FDI Committee with Investment Fiji will boost their investment interests and ease certain challenges of doing business in Fiji.
S.8	Stimulate Product Diversification and Development across Fiji	The objective of the strategy is to diversify Fiji’s tourism product offerings which have generally been confined to accommodation development
S.8.A	Develop a tailor-made investment Incentive package to encourage Investment in Visitor Attractions and related Activities	This incentivized investment program will be targeted at Fijians who can benefit from tourism through the development of attraction and tour products in efforts to provide quality immersive experiences for our visitors. Fiji has many natural and thematic attractions that we need to capitalize on and local entrepreneurs can be incentivized to develop attraction & tours using local &

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		traditional knowledge. The need to focus on developing a world class night life establishment in Nadi to complement existing products in Fiji's tourism hub is an activity identified.
S.8.B	Promote Fiji as a cultural hub in the region through theatre and Arts, Musical and Visual Performances	<p>Develop theatre and art productions to complement an integrated style of tourism development in the region. Though theatre and art productions are available for visitors to experience on an event basis, visitors should have access to these types of entertainment on a regular basis which will support the development and international recognition of Fiji's theatre and art performances.</p> <p>A concerted effort with key agencies from Government, private sector, NGOs and donor agencies to establish and roll out the productions will be required.</p>
S.8.C	Create a World Class Luxury Shopping Experience	<p>Shopping has been identified as an area that needs to be developed further. This sub-strategy aims to create an enabling environment to attract major international brands to assist in building a world class luxury shopping experience. As such it will focus on the following:</p> <ul style="list-style-type: none"> • Private sector led investment in infrastructure to attract international brands • Provide the right tax incentive packages for private sector investment
S.8.D	Extend the Fijian Made Buy Fijian Program as an Incentive to Improve Shopping Experiences	Develop initiatives that would encourage the tourism industry to carry Fijian Made branded products. Promote Fijian Made products
S.8.E	Explore the potential of Alternative or Niche Tourism	Alternative forms of tourism such as cultural and culinary tourism to be pursued. Fiji being a multicultural and multi-religious country can capitalise on these strengths to explore niche forms of tourism such as cultural tourism, halal tourism and culinary tourism which can be complimented by direct flights to Singapore and Shanghai. A study is to be conducted to determine additional potential niche markets for Fiji.

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S.9	Utilize Fiji's Existing Natural, Cultural and Heritage Resources	The objective of this strategy is to utilise the many natural, cultural and heritage resources Fiji has for tourism purposes in a sustainable manner
S.9.A	Rejuvenate Existing Natural, Cultural and Heritage Sites for Tourism Use	A Government-led program to rejuvenate existing natural, cultural and heritage sites in Fiji including Suva, Levuka and Nadi. This will require leadership from land management and culture and heritage agencies to establish infrastructure and improve access to these areas (such as establishing a new walking trail). Private sector can then leverage off this infrastructure to develop product and experiences for visitors (such as guided historical tours on the new trail). This initiative is to involve partners e.g. UNESCO.
S.9.B	Develop an Cultural Anchor Attraction for Fiji's Tourism Hub	A cultural anchor attraction in Nadi will complement the integrated style of tourism development in the region. An anchor attraction will assist in increasing local participation in the Nadi tourism industry and benefit from the 59% of holiday visitors Nadi receives. Additionally, the cultural anchor attraction will create genuine Fijian experiences and stimulate spending for visitors as well as passenger transiting through Nadi Airport, acting as a promotional tool to attract return visits. A concerted effort with key agencies from Government, private sector, NGOs and donor agencies to establish cultural anchor attractions will be required.
AREA 4: INVESTING IN TOURISM RELATED INFRASTRUCTURE		
S.10	Increase Air Access to Fiji	The objective of this strategy is to ensure that air access to Fiji is not an inhibiting factor to tourism growth
S.10.A	Continue to Increase Connectivity	Fiji Airways will dovetail initiatives with Tourism Fiji to carefully grow direct flights to key markets using the current Air Services Agreement
S.10.B	Maintain the Singapore route	Singapore access is be an important hub for Fiji to grow the South East Asia markets e.g. India and leverage access to Halal tourism markets in Malaysia and Indonesia.
S.10.C	Undertake a market analysis on potential future destinations	Government has instituted a number of policies including the waiver of departure taxes to encourage Fiji as a transit hub. A market analysis is to be undertaken in order to identify potential visitor source markets e.g. Dubai, Shanghai, Beijing, Mumbai, etc.

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S.11	Increase Capacity on Domestic Flights	The objective of this strategy is to address the issue of tourism supply and demand in the outer island regions of Fiji
S.11.A	Improve flight connections & distribution to important tourism regions	At this stage it is recommended that the Fijian Government partner with domestic air carriers in order to: <ul style="list-style-type: none"> • Review the commercial and economic viability of domestic air services • Assess demand for travel to Vanua Levu, Taveuni & Kadavu-these are regions that have been identified as having potential to provide further tourism products. • Better connect to international flight schedules to make travel to the outer islands seamless.
S.12	Support Essential Airport Developments	The objective of this strategy is to ensure international airports are developed simultaneously with the tourism industry.
S.12.A	Modernise and upgrade the Nadi and Nausori Airports	AFL Master Plan includes the development of both the international airports at Nadi and Nausori. There are set priorities in the Master Plan for both airports. Additional funding is required to ensure developments are completed by 2021.
S.12.B	Implementation of regional airstrip upgrade plans for Fiji's semi tourism growth regions	The outcome of the domestic air services review (proposed in strategy #2) needs to be considered for infrastructure requirements of the outer island airports of Rotuma & Taveuni. This may include improving infrastructure to manage larger aircraft at the outer islands.
S.12.C	Plan for a new International Airport in Vanua Levu	Feasibility studies carried out have indicated that there is no room for expansion of the Labasa and Savusavu airports. The remaining option for further developing access into Vanua Levu means construction of a new International Airport for the region. Preliminary investigations have begun by AFL to seek a possible site for the new airport development. This needs to eventuate into an airport plan with set timeframes for construction.
S.13	Improve Port Facilities for Cruise Tourism	The objective of this strategy is to ensure that port facilities in Fiji are conducive to the development of the cruise industry
S.13.A	Invest in a dedicated Cruiseship terminal in Fiji	Fiji has seen a rapid growth of its cruise tourism industry in recent years with positive future growth projections. Port facility is a key infrastructure that needs to be in place to support the development of cruise tourism. Given the growing interest by international players in the cruise industry to continue to do business in Fiji and the fact that Fiji currently does not have a dedicated

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		cruise ship terminal, a feasibility study will determine the location of a dedicated cruise terminal and encourage increased numbers of cruise ship calls to Fiji.
S.13.B	Conduct maintenance on jetties and build floating pontoons where necessary	A few jetties identified in Kadavu need maintenance to improve visitor safety. In addition, floating pontoons need to be developed in Lautoka to allow visitors to travel to and from Lautoka to nearby island resorts. This will drive tourism activity in Lautoka.
S.13.C	Undertake a review of all support services for Cruiseships	The review to take into consideration fuel standards and potable water supply amongst other essential support services to cruise ships in efforts to further improve services and continue to make Fiji a choice cruise tourism port of call in the Pacific region
S.14	Improve Expedition Standards for Yachting in Fiji	The objective of this strategy is ensure that Fiji is a yachting friendly destination, which is much needed for outer islands which do not benefit directly from tourism arrivals.
S.14.A	Update Fiji's Marine Charts and Install Navigation Aids at Critical Locations	The Fiji Hydrographic Unit (FHU) reportedly has undertaken mapping of the high-use areas of the Mamanucas, Yasawas and Kadavu. These charts have been supplied to the UK charting authority responsible for producing Fiji's marine charts. Negotiations under way to update the charts with this survey information and to produce digital charts for Fiji. This work needs to be prioritised. Required navigation aids are identified by the FHU and installed by the Department of Transport. The priorities and budget required for these installations needs to be reviewed with consideration of the tourism industry.
S.14.B	Provide better services for yachting	Better services will also encourage more boats to visit and spend time in Fiji. This includes: <ul style="list-style-type: none"> • Installation of moorings in high visitation areas. This will protect the environment and make cruising easier to designated areas • Improve pump-out facilities for boats • Develop a cruising guide for Fiji to make boating easier for visitors • Develop a customs station in the Lau Islands. This will enable yachts (not cruise ships) travelling into Fiji to spend time in the outer islands rather than heading to Suva as their first port of call.

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S.14.C	Explore locations for establishing fully serviced marinas	To establish marinas in areas such as Vanuabalavu and Kadavu as these are main points of entry for yachts into Fiji. This will allow for the further distribution of economic benefits from the tourism sector. (opps for PPP, investment incentive packages)
S.15	Forward planning for roads	The objective of this strategy is to ensure that growth in the tourism sector is integrated in plans for Fiji's roads, bridges
S.15.A	Ensure plans for transport infrastructure considers demand from the Tourism Sector	Maintenance and improvements of road infrastructure in tourism areas contribute to ease of access for visitors into these areas. Fiji's roads, bridges and jetties with all associated infrastructure (drainage, street lights traffic signals, etc) are managed by the Fiji Roads Authority therefore tourism planning and development must be made in consultation with the Authority.
S.16	Forward Planning for Water Supply, Energy and Sewerage Systems	The objective of this strategy is to ensure that growth in Fiji' is integrated into the Water Supply, Energy and Sewerage Treatment Systems plans.
S.16.A	Ensure Future Plans Consider Demand from the Tourism Sector	Future water, energy and sewerage capacity development needs to be aligned to future tourism development needs. WAF advised water supply systems for future developments can be provided if there is sufficient demand to justify investment. WAF and FEA must be kept up-to-date with status of new tourism projects in the Nadi/Lautoka and Coral Coast corridors to allow for upgrades to upgrade capacity to cater for new developments.
S.16.B	Investigate options for improving water supply in outer islands	WAF to provide island resorts with advice and technical expertise on increasing their water supply and reliability. A subsidy scheme and/or donor funding maybe required for outer islands to implement projects.
S.16.C	Increase the capacity of sewerage treatment systems	The capacity of the sewerage treatment systems in Denarau, Lautoka, Coral Coast, Savusavu, Pacific Harbour and Suva are operating close to capacity and will need expansion to cater for further development.
S.16.D	Develop a plan to improve the sewerage systems of outer islands	A plan needs to be developed to improve the sewerage systems of outer islands to ensure that ground water supplies is not contaminated by sewerage waste from local communities. This will ensure local communities and resorts continue to have access to clean ground water
S.16. E	Communication	Link to planning and marketing

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AREA 5: STRENGTHENING LINKAGES TO THE TOURISM INDUSTRY		
S.17	Linking Human Resources to the tourism industry	The Objective of this strategy is to strengthen linkage of human resource supply to tourism
S.17.A	Establish a scheme for career development and capacity building of Fijians in the industry	Incentivizing tourism operators to encourage up skilling and career development of Fijians in the sector. This will encourage mentoring programmes whereby locals understudy expatriates overtime before assuming middle to top management positions.
S.17.B	Conduct a tourism industry human resource needs assessment	This sub strategy is to conduct a human resource needs assessment to find out the shortage and over supply of skills in the tourism industry in order to match supply and demand and ascertain skill sets/training programs.
S.18	Linking Agriculture to the tourism industry	The objective of this strategy is to strengthen the linkage of the agriculture industry to tourism
S.18.A	Develop a Recognition and Rewards Scheme for service Providers	A Government driven initiative to develop a recognition and rewards systems for service providers making an effective effort in promoting the use of local produce in their operations.
S.18.B	Special Grant and assistance to Farmers	<p>A special grant scheme to be administered by Government for Fijian farmers dedicated to supply the tourism sector. The grant can assist in the purchase of seedlings and/or farming implements and can be managed in partnership with the Ministry of Agriculture.</p> <p>In addition, capacity building programs need to be prioritized by the Ministry of Agriculture to up skill farmers and nurture innovative and smarter agricultural practices.</p>
S.18.C	Improve Synergy Between Stakeholders	<p>Strengthening linkages between Government, farmers and the tourism sector that will enable the creation of commercial value chains and ensuring consistent supply to meet tourism industry demands.</p> <p>Workshops on a technical level between the Government, farmers and the Tourism industry to be conducted on a need basis and annual forums to act as a platform for continued collaboration between the stakeholders.</p>

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S.18.D	Promotion of Fijian Grown and Fijian Organic brand amongst service providers	Encourage local consumption and incentivizing or attracting premium prices for growers
AREA 6: ENSURING CONTINUED SUSTAINABLE DEVELOPMENT OF THE TOURISM INDUSTRY		
S.19	Sustainable Tourism Development Framework	The objective of this strategy is to bring together under a single platform the efforts and commitments of Government and all stakeholders towards the sustainable development of Fiji's tourism industry taking into account Fiji's Green Growth Framework.
S.19.A	Conduct a scoping study for the development of a Sustainable Tourism Development Framework	MITT will engage reputable partners to carry out a study of Fiji's current legislative framework and practices with regards to sustainable tourism, the outcomes of the study will then guide Fiji's response in terms of the formulation of a Sustainable Tourism Development Framework
S.19.B	Formulate and Implement the Sustainable Tourism Development Framework	MITT will further engage reputable partners for a full scale study, development and implementation of the Framework
S.20	Increase the Standard of Environmental Performance	The Objective of this strategy is to improve environmental compliance of the tourism industry
S.20.A	Strengthen enforcement of the Environmental Management Act (EMA) and the Environmental Impact Assessment (EIA)	This sub strategy calls for increased resource allocation to the Department of Environment for the recruitment of compliance officers for enforcement.
S.21	Engage in Protection of Reef and Marine Areas	The objective of this strategy is to ensure that protection of the reef and marine areas are mandated by Government
S.21.A	Formalise Government commitment through a Policy accompanied by enabling legislation	A policy response is required to develop new legislation to better protect the marine environment. A pilot project to establish a marine protected area be carried out in the Mamanuca Islands. This should be in association with the Mamanuca Environment Society. Meaningful collaboration between Department of Fisheries, Mamanuca Environment Society and the Department of Environment

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S.22	Promote climate resilient Infrastructure and Energy Efficiency	The objective of this strategy is to encourage climate change preparedness and promote energy efficiency
S.22.A	Enforce building codes that promotes climate resilient infrastructure	This sub strategy calls for current building codes for infrastructure development to be revised to ensure the materials and techniques used consider climate change effects to improve durability and lifetime of developments.
S.22.B	Promote renewable energy utilisation in the tourism industry	This sub strategy calls for continued promotion of renewable energy utilisation through the provision of Government subsidies and rebates. This will assist in mitigating climate change and assist in 'greening tourism'.
S.23	Protect Fiji's Unique Cultural Identity	The objective of this strategy is to ensure that Fiji remains distinct from competitors in terms of culture and to ensure that Fiji's unique cultural identity remains protected
S.23.A	Expedite the development of the National Cultural Policy	This sub strategy acknowledges the National Cultural Policy being developed by the Department of Culture and Heritage (also acknowledged in Green Growth Framework) and for it to be expedited. The framework will raise cultural standards, protect genuine work and instil cultural integrity. A primary objective of the Policy is the labelling or accrediting of indigenous artists and encouraging locally made/designed handicraft and artwork..
S.23.B	Develop a legal framework that protects Traditional Knowledge & Intellectual Property (TK & IP)	A Government led initiative to develop a protection framework that will provide appropriate legal protection to traditional artists and performers and to ensure they are not exploited and are fairly compensated for their work.
AREA 7: HAVING A CONDUCTIVE AND UPDATED LEGAL FRAMEWORK		
S.24	Formulation of a Tourism Industry Act	Without clear legislative support, the industry will remain fragmented and ad hoc in its development. There is a need for consistency and coordination in order to meet the needs of the tourism industry.
S.24.A	Draft a Tourism Industry Act	Draft an encompassing Act taking into consideration all tourism related legislation and ensuring consistency with overall national tourism development objectives.
S.24.B	Ensure tourism operator compliance to legal requirements and standards	Provide assistance and guidance to operators to comply with legal requirements and standards

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S.24.C	Implementation of tourism legislation	This sub strategy requires MITT to: <ul style="list-style-type: none"> • Apply a systems approach to the development, implementation and enforcement of tourism related legislation so introduction of new legislation is done in a timely and consultative manner minimising potential adverse impacts. • Strengthen institutional arrangements for enforcement of legislation to improve its effectiveness
AREA 8: RISK MANAGEMENT		
S.25	Identifying Risks associated with the tourism industry	The objective of this strategy is to bring to the forefront all risks associated with the tourism industry ensure its incorporation to crisis management structures
S.25.A	Risk Profiling and putting in place appropriate mitigation measures	A study to identify and profile all potential risks associated with Fiji's tourism industry in consultation with key stakeholders. This will substantiate the development of a comprehensive Crisis Communication Framework.
S.26	Tourism Crisis Communication Framework	The objective of this strategy is to formalize the TCC framework that ensures the safety and well-being of visitors to Fiji, staff and teams of the Fijian tourism industry during a crisis.
S.26.A	Review and finalize the draft Tourism Crisis Communication Guide 2012	MITT to review the current draft guideline in consultation with relevant stakeholders and make submissions for endorsement.
S.26.B	Implement the Tourism Crisis Communications Guide	This sub strategy requires MITT to apply a systemic approach in the development & implementation of the Guide and conduct regular reviews of the TCC Guide
S.26.C	Institutionalize the Tourism Response Team (TRT) & the Tourism Action Group (TAG)	TRT & TAG will be reviewed by MITT with the view to make improvements. Membership & responsibilities of the TRT & TAG will be provided for in the TCC Guide.
S.26.D	Strengthen Collaboration with Key Partners in a Crisis	MITT through the TCC Guide will identify key partners TCC teams will work with during a crisis e.g. NDMO, diplomatic missions, public utility bodies etc. MITT to establish primary contacts in these agencies & keep an updated contact listing.

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AREA 9: MEASURING THE PERFORMANCE OF OUR INDUSTRY		
S.27	Measuring Economic Impact of Tourism	The objective of this strategy is to ensure accurate measurement of the economic impact of tourism in Fiji
S.27.A	Ensure TSA Reports are produced every two years	The Tourism Satellite Account is an important report which needs to be consistently produced on a 2 year interval to accurately ascertain the economic flows throughout the industry, create informed policy decisions and target areas in need of State stimulus. Productions must be based on researched information rather than previous TSA estimates.
S.28	Establishing Robust Data Collection Methods	The objective of this strategy is to ensure that data collection methods in tourism is modernised and robust in nature
S.28.A	Complete Modernization of the International Visitor Survey	Modernization of both components of the IVS (Air and Cruise) by MITT including digitizing the surveys and hosting research data on an in-house server.
S.28.B	Undertake a review of the information technology requirements for the IVS	MITT to assess the current IT needs for IVS to ensure its continued efficiency and effectiveness.
S.28.C	Capacity Building for In-house Reporting of the International Visitor Survey	MITT to build in-house capacity to ensure staff are trained to analyse IVS data and provide quarterly reports for policy and business decision making.
S.28.D	Establish a Hotel Data Collection System (HDCS)	MITT will develop HDCS and mandate implementation for all tourism accommodation properties.
S.29	Improving Market Research & Intelligence	The objective of this strategy is to ensure that future marketing decisions are based on concrete research to help maintain our competitive edge
S.29.A	Conduct Segmentation Research on Fiji's Established & Emerging markets	A reputable market research firm to be engaged by MITT/TF with experience in source market research techniques. The research will provide valuable insights into Fiji's emerging markets to guide future marketing.
S.29.B	Research on Competing Destinations for Fiji	This strategy involves a market research on Fiji's competing destinations.