

MFAT Management Response to Vanuatu Response Tourism Evaluation

Evaluation: Evaluation of the Vanuatu Tourism Programme

Background:

The Vanuatu Tourism Programme has been comprised of two main components: the Vanuatu Tourism Infrastructure Project (VTIP) and the Vanuatu Tourism Assistance Programme (VTAP). The VTIP was an initiative that ran from 2015 to 2017 to support the upgrade and rehabilitation of critical urban and tourism infrastructure such as the Port Vila 'Portside Precinct' and the 'Seafront Park' at Fatumaru Bay. Since 2016, the VTAP has involved implementing a range of selected activities under the Vanuatu Strategic Tourism Action Plan (VSTAP) to support tourism marketing, tourism product development, and human resource development. Activities were delivered through a VSTAP implementation unit within the Government of Vanuatu's (GoV's) Department of Tourism (DoT). This evaluation report considers the extent to which the VTIP and VTAP have effectively and efficiently achieved desired outcomes during the period from 2016 to 2018. This will inform decision-making in relation to how New Zealand can best shape its future support for the continued development of Vanuatu's tourism sector.

Findings:

- **Relevance:** The report indicates that the programme continues to be relevant both to MFAT and the Government of Vanuatu. Tourism is a major part of the Vanuatu economy, and the programme has substantially enhanced Port Vila as a tourist destination.
 - **Effectiveness:** The programme has been highly effective in most areas. The only stand-out components judged to be less effective are the Vanuatu Discovery Trails Project, Vanuatu Tourism Ambassadors Programme, and Vanuatu Tourism Permit and Accreditation Programme.
 - **Efficiency:** Problems with efficiency were identified in the programme in the areas of delays in accessing funding, underspending funding, and the fragmentation of the Vanuatu tourism sector.
 - **Future Design and Support:** The report recommends narrowing the
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focus of the programme to fewer prioritised activities, consolidating progress in capability-building and product development, further emphasising marketing, developing private sector partnerships, and creating greater continuity and stability in the sustainability of the programme.

Link to evaluation Insert link from webpage
Date of Steering Group sign-off 19.11.19

Approval of the MFAT Management Response

Signature:

_____ Ricky Lee, Activity Manager

_____ John Capper, Divisional Manager

Date:

Recommendation	Response and Action (Agree, Partially Agree, Reject)	Responsibility	When	12 month progress
New Project Design for Tourism including these components:	Agree, will form part of scoping for new activity. Concept to be drafted and Design undertaken in 2020.	PACMM with input from Port Vila and DST	Early 2020	
-Marketing (campaign support, route development, digital content expansion, increasing level of TMDF membership)	Agree, will form part of scoping for new activity.	PACMM with input from Port Vila and DST	Early 2020	
-Product Development (refocus Discovery Trails, develop investment for adventure/culture activities and in outer islands, agritourism, small-scale strategic visitor infrastructure)	Agree, will form part of scoping for new activity.	PACMM with input from Port Vila and DST	Early 2020	
-Private Sector Partnership (SME grant, culture/adventure activities including on outer islands, reset Accreditation Programme, industry reform)	Partially Agree, will form part of scoping for new activity. Less influence to directly action industry reform and accreditation programme, but appropriate modalities to be explored.	PACMM with input from Port Vila and DST	Early 2020	

Recommendation	Response and Action (Agree, Partially Agree, Reject)	Responsibility	When	12 month progress
-Tourism Leadership Programme	Partially Agree, explore modalities that build in Ni-Vanuatu led development.	PACMM with input from Port Vila and DST	Early 2020	
Project Design be targeted at air passengers	Agree, will form part of scoping for new activity.	PACMM with input from Port Vila and DST	Early 2020	
Project Design explore options to better assist outer island links	Agree, should be increased focus of new activity.	PACMM with input from Port Vila and DST	Early 2020	
Project Design use a cross-cutting theme of sustainability	Agree, should be increased focus of new activity.	PACMM with input from Port Vila and DST	Early 2020	
Future support use NZ's comparative advantage, including:	Partially agree, will form part of scoping for new activity.	PACMM with input from Port Vila and DST	Early 2020	
-Codeshare between Air New Zealand/Air Vanuatu	Not applicable, outside the scope of MFAT action as Air New Zealand is an independent commercial entity.	PACMM with input from Port Vila and DST	Late 2019/Early 2020	

Recommendation	Response and Action (Agree, Partially Agree, Reject)	Responsibility	When	12 month progress
-Support to NZ tourism operators to develop activities in Vanuatu	Reject, a new activity needs to align with Government of Vanuatu policies, and be principally targeted at gains for Ni-Vanuatu.	PACMM with input from Port Vila and DST	Early 2020	
-Study/training exchanges of Vanuatu to NZ	Partially agree, will form part of scoping for new activity.	PACMM with input from Port Vila and DST	Early 2020	
-Māori tourism operators in NZ build links with Vanuatu	Partially agree, will form part of scoping for new activity.	PACMM with input from Port Vila and DST	Early 2020	
Future Support should have streamlined financial management and procurement systems	Partially agree, it is important to work with the systems that the Government of Vanuatu has in place, but efforts will continue to streamline these where appropriate and possible.	PACMM with input from Port Vila and DST	Early 2020	

Recommendation	Response and Action (Agree, Partially Agree, Reject)	Responsibility	When	12 month progress
Discuss with Ministry of Finance options for more direct funding to implementing agency	Partially agree, it is important to work with the systems that the Government of Vanuatu has in place, but efforts will continue to streamline these where appropriate and possible.	PACMM with input from Port Vila and DST	Early 2020	
Future modality should factor in local autonomy, decision making and accountability	Agree, should be increased focus of new activity.	PACMM with input from Port Vila and DST	Early 2020	
Chief Technical Adviser should lead future support	Partially agree, scoping of a new activity will include consideration of the most appropriate management structure, under which this recommendation will be one possible option.	PACMM with input from Port Vila and DST	Early 2020	

Recommendation	Response and Action (Agree, Partially Agree, Reject)	Responsibility	When	12 month progress
Future programme should be more disciplined in updating the Results Management Framework (RMF) for better monitoring and evaluation	Agree, a live and updated RMF will be of increased importance for a new activity.	PACMM with input from Port Vila and DST	Early 2020	
Reduce reporting burden (lower frequency, informal mechanisms)	Partially agree, with reporting requirements to be determined as necessary for appropriate management of the RMF.	PACMM with input from Port Vila and DST	Early 2020	
Conduct an Economic Impact Survey to quantify the impact of the VTIP and VTAP activities	Partially agree, will not be considered for current or previous activities given evidence already provided in this evaluation and a lack of additional detailed data, but the design of future activities will include planning to allow detailed economic impact analysis of such activities.	PACMM with input from Port Vila and DST	Early 2020	

Report Release Checklist

Note: This checklist must be used for all evaluations that will be published in full on MFAT's website. Where the report has been commissioned by a partner organisation and is published on their website, MFAT should simply seek written permission from the partner to provide a link to the published evaluation from our website. Attach a copy of the partner's permission to this MFAT Response to Evaluation template in lieu of this Report Release Checklist.

NAME OF THE REPORT: EVALUATION OF THE VANUATU TOURISM PROGRAMME

AUTHOR(S): ALLEN + CLARKE

REPORT MONTH AND YEAR: NOV 2019

All evaluation reports should be able to be publicly released in accordance with the principle of availability (Section 5 of the Official Information Act (OIA)). However, this principle can be overridden if there is 'good reason' (as set out in the OIA) to withhold information. Use this checklist to help you decide if sections in the evaluation report should be withheld.

If any of the answers to these questions is 'yes' then:

- *A hard copy of the report should be marked up with brackets around the information to be withheld, and the OIA section under which the information is to be withheld noted (refer to MFAT Style and Practice Guide OIA Requests)*
- *The PDF copy of the report that is submitted to the Development Support Officer (DSE) for the library and public release will have the withheld information whited out and the reasons for withholding noted in the margins. The following note should be placed in the report: Certain information in this report has been withheld in accordance with the Official Information Act and the grounds for withholding, as at the time of publication, are noted in the margins.*

If you are unsure whether a good reason to withhold exists seek advice from the IDG staff member responsible for OIAs or the MFAT corporate legal team.

OIA Section 6 Conclusive Reasons: Are there words in the evaluation that are likely to:

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| a) Prejudice the security or defence of NZ or NZ's international relations? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| b) Prejudice the entrusting of information to the Government of NZ on a basis of confidence by (i) the Government of any other country or (ii) any international organisation? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| c) Prejudice the maintenance of the law? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| d) Endanger the safety of any person? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| e) Damage seriously the NZ economy? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

OIA Section 7 Special Reasons: Are there words in the evaluation that are likely to:

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|--|------------------------------|--|
| a) Prejudice the security or defence of the Cook Islands, Niue, Tokelau or the Ross Dependency? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| b) Prejudice relations between the governments of NZ, and governments of the Cook Island and Niue? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| c) Prejudice the international relations of the governments of the Cook Islands or Niue | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

OIA Section 9 Other Reasons: Are there words in the evaluation that need to be withheld to: (Note: There is need to balance Section 9 grounds for withholding against 'public interest considerations'. Consider the negative consequences from release, and whether or not these consequences are outweighed by the public interest in access to the information.)

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| a) Protect the privacy of natural persons? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| b) Protect trade secrets and commercial positions? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| c) c)Protect information that is subject to an obligation of confidence where release of the information would be likely to i) prejudice the supply of similar information from the same source and it is in the public interest that such information should continue to be supplied or (ii) otherwise damage the public interest? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| d) Avoid prejudice to measures protecting the health or safety of members of the public? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| e) Avoid prejudice to the substantial economic interests of New Zealand? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| f) Avoid prejudice to measures that prevent or mitigate material loss to members of the public? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

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| a) Maintain the constitutional conventions including the confidentiality of advice tendered by ministers and officials? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| b) Maintain effective conduct of public affairs through free and frank expressions of opinion and protection from improper pressure or harassment? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| c) Maintain legal professional privilege? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| d) Enable a minister department or organisation holding information to carry out commercial activities without prejudice or disadvantage? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| e) Enable a minister, department or organisation holding the information to carry on negotiations without prejudice or disadvantage? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| f) Prevent the disclosure or use of official information for improper gain or advantage? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

Other Reason: Is there any other reason for withholding information?

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| • If the answer is yes then seek advice from the PDG staff member responsible for OIA or the MFAT corporate legal team. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
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RECOMMENDATION

- Withhold selected parts, noting sections of the OIA applying to these in a copy of the report that is filed, and white-ed out in the copy of the report to be forwarded to the Capability and Insights Division for public release and the library
- Release entire report

Signed by Ricky Lee (Activity Manager)

Signed by John Capper (Divisional Manager)

Date: