Beautiful SAMOA

WWW.SAMOA.TRAVEL

Samoa Tourism Sector Plan

2022/2023 - 2026/2027

"PATHWAY TOWARDS SUSTAINABLE TOURISM RECOVERY AND GROWTH"

The Samoa Tourism Sector Plan has been prepared by KVA Consult Ltd for the Samoa Tourism Authority with assistance from the New Zealand Aid Programme (Samoa Tourism Growth Partnership)

Table of Contents

LIST OF FIGURES

LIST OF TABLES

LIST OF ACRONYMS

ACEO	Assistant Chief Executive Officer
ADB	Asian Development Bank
APTC	Australia-Pacific Technical Coalition
CBS	Central Bank of Samoa
CDC	Cabinet Development Committee
CEO	Chief Executive Officer
DBS	Development Bank of Samoa
DFAT	Department of Foreign Affairs and Trade (formerly AusAID)
DSC	Duty Concession Scheme
FY	Financial year (1 Jul to 30 Jun)
GDP	Gross Domestic Product
GSTC	Global Sustainable Tourism Council
GEF	Global Environment Facility
GFC	Global Financial Crisis
HRD	Human Resource Development
IFC	International Financial Council
ITC	International Trade Centre
IVS	International Visitor Survey
LTA	Land Transport Authority
IDIP	Industry Development and Investment Promotion (MCIL)
ILO	International Labour Organisation
IROSHWP	Industrial Relations, Occupational Health and Safety, Work Permits (MCIL)
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Fisheries
MESC	Ministry of Education, Sports & Culture
MCIL	Ministry of Commerce, Industry and Labour
MCR	Ministry for Customs and Revenue
MFAT	Ministry of Foreign Affairs and Trade
MNRE	Ministry of Natural Resource and Environment
MOF	Ministry of Finance
MOH	Ministry of Health
MoPP	Ministry of Police and Prisons
MTC	Manufacturing Trade and Commerce
MPMC	Ministry of the Prime Minister and Cabinet
MSMEs	Micro, Small and Medium-sized Enterprises
MTEF	Medium Term Expenditure Framework
MWCSD	Ministry of Women Community and Social Development
MWTI	Ministry of Works, Transport and Infrastructure
NBC	National Beautification Committee
NESP	National Environmental Sector Plan
NGO	Non-Government Organisation
NISP	National Infrastructure Strategic Plan
NTCASS	National Tourism Climate Adaptation Strategy
NUS	National University of Samoa
NZAP	New Zealand Aid Programme
OSH	Occupational Safety and Health
PEEP	Promoting Energy Efficiency in the Pacific
PMC	Project Management Committee
PPP	Public Private Partnership
PFSD	Pacific Forum on Sustainable Development
PSET	Post School Education and Training
PSDI	Private Sector Development Investment
PTO	South Pacific Tourism Organisation
PUMA	Planning and Urban Management Agency
PPSA	Personal Property Security Act
SAA	Samoa Airport Authority
SAT	Samoan Tala
S.A.M.O.A	SIDS Accelerated Modalities of Action Pathway
SAME	Samoa Association of Manufacturers and Exporters
SBH	Samoa Business Hub
SBS	Samoa Bureau of Statistics
SCCI	Samoa Chamber of Commerce and Industry
SDG	Sustainable Development Goal
PDS	Pathway for the Development of Samoa
SLC	Samoa Land Corporation
SME	Small and Medium Sized Enterprise
SHA	Samoa Hotels Association
SQA	Samoa Qualification Authority
SQF	Samoa Qualification Framework
SSTA	Savaii Samoa Tourism Association
STGP	Samoa Tourism Growth Partnership
STRAP	Samoa Tourism Resilient Asset Protection
STSP	Samoa Tourism Sector Plan 2021-2026
SWA	Samoa Water Authority
SUNGO	Samoa Umbrella for Non-governmental Organisations
TCMSP Sector Plan	Trade, Commerce and Manufacturing
TMT	Tourism Marketing Taskforce
TSSC	Tourism Sector Steering Committee
TTT	Tourism Training Taskforce
TVET	Technical Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNESCAP	The United Nations Economic and Social Commission for Asia and the Pacific
UNWTO	United Nations World Tourism Organisation
USA	United States of America
USD	United States dollar
VFR	Visiting Friends and Relatives
VNR	Voluntary National Reviews
WIBDI	Women in Business Development Incorporated
WB	World Bank
YTD	Year To Dat

FOREWORD

Talofa Lava and Greetings!

It gives me great pleasure to present the Samoa Tourism Sector Plan (STSP) 2022/2023 – 2026/2027.

The STSP presents the direction for the sustainable development and recovery of the Sector in the next five (5) years. It builds on the achievements from the previous Tourism Sector Plan 2014-2019 which accomplished 80% of targets following the assessment of indicator-progress under its prescribed thematic areas. The other 20% are currently being implemented with minimal works remaining. This reflects the tremendous partnerships fostered and harnessed between Government, development partners, communities, operators and all-encompassing stakeholders and agencies of tourism. It is also therefore fitting that I congratulate and acknowledge Hon. Salā Fata Pinati, the former Minister of Tourism for his leadership that has enabled the successful implementation of the previous Sector Plan.

Samoa's tourism industry has been heavily impacted and tested by the downturn caused by the Covid-19 Pandemic. Although the outlook for the tourism sector remains highly uncertain, the availability and roll-out of vaccines for our country provides comfort that we can further dialogue with our key markets, donor agencies, investment partners to establish immediate plans that target enhancing recovery for the Sector in terms of its socio-economic and environmental needs.

The overarching goal for the Sector **is for Samoa to be a better, more sustainable and resilient tourism destination with the aim of surviving and then thriving post COVID19 pandemic**. It is underpinned by six strategic outcomes with actions that will be implemented through a pragmatic approach in line with current issues and emerging challenges. The STSP is a compilation of collective efforts and contributions across the Sector which will inform and support coordinated actions and responsibilities to achieve our goal. It also streamlines regional and global tourism related targets outlined in the Sustainable Development Goals 2030, Pacific Sustainable Tourism Policy Framework 2030, Samoa 2040 and Pathway for the Development of Samoa 2021 – 2026.

Tourism remains a pivotal source of income for our communities. Over the years, the sector has consistently proven its resilience and its ability, not only to bounce back but also lead wider economic and social recovery. We will continue to work together to understand the lessons from the Pandemic; embrace the shift in doing business via digital means, remote training, remote exchanges and experiences. The recovery phase as we know will certainly not be within the next 12 months or 24 months, but we remain hopeful and committed to supporting our tourism sector, providing opportunities to benefit businesses as well our communities.

Finally, I would like to express my sincere gratitude to the New Zealand Government for its ongoing support through the Samoa Tourism Growth Partnership (STGP) and the Samoa Tourism Resilience and Recovery (STRR) program. We look forward to continuing our partnership as we embark on implementing the sustainable strategies in this framework. Thank you also to the UNESCAP for its continued assistance for supporting works that are currently underway (STRAP and Cruise Tourism Plan) that link to the success of this Plan.

I therefore commend the Samoa Tourism Sector Plan 2022/2023 – 2026/2027 to our partners and seek your support to ensure the sustainable recovery of tourism.

Faafetai & God Bless!

Afioga Toeolesulusulu Cedric Salesa Posē Schuster
Minister of Tourism

EXECUTIVE SUMMARY

Context

The Samoa Tourism Sector Plan (STSP) 2022 - 2027 updates the STSP 2014-2019. The STSP captures and reflects on the current situation of the industry, lessons learned from the previous STSP focusing on its SWOT Analysis, which is a critical segment of the STSP review to inform priorities for the next five years.

The STSP articulates the strategic direction for the Tourism Sector for the period 2022 - 2027. It outlines the sector's vision, goal and a continuing framework of actions, in line with the Pathway for the Development of Samoa (PDS) 2021/2022 – 2025/2026 and the Samoa 2040. A pragmatic approach has been adopted for implementation of the STSP due to current conditions for the economy, with a number of immediate priorities established for the first twelfth (12) months of the Plan.

In developing this Plan, a comprehensive review of the STSP 2014-2019 was conducted supported by extensive consultations with sector stakeholders and assessment of emerging risks and challenges to ensure the successful delivery of the Plan. The sector also engaged key external stakeholders across the sector to inform the direction of the plan.

Key Findings of STSP 2014-2019 Review

The STSP was designed to achieve five sector-wide policy objectives within a five-year timeframe and was built around five programme areas (1) Marketing and Research, (2) Product Development, (3) Transport, Infrastructure and Access, (4) Investment and Business Enabling Environment and (5) Human Resource Development (HRD) and Training. A phased approach was adopted for implementation of the STSP, with a number of immediate priorities established for the first two years of the Plan.

A detailed snapshot of key sector trends and findings in the following sections highlights the sector was on a growth trajectory with increasing annual arrivals, earnings and employment up until mid-2019. However, this growth was hindered by the 2019 measles epidemic which affected Samoa in the last quarter of 2019. The future prospects of the sector have been further affected by the devastating impact of the global COVID 19 pandemic. A majority of businesses are in danger of collapsing during these unprecedented times without external support from government and development partners. The sector will need to focus more on recovery rather than growth strategies over the next five years as the world continues to grapple with the social and economic impact of the COVID 19 pandemic.

Based on implementation to date the overall efficiency in terms of activities implemented is rated as satisfactory with at least 80 percent achieved. The highest number of completed actions was under Product Development, Marketing and Research as well as Investment Environment programme areas. This aligns well with the resources that are directly under the mandate of core sector agencies including the Authority.

In terms of resourcing, an initial analysis of the financial data provided to date indicates SAT$81.0 million was to be channeled via the sector with 64% (SAT$ 51.8 million) funded under the recurrent budget. The total budget that was earmarked for STA between 2014-2019 was ***SAT$53.7 million*** through the recurrent budget. The remaining 36% or SAT$29.0million was to be secured through development funds. Actual development funding as per files and consultations indicates only SAT$ 4.8m was received from NZAP during the plan period.

Several development projects were implemented during the STSP which were funded by several partners including New Zealand Aid Program (NZAP), UNDP for climate change related initiativesand EU for the design of an agro tourism programme. The bulk of development resources towards the sector was through the NZAP funded Samoa Tourism Growth Partnership (STGP) which was signed in March 2017. The STGP aims to increase the economic value of tourism for Samoa and was implemented through a Grant Funding Arrangement (GFA) with the Samoa Tourism Authority (STA) through a Management Contractor - Tourism Resource Consultants (TRC).

Current Situational Analysis

The ongoing effects of the pandemic continue to impact on decision-makers and planners. The STSP is reviewed annually and an update on progress is published in the sector annual report or however immediate important details are needed to be reported and updated. The broad context in which this STSP has been developed includes:

- a depressed economy due to significant decrease in key economic sectors and drivers of growth such as tourism, exports and fisheries. This led to a decline of -3.5 % (SAT 84m) of real GDP by end 2020 with further declines up until June 2022. Recovery will be contingent on how quickly travel and trade restrictions are lifted.
- the fiscal cost associated with addressing socio-economic issues such as unemployment is high and some of these costs have been factored into Government's fiscal responses to date.
- the prolonged closure of borders, with a sudden stop of tourist arrivals has led to a decline of over SAT$200 million in one of the most critical sources of foreign earnings for Samoa since the lockdown in March 2020.
- growth in the sector will be further affected if there are any natural disasters. Samoa has high incidence of natural disasters in the past and the impact of ongoing climate change impact will further affect the recovery of the sector post COVID-19.
- high reliance on domestic market to accommodate the overstock of tourism products and services.
- reimagining tourism, including sustainable cost-saving measures that support inclusive green tourism developments and sustainable travelers/eco travelers
- green economies and conscious travelers – no more business as usual

With the support of Government, the sector had instituted some relief/retraining/stimulus packages in 2020 and 2021 as a temporary holding action. The total estimated tourism related support under Phase 1 and 2 is SAT 23 million. The progress of these measures through Phase 1 & 2 stimulus packages indicates there is a need for additional support given the prolonged closure of borders as well as significant cash flow needs identified from the sector since these interventions were activated. An additional SAT 19 million has been earmarked for tourism initiatives through the government budget for FY2021/2022.

Recovery Scenarios

The direct impact on tourism sector includes loss of employment and rapid decline of tourism arrivals and earnings. Based on UNWTO estimates international tourist arrivals could decline by 20% to 30% in 2020. This translates into a loss of 300 to 450 US$ billion in international tourism receipts, 5-7 years loss in tourist numbers as well as US$ 1 trillion in tourism exports.

Based on the assessment of the current risks and opportunities several options were put forward for growth and recovery of the sector as Samoa and the global economy continues to adjust to the new normal due to the COVID-19 pandemic. Several scenarios were developed with the sector based on several key considerations which include the proposed re-opening dates of borders which are based on the scan of vaccine development and the timing of when Samoa is able to fully vaccinate its economy. The development of the re-opening scenarios is also based on the latest release by IATA on the Outlook for Air Transport and the Airline Industry whereby a significant reduction in inbound seats is expected.

The main focus of the recovery and growth projections for tourism in Samoa is to mitigate or minimize the impact of border and business restrictions due to COVID19 on employees and tourism operators through alternatives solution. The ongoing border restrictions is expected with limited air travel options to key markets including NZ and Australia as travelers are subject to being cleared by approved virus testing authorities. Visiting friends and relatives (VFR) market expected to be first main market response. A major portion of the hotels may still be used as isolation centers if Government travel restrictions still require every traveler to spend a "period" of quarantine after entering Samoa. This could provide some buffer for the selected hotels to improve on their room occupancies.

Tourists may need to be tracked in the event of an infection so the extent of infection can be traced and controlled. The Samoa COVID19 Tracer App has been developed and launched to allow for this monitoring and tracing capability once the borders are reopened. Large international meetings and sporting events may not be hosted until full vaccination of eligible population is completed by early 2022. Downsizing and discontinuation of airline flight networks creates opportunities for national flag carriers to rethink and pursue more collaborative structures for regional airlines.

A significant amount of resources have to be invested to bring the hotel facilities to post Covid deluxe property standards. The aim now is to ensure further support measures are incorporated into the government budget as a first round of medium-term support measures and incentives to assist the recovery of the tourism sector.

These scenarios will need to be continuously updated by the sector and key stakeholder given the dynamic environment we are currently operating in. The successful implementation of the plan will rely on the continued commitment of not only Government but all core stakeholders. The survival of the tourism sector therefore relies on government and private investors who take a long-term view of their investments.

Sustainable Recovery and Growth Priorities 2022-2027

The sector is committed to more resilient and sustainable green growth for this planning period to ensure effective, inclusive and safe return to quality operation for employees and tourism operators. Continued support for wages subsidies and concessional financing will be critical to ensure the reopening and reemployment of those that have lost their jobs due to the border and business restrictions. Ongoing protection, marketing and product development activities will be organized to consolidate the recovery of the sector. Tourism operators will need to continuously adapt their business models in order to confront the constraints that have arisen due to the impact of the COVID-19.

VISION:	**SAMOA TO BE A MORE RESILIENT, INCLUSIVE AND GREEN TOURISM DESTINATION**
MISSION:	**TO ENSURE RECOVERY AND SUSTAINABLE ECONOMIC GROWTH FROM TOURISM**
KEY STRATEGIC OBJECTIVE(S)	**The sector will continue to focus on its five sector-wide policy objectives within a five-year timeframe with the addition of emergency response and preparedness objective as follows:** 1. To revive and sustainably grow demand and yield for the destination and its tourism products 2. To support product improvements and new product development to meet market expectations 3. To increase destination competitiveness through increased accessibility, infrastructure use and maintenance 4. To provide an enabling environment to support growth and investment in tourism related businesses 5. To provide education and training which supports industry and community needs 6. To ensure adequate support and preparedness for the sector during emergencies including natural disasters and pandemics.
PROGRAMME OF ACTION	**81 actions to be implemented under the 6 key strategic objectives.**
MONITORING & REPORTING	**Focus on growth and recovery indicators given dynamic operating environment.** **1. Revived and growing demand and yield for tourism products** **KPI:** *# of tourist arrivals increased; total value of earnings from tourism increased & increase in Return on Investment (ROI) from tactical campaigns* **2. Increased tourism investment and profitability** **KPI:** *# of new profitable tourism investments increased*

	3. Higher quality tourism products and experiences **KPI:** *# of accredited tourism operators registered with STA* **4. Improved workforce skills and service delivery** **KPI:** *# of trained and accredited employees in the tourism sector increased* **5. Improved resilience of tourism operators to weather fallout from natural disasters and pandemics** **KPI:** *# of business continuity and adaptation plans developed for tourist operators*
RESOURCING FRAMEWORK	Based on available information and consultations the total estimated recurrent costs for the sector on an annual basis are **SAT 13.89 million** with development costs over the plan period totaling **SAT 222.67 million.**

Operationalization of the Plan

We are embracing this once in a generation opportunity to do things differently, and using these key principles to guide the implementation of this plan:

- Better data: What gets measured can be managed and understood. Creating sustainable and inclusive recovery policies for the sector is hard without any data about immediate impact of COVID 19 on people's lives, especially when life is changing fast around the pandemic. Smarter data is the right place to start.
- Better decisions: If the pandemic has shown us anything it is that we need evidence-based decision making.
- Better policies: Let's embrace this opportunity to reframe how we design more sustainable tourism policies and strategies.

The pandemic is a once in a generation disruption which we are feeling now, and, likely, for decades to come. The plan aims to ensure recovery, resilience and green growth for the sector through implementation of the agreed actions over the plan period. Critical support from Government and development partners will be needed to support tourism operators during this period when borders are closed and businesses restrictions are in place. We should embrace this once in a generation opportunity to do things differently and ensure evidence-based decision making to guide sustainable sector policy development around people.

Section 1: Review of Samoa Tourism Sector Plan 2014-2019

1.1 Background

The tourism industry currently accounts for 25 percent of GDP, employing around 15 percent of the workforce and generating a third of the country's total foreign reserves. Given its prominent role in driving Samoa's economy, the Samoa Tourism Sector Plan (STSP) was formally launched in 2014 to provide a coordinated framework for the development of tourism from 2014/2015 to 2019/2020.

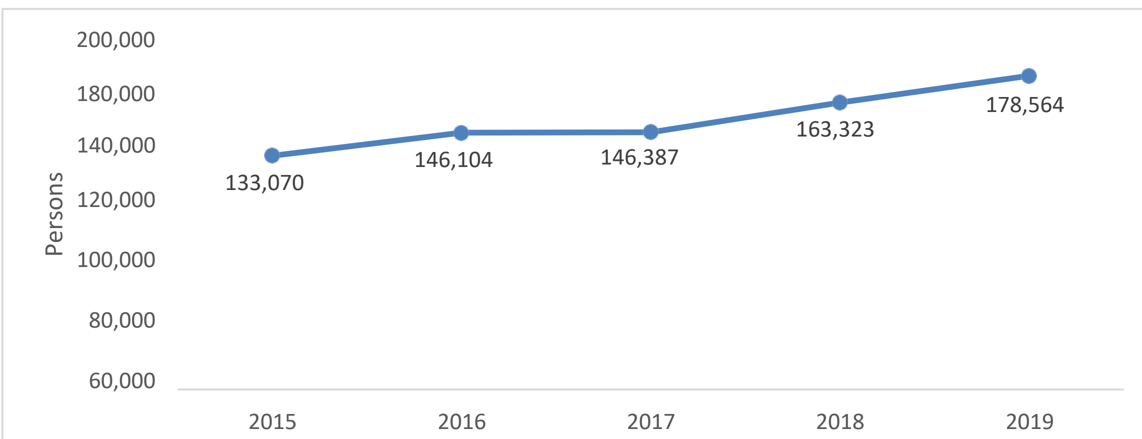
The overall vision of the STSP was that '***By 2019, Samoa will have a growing tourism sector, which engages our visitors and people and is recognized as the leading Pacific destination for sustainable tourism'.*** The underlying principles of Sustainable Tourism Development were integral to the achievement of this vision and reflected the importance of the economic, social and environmental sustainability.

1.2 Overall Sector Trends

Tourism Arrivals

Total arrivals (excluding cruise ship arrivals) have been on an increasing trend since June 2014 as depicted in Figure 1 with a compound annual growth rate of 5.0% and an average annual growth rate of 7.2%. The largest growth in total arrivals over the period was between FY2016/17 and 2017/18 at 11.6%.

Figure 1: Total Arrivals FY15-FY19



Source: Central Bank of Samoa

Over the period, holiday makers have dominated with an average of 38.4 percent of the total arrivals followed closely by VFRs at 35.9 percent, other types of arrivals 16.9 percent and business/conference visitors at 7.7 percent as per Table 1 below. Average annual growth over the period has been highest for sports arrivals at 17.3 percent, followed by VFR at 10.9 percent, holiday arrivals at 8.9 percent and other types of arrivals at 0.7 percent. Business and conference arrivals recorded a negative average annual growth of 0.5 percent.

Table 1: Tourist Arrivals by Purpose FY15-FY19

	2015	2016	2017	2018	2019	Avg	%
Holiday	47,180	55,611	58,010	64,734	68,886	58,884	**38.4**
VFR	44,085	48,113	48,021	63,465	71,980	55,133	**35.9**
Business	12,974	12,093	12,511	10,508	10,934	11,804	**7.7**
Sport	1,169	2,588	1,381	1,522	1,622	1,656	**1.1**
Other	27,656	27,699	26,464	23,094	25,142	26,011	**16.9**
Total	133,064	146,104	146,387	163,323	178,564	153,488	
Cruise	**15,656**	**9,536**	**17,855**	**3,223**	**20,865**	**13,427**	

Source: SBS and Central Bank of Samoa

In terms of main source markets, visitors from New Zealand continue to dominate at an average of 45.2 percent, followed by Australia at 21.5 percent and American Samoa at 10.8 percent outlined in Table 2. Whilst the main source markets remain unchanged from the previous plan period, interestingly, average annual growth between 2014 and 2019 has been from Europe at 16.1 percent, USA at 14.5 percent and Other Countries at 9.1 percent growth. Visitors from New Zealand recorded an average annual growth rate of 8.5 percent, Australia at 7.1 percent and American Samoa negative average annual growth of 2.0 percent.

Table 2: Tourist Arrivals by Source Market FY15-FY19

	2015	2016	2017	2018	2019	Avg	%
American Samoa	17,141	14,665	17,426	17,440	16,578	16,650	**10.8%**
Australia	30,659	30,911	29,415	33,053	40,880	32,984	**21.5%**
Europe	3,340	5,104	4,617	6,233	7,109	5,281	**3.4%**
NZ	56,907	65,429	67,602	76,148	81,135	69,444	**45.2%**
USA	9,221	11,719	9,868	12,844	13,022	11,335	**7.4%**
Others	15,802	18,276	17,459	17,605	19,840	17,796	**11.6%**
Total	**133,070**	**146,104**	**146,387**	**163,323**	**178,564**	**153,490**	

Source: SBS and Central Bank of Samoa

Air Access and Inbound Seat Capacity

Air access to Samoa as at February 2019, is provided by four airlines namely Air New Zealand, Samoa Airways, Fiji Airways and Talofa Airways with total inbound air seat capacity in February 2019 of 5,068 per week or 263,520 per annum with direct travel from Auckland (46 percent), Pago Pago (31 percent), Nadi (13 percent), Sydney/Brisbane (7 percent), Honolulu (3 percent) and Nukualofa (0.2%) as outlined in Table 3. The current inbound seat capacity is 3.7 percent lower than the inbound seat capacity in April 2016.

Table 3: Airline Seat Capacity February 2019

Airline Seat Capacity								
Airline	**AKL**	**SYD/BNE**	**NAN**	**HNL**	**TBU**	**PPG**	**Total**	**%**
Air New Zealand	1619						1691	33%
Samoa Airways	616	370				1292	2278	45%
Fiji Airways			642	148			790	16%
Talofa Airways					11	299	310	6%
Weekly Inbound	**2,235**	**370**	**642**	**148**	**11**	**1,591**	**5,069**	

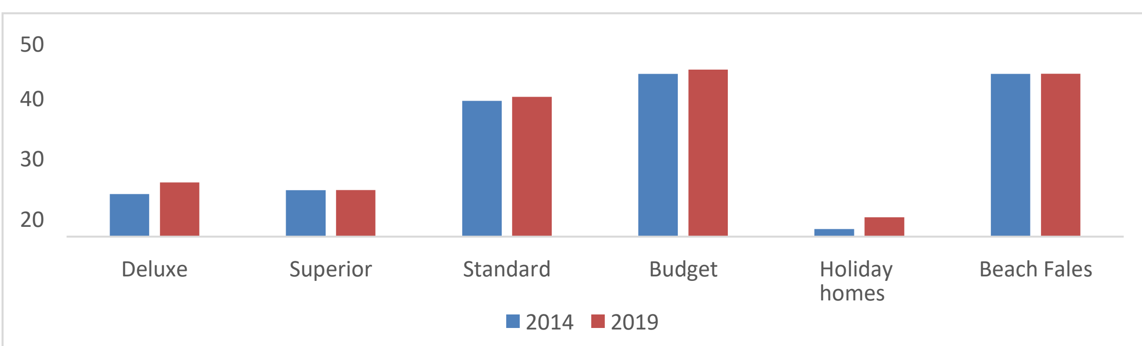
Source: Airline Websites

Samoa Airways carries 45 percent of the total inbound seat capacity followed by Air NewZealand at 33 percent, Fiji Airways at 16 percent and Talofa Airways at 6 percent. Air New Zealand however dominates the Auckland sector at 73 percent and Samoa Airways dominates the Pago Pago sector with 81 percent. Since, the end of the Polynesian Blue joint venture, Samoa Airways and Fiji Airways hold the monopoly over the Australia and Fiji/Hawaii sectors respectively.

Accommodation Operators

The number of accommodation operators increased from 129 to 144 between 2014 and 2019. Figure 2 depicts the number of operators by accommodation type in 2014 and 2019. The largest increase in the number of accommodation operators is from holiday home operators at 150.0 percent followed by deluxe accommodation operators at 27.0 percent. However, between 55.9 and 58.3 percent of all accommodation operators own budget and beach fale properties.

Figure 2: Operators by Type of Accommodation



Source: Samoa Tourism Authority

Accommodation and Room Stock

The total room capacity based on information from STA is depicted in Table 4. Accommodation stock (not including properties that are non-compliant with the SAS) has increased by 25.7 percent from 2,108 rooms in 2014 to 2,840 in 2019.

Table 4: Accommodation Room Stock

Accommodation Category	2014	2015	2016	2018	2019
Deluxe	360	433	712	746	**854**
Superior	257	266	296	267	**293**
Standard	589	696	654	734	**691**
Budget	489	475	480	508	**572**
Holiday Homes	8	18	18	24	**24**
Beach Fales	332	439	443	400	**406**
Total	2,108	2,327	2,603	2,679	**2,840**
Annual Growth (%)	**7.7**	**10.4**	**11.9**	**3%**	**6%**

Source: Samoa Tourism Authority

Deluxe stock has seen significant growth of 137.2 percent over the period attributed mainly to the opening of Sheraton Samoa Aggie Grey's Hotel and Taumeasina Island Resort in June 2016. This increase in deluxe room capacity has resulted in the relative growth of deluxe rooms as a proportion of total rooms from 17 percent in 2014 to 30 percent in 2019. In addition, with the popularity of holiday homes through AirBnB, growth for this type of accommodation over the period was 200.0 percent.

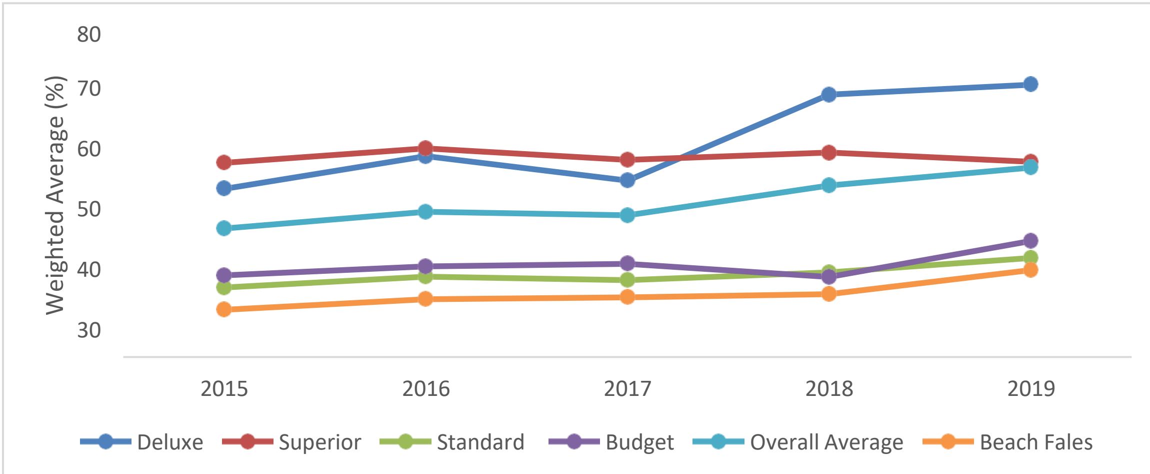
Average Length and Place of Stay

The Average Length of Stay (ALOS) in 2014 was 10.4 days (2014 STA Annual International Visitor Survey and 2015 Acorn Economic Impact Analysis Report), compared to an ALOS of 8.0 days in 2019 (STA Corporate Plan FY2020-2023). The preferred place of stay for visitors continues to be Hotel and Motel accommodation, although the relative percentage has dropped from 58.0 percent in 2014 to 56 percent in 2019. The increased popularity of holiday homes and Air BnB together with the larger number of VFR arrivals has seen an increase in the number of visitors staying in private accommodation from 32.0 percent in 2014 to 39.0 percent in 2019.

Occupancy

The overall weighted average occupancy across all accommodation categories (excluding beach fales) increased from 31.7 percent in 2015 to 46.7 percent in 2019. Beach Fale occupancy increased from 11.6 percent in 2015 to 21.4 percent in 2019 demonstrating the highest growth of 84.5 percent, followed by the deluxe accommodation category at 61.9 percent and standard/budget accommodation at 42.0 percent. Superior accommodation had the least growth over the period at 0.4 percent as outlined in Figure 3.

Figure 3: Occupancy Rates FY2015-FY2019



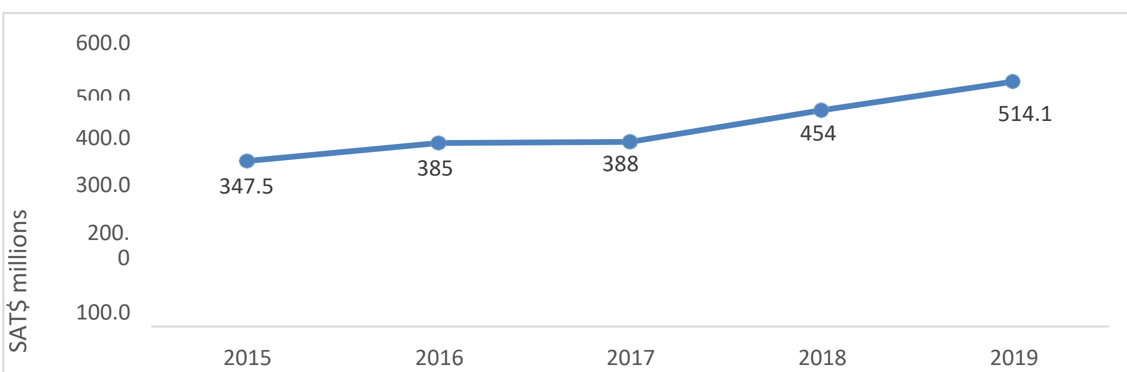
Source: Samoa Tourism Authority

In 2019, deluxe accommodation had the highest weighted average occupancy at 67.2 percent, followed by superior accommodation at 48.1 percent, budget at 28.6 percent, and standard accommodation at 24.4 percent and last beach fales at 21.4 percent.

Earning and Expenditure

Total tourism earnings have steadily increased between FY2014-15 and FY2018/19 from SAT$347.5 million to 514.1 million as shown in Figure 4, with average annual tourism earnings of SAT$ 417.7 million. The majority of earnings are from Samoa's main source markets of New Zealand, Australia and American Samoa at 80.0 percent and this is reflective of the trends of visitor arrivals discussed above. Similarly, growths in the average annual earnings over the period have been highest from Europe at 19.0 percent, USA at 16.4 percent and Other Countries at 14.4 percent. Analysis of tourism earnings by type of visitor, indicate that VFRs have contributed 41.4 percent, followed by holiday-makers at 38.1 percent and other visitors at 10.7 percent.

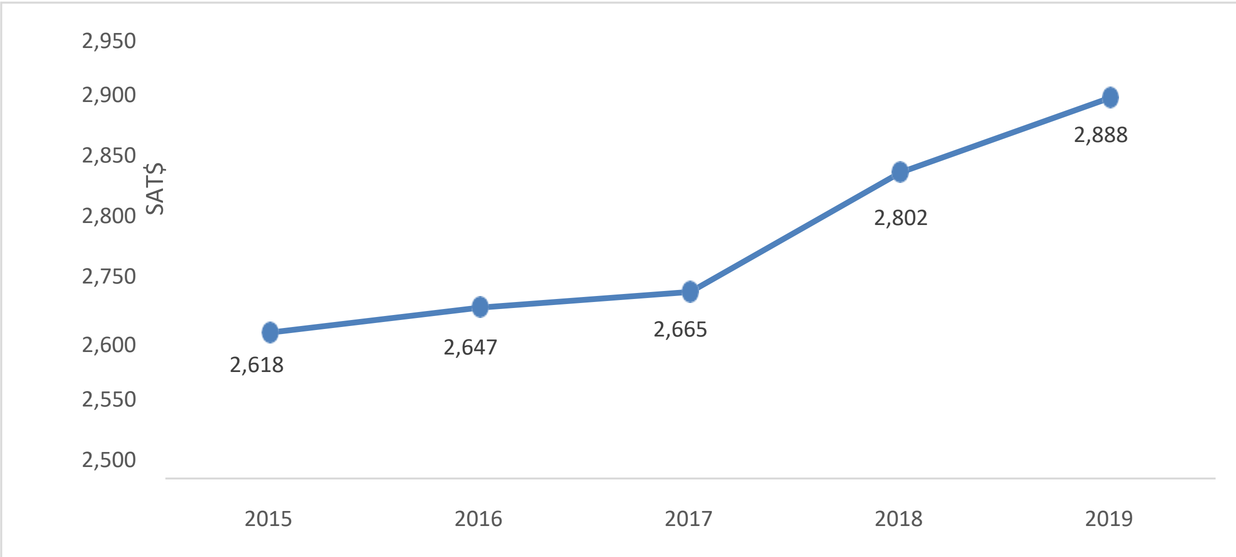
Figure 4: Tourism Earnings FY15-FY19



Source: Central Bank of Samoa

The average expenditure per person also increased from SAT$ 2,618 to SAT$ 2,888 over the period as outlined in Figure 5. The average annual growth in expenditure per person over the period was 2.3 percent with highest annual growth recorded between FY2016/17 and FY2017/18 of 5.2 percent.

Figure 5: Average Expenditure Per Visitor FY15-FY19



Source: Central Bank of Samoa

Employment

The baseline for direct employment as reflected in the 2012 tourism employment survey was 2,825. The tourism employment survey conducted in 2016 showed an increase of 36.1% or a new total direct employment of 4,422 which was mainly driven by the increase in hotel operators including Taumeasina Resort as well as the reopening of Sheraton Hotel following the recovery from Cyclone Evan. However, following the measles in 2019 and the impact of COVID 19 in 2020, the recent tourism survey completed in November 2020 indicated a reduction of fully employed people in the sector. The current status of employment in the sector as of January 2021 is outlined in Table 5.

Table 5: Tourism Employment Survey 2020

Main Activity	Fully Employed	Laid Off	Part Time	Furloughed	Reduced Hours	Total
Accommodation	678	1478	61	193	663	3073
Food and Beverage	582	191	85	50	329	1237
Airline	32	18	0	0	7	57
Travel Agent	6	9	0	10	0	25
Dive Operation	6	4	0	1	3	14
Car Rental	112	25	9	32	35	213
Other Transportation	3	6	0	0	0	9
Tour Operator	16	13	11	3	5	48
Attraction Site	53	5	0	2	0	60
Handicrafts / Gift Shop	152	44	16	6	15	233
Spa	58	0	5	0	16	79
Museum	19	6	0	7	13	45

Cinemas	0	1	0	11	0	12
Internet Café	2	6	0	0	0	8
Other	52	24	6	6	7	95
Total	**1771**	**1830**	**193**	**321**	**1093**	**5208**
	34.0%	**35.1%**	**3.7%**	**6.2%**	**21.0%**	**100.0%**

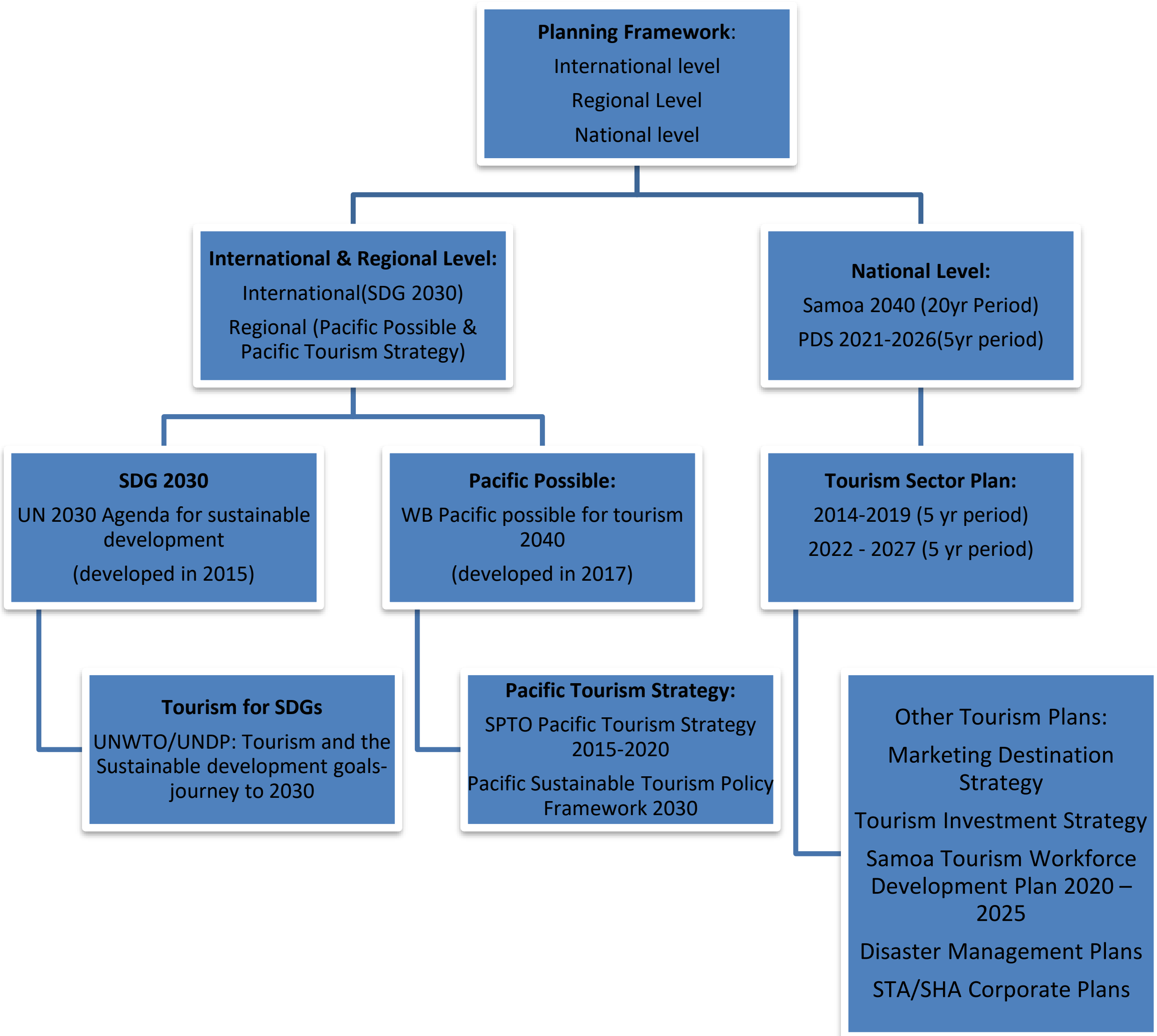
Source: Samoa Tourism Authority

1.3 Key Review Findings

Relevance & Impact

The STSP is considered highly relevant to the existing whole of government planning processes as well as the priorities of the sector. A mapping of key tourism related plans that were developed since the start of the plan period in 2014 indicates the STSP outcomes are well aligned to a wide range of planning tools which were developed during the plan period as per Figure 6. Further alignment will be needed for the next plan to take into consideration the parameters that were envisaged for the sector under the Samoa 2040, the PDS 2021 – 2026 as well as the impact of the measles epidemic and the COVID 19 pandemic on recovery and rehabilitation of the sector over the next 5 years.

Figure 6: Tourism Sector Planning Framework



To facilitate the implementation of the STSP, five (5) programme areas were identified and formed the structure for the analysis of the key sector issues and the STSP recommended actions.These included (1) Marketing and Research, (2) Product Development, (3) Transport, Infrastructure and Access, (4) Investment and Business Enabling Environment and (5) Human Resource Development (HRD) and Training.

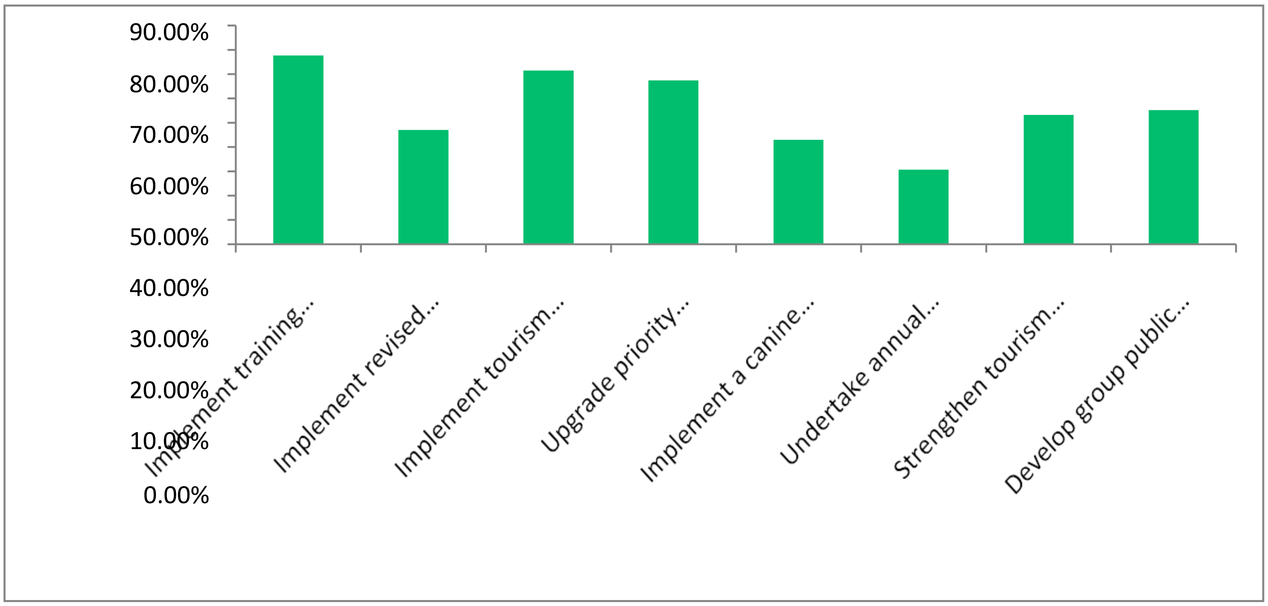
In terms of the **Marketing and Research** programme area, feedback from online consultations indicated at least 70 percent were aware of the priority actions. However, the majority of respondents indicated that the relevance of these actions were relatively average to medium in relation to their businesses. Key areas where respondents felt more support was needed included targeted destination marketing with emphasis on online presence, training as well as relevant statistics.

The top three actions rated with the highest impact by online respondents under **Investment and Business Enabling** programme areas include (1) tourism investment strategy developed and completed,

(2) implementation of MTC sector plan enabling environment and (3) Improve internet coverage and speed for tourism operators through negotiations with service providers. The key challenges noted by respondents highlighted there are no more investment opportunities in Samoa given the removal of incentives including tax free holidays and duty concessions.

Under the **Product Development** programme area, the main actions considered relevant to operators included (1) Implement training and enhancements to market access and product distribution for operators, (2) Implement tourism training and business support service sub- program and (3) Upgrade priority attraction, support through Trails development and develop new activity-based products as outlined in Figure 7.

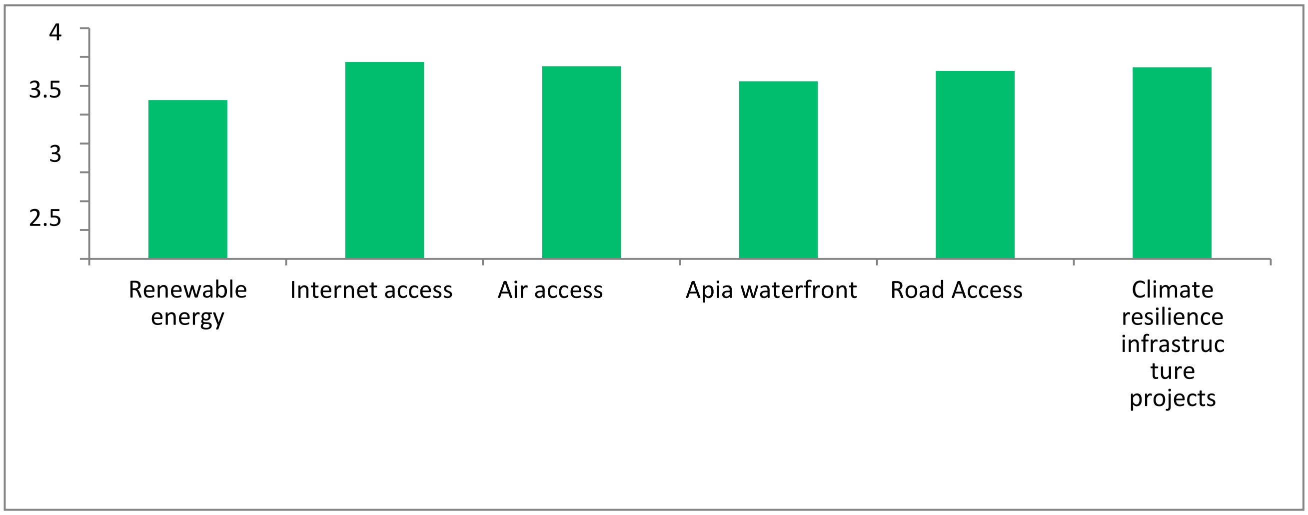
Figure 7: Relevance of Product Development Actions



The **HRD and Training** programme area was assessed through online consultations and the top five trainings listed as highly relevant included (1) Tour Guiding, (2) Food and Beverage & Bar Servicing, (3) Training on Samoa Cuisine, (4) Food and Hygiene and Food Safety and (5) Food Handling and Food Preparations. Ongoing training in these areas is encouraged in the next plan period.

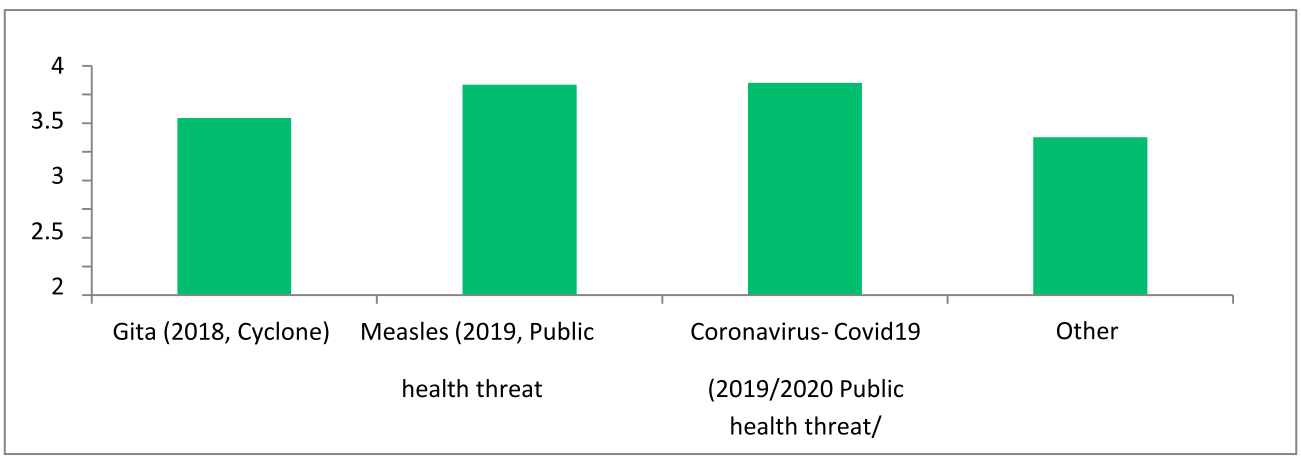
Key areas which have impacted positively on the growth of the sector under the **Infrastructure and Access** include (1) internet access coverage and speed, (2) air access and flight schedule as well as (3) climate resilience infrastructure projects (Figure 8). Key priorities from respondents for continued support include increase use of renewable energy and self-generation for operators given rising costs and impact on climate resilience.

Figure 8: Impact of Infrastructure and Access Programme on Tourism Operators



The impact of **Disaster & Emergency Risk Management, Public Health Threats and Climate Resilience** was also assessed through online consultations. The majority of respondents indicated they had disaster management plans in place with remaining operators seeking assistance to prepare and incorporate response procedures for public health disasters including measles and COVID 19 given the high impact these have had on their business operations (Figure 9).

Figure 9: Impact of Natural Disasters and Pandemics on Tourism



Effectiveness & Efficiency

The STSP is considered highly effective in terms of meeting key outcome targets such as increased tourism earnings and arrivals during the review period. Following discussions with the sector stakeholders a simple traffic light system was developed to highlight the status of actions under each programme area. The aim of the traffic light system is to provide a visual snapshot of key remaining actions/activities which may need to be undertaken in the next planning period with green (achieved), yellow (partially achieved) and red (not achieved). A summary of progress to date against the 66 actions are summarized in Table 6.

Table 6: Overall Rating of STSP Action Matrix

STSP Programme Area &Strategy	Priority Actions	Total Number of Actions and Status
1. Marketing and Research *To grow demand and yield for the destination and its tourism products*	**HIGH PRIORITY** • Resource and implement the Samoa Five Year Marketing Strategy through an STA Annual Marketing Plan • Implement an ongoing tourism statistic, market research and intelligence program • Monitor the effectiveness of all marketing activities through specific KPIs • Review progress and support Annual Marketing Planning through an Annual • Industry Marketing Forum	**10 achieved** **2 partially achieved**
2. Product Development *To support product improvements and new product development to meet market expectations*	**HIGH PRIORITY** • Develop and implement an integrated Product Development Program which focusses on: · Market Access and Product Distribution · Quality Standards · Training and Business Support Services · Finance • Develop Tourism Trails and activities including walking, driving and cycling • Further develop the STSP indicators through the GSTC Early Adopter Programme • Work with regional organisations to further develop the cruise shipping sector	**18 achieved** **5 partially achieved**
3. Transport, Infrastructure and Access	**HIGH PRIORITY**	**7 achieved** **2 partially achieved**

To increase destinationcompetitiveness throughincreased accessibility, infrastructure use and maintenance	• Finalise the scope and cost of Apia Waterfront development and phase implementation accordingly • Negotiate flight schedule improvements to Australia and New Zealand • Further review options to facilitate additional trans-Pacific air services • Support regional initiatives to better synchronise air schedules and connectivity • Facilitate improved internet speed, cost and coverage through the IT Sector Plan • Improve ferry services for tourists through online booking, better signage and training of staff **MEDIUM PRIORITY** • Continue the implementation of the NISP medium term priorities • Develop Tourism Development Plans for Savaii and Upolu • Implement regulatory reforms in energy sector outlined in MTC Sector Plan • Support the adoption of renewable energy initiatives by tourism operators	
4. Investment and Business Enabling Environment *To support product improvements and new product development to meet market expectations*	**HIGH PRIORITY** • Improve internet speeds, cost and coverage through implementation of the IT Sector Plan **MEDIUM PRIORITY** • Implement the BEE recommendations of the MTC Sector Plan • Review tourism related utility charges • Develop and implement a Tourism Investment Strategy • Finalise amendments to land statutes and establish arbitration system	**10 achieved** **1 partially achieved**

	• Increase linkages between primary producers and greater use of local products	
5. HRD and Training *To provide an enabling environment to support growth and investment in tourism related businesses*	**HIGH PRIORITY** • Develop and implement an Annual Tourism Industry Training Calendar • Increase e-marketing opportunities for operators through short courses and business mentoring • Develop and implement a Capacity Building Plan for STA staff • Implement a broad-based tourism community awareness program **MEDIUM PRIORITY** • Develop workplace training modules in priority areas and increase workplace training • Improve the NUS tourism training facilities • Increase linkages with overseas training institutions to build local capacity • Increase the scholarships available to NUS tourism and hospitality students • Provide training based on the revised STA training manuals • Introduce tourism as a compulsory subject in the secondary schools curriculum • Increase the number of tourism and hospitality scholarships available through donor programmes • Undertake a feasibility on establishing a dedicated NUS tourism and hospitality centre in Savaii • Revise and update the Samoa Workforce Development Plan	**7 achieved** **2 partially achieved** **3 not achieved**

At the project implementation level there was separate governance mechanism setup for projects such as STGP. This included a Programme Management Committee (PMC) which met quarterly and a Programme Working Group (PWG) that met monthly. It was noted by stakeholders that the membership on the PMC was restricted government officials with the industry only represented on the PWG level. This led to limited engagement of the industry at the strategic level and a recommendation was put forward in the mid-term review of the STGP for further improvements to this structure.

There is also a need to ensure these project level implementation mechanisms are streamlined into existing sector level modalities to avoid duplication of functions as well as overall alignment of project driven activities to overall sector priorities. Agencies with responsibilities in the implementation of the STSP are captured in the stakeholder analysis in Table 7. Feedback from stakeholders through the online consultations indicate there is a need to ensure that the services available serve the needs of its intended customers (the Public) and audience is imperative moving forward for efficiency and effectiveness. Given the ongoing reforms, institutional arrangements must be continuously facilitated and reviewed so that the frameworks in place and governance structures provide an enabling environment to those it exists to serve.

Table 7: Sector Stakeholder Analysis

Type of Stakeholder	Agencies/Organisations allocated actions in STSP	Main Challenges and Opportunities
Government	Samoa Tourism Authority (STA) Ministry of Natural Resources & Environment (MNRE) Ministry of Commerce, Industry & Labour (MCIL) Ministry of Finance (MOF) Ministry of Works, Transport & Infrastructure (MWTI) Ministry of Communication & Information Technology (MCIT) Samoa Shipping Corporation (SSC) Samoa Water Authority (SWA) Electric Power Corporation (EPC) National University of Samoa (NUS) Samoa Qualifications Authority Attorney General	• Coordination and communication need to be strengthened between core sector agencies • Alignment of various legislations and policies need to be prioritized to streamline implementation of agreed priorities • Outsourcing to non-government and private sector to be encouraged if cost-effective

	Central Bank of Samoa Development Bank of Samoa	
Private Government Sector/Non Government Organization	Samoa Hotel Association (SHA) Samoa Savaii Tourism Association (SSTA) Samoa Chamber of Commerce & Industry (SCCI) Samoa Business Hub (formerly SBEC) Women In Business Development Inc (WIBDI)	• Build capacity to implement large scaleprojects • Strengthen lines of communication and streamline policy responses to ensure level playing fieldfor all operators
Development Partners	NZAP SPREP World Bank ADB EU DFAT UNDP APTC	• Invest in sustainable developments for thegrowth of the sector • Allocate resources directly to non-government and private organisations if feasible and cost effective.

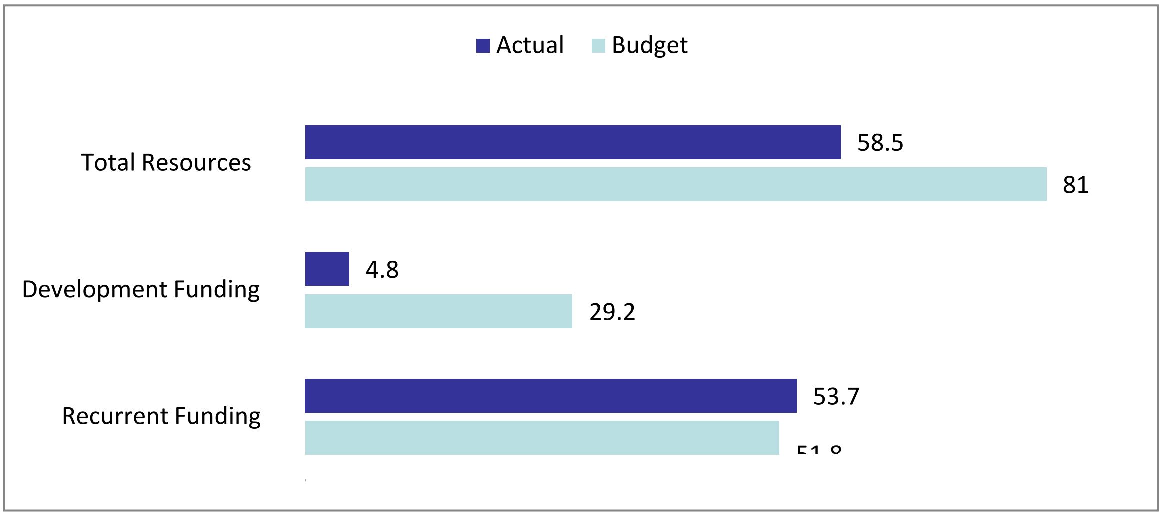
The monitoring of STSP implementation was dependent on the smooth coordination between the partners. The sector monitoring and evaluation (M&E) was never formalized as such the sector logical framework and action plan was used to track and monitor the progress of the implementation of the sector plan. Further support is needed to improve the M&E mechanisms within the sector with possible emphasis on ICT enabled monitoring platforms now readily available in the market.

Impact and Sustainability

The leading resources that have impacted on the sustainability of STSP outcomes relate to its current governance and implementation mechanisms. The ability of the sector to rapidly respond to external shocks such as natural disasters has been exemplary particularly with support from the Government. However, a recent event such as COVID-19 has devastated global economies with the rapid closure of international borders to stem the spread of the virus to other countries.

In terms of resourcing, an initial analysis of the financial data provided to date indicates SAT$81.0 million was to be channeled via the sector with 64% (SAT$ 51.8 million) funded under the recurrent budget. The total budget that was earmarked for STA between 2014-2019 was SAT$53.7 million through the recurrent budget. The remaining 36% or SAT$29.0 million was to be secured through development funds. Actual development funding as per files and consultations indicates only SAT$ 4.8m was received from NZAP during the plan period (Figure 10).

Figure 10: Resourcing Flows to Tourism Sector FY14-FY19



Source: Samoa Tourism Authority

Remaining Gaps

Based on the progress of priority actions envisaged under the STSP, the top three programme areas with high number of partially and not achieved included HRD Training, Investment and Business Enabling and Marketing & Research. The majority of these actions fall outside the direct mandate of STA and reflects the challenges with coordinating resources across a diverse sector. The full list of outstanding actions under each programme area is highlighted in Table 8. These are critical for supporting the growth of the sector; however, these now need to be reconfirmed in light of other emerging priorities such as the impact of the COVID 19 pandemic on the overall future of the sector.

Table 8: Remaining Sector Priorities

STSP Programme Area & Strategy	Gaps and Remaining Priority Actions
1. Marketing and Research	• Foreign website translation and hosting • Biennial IVS and Economic Impact Study • Biennial Cruise Ship Survey

2. Product Development	• Implement revised Tourism Quality Standards Program (TQSP) to cover core tourism products in: ✓ Accommodation ✓ Attractions ✓ Restaurants and Cafes ✓ Taxis and Transport • Signage improvements ✓ Directional signage's ✓ Interpretive signage's ✓ Safety signage's • Developing reference map • Minor infrastructure upgrades • Development of the Discover Samoa card • Increase the take up rate of TCRP funds by review of criteria for training and support funds • Lobby commercial banks for reduction in interest rates and implement enabling environment recommendations to reduce bank risk
3.Transport, Infrastructure and Access	• Undertake detailed design and feasibility for proposed upgrading and phasing of development • Negotiate improved schedules and provide marketing support for revised schedules • Undertaken feasibility on booking system and implement • Design and improve passenger handling system including training and signage • Implementation of NISP recommendations • Development of Destination development Plans including infrastructure and product development plans • Conduct regulatory review and develop and implement roadmap for amendments • Establish viability of RE subsidized scheme for tourism operators • Implement RE scheme based on feasibility assessment and demand

4. Investment and Business Enabling Environment	• Work in collaboration/negotiate with service providers • Improve internet infrastructure access • Undertaking a Review of the Companies Act • Development of on-line business registration system • Finalisation of the review of the Foreign Investment Act and preparation of an institutional plan to ensure the effective administration of the restricted activities list for foreign investors. • Establishment of a country credit risk rating through internationally recognized ratings agencies • Enact and implement the Personal Property Security Act • Develop E commerce regulations • Develop and implement a Competition Law and policy • Review Fair Trading Act and develop regulations • Finalise the Labour Law Review • Discuss with SWA & EPC the possibility of reviewing the utility charges for new investments/accommodation providers • Develop a tourism specific investment scheme based on the STSP proposal • Identify and create profiles for potential major tourism investment opportunities • Market profiles to pre-selected investors • Develop documented procedures/criteria/guidelines for the screening authenticity/legitimacy of potential investors • Establish a Tourism Investment Unit within STA and secure budget for this Unit to facilitate all investment projects • Finalize legislative amendments and endorse through Cabinet and Parliament • Establish Arbitration and mediation system and mechanism

5. HRD and Training	• Development through enhancing on- line access and usage, an ongoing program as part of a broader Integrated Tourism Product Development Program • Provide e marketing TA for 3-year period to build operator capacity • Conduct TNA for STA staff to identify training needs • Thorough analysis of training requirements • Develop and implement the Capacity Building Plan for STA Staff and Management • Develop the designated computer rooms and facilities to improve the reservation area of learning for the students. • Scaling up the level of NUS T&H scholarships to encourage the entry level training as well as increasing level of workplace training available • Maintain linkages with existing institutions and explore new opportunities • Continue working together with overseas training providers to strengthen qualification for local students and tutors Revival of the Industry Advisory Panel to ensure that courses are reviewed and aligned to industry needs • MESC to review tourism curriculum Tourism to ensure effective understanding of its significance • Undertake industry consultations indicating the need to develop a branch of tourism in Savaii.
Emerging Priority Area Disaster & Emergency Risk Management, Public Health Threats and Climate Resilience	• Design and implementation of COVID 19 Recovery Response Scheme for tourism sector given catastrophic impact on operations and global tourism demand. • Prepare disaster and emergency plans for all remaining operator and incorporate standard operational procedures for pandemics

Section 2: Current Situation Analysis 2021

2.1 Overview

Samoa has been resilient in light of several natural disasters over the last two decades and still remains highly vulnerable to external shocks. Beyond the tourism economy, the pandemic has triggered a global economic crisis, and many economies are falling into recession. Early OECD macro-economic estimates indicated that for each month strict containment measures are in place, there would be a loss of output equivalent to 2 percentage points in annual GDP growth. If the shutdown continued for three months, with no offsetting factors, annual GDP growth could be between 4-6 percentage points lower than it otherwise might have been. However, with the outlook becoming gloomier, this in turn will have consequences for timely tourism recovery.

Economic growth in Samoa is expected to decline by -3.3 percent by end FY 2019/2020 followed by a slight rebound to -2 percent in FY 2020/2021. The tourism downturn is expected to continue until the health crisis is over. In the case of Samoa this is even worse as Tourism was impacted by the measles pandemic in 2019. Further global challenges arising out of the increasing oil prices globally due to the Russia-Ukraine war indicates the global economy is projected to contract by -3 percent (potential for greater contraction in SIDS) for 2022. This will have a flow on effect for Samoa's economy. This declining growth in GDP is expected to worsen if global travel restrictions remains for another longer period. The fiscal strategy for 2020/2021-2022/2023 indicates the impact on total government revenue is estimated to be 5 percent drop for tax base sources with a fiscal deficit of 2.3 percent of GDP for FY 2020/2021. The deficit is to be funded from concessional grants from Samoa's development partners.

As outlined in the FY 2021/2022 Fiscal Strategy, Samoa's economy is expected to recover in FY 2021/2022 with an expected growth rate of 2%, driven by the re-opening of borders for international travel and easing of state of emergency restrictions. However, the lifting of border restrictions is contingent on Samoa reaching high vaccination targets (95-100%) already established by the Government and management of new variants like Omicron which led to a national lockdown in late January 2022 and the ongoing community outbreak of COVID 19 since March 2022. As of 26 April 2022, the overall vaccination rate across all eligible populations was 82%.

In addition to this vaccination target, the GoS's policy drive to decentralize and empower communities and the private sector to plan, execute and implement priority developments shall play a central role in revitalising Samoa's economic recovery from the pandemic. The overall economic outlook for the period FY 2019/20 to FY 2023/24 as at end June 2021 is outlined below:

Table 9: Samoa Economic Outlook FY 2019/20 to FY 2023/24

	Target	2019/20	2020/21	2021/22	2022/23	2023/24
Real GDP (% change)	3%-4%	-2.7	-8.3	2.0	3.6	3.3
Budget Balance (% of GDP)	within range -2%	6.2	-3.2	-2.5	-2.2	-2.0
Total Current Expenditure (% of GDP)	25%-30%	33.2	33.1	32.4	30.2	28.1
Personnel Costs (% of total current expenditure)	35% - 40%	41.9	46.5	48.9	50.0	50.2
Official Public Debts (% of GDP)	below 50%	46.8	46.2	41.8	36.9	31.9
Debt Servicing (% of Revenue)	below 20%	12.8	6.6	8.8	12.0	12.1
Nominal GDP ($ billion tālā)		2.18	2.05	2.11	2.22	2.34

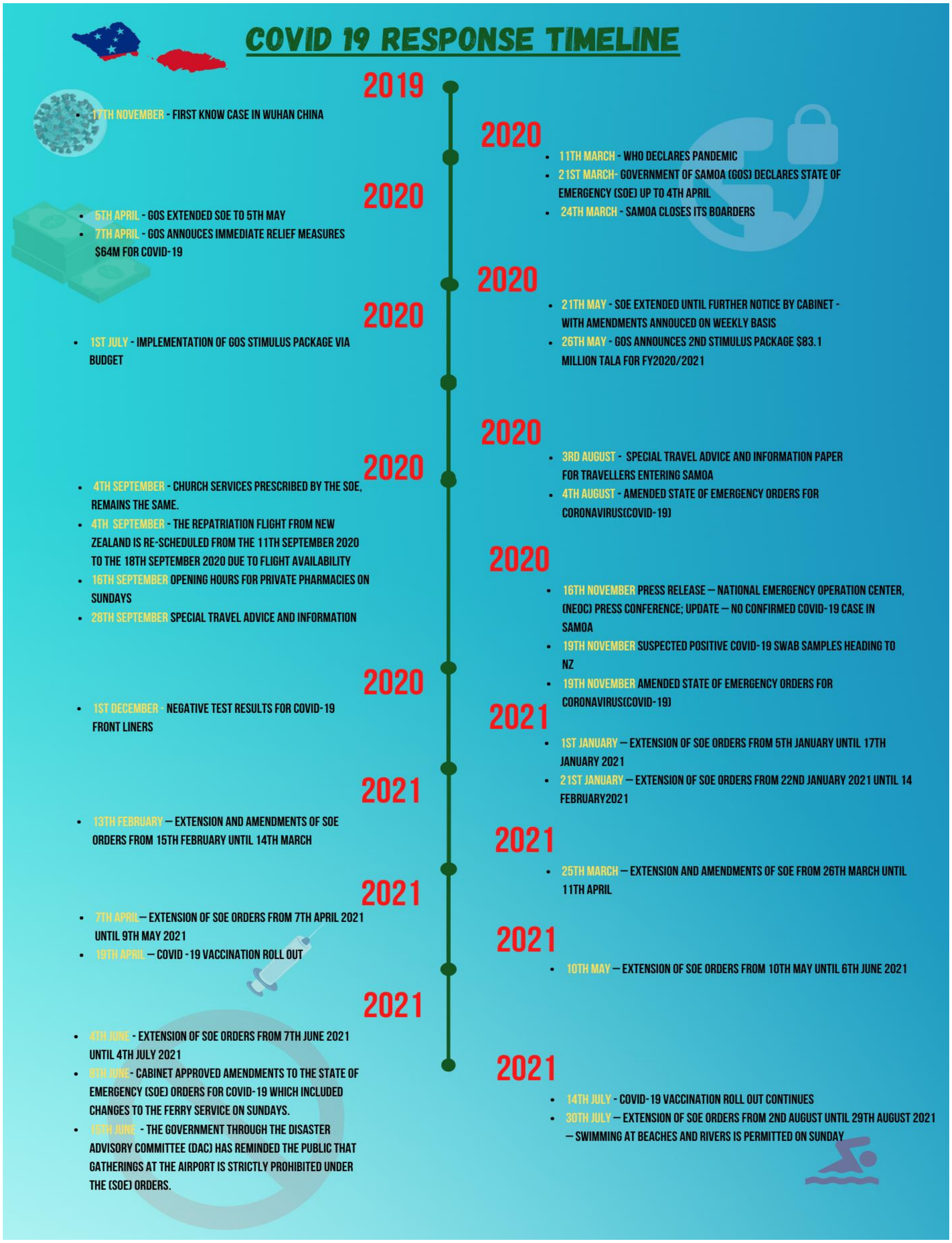
Source: Ministry of Finance

Other macroeconomic conditions indicate international reserves is at an all-time high from buoyant remittances. However, inflation has increased significantly to 3.1 percent by end December 2021. It is also noted that public debt has been contained at manageable levels and although Government financial operations have become increasingly under pressure due the expected drop in tax revenues, the slow down in disbursement of aid grants has stabilized the overall budget deficit to date. The upcoming budget preparations for FY2022/23 will need to take into account the latest impact of the national lockdown in January as well as the community outbreak of COVID 19 in March 2022 on projected economic recovery scenarios as well as extended border restrictions on the tourism sector in order to combat the ongoing effects of COVID 19.

2.2 National COVID 19 Preparedness and Response Plan

The swift and decisive closure of our borders in early March 2020 helped to minimize the entry of COVID19 into Samoa. At the month of March 2022, Samoa finds its first community case and the economy has since been on special emergency orders to try and minimize the spread of the virus. Fortunately, with two country lockdowns to facilitate the implementation of vaccines, the rate of those vaccinated including young children have exceeded 90%. The lessons learnt and experience from the measles epidemic helped officials and government but also the Samoan people in adapting to the situation. The timeline for Samoa's response to COVID 19 is outlined in Figure 11 below and extensive community engagement awareness programs continue to advocate for proper quarantine measures of the pandemic and essentially living with COVID 19. The SOE restrictions are currently ongoing and may be continuing for toward the end of 2022.

Figure 11: COVID 19 Response Timeline



The Ministry of Health released the overall COVID 19 National Preparedness and Response Plan in February 2020. The COVID-19 NPRP is limited to describing operational intent when responding to persons under investigation as well as suspected or confirmed cases of COVID-19 cases in Samoa. The plan includes considerations for public health agencies, emergency services and health care systems. There are several phases outlined in the COVID 19 NPRP which determines the level of response required for the country and related sectors. The revised NPRP has helped guide actions required by tourism sector during the phases of the pandemic. The partnership between the Authority and the MoH with the Tracer App was launched late 2021 and is currently being used as a supporting means to help track positive cases and potential ones.

2.3 Impact of COVID 19

Samoa is very vulnerable to a more widespread outbreak with severe economic consequences due to its economic dependence on the tourism sector. Travel restrictions – imposed by outbound countries and Samoa as well—to contain the global outbreak are already having a broad impact on Samoan economy. In 2019, Samoa received 178,586 tourists.

The direct impact on tourism sector includes loss of employment and rapid decline of tourism arrivals and earnings. Based on current trends, UNWTO expects international tourism arrivals to fall by around 85% in the first quarter of 2021 relative to the same period in 2019. This would represent a loss of some 260 million international arrivals compared to the pre-pandemic levels. This translates into a loss of 300 to 450 US$ billion in international tourism receipts, 5-7 years loss in tourist numbers as well as US$ 1 trillion in tourism exports.

The impact of the crisis is being felt throughout the entire tourism ecosystem, and re-opening and rebuilding destinations will require a joined-up approach. Small and medium sized enterprises (which make up around 80 percent of the tourism sector) are expected to be particularly impacted. This will affect thousands of livelihoods across Samoa, including vulnerable communities who rely on tourism as a vehicle to spur their development and economic inclusion.

The findings of UNWTO forecasts are underpinned by similar scenarios projected by the sector and partners. The overall finding from these forecasting models is that the tourism sector will not recover to pre-COVID levels within the next 5 years. With respect to accommodation stock, for the baseline year, the actual utilization of the total accommodation stock was 27 percent, or 733 rooms out of a total of 2723 across all accommodation categories – 1989 rooms not utilized based on the number of actual arrivals, 39 percent of these that stay on hotels and the breakdown of arrivals staying in different types of room categories. The total utilization of rooms can be further broken down in Table 10 as follows:

Table 10: Tourism Accommodation Stock Demand & Supply Analysis

Accommodation Category	No. of Properties	Existing Stock of Rooms	Current Average Demand (based on average occupancy rates)	Excess Stock
Deluxe	13	748	462	286
Superior	13	293	93	200

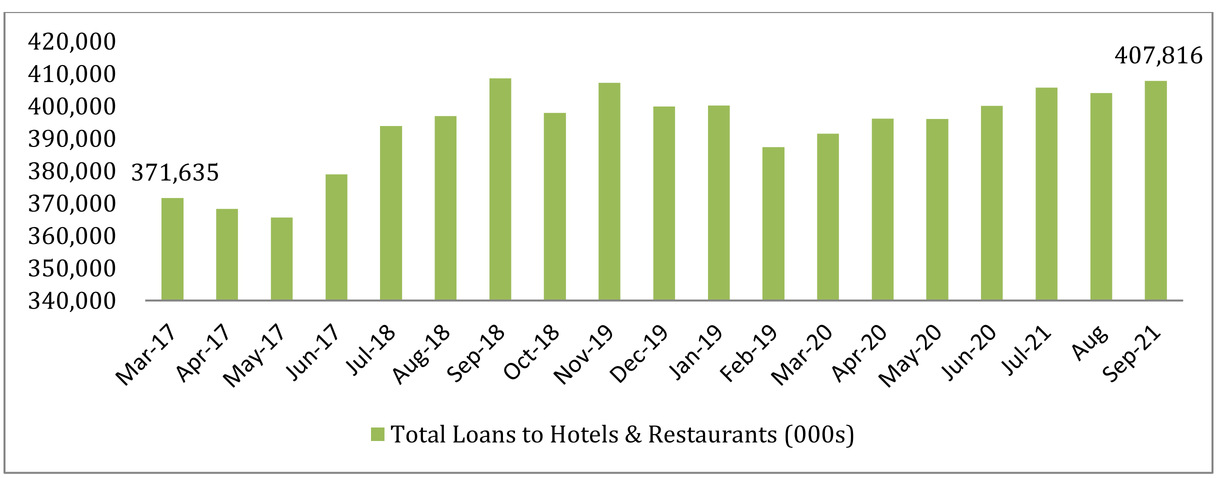
Standard	34	691	56	635
Budget	43	572	95	477
Beach Fales	42	419	28	391
	145	**2,723**	**733**	**1,989**

Based on these numbers there is an excess supply of rooms in the industry and the closure of borders and continued travel restrictions will further exacerbate the ability of operators to generate income from existing stock. The demand is high for high end properties compared to the mid-range to beach fales. Further discussions amongst the industry will be required to assess where the support for tourism accommodation should be targeted given limited demand and over supply of stock that is now in the market.

At end September 2021, the total debt within the financial sector was SAT 2.08 billion represented by 1.19 billion with the four commercial banks and 890.8 million with the non-commercial banking institutions. The total liquidity in the commercial banking system has been consistently high since FY 2019/20 indicating a stagnant trend with banks reluctant to lend to new or additional clients. It is currently sitting at SAT 326 million at end September 2021. This indicates the financial institutions are holding onto their funds given the high uncertainty in the market.

A closer look at the tourism accommodation and restaurant sub-sector indicates a heavily indebted industry with estimated total debt of SAT 407 million with SAT 202 million under commercial banks (ANZ, BSP, SCB & NBS) and SAT 205 million with non-financial institutions (SNPF & DBS). Based on an annual average interest charge of 8-10 percent, the interest burden for the tourism accommodation and restaurant providers is SAT 33-41 million per year. This means each day the borders remain closed these operators incur approximately SAT 90,000 to SAT 112,000 of interest debt per day.

Figure 12: Loans to Tourism Related Businesses Mar 2020-Sep 2021 (SAT million)



Source: Central Bank of Samoa

2.4 Challenges and Opportunities

The initial response measures provided by Government through the local budget are essential for supporting the sector during Phase 1 and Phase 2 of the containment period. STA have facilitated the access for operators since the measures were announced in April and May 2020. Ongoing weaknesses and challenges remain for the sector and now is the time to build on its core strengths and opportunities to pave the way towards sustainable recovery and growth.

Table 11: Sector SWOT Analysis

Strengths and Opportunities	Weaknesses and Challenges
• Outsourcing to non-government and private sector encouraged if cost-effective • Ensure secure and reliable access for aviation (airlines) and maritime (cruise ships) given the need to ensure low-cost options for travelers when international borders re-open. • Invest in sustainable developments for the growth of the sector such as renewable energy options of tourism operators (specifically accommodation providers) to minimize cost and help achieve 100% RE target for Government by 2025.	• Coordination and communication need to be strengthened between core sector agencies • Proliferation of various legislations and policies which need to be aligned and prioritized to streamline implementation of agreed priorities • Limited capacity to implement large scale projects within government. • Remote training can be hindered with network breakdown • Industry skilled workforce leaving the sector for RSE works opportunities including those who are fully employed. • Limited concessional financing options to mitigate the financial fallout for tourism operators due to loss in earnings while international borders remain closed.

Section 3: Sector Recovery Scenarios

3.1 Recovery and Growth Projections

Based on the assessment of the current risks and opportunities several options were put forward for growth and recovery of the sector as Samoa and the global economy continues to adjust to the new normal due to the COVID-19 pandemic.

A simple forecasting model has been developed by the sector to assess the impact of the pandemic and continued border restrictions. The main assumptions underpinning the recovery for the sector highlighted in Figure 13 below are based on the dynamic environment and the vaccination rate achieving 95%. These assumptions are continuously updated by the sector as and when needed.

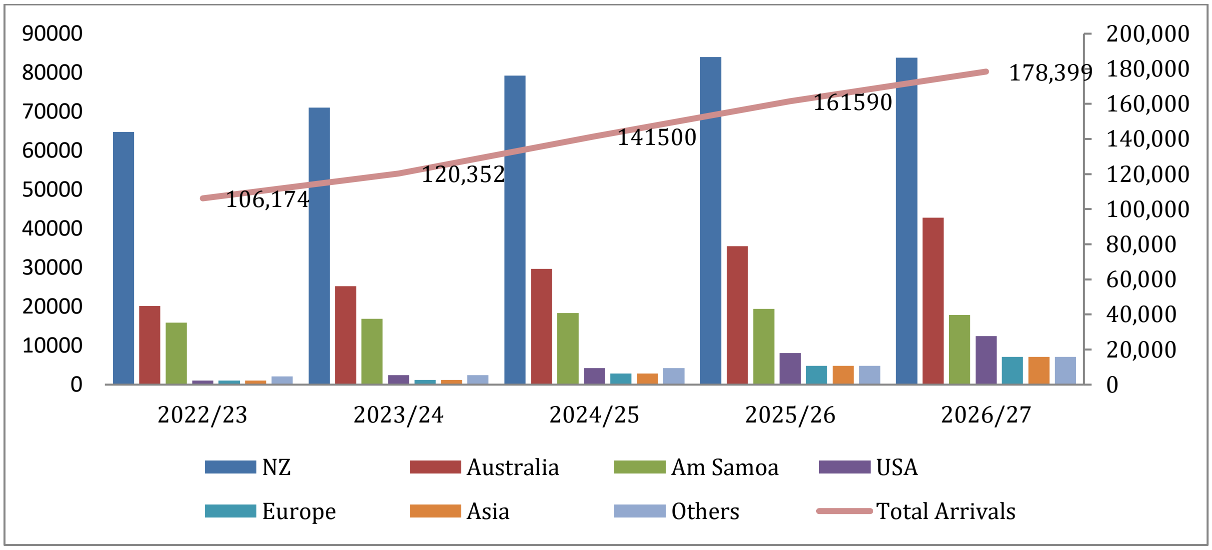
Figure 13: Simple Forecast Model for STSP Projections

1. **Forecast model for arrivals and earnings based on:**
    - **Total arrivals to end FY 2018/2019 - 178,564**
    - **Total arrivals to end April 2020 - 124,399 (source: CBS Bulletin). Zero tourist arrivals for May-June 2020 (baseline year).**
    - **Total arrivals for FY 2020/21**
2. **Zero commercial flights between July to September 2020 and January to June 2022 only repatriation of citizens to Samoa.**
3. **Commercial flights are assumed to commence in August 2022**
4. **Total estimated arrivals for end FY20/21 is a 95% reduction from baseline year.**
5. **Total tourism earnings to end FY 2018/2019 SAT 514 million and FY 2019/2020 SAT 358 million**

Several scenarios were developed with the sector based on several key considerations which include the proposed re-opening dates of borders which are based on the scan of vaccine development and the timing of when Samoa is able to fully vaccinate its economy. The development of the re-opening scenarios is also based on the latest release by IATA on the Outlook for Air Transport and the Airline Industry dated 24 November 2020 whereby a significant reduction in inbound seats is expected.

Based on proposed re-opening of borders in August 2022, the forecasted scenarios in terms of tourism arrivals from the key source markets is outlined in Figure 14 below. This optimistic scenario is premised on the baseline arrivals in FY 2018/19 given the impact of measles and COVID 19 on arrivals in FY 2019/20 as well as projected increase in our core target tourists i.e: VfRs, specialized tourists associated with hosting of upcoming international events including the Commonwealth Heads of Government Meeting (CHOMG) in FY 2023/24 and access to other new markets in Asia from FY 2025/26 onwards.

Figure 14: Forecast Arrivals by Source Markets FY 2022/23 – FY 2025/26



Source: Samoa Tourism Authority

These scenarios will need to be continuously updated by the sector and key stakeholder given the dynamic environment we are currently operating in. The successful implementation of the plan will rely on the continued commitment of not only Government but all core stakeholders. We should embrace this once in a generation opportunity to do things differently and ensure evidence-based decision making to guide sustainable sector policy development around people.

3.2 Risk Mitigating Measures

Targeted support towards the tourism sector to re-start operations and the activities will need to be prioritized once the border and business restrictions are lifted. Clear communication and coordination of responses will need to be harmonized across the sector to minimize duplication of efforts.

Profiling of the 335 operators outlined in Figure 15 was undertaken based on their financial status prior to the COVID 19 outbreak. SHA has been working together with STA to gather the necessary information in order to inform possible response and recovery programs to address the specific needs of tourism businesses. SHA is leading the collation of data from affected operators in the sector. To ensure confidentiality of the sensitive information provided by operators to date a code has been assigned to each individual business profile and non-disclosure agreements have been signed by members of the Working Group responsible for developing the profiles.

Figure 15: Tourism Sector Business Operators

Source: Samoa Tourism Authority

The business risk profiling template outlined below will help determine targeted support needed at the enterprise level for affected tourism operators during the phased recovery and growth period. The initial survey seeking financial data has provided information for preparation of the following sections of the business risk profile. The preliminary analysis of 57 responses received to date indicates a significant impact on operations of the business as well as impact on national employment and government revenues.

Table 12: Sector Business Risk Profile Template

	Data Required
1. Property Code	
2. Description of Property	● type of business (accommodation, cafe/restaurant, car rentals, attraction site, tour operator)
	● current business license
	● location
	● of employees prior to pandemic closure
	● ownership (% of foreign investment if applicable)
3. Financial Profile	● list of current financial institutions
	● total value of outstanding debts
	● total value of monthly utility bills
	● total value of taxes (GST and PAYE)
	● total value of revenue and expenditure
	● total value of payroll
4. Impact of COVID 19	**Company**
	● loss of employment

	● loss of income ● impact on debt serviceability
	Government ● loss of tax revenue ● loss of SNPF and ACC ● loss of utility revenue (SWA & EPC)
5. Actions Taken to Date	● Access to relevant Immediate COVID 19 Response Package (select from list and estimate value of assistance)
6. Level of Business Risk	● Low - no debt before COVID 19 ● Medium - debt with no arrears ● High - debt with arrears
7. Comments/Possible Response	**Depending on level of risk tick the following response and recovery schemes** 1. Marketing Campaign 2. Reemployment and Training 3. Wage Subsidy Scheme 4. Product Development 5. Concessional/Grant Financing Facilities

These individual business risk profiles will be continuously updated by SHA and provided to STA to inform the implementation of the plan

Section 4: Sustainable Recovery and Growth Plan

4.1 Vision

The sector's vision for this plan period is for **"Samoa to be a more resilient, inclusive and green tourism destination"** with the aim of surviving and then thriving post COVID-19 crisis.

Tourism remains uniquely positioned to help communities affected return to growth and stability given its cross-cutting economic nature and deep social footprint. Over the years, the sector has consistently proven its resilience and its ability not only to bounce back as a sector but to lead the wider economic and social recovery. However, this depends on adequate political support and recognition.

4.2 Mission

To achieve this vision, the sector's mission will be **"To ensure recovery and sustainable economic growth from tourism"** by the end of the plan period.

4.3 Outcomes/Objectives

In line with SDG 2030, Samoa 2040, PDS 2021-2026, the sector will focus on the following over the next five-year planning period.

Table 13: Sector Planning Framework

SDG 2030 (INTERNATIONAL GOALS AND ASPIRATIONS)	SDG8 PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL **1. ACCELERATING THE GLOBAL SHIFT TOWARDS SUSTAINABILITY. TO DO SO, AS SET IN TARGET 12.B OF GOAL 12, IT IS IMPERATIVE TO "DEVELOP AND IMPLEMENT TOOLS TO MONITOR SUSTAINABLE DEVELOPMENT IMPACTS FOR SUSTAINABLE TOURISM WHICH CREATES JOBS, PROMOTES LOCAL CULTURE AND PRODUCTS".** SDG12 ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS 2. **TARGET 8.9 "BY 2030, DEVISE AND IMPLEMENT POLICIES TO PROMOTE SUSTAINABLE TOURISM THAT CREATES JOBS AND PROMOTES LOCAL CULTURE AND PRODUCTS".**
SAMOA 2040 (LONG TERM STRATEGIC OPPORTUNITIES)	**Boosting Visitor Arrivals and Spending via following opportunities** 1. Re-position tourism development as a top national priority; 2. Effective Tourism Governance 3. Product Development 4. Adopting excellence in service delivery 5. Maintain quality infrastructure;

	6. Enhanced Connectivity 7. Enhance linkage to local economy; 8. Positioning Samoa as a world class tourist destination
PDS 2021-2026 **(MEDIUM TERM NATIONAL PRIORITIES)**	**Key Outcome 2: Diversified and Sustainable Economy.** **Key Priority Area 8: Tourism Revitalisation** 1. Increased social and economic benefits from diversified tourist attractions/activities across communities (including eco-tourism, cultural and historical sites) 2. Marketing strategies strengthened and professional service delivery improved
SAMOA TOURISM SECTOR PLAN 2022-2027 **(SHORT TO MEDIUM TERM SECTOR OBJECTIVES AND ACTIONS)**	**The sector will continue to focus on its five sector-wide policy objectives within a five-year timeframe with the addition of emergency response and preparedness objective as follows:** 1. To revive and sustainably grow demand and yield for the destination and its tourism products 2. To support product improvements and new product development to meet market expectations 3. To increase destination competitiveness through increased accessibility, infrastructure use and maintenance 4. To provide an enabling environment to support growth and investment in tourism related businesses 5. To provide education and training which supports industry and community needs 6. To ensure adequate support and preparedness for the sector during emergencies including natural disasters and pandemics.

4.4 Programmatic Approach

The six programme areas will include (1) Marketing and Research, (2) Product Development, (3) Transport, Infrastructure and Access, (4) Investment and Business Enabling Environment, (5) Human Resource Development (HRD) and Training and (6) Climate Change and Disaster Preparedness. Each of the priority actions over the plan period are outlined under these 6 programme areas.

Programme Area 1: Marketing and Research

Objective: *To revive and sustainably grow demand and yield for the destination and its tourism products*

Key Strategies:

High Priority (up to 12 months)

1. Implement the Destination Marketing Plan 2020-2025 with an emphasis on 1) the primary markets of New Zealand, Australia and American Samoa, 2) strategic marketing planning to maintain brand awareness and vital trade links and 3) key target audiences including the VfR market given its growing significance and greatest likelihood to be the first to travel when borders re-open
2. Drive brand awareness and increase travel preference for Samoa in key target markets. Develop and implement social media, advertising and trade activity plans. Develop consumer brand awareness and preference campaigns. Create and seed destination content into paid and earned media targeting key audiences. Work with airlines to promote Samoa as a solution to redeeming airline credits.
3. Build travel trade confidence to promote and sell Samoa. Establish operator trade readiness mentoring. Support existing trade-ready operators. Engage and mentor non-trade ready operators to prepare for and engage with travel trade.
4. Increase operator utilisation of Online Travel Agencies (OTAs) to maximise exposure and conversion and ensure alignment with primary markets. Leverage the global exposure and advance booking functionality offered by OTAs.
5. Leverage and promote events. Develop and maintain an annual events calendar in consultation with industry members to utilise key developments such as the Events Space at the Apia Waterfront and other locations around Samoa. Promote upcoming events via social media channels, linking to listings on samoa.travel. Work with organisers of major events to promote early to trade in target markets.
6. Work with airline and hotel loyalty programmes to target premium frequent travelers in target markets.
7. Develop engaging content to drive reach and engagement among target audiences especially on social media. These include and are not limited to the Kuka (Gastronomy) and Tafaoga (Adventure Travel) programmes.
8. Reconfirm arrangements for integration of STA Booking system and SHA booking system to save costs.
9. Develop and implement Tourism Employment Survey (2020) in consultation with SBS.

Medium to Long Term (more than 12 months)

10. Route Development - nurture and work proactively with airlines to restore and extend capacity and frequency especially on New Zealand and Australian routes, and undertake proactive business development with existing and new airlines to substantially grow direct network.
11. Attract small group incentives and retreats including MICE and Weddings. Define and promote Samoa’s proposition for business events and weddings. Targeted campaigns targeting organisers of small group incentives and retreats.
12. Implement ongoing Market research into target audiences and maintain tourism statistics and intelligence program covering International Visitor Surveys, Cruise Tourism, and others.

13. Nurture cruise market including networks to re-establish routes to/via Samoa. Key relationship management with cruise operators to incorporate Samoa within a Pacific cruise bubble.
14. Review progress and support Annual Marketing Planning through an Annual Industry Marketing Forum
15. Organisations to further develop the cruise shipping sector
16. Address seasonality. Work with event organisers to schedule and promote events to attract visitation in shoulder seasons. Promote weddings and events outside of school holiday periods.

Programme Area 2: Product Development

Objective: *To support product improvements and new product development to meet market expectations*

Key Strategies*:*

High Priority (up to 12 months)

1. Upgrade selected priority attraction sites to be ready once borders reopen.
2. Complete installation of interpretive signage for attraction sites and way finding signages under the STGP
3. Implement Agri-Tourism Park initiative and encourage private-public partnerships with the private sector for agreed activities.
4. Assess options for certification for tourism providers to be COVID 19 prepared.
5. Develop a Maintenance and Recovery Support Funding Facility for the industry to assist with the maintenance of tourism product
6. Complete the implementation of the Garden Toilets Project
7. Develop a Tourism Levy Concept Paper to research the potential for the introduction of a tourism levy which will assist the industry in future natural disasters and pandemics

Medium to Long Term (more than 12 months)

8. Develop standards for support services (i.e., car rentals, tour operators, attraction sites etc) and enforce existing standards.
9. On-going maintenance and monitoring of Garden Toilet facilities and project
10. Implement the updated Accommodation Standards and associated star ratings.
11. On-going monitoring and evaluation of upgraded attraction sites
12. Complete the Maintenance and Recovery Support Funding Facility for the industry
13. Develop and implement Airbnb standards (policy development, fairer industry etc) as well as a standard for beach fales alone

Programme Area 3: Transport, Infrastructure and Access

Objective: *To increase destination competitiveness through increased accessibility, infrastructure use and maintenance*

Key Strategies:

High Priority (up to 12 months)

1. Further review options to facilitate trans-Pacific Travel bubbles that comply with COVID 19 health safety protocols and support the restart of inbound travel.
2. Support retaining a national carrier (Samoa Airways) and need for options such as privatization to ensure financial viability going forward.
3. Improve access to domestic transportation including Ferry visibility and book-ability through digital-means.

Medium to Long Term (more than 12 months)

4. Facilitate priority investment for agreed sites based on Waterfront Development Plan
5. Support development of targeted ports (e.g., Apia, Asau) and airport terminals (e.g., Maota and Asau) to synchronise air schedules and connectivity through Transport Sector Plan.
6. Strengthen air connectivity between Upolu and Savai'i.
7. Enhance airport arrivals and departures experience.
8. Facilitate packages with ISP providers for operators to utilise improved internet speed, cost and coverage through the ICT Sector Plan.
9. Conduct International Visitor Survey
10. Establish a Tourism Satellite Account

Programme Area 4: Investment and Business Enabling Environment

Objective: *To provide and enabling environment to support growth and investment in tourism related businesses*

Key Strategies:

High Priority (up to 12 months)

1. "Review the Tourism Development Act 2012 to:
    - assess key issues relating to sustainable tourism development post COVID 19 including existing incentive schemes (e.g., Tax Holiday, Duty Concessions etc.) available to tourism.
    - develop regulations to address the growing Air BNB presence and impact on tourism industry and ensure equitable playing field.
    - review tourism related utility charges particularly renewable energy options for tourist accommodation operators to reduce operational costs and assist with cash flow during the recovery period. "
2. "Develop Strategic Tourism Asset Fund to provide:
    - specific financial instruments (debt-to-equity, unit title (strata) development,
    - SME guarantee facility, COVID "bonds" to address liquidity issues and mitigate the financial fallout for business operators due to loss in earnings while international borders remain closed"
3. Implement recommendations related to revised Foreign Investment Act. Foreign Investment Act is under review and to be completed in FY 2020/2021. Noted tourism sector has submitted mid-range accommodation providers to beach fales to be included as part of the restricted list.

Medium to Long Term (more than 12 months)

4. Develop investment profiles for earmarked developments from the Waterfront Development Plan with specific focus on profiles that will have a good return on investment

5. Increase linkages between key economic sectors including agriculture and trade.
6. Implement and monitor the updated Tourism Development Act 2012

Programme Area 5: Human Resource Development and Training

Objective: *To provide education and training which supports industry and community needs*

Key Strategies:

High Priority (up to 12 months)

1. Develop and implement targeted reskilling and redeployment schemes with NUS, APTC, SBH and other tourism training providers for affected tourism employees.
2. Training for quarantine health standards needed for quarantine tourism operators.
3. Develop and implement "cash for work" program as another immediate response to alleviate the unemployment issue in the tourism industry. Link to GCF Vaisigano Catchment Project which currently offers Forestry, water and biodiversity related work.
4. Encourage in APTC programs partnerships with hoteliers particularly increasing hours allocated for on-the-job learning experience.
5. Increase e-marketing opportunities for operators through short courses and business mentoring
6. Assist with the implementation of the Covid-19 Situational Analysis for the Tourism and Hospitality Sector in partnership with APTC and NUS.

Medium to Long Term (more than 12 months)

7. Develop and implement an Annual Tourism Industry Training Calendar for workplace training modules in priority areas and increase workplace training for core sector agencies including STA, SHA, SSTA and other support services.
8. Improve the tourism training facilities based on the demand and sustainability of their programs and operation
9. Increase linkages with overseas training institutions to build local capacity
10. Increase the scholarships available to NUS tourism and hospitality students
11. Provide training based on the revised STA training manuals particularly for new accommodation standards.
12. Increase the number of tourism and hospitality scholarships available through donor programmes
13. Introduce tourism as a compulsory subject in the secondary school's curriculum
14. Embed workplace training to support the industry to develop the capability to be effective staff trainers.
15. Link credentialed learning on the job to published career progression information.
16. Develop a communications strategy that actively targets improving the perception of the tourism and hospitality industry in Samoa.
17. Undertake a review of the SQA tourism and hospitality qualifications.
18. Provide opportunities for trainers, lecturers and management level staff across the industry to participate in exchange programmes or mentoring from experts.
19. Address the attitudes and experiential awareness of staff in the training programmes that are developed for both front-line staff and supervisors and managers.
20. Undertake a feasibility study on establishing a dedicated NUS tourism and hospitality centre in Savaii

Programme Area 6: Climate Change and Disaster Preparedness

Objective: *To ensure adequate support and preparedness for the sector during emergencies including natural disasters and pandemics.*

Key Strategies:

High Priority (up to 12 months)

1. Support to Sector Coordination Division & SHA to implement STSP and monitor COVID 19 Response Strategy
2. Support mitigation and climate adaptation activities for the vulnerable sites and operators
3. Implement Climate Change and Disaster Preparedness - Awareness Programmes for the sector
4. Develop the Disaster Response Plan for the Tourism Sector
5. Complete a review of the National Tourism Climate Change Adaptation Strategy 2012-2017
6. Develop and Launch the National Tourism Climate Change Adaptation Strategy 2021-2025
7. Reinstate the Climate Change Division of the Authority to support related works and improve coordination with key agencies
8. Build on business risk profiling undertaken with SHA to ensure timely and reliable information relating to impact of COVID 19 on tourism sector.
9. Identify potential Climate Change funding or projects which can assist the sector with coastal adaptation and others

Medium to Long Term (more than 12 months)

10. Develop and implement excel based model to take into account impact of natural disasters and pandemics on tourism sector
11. Develop Business Continuity Plans with support from SHA and SCCI to ensure tourism operators are well prepared for all emergencies including pandemics.
12. Develop and implement a Renewable energy project targeting energy efficiency in the tourism sector
13. Ensure all tourism operators have an up-to-date Disaster Response Plan
14. Further development and improvement of Early Warning System for tourism operators in collaboration with MET Office and MNRE
15. Complete the implementation of the NTCCAS 2021-2025 and associated actions and activities

Section 5: Operationalisation of the Plan

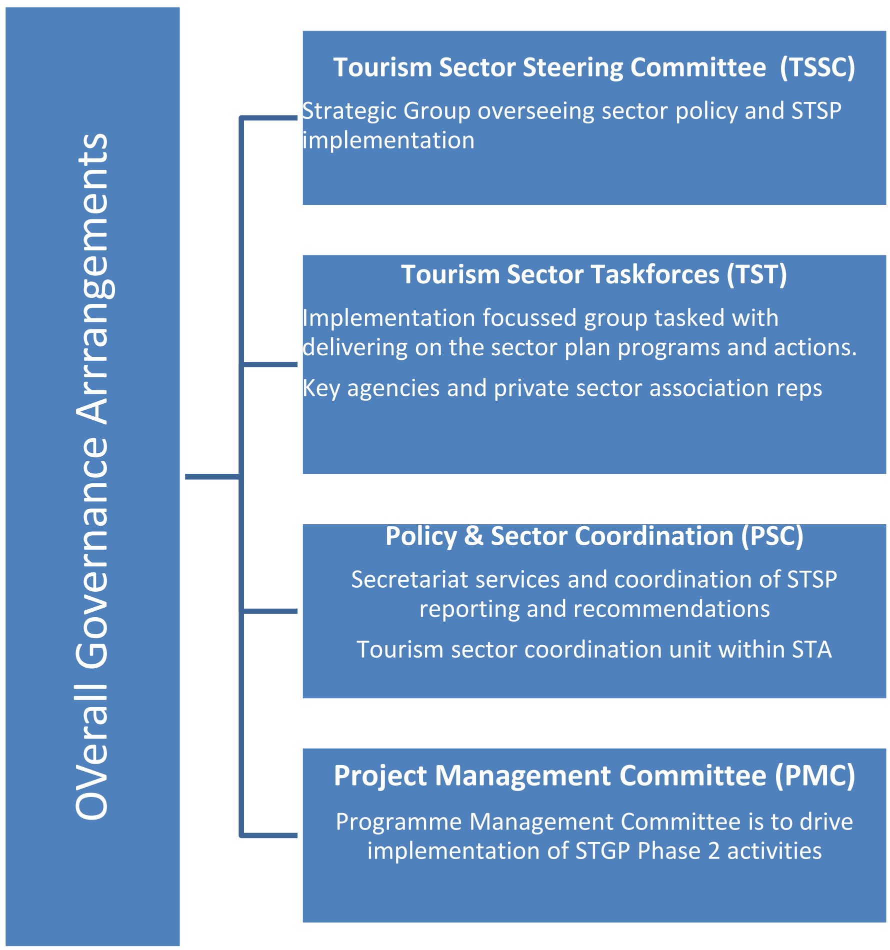
5.1 Regulatory and Institutional Framework

The current governance structure for the STSP includes multiple coordination bodies that were established to facilitate the dialogue with a broader set of stakeholders. These include the Tourism Sector Steering Committee (TSSC) comprising key members from the tourism sector and senior management level from relevant implementing Government agencies. TSSC is valued by STA as the main venue to consult private sector's stakeholders.

At the operational level, the role of the Tourism Sector Taskforces and the Tourism Sector Coordination Unit (TSCU) continues to be critical to drive the implementation of the action plan as well as monitor and report on sector progress through the Annual Sector Forums.

At the project implementation level there was separate governance mechanism setup for projects such as the Samoa Tourism Growth Programme (STGP). This includes a Programme Management Committee (PMC) which is also the Working Group that meet on a quarterly basis. The current coordination and governance structure to guide the implementation of the plan is outlined in Figure 16 below.

Figure 16: STSP Governance Framework



Agencies with responsibilities in the implementation of the STSP are captured in the stakeholder analysis in Table 14. Feedback from stakeholders through the online consultations indicate there is a need to ensure that the services available serve the needs of its intended customers (the Public) and audience is imperative moving forward for efficiency and effectiveness. Given the ongoing reforms, institutional arrangements must be continuously facilitated and reviewed so that the frameworks in place and governance structures provide an enabling environment to those it exists to serve.

Table 14: Sector Stakeholder Roles and Responsibilities

Type of Stakeholder	Agencies/Organisations allocated actions in STSP	Roles and Responsibilities
Government	All 14 sectors including: Samoa Tourism Authority Attorney General Samoa Land Corporation Central Bank of Samoa Development Bank of Samoa	• Strengthen coordination and communication needs between core sector agencies • Alignment of various legislations and policies need to be prioritized to streamline implementation of agreed priorities • Outsourcing to non-government and private sector to be encouraged if cost-effective
Private Sector/Non-Government Organisations	Samoa Hotel Association (SHA) Samoa Savaii Tourism Association (SSTA) Aleipata Tourism Alliance (ATA) Samoa Chamber of Commerce & Industry (SCCI) Samoa Business Hub (formerly SBEC) Women In Business Development Inc (WIBDI)	• Build capacity to implement large scale projects • Strengthen lines of communication with industry members. • Ensure compliance with industry standards and regulations • Provide training support and mentoring to operators
Regional and International Partners	NZAP SPREP SPTO World Bank ADB	• Invest in sustainable developments for the growth of the sector • Allocate resources directly to non-government and private

	EU DFAT UNDP UNWTO UNESCAP APTC	organisations if feasible and cost effective.
Visitors	Local and International	• Investment in awareness information that promotes care for the environment and communities & health and safety measures/insurance.

5.2 Monitoring and Reporting Mechanisms

The monitoring of next sector plan is dependent on the smooth coordination between the partners and key related sectors including Health, Transport, Energy, Trade and Environment. Further support is needed to improve the M&E mechanisms within the sector with possible emphasis on ICT enabled monitoring platforms now readily available in the market. Based on the vision for sustainable tourism recovery and growth, the key targets for the sector to monitor progress are summarized below:

Table 15: Sector M&E

Sector Policy Output Indicators	Indicator Description	Baseline (End FY 2019/2020 Est)	Target (Annual & End of Plan)	Source of Verification	Responsible Agency
Revived and growing demand and yield for tourism products	# of tourist arrivals increased;	124,3991	FY 2022/23 - 106,174 FY 2023/24 - 120,352 FY 2024/25 - 141500 FY 2025/26 - 161590 FY 2025/26 - 178,399	SBS & CBS bulletins	STA
	total value of earnings from tourism increased & increase in Return on Investment (ROI) from tactical campaigns	375m	FY 2022/23 – 320m FY 2023/24 – 363m FY 2024/25 – 426m FY 2025/26 – 487m FY 2025/26 – 538m	SBS & CBS bulletins	
Increased tourism investment and profitability	# of new profitable tourism investments increased	0	5	MCIL, MCR	STA
Higher quality tourism products and experiences	# of accredited tourism operators registered with STA	0	15% annually	STA annual reports	STA

1 This is post covid estimate based on CBS figures as at end of April 2020 and forecast of zero tourist arrivals up to end FY 2020/2021. The arrivals to end FY 2018/2019 were 178,564. This is the same treatment for tourism earnings which assumes average tourist spending of SAT$ 3017.

Improved workforce skills and service delivery	# of trained and accredited employees in the tourism sector increased.	17712 (est.)	1948 (FY 2021/22) 2143 (FY 2022/23) 2571 (FY 2023/24) 3086 (FY 2024/25) 3703 (FY 2025/26)	STA annual reports	STA
Improved resilience of tourism operators to weather fallout from natural disasters and pandemics	# of business continuity plans developed for tourist operators	0	300	SHA & STA surveys	SHA & STA

2 Baseline is from STA Tourism Employment Survey 2020 which registered 1774 direct employees in sector, a drop of 68.6% recorded based on 2016 survey. A total of 3877 of jobs were affected by COVID 19.

5.3 Resourcing and Medium-Term Expenditure Planning

The MTEF for the sector as outlined in STSP 2014-2019 has brought together financial and expenditure planning data and attempted to estimate total planned expenditures from all sources of finance available, primarily the annual budget estimates, corporate plans and feedback from consultations with key stakeholders. These inputs have been used to generate the first estimates of expenditure over the period 2014 – 2019.

Given these are the first estimates presented in a systematic framework, the quality of the data is considered variable. As the three-year rolling MTEF is implemented and estimates updated on an annual basis through the national planning and budgeting processes, these estimates will become much more robust and accurate. The main sources of funding identified at this stage for the plan include recurrent budget through STA and key development partners including NZ Aid Program, DFAT, WB, ADB and UNDP.

Table 16: Sector MTEF Realignment

Sector Programme Area	Sector Policy Objective	Related Existing Agency Budget Outputs and Development Projects
1. Marketing and Research	To revive and sustainably grow demand and yield for the destination and its tourism products	**Recurrent Budget Output** • STA Output 1.1: Policy & Sector Coordination • STA Output 2.1-2.7: Sales & Marketing • STA Output 4.1: Research & Statistics **Development Project** • STGP Phase 2 Marketing Component
2. Product Development	To support product improvements and new product development to meet market expectations	**Recurrent Budget Output** • STA Output 1.1: Policy & Sector Coordination • STA Output 3.1: Planning and Development • STA Transactions on Behalf of the State **Development Project** • STGP Phase 2 Product Development Component

3. Transport, Infrastructure and Access	To increase destination competitiveness through increased accessibility, infrastructure use and maintenance	**Recurrent Budget Output** • STA Output 1.1: Policy & Sector Coordination • STA Output 2.1-2.7: Sales & Marketing • STA Transactions on Behalf of the State **Development Project** • Waterfront Development Project • Friendship Park • Transport Sector Support Program
4. Investment and Business Enabling Environment	To support product improvements and new product development to meet market expectations	**Recurrent Budget Output** • STA Output 1.1: Policy & Sector Coordination • STA Output 3.1: Planning and Development **Development Project** • NZ Aid funded Private Sector Support Program • STGP & STRR
5. HRD and Training	To provide an enabling environment to support growth and investment in tourism related businesses	**Recurrent Budget Output** • STA Output 1.1: Policy & Sector Coordination • STA Output 3.1: Planning and Development **Development Project** • STGP Phase 2 Training Component
6. Emergency and Disaster Preparedness	To ensure adequate support and preparedness for the sector during emergencies	**Recurrent Budget Output**

	including natural disasters and pandemics.	- STA Output 1.1: Policy & Sector coordination - STA Output 3.1: Planning and Development - STA Transactions on Behalf of the State **Development Project** - USAID Climate Financing Regional Project - GCF Vaisigano Catchment Project

With the support of Government, the sector had instituted some relief/retraining/stimulus packages in 2020 as a temporary holding action. The total estimated tourism related support under Phase 1 and 2 is SAT 21 million. The progress of these measures through Phase 1 & 2 stimulus packages indicates there is a need for additional support given the prolonged closure of borders as well as significant cash flow needs identified from the sector since these interventions were activated. A significant amount of resources have to be invested to bring the hotel facilities to post COVID 19 deluxe property standards which had the highest occupancy rates prior to measles outbreak and the pandemic. The aim now is to ensure further support measures and incentives are secured through government. An additional SAT 19 million has been earmarked for tourism initiatives through the government budget for FY2021/2022.

Based on available information and consultations the total estimated recurrent costs for the sector on an annual basis are **SAT 13.87 million** with development costs over the plan period totaling **SAT 222.67 million.** The summary costs of prioritized actions are outlined in the table below with detailed cost estimates in Annex 1.

Table 17: Summary Cost Estimates for Short Term Actions

Program Area	**Cost Estimates**		
	Recurrent Estimates	**Development Estimates**	**Total Estimates**
1. Marketing and Research To revive and sustainably grow demand and yield for the destination and its tourism products	8,674,419	50,000	8,724,419

2. Product Development To support product improvements and new product development to meet market expectations	675,746	4,616,600	5,292,346
3. Transport, Infrastructure and Access To increase destination competitiveness through increased accessibility, infrastructure use and maintenance	2,500,000	6,500,000	9,000,000
4. Tourism Investment and Business Enabling Environment To support product improvements and new product development to meet market expectations	150,000	203,104,086	203,254,086
5. HRD and Training To provide an enabling environment to support growth and investment in tourism related businesses	1,480,000	3,660,900	5,140,900
6. Climate Chang and Disaster Preparedness To ensure adequate support and preparedness for the sector during emergencies including natural disasters and pandemics.	410,000	4,740,500	5,150,500
TOTAL EXPENDITURE	**13,890,165**	**222,672,086**	**236,562,251**

5.4 Special Case for Samoa Tourism Resilience Asset Protection (STRAP) Facility.

In line with the Government's push for a stronger, more sustainable and resilient tourism economy and in view of the strong commitment made to the agriculture sector, the government is encouraged to consider the establishment the STRAP Facility, a dedicated one-stop shop that provides the necessary financing and technical support for the tourism and hospitality sector, as a whole. The tourism opportunities are centered around 'anchor investments' modelled on the provision of sustainable and green interventions. This initiative is earmarked for support under Programme Area 4 of the Plan with detailed costing outlined in separate feasibility report and summarized herein.

A feasibility study was commissioned by the Authority and funded through UNESCAP for the establishment of STRAP in 2021. On May 3, 2022 a validation workshop with key government agencies, industries associations, financial and non-financial institutions was conducted by the Authority in collaboration with the UNESCAP (via KVA Consult Ltd) to finalize the parameters and the delivery mechanisms for the Facility. The conceptual framework is outlined in Annex 2 with the final report now submitted to Government for endorsement and implementation.

Samoa's international commitments also require Samoa hosting a number of regional and international conferences in the near future. The bid for hosting of the Commonwealth Heads of Government Meeting, requires that the start of preparations need to be this year so that Samoa is able to be ready to host this planned conference in 2023/24. Such a large prestigious event can be a powerful platform to kick start the reopening of our tourism industry. Therefore, a core revitalization package for the tourism industry must have a combination of grants from Government budget and development assistance. Based on the identified interventions under the STRAP Facility the total funding requirement for the STRAP Facility is SAT 202.83 million with details as follows:

Table 18: STRAP Funding Requirements FY 2022/23 to FY2026/27

STRAP Components	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Totals Per Component	% of Total Funds Required
1	20,732,069	2,768,468	4,129,465	3,922,874	3,282,210	**34,835,086**	17%
2	35,000,000	35,000,000	30,000,000	30,000,000	30,000,000	**160,000,000**	79%
3	3,500,000	1,500,000	1,000,000	1,000,000	1,000,000	**8,000,000**	4%
Total Funds Required	**57,739,464**	**40,760,683**	**35,129,855**	**34,922,679**	**34,282,210**	**202,835,086**	**100%**

<u>Possible Funding Sources</u>

Domestic Resources

Ongoing budget support will be required with an increase in the annual budget ceiling of up to SAT 20-30 million for the tourism sector via STA budget is warranted to support the proposed phased reopening of the sector over the next 12 months. In particular, key mechanisms including the TSG and PSG grant subsidies will be required to support the rehabilitation of identified rooms needed as well as restocking of tourism related businesses to meet both the health and tourism related standards for quality services. An additional funding source for the proposed interest subsidy and capital injection to identified financial institutions could be from issuance of "Resilient Green Bonds" by MOF through CBS with the proceeds to be targeted towards a special credit line for key sectors including Tourism via the relevant financial institutions with similar criteria to what has been implemented by Fiji for its Sovereign Green Bond3. This can cater directly for the identified interventions under Component 2 of the Fund.

Development Partners

Bilateral Funding

The main development partner for the tourism sector has been NZ MFAT who remains committed to supporting the sector over the next 3 years. The Samoa Tourism Recovery and Resilience Activity is a three-year, NZD 5 million investment that will support Samoa's tourism sector to rebuild from COVID-19

[3] https://www.economy.gov.fj/images/CCIC/uploads/ClimateFinance/Fiji_Sovereign_Green_Bond_2020_Impact_Report.pdf

and transition to a more sustainable and resilient tourism model. The new grant funding arrangement will deliver up to NZD 5 million worth of support to Samoa's tourism sector for FY2022/23 to FY2024/25. Support delivered through this grant will concentrate on the core components of product development, training, marketing, sustainability and resilience, and capacity building and relates directly to interventions proposed under Component 1 and 3 of the STRAP Facility.

Multilateral Funding
The Government may also seek additional budget support from key multilateral partners including the World Bank through Samoa's current IDA allocation or the Asian Development Bank's ADF-13 resources earmarked for Samoa for the current period 2021-2024 to finance the special credit line at concessional terms mirroring those proposed for the Resilient Green Bonds. The reallocation of these grants and restructuring of government priorities are warranted given the unprecedented nature of the pandemic-induced financial crisis. The inclusion of the tourism sector with specific targets through the Joint Policy Action Matrix (JPAM) can help make the case for accessing the budget support funding from these development partners including DFAT.

The Facility may also seek support with the World Bank's IFC for technical assistance (TA) with its set-up and hopefully build on to this support with potential pioneering equity financing and loan proceeds from the IFC, or a potential financing partner to kick start the mandates of the proposed facility. Another avenue based on discussions with ADB Country Office in Samoa, is the proposed Tourism Frontier Facility which is currently being designed with the aim of offering targeted TA and capital support towards tourism sectors in their member countries including the Pacific.

Diaspora Direct Investment
Another possible source of investment is through Samoa's widespread diaspora. These types of investments are called Diaspora Direct Investment (DDI) and refers to direct investments from companies connected to diasporas in productive activities in the home country of such diasporas. The diaspora members can foster these investments in two ways: (i) those who are top executives of firms abroad and use their managerial experience and technical know-how to persuade their respective companies to invest in their countries of origin; (ii) those who are managers or owners of firms whose parent companies are in their countries of destination work with start-ups in their countries of origin to help them develop and finance commercially viable projects. A special closed fund mechanism through existing modalities like the Unit Trust of Samoa could be utilized for this type of funding source.

LIST OF ANNEXES

Annex 1: Sector Medium Term Expenditure Framework

	Inputs Required & Cost			Lead Agency	Timeframe	Source of Funds (SAT)	
	TA/Personnel	Equipment	Operating			Recurrent	Development
Programme Area 1: Marketing and Research							
Objective: *To revive and sustainably grow demand and yield for the destination and its tourism products*							
Key Strategies:							
High Priority (up to 12 months)							
1. Implement the Destination Marketing Plan 2020-2025 with an emphasis on 1) the primary markets of New Zealand, Australia and American Samoa, 2) strategic marketing planning to maintain brand awareness and vital trade links and 3) key target audiences including the VfR market given its growing significance and greatest likelihood to be the first to travel when borders re-open			2,165,129	STA, Industry, Samoa Airways	FY22/23	2,165,129	
2. Drive brand awareness and increase travel preference for Samoa in key target markets. Develop and implement social media, advertising and trade activity plans. Develop consumer brand awareness and preference campaigns. Create and seed destination content into paid and earned media targeting key audiences. Work with airlines to promote Samoa as a solution to redeeming airline credits.			1,500,000	STA, Industry, Samoa Airways	FY22/23	1,500,000	
3. Build travel trade confidence to promote and sell Samoa. Establish operator trade readiness mentoring. Support existing trade-ready operators. Engage and mentor non-trade ready operators to prepare for and engage with travel trade.			1,954,237	STA, Industry, Samoa Airways	FY22/23	1,954,237	
4. Increase operator utilisation of Online Travel Agencies (OTAs) to maximise exposure and conversion and ensure alignment with primary markets. Leverage the global exposure and advance booking functionality offered by OTAs.			150,000	STA, Industry, Samoa Airways	FY22/23	150,000	
5. Leverage and promote events. Develop and maintain an annual events calendar in consultation with industry members to utilise key developments such as the Events Space at the Apia Waterfront and other locations around Samoa. Promote upcoming events via social media channels, linking to listings on samoa.travel. Work with organisers of major events to promote early to trade in target markets.			600,053	STA, Industry, Samoa Airways	FY22/23	600,053	
6. Work with airline and hotel loyalty programmes to target premium frequent travellers in target markets.			650,000	STA, Industry, Samoa Airways, Airline Partners	FY22/23	650,000	
7. Develop engaging content to drive reach and engagement among target audiences especially on social media. These include and are not limited to the Kuka (Gastronomy) and Tafaoga (Adventure Travel) programmes.			250,000	STA	FY22/23	250,000	
8. Reconfirm arrangements for integration of STA Booking system and SHA booking system to save costs.			5,000	STA/SHA	FY22/23	5,000	
9. Develop and implement Tourism Employment Survey (2022) in consultation with SBS.	R & S Team		10000 (Recurrent)		FY22/23	10000 (Recurrent)	
10 Develop and implement data collection initiatives to measure the impacts of Covid 19 and border closures on the industry and engage consultant to prepare detailed Economic Impact Report of Covid 19 on the industry	R & S Team with assistance from TA		30000 (recurrent)		FY22/23		
11. Review IVS questionnaire taking into account the change in the tourism environment and data mine existing data especially on our primary markets to assist with more targeted marketing campaigns	In collaboration with Prof Simon Milne and NZTRI		5000 (recurrent)		FY22/23		

Medium to Long Term (more than 12 months)							
12. Populate STA1 database with all relevant data and make it accessible online to relevant stakeholders	In collaboration with Bitsolution company				FY 22/27		
13. Establish a review system to measure the performance of OTAs and Wholesalers to accurately assess the Return on Investment on our marketing budget	Use either Forward Keys or Smart Data Travel using Amadeus based data				FY 22/27		
14. Attract small group incentives and retreats including MICE and Weddings. Define and promote Samoa's proposition for business events and weddings. Targeted campaigns targeting organisers of small group incentives and retreats.			250,000	STA, Industry, Samoa Airways	FY 22/27	250,000	
15. Implement ongoing Market research into target audiences and maintain tourism statistics and intelligence program covering International Visitor Surveys, Cruise Tourism, and Others.			250,000	STA	FY 22/27	250,000	
16. Nurture cruise market including networks to re-establish routes to/via Samoa. Key relationship management with cruise operators to incorporate Samoa within a Pacific cruise bubble.			250,000	STA, SPA, Sea Cruise Working Group	FY 22/27	250,000	
17. Review progress and support Annual Marketing Planning through an Annual Industry Marketing Forum			50,000	STA, Industry	FY 22/27	50,000	
18. organisations to further develop the cruise shipping sector	50,000				FY 22/27		50,000
19. Address seasonality. Work with event organisers to schedule and promote events to attract visitation in shoulder seasons. Promote weddings and events outside of school holiday periods.			600,000	STA, Industry, Samoa Airways	FY 22/27	600,000	
20. Develop TOR and conduct cost benefit analysis on establishing Tourism Satellite Account to truly measure industry overall contribution to GDP	In collaboration with UN ESCAP				FY 22/27		
21. Work with Planning & Development on development of a Tourism Levy to be charged for all visitors to assist with a Tourism Resilience and Sustainability Fund to assist the industry recover from Natural Disasters and during times of financial distress.	In collaboration with Maori Tourism				FY 22/27		
Programme Area 1: Total Cost Estimate	**50,000**	**-**	**8,674,419**	**-**	**-**	**8,674,419**	**50,000**
	Inputs Required & Cost			**Lead Agency**	**Timeframe**	**Source of Funds (SAT)**	
	TA/Personnel	**Equipment**	**Operating**			**Recurrent**	**Development**
Programme Area 2: Product Development							
Objective: *To support product improvements and new product development to meet market expectations*							
Key Strategies*:*							
High Priority (up to 12 months)							
1. Upgrade selected priority attraction sites to be ready once borders reopen.			1,557,600	STA	FY22/23		1,557,600
2. Complete installation of interpretive signage for attraction sites and way finding signages under the STGP			As above	STA	FY22/23		As above
3. Implement Agri-Tourism Park initiative and encourage private-public partnerships with the private sector for agreed activities.			400,000	STA	FY22/23	400,000	
4. Assess options for certification for tourism providers to be COVID 19 prepared.			50,000	STA	FY22/23		50,000
6. Complete the implementation of the Garden Toilets Project			100,000	STA	FY22/23	100,000	
7. Develop a Tourism Levy Concept Paper to research the potential for the introduction of a tourism levy which will assist the industry in future natural disasters and pandemics	Funded by NZMT			STA	FY22/23		Funded by NZMT

Medium to Long Term (more than 12 months)							
8. Develop standards for support services (i.e., car rentals, tour operators, attraction sites etc) and enforce existing standards.	60,000			STA	FY 22/27	60,000	
9. On-going maintenance and monitoring of Garden Toilet facilities and project			23,376	STA	FY 22/27	23,376	
10. Implement the updated Accommodation Standards and associated star ratings.			32,370	STA	FY 22/27	32,370	
11. On-going monitoring and evaluation of upgraded attraction sites			10,000	STA	FY 22/27	10,000	
12. Complete the Maintenance and Recovery Support Funding Facility for the industry			As above ($5m)	STA	FY 22/27		
13. Implement and continue upgrading of attraction sites under STGP and develop a cultural heritage experience development pilot programme based on recommendations from the Cultural Heritage Strategy			3,009,000 (1.7m NZD)	STA	FY 22/24		3,009,000
14. Develop and implement Airbnb standards (policy development, fairer industry etc) as well as a standard for beach fales alone			50,000	STA	FY 22/27	50,000	
Total Cost Estimate	**60,000**	**-**	**2,223,346**	**-**	**-**	**675,746**	**4,616,600**
	Inputs Required & Cost			**Lead Agency**	**Timeframe**	**Source of Funds (SAT)**	
	TA/Personnel	**Equipment**	**Operating**			**Recurrent**	**Development**
Programme Area 3: Transport, Infrastructure and Access							
Objective: *To increase destination competitiveness through increased accessibility, infrastructure use and maintenance*							
Key Strategies:							
High Priority (up to 12 months)							
1. Route Development - nurture and work proactively with airlines to restore and extend capacity and frequency especially on New Zealand and Australian routes, and undertake proactive business development with existing and new airlines to substantially grow direct network.			2,500,000	STA, Industry, Airline Partners	FY 22/27	2,500,000	
2. Improve access to domestic transportation including Ferry visibility and book-ability through digital-means.	100,000	50,000	50,000		FY22/23		200,000
Medium to Long Term (more than 12 months)							
3. Facilitate priority investment for agreed sites based on Waterfront Development Plan			5,000,000		FY 22/27		5,000,000
4. Strengthen air connectivity between Upolu and Savai'i.	100,000				FY 22/27		100,000
5. Enhance airport arrivals and departures experience.		100,000	100,000		FY 22/27		200,000
6. Facilitate packages with ISP providers for operators to utilise improved internet speed, cost and coverage through the ICT Sector Plan.	100,000				FY 22/27		100,000
7. Conduct International Visitor Survey			500,000		FY 22/27		500,000
8. Establish a Tourism Satellite Account	100,000				FY 22/27		100,000
Total Cost Estimate			**8,250,000**			**2,500,000**	**6,500,000**
	Inputs Required & Cost			**Lead Agency**	**Timeframe**	**Source of Funds (SAT)**	
	TA/Personnel	**Equipment**	**Operating**			**Recurrent**	**Development**
Programme Area 4: Investment and Business Enabling Environment							
Objective: *To support product improvements and new product development to meet market expectations*							
Key Strategies:							
High Priority (up to 12 months)							
1. "Review the Tourism Development Act 2012: add in recommendation to revise the TDA to provide a legal framework for the Authority to implement and charge additional taxes and levies to generate additional revenue to assist with the industry in its recovery efforts and ongoing development.	100,000				FY21/22		100,000

2. Improve access to domestic transportation including Ferry visibility and book-ability through digital-means.	100,000	50,000	50,000		FY22/23		200,000
Medium to Long Term (more than 12 months)							
3. Facilitate priority investment for agreed sites based on Waterfront Development Plan			5,000,000		FY 22/27		5,000,000
4. Strengthen air connectivity between Upolu and Savai'i.	100,000				FY 22/27		100,000
5. Enhance airport arrivals and departures experience.		100,000	100,000		FY 22/27		200,000
6. Facilitate packages with ISP providers for operators to utilise improved internet speed, cost and coverage through the ICT Sector Plan.	100,000				FY 22/27		100,000
7. Conduct International Visitor Survey			500,000		FY 22/27		500,000
8. Establish a Tourism Satellite Account	100,000				FY 22/27		100,000
Total Cost Estimate			**8,250,000**			**2,500,000**	**6,500,000**
	Inputs Required & Cost			**Lead Agency**	**Timeframe**	**Source of Funds (SAT)**	
	TA/Personnel	**Equipment**	**Operating**			**Recurrent**	**Development**
Programme Area 4: Investment and Business Enabling Environment							
Objective: *To support product improvements and new product development to meet market expectations*							
Key Strategies:							
High Priority (up to 12 months)							
1. "Review the Tourism Development Act 2012: add in recommendation to revise the TDA to provide a legal framework for the Authority to implement and charge additional taxes and levies to generate additional revenue to assist with the industry in its recovery efforts and ongoing development.	100,000				FY21/22		100,000
-assess key issues relating to sustainable tourism development post COVID 19 including existing incentive schemes (e.g. Tax Holiday, Duty Concessions etc) available to tourism.							
-develop regulations to address the growing Air BNB presence and impact on tourism industry and ensure equitable playing field.							
-review tourism related utility charges particularly renewable energy options for tourist accommodation operators to reduce operational costs and assist with cash flow during the recovery period. "							
2. "Develop the Strategic Tourism Asset Fund to provide: Samoa Tourism Resilience Asset Protection Facility (consider rewording to suit current progress and amend cost estimates as well)	69,000				FY21/22		69,000
-specific financial instruments (debt-to-equity, unit title (strata) development,							
- Implement agreed components of STRAP Facility including SME guarantee facility, COVID "bonds") to address liquidity issues and mitigate the financial fallout for business operators due to loss in earnings while international borders remain closed"			202,835,086				202,835,086
3. Review current incentives and thresholds and for the incentives to be inclusive.							-
Medium to Long Term (more than 12 months)							
4. Develop investment profiles for earmarked developments from the Waterfront Development Plan with specific focus on profiles that will have a good return on investment				50,000	FY 22/27	-	50,000
5. Increase linkages between key economic sectors including agriculture and trade.				100,000	FY 22/27	100,000	-
6. Implement and monitor the updated Tourism Development Act 2022	100,000		50,000		FY 22/27	50,000	50,000
Total Cost Estimate	**269,000**	**-**	**202,885,086**			**150,000**	**203,104,086**
	Inputs Required & Cost			**Lead Agency**	**Timeframe**	**Source of Funds (SAT)**	
	TA/Personnel	**Equipment**	**Operating**			**Recurrent**	**Development**
Programme Area 5: Human Resource Development and Training							
Objective: *To provide an enabling environment to support growth and investment in tourism related businesses*							
Key Strategies:							
High Priority (up to 12 months)							

1. Training for quarantine health standards needed for quarantine tourism operators.			20,000	STA	FY22/23	20,000	
2. Develop, procure and deliver a tourism sector business and employee skills training programme, focused on COVID-19 recovery.			1,504,500		FY 22/27		1,504,500
3. Encourage in APTC programs partnerships with hoteliers particularly increasing hours allocated for on-the-job learning experience.			100,000	STA	FY22/23		100,000
4. Increase e-marketing opportunities for operators through short courses and business mentoring			100,000	STA	FY22/23	100,000	.
5. Assist with the implementation of the Covid-19 Situational Analysis for the Tourism and Hospitality Sector in partnership with APTC and NUS.	50,000		100,000	STA	FY22/23	100,000	50,000
Medium to Long Term (more than 12 months)							
6. Develop and implement an Annual Tourism Industry Training Calendar for workplace training modules in priority areas and increase workplace training for core sector agencies including STA, SHA, SSTA and other support services.	50,000			STA	FY 22/27	50,000	
7. Improve the tourism training facilities based on the demand and sustainability of their programs and operation			200,000	STA	FY22/26		200,000
8. Increase linkages with overseas training institutions to build local capacity			100,000	STA	FY 22/27		100,000
9. Increase the scholarships available to NUS tourism and hospitality students			500,000	STA	FY 22/27		500,000
10. Provide training based on the revised STA training manuals particularly for new accommodation standards.	50,000			STA	FY 22/27	50,000	
11. Increase the number of tourism and hospitality scholarships available through donor programmes			100,000	STA	FY 22/27		100,000
12. Introduce tourism as a compulsory subject in the secondary school's curriculum			100,000	STA	FY 22/27		100,000
13. Embed workplace training to support the industry to develop the capability to be effective staff trainers.			675,000	STA	FY 22/27		675,000
14. Link credentialed learning on the job to published career progression information.			41,400	STA	FY 22/27		41,400
15. Develop a communications strategy that actively targets improving the perception of the tourism and hospitality industry in Samoa.			40,000	STA	FY 22/27		40,000
16. Undertake a review of the SQA tourism and hospitality qualifications.	50,000				FY 22/27		50,000
17. Provide opportunities for trainers, lecturers and management level staff across the industry to participate in exchange programmes or mentoring from experts.			10,000	STA	FY 22/27	10,000	
18. Address the attitudes and experiential awareness of staff in the training programmes that are developed for both front-line staff and supervisors and managers.			200,000	STA	FY 22/27		200,000
19. Undertake a feasibility study on establishing a dedicated NUS tourism and hospitality centre on Savaii	50,000		100,000	NUS/STA	FY 22/27	150,000	
Total Cost Estimate	**250,000**	**-**	**4,890,900**	**-**	**-**	**1,480,000**	**3,660,900**
	Inputs Required & Cost			**Lead Agency**	**Timeframe**	**Source of Funds (SAT)**	
	TA/Personnel	**Equipment**	**Operating**			**Recurrent**	**Development**
Programme Area 6: Climate Change and Disaster Preparedness							
Objective: *To ensure adequate support and preparedness for the sector during emergencies including natural disasters and pandemics.*							
Key Strategies:							
High Priority (up to 12 months)							
1. Support to Sector Coordination Division & SHA to implement STSP and monitor COVID 19 Response Strategy			100,000		FY22/23	100,000	
2. Support mitigation and climate adaptation activities for the vulnerable sites and operators			1,000,000	STA	FY22/23		1,000,000
3. Implement Climate Change and Disaster Preparedness - Awareness Programmes for the sector			100,000	STA	FY22/23	100,000	
4. Develop the Disaster Response Plan for the Tourism Sector	200,000			STA	FY22/23		200,000
5. Complete a review of the National Tourism Climate Change Adaptation Strategy 2012-2017	Donor funded - US Climate Ready			STA	FY22/23		US Climate Ready
6. Develop and Launch the National Tourism Climate Change Adaptation Strategy 2021-2025			10,000	STA	FY22/23	10,000	
7. Build on business risk profiling undertaken with SHA to ensure timely and reliable information relating to impact of COVID 19 on tourism sector.	50,000	20,000	50,000	STA	FY22/23		120,000

8. Identify potential Climate Change funding or projects which can assist the sector with coastal adaptation and others				STA	FY22/23		
Medium to Long Term (more than 12 months)							
9. Develop and implement excel based model to take into account impact of natural disasters and pandemics on tourism sector	100,000			STA	FY 22/27		100,000
10. Develop Business Continuity Plans with support from SHA and SCCI to ensure tourism operators are well prepared for all emergencies including pandemics.	50,000			STA	FY 22/27		50,000
11. Reinstate the Climate Change Division of the Authority to support related works and improve coordination with key agencies			120,000	STA	FY21/23		120,000
12. Develop and implement a Renewable energy project targeting energy efficiency in the tourism sector			2,000,000		FY 22/27		2,000,000
13. Ensure all tourism operators have an up to date Disaster Response Plan				STA	FY22/27		
14. Further development and improvement of Early Warning System for tourism operators in collaboration with MET Office and MNRE			200,000	STA	FY 22/27	200,000	
15. Implementation of sustainability and resilience initiatives under the NTCCAS 2021-2026			1,150,500	STA	FY 22/27		1,150,500
Total Cost Estimate	**400,000**	**20,000**	**4,730,500**	**-**	**-**	**410,000**	**4,740,500**
Summary Cost Estimates	**Recurrent**	**Development**	**Total Cost**				
Programme Area 1:	8,674,419	50,000	8,724,419				
Programme Area 2	675,746	4,616,600	5,292,346				
Programme Area 3	2,500,000	6,500,000	9,000,000				
Programme Area 4	150,000	203,104,086	203,254,086				
Programme Area 5	1,480,000	3,660,900	5,140,900				
Programme Area 6	410,000	4,740,500	5,150,500				
Total Cost	**13,890,165**	**222,672,086**	**236,562,251**				

Annex 2: Samoa Tourism Resilience Asset Protection Facility Conceptual Framework