

CORAL TRIANGLE SUSTAINABLE NATURE-BASED TOURISM PROJECT

DESTINATION PLAN

PAPUA NEW GUINEA



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Acknowledgement: The tourism consulting team travelled extensively across the region during three field visits, including to Cape Hoskins, Pokili, Bialla, Baia and Garu as well as a number of Locally Managed Marine Areas (LMMAs) and Wildlife Management Areas (WMAs). We met with many people from the communities and businesses of the region as well as representatives of the Papua New Guinea Government, West New Britain Provincial Government, Local Level Governments, LMMAs and WMAs of the region. We wish to acknowledge and express our deep gratitude for their generous and invaluable contribution of time, experience and knowledge shared with us during this project, including providing feedback on the draft Destination Plan. Significant logistical support was provided by Mr Desmond Vaghelo of the Division of Forestry, Climate Change and Environment, West New Britain Province, for which the consultant team was very grateful.

Cover Photo - Kimbe Bay © David Doubilet /Nat Geo



CORAL TRIANGLE
INITIATIVE
ON CORAL REEFS, FISHERIES
AND FOOD SECURITY



**Australian
Aid** 



Sustainable Nature-based Tourism (NBT) in the Coral Triangle

The Coral Triangle Sustainable Nature-based Tourism Project is an important initiative for the future of Tourism in West New Britain and, over the longer-term, other Provinces and Regions of Papua New Guinea.

It has the potential to help develop Sustainable Tourism so that it becomes a key part of the West New Britain economy, supporting many communities in the Province for decades to come.

Given its focus on Sustainable Nature-based Tourism, it also has the potential to help accelerate the growth of the overall Tourism sector in Papua New Guinea.

It is an initiative fully supported by both the West New Britain Provincial Government and the Tourism Promotion Authority of Papua New Guinea.

**Mr. Williamson Hosea,
Provincial Administrator
West New Britain Provincial
Government**

**Mr. Jerry Agus,
Chief Executive Officer
Papua New Guinea Tourism
Promotion Authority**

FOREWORD

This document is the result of an 18-month collaboration between the Coral Triangle Sustainable Nature-based Tourism Project (led by WWF and funded by the Australian Government) and a broad range of organisations, groups and individuals in West New Britain and other parts of Papua New Guinea.

As much as possible, the plans, ideas and recommendations contained within this document have been verified and tested with local, on-the-ground experts – particularly during the five separate site-visits to the Kimbe Bay Region.

They are also based on the in-depth experience of the Tourism Consulting Team involved in the broader Project and a variety of Tourism best practice examples from around the world.

However, all the recommendations contained on the following pages remain just that – recommendations.

Whilst we believe the plan contained within this document is an ambitious but achievable one that could help significantly accelerate the development of tourism in West New Britain (WNB), we also acknowledge that it is far from perfect. It is also, hopefully, far from being an end-point when it comes to developing Nature and Adventure-based Tourism in WNB.

We would encourage all those involved in Tourism Development in West New Britain to take the recommendations contained within this document in the spirit they are intended. It is certainly not intended that this document be viewed as a prescriptive plan for WNB Nature and Adventure-based Tourism Development, but rather as an initial roadmap designed to be added to, built on and, in parts, re-written so that it becomes an integral part of the West New Britain Provincial Government’s long-term plans for Tourism growth.

All of those on the Project Team privileged enough to visit the Kimbe Bay Region were continually impressed by the vast potential the region has for sustainable Nature and Adventure-based Tourism over the long-term. But we were also impressed by the potential within the community to learn and develop the skills that will be needed to unlock that Tourism potential over the long-term.

We hope this Destination Plan will play its part in trying to help unlock this community-based potential, so that Nature and Adventure-based Tourism can start to play a significant and growing part in a brighter and more sustainable social, economic and cultural future for West New Britain.

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01

INTRODUCTION



INVESTING IN NATURE & ADVENTURE-BASED TOURISM IN THE CORAL TRIANGLE

THE 2035 OPPORTUNITY



Nature and Adventure-based Tourism (NABT) is forecast to be worth US \$1.46–US \$1.88 trillion per annum in Total Socio-Economic and Environmental Value to the Coral Triangle by 2035

- Timor-Leste US \$1.9–2.2 billion
- The Solomon Islands US \$2.1–2.5 billion
- Papua New Guinea US \$11.9–13.8 billion
- The Philippines US \$174–220 billion
- Malaysia US \$595–770 billion
- Indonesia US \$674–871 billion



The direct Economic Value NABT could provide to the 6 Coral Triangle Countries is forecast to grow to US \$159–US \$204 billion per annum

- Timor-Leste US \$210–240 million
- The Solomon Islands US \$231–273 million
- Papua New Guinea US \$1.3–1.5 billion
- The Philippines US \$19–24 billion
- Malaysia US \$65–84 billion
- Indonesia US \$73–95 billion
- (Forecasts above from 2015 Baseline Analysis)



Over the next 20 years, NABT's Weighted Return on Investment (ROI) is predicted to average 14.5–16.5% across the 6 Countries (vs. 8.5–10% for Mass Tourism)

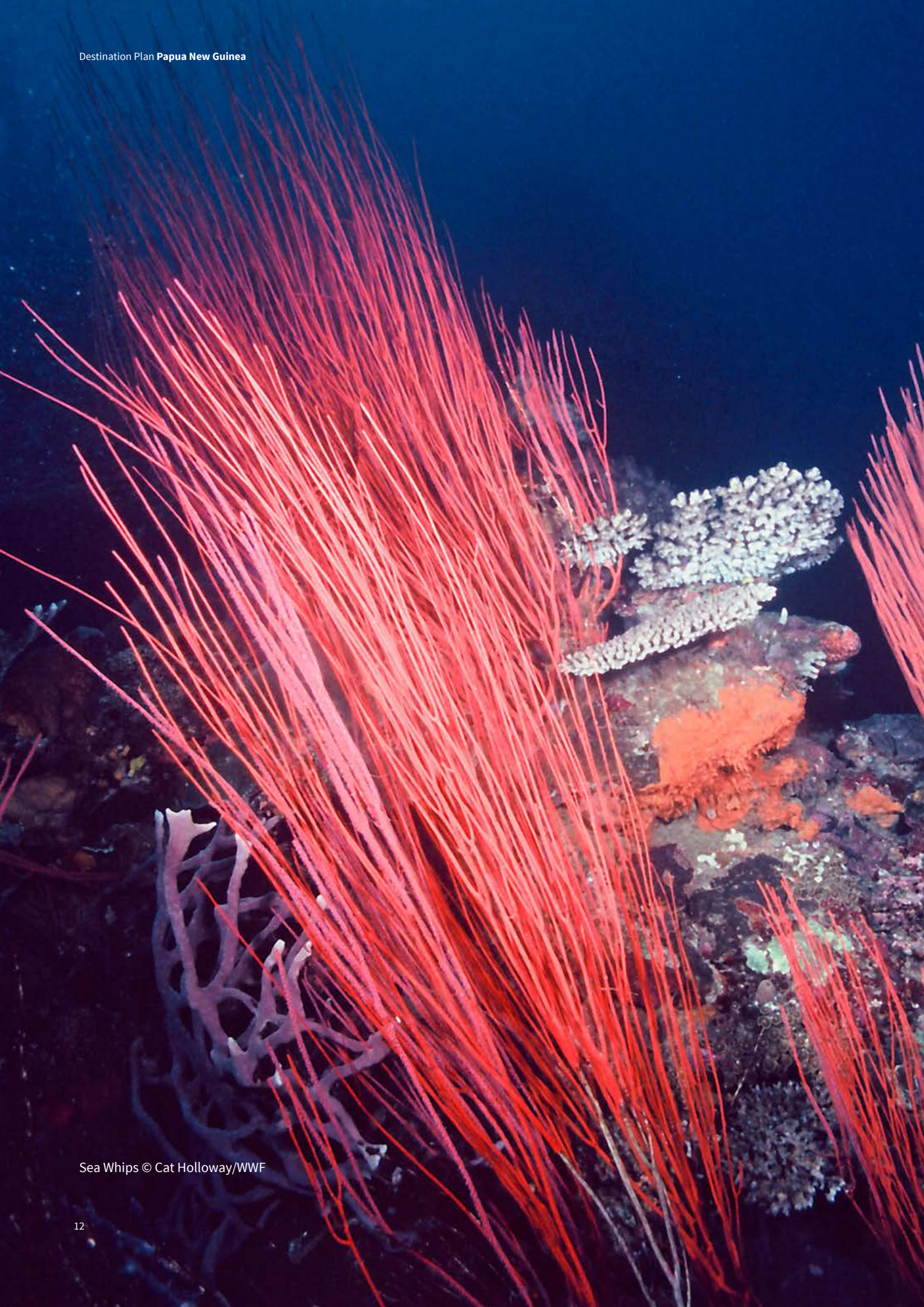


ROI could reach as high as 29% at sites of High Conservation Value or high potential for Nature and Adventure-based Tourism (vs. 19% for Mass Tourism)



This means Nature & Adventure-Based Tourism would outperform Mass Tourism by 60–65% on average, whilst delivering significant positive Socio-Economic and Environmental Benefits to over 105 million people

The Key Findings above are based on modeling by 2iis Consulting using data from the UN Statistics Division, UNWTO, WTTC, OECD, TIES, UNEP and selected academic sources.



Sea Whips © Cat Holloway/WWF

Developing and Promoting Sustainable Nature-Based Tourism in the Coral Triangle is an initiative being implemented by WWF through funding from the Australian Government. The initiative's goal is to assist the six countries of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) to develop and/or accelerate a long-term approach to more sustainable nature-based tourism in the Coral Triangle.

The long-term vision that guides the initiative is:

The Coral Triangle region is a renowned sustainable tourism destination with economic benefits flowing to communities, governments and private enterprise, providing a strong incentive to protect and sustain the region's natural environment.

The aims of the project are to:

- Promote world class, high quality visitor experiences;
- Increase the value of tourism to local, regional and national economies;
- Enhance the role of marine protected areas in local communities and supporting sustainable livelihoods;
- Build support for protecting our natural and cultural assets, in particular the marine and coastal resources of the Coral Triangle.

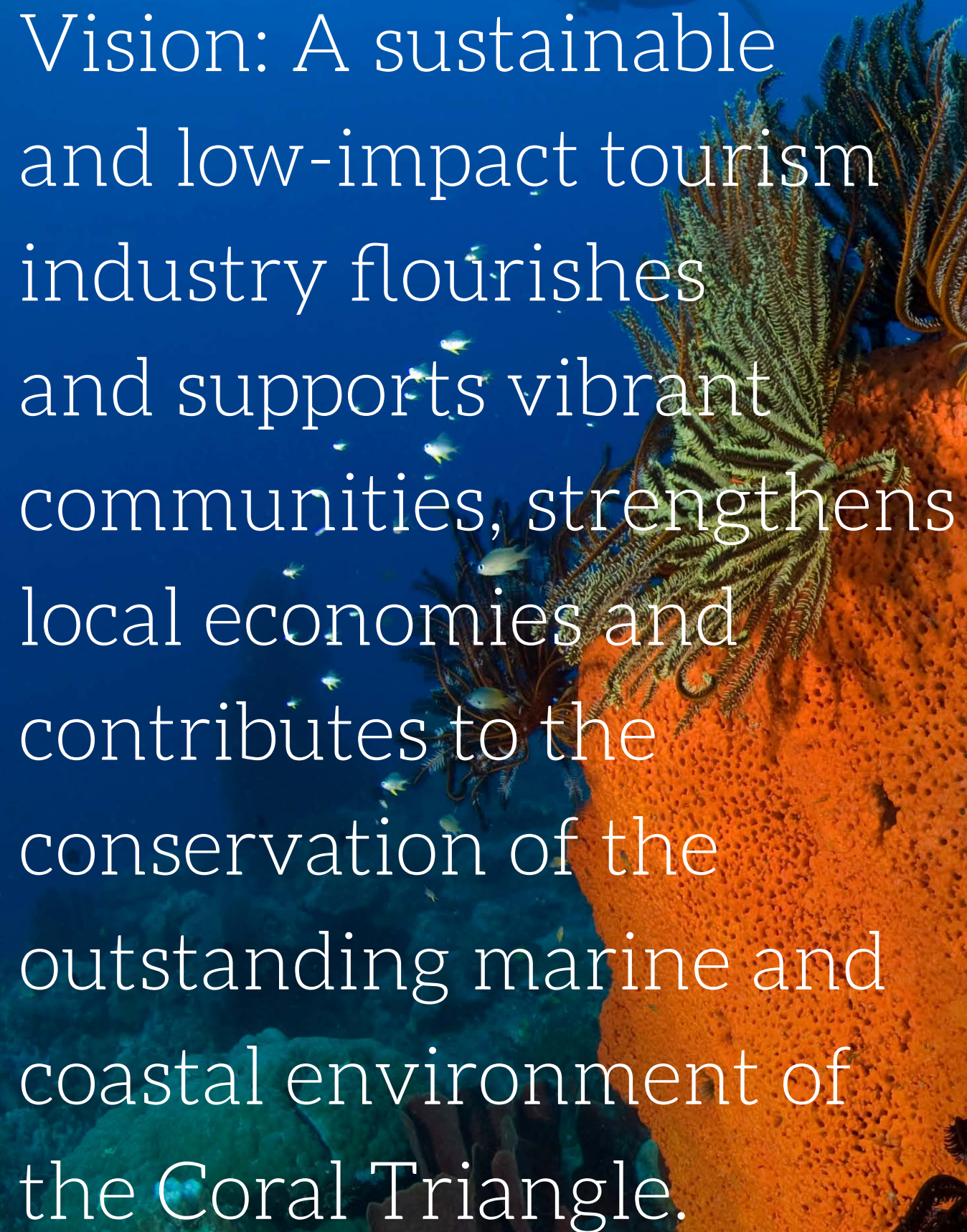
The project aims to build a partnership between conservation, tourism and the community.

In late 2015, a baseline analysis of the current state of tourism in the Coral Triangle was prepared by Richard Plumptre of 2iis Consulting,¹ which outlined a roadmap for the future development of nature-based tourism as a socio-economic development pathway for the region.

The baseline analysis has informed the development of the Destination Plan and included, among other things:

- Global trends in tourism and nature-based tourism;
- Tourism as a driver of socio-economic progress;
- Coastal and marine tourism;
- Risks relevant to tourism development; and
- Assessment of tourism models and the potential for nature tourism brands.

¹ The base-line analysis may be accessed at: http://wwf.panda.org/what_we_do/where_we_work/coraltriangle/publications/?260690/Developing-and-Promoting-Sustainable-Nature-based-Tourism-in-the-Coral-Triangle



Vision: A sustainable and low-impact tourism industry flourishes and supports vibrant communities, strengthens local economies and contributes to the conservation of the outstanding marine and coastal environment of the Coral Triangle.

Bright orange sponge © Jürgen Freund/WWF

Vision and guiding principles for the Coral Triangle sustainable destinations

The project has also developed a number of guiding principles, designed to ensure that destination planning and tourism activities are appropriate for the site. The guiding principles enable resilience and protect the point of difference for those sites within the Coral Triangle Sustainable Nature-based Tourism Project and have been endorsed by the communities and stakeholders involved in the project:

- **Conservation** of natural and cultural values is paramount to the long-term sustainability of the region for its community and visitors;
- The **visitor experience** will be grounded in the culture and nature of the site;
- Planned growth in tourism will be respectful of **local culture**;
- **Community benefits** will be achieved through the delivery of tourism opportunities;
- **Protection of marine and coastal resources** will be improved through building awareness with the local community and tourists/visitors;
- The **site's character** will be retained through effective design, planning and management of infrastructure; and
- **Development of new visitor experiences and infrastructure** should be informed by an understanding of the needs and expectation of the target market (visitor-centric approach) and involve robust and consultative master planning and feasibility analysis to ensure the sustainability of the initiative.

Key elements of a Destination Plan

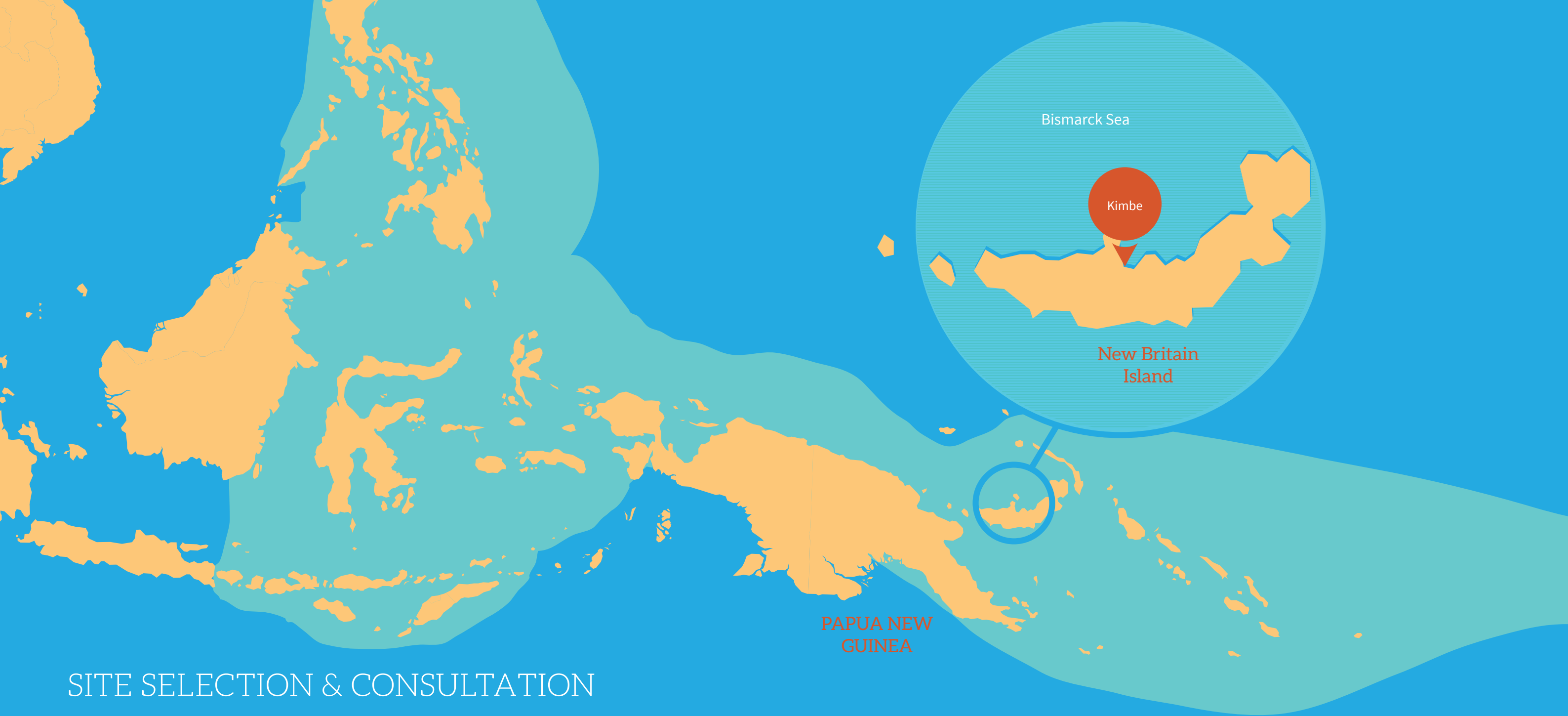
A Destination Plan (DP) is a framework for developing sustainable experiences for visitors. It identifies:

- The shared vision of the community and industry for tourism;
- How the site should be positioned in the eyes of visitors to achieve this vision;
- The signature experiences that can be used to support the positioning and attract visitors to the site; and
- Enablers to address challenges, gaps, opportunities and barriers.

An aerial photograph of a tropical bay. In the center is a large, circular island covered in dense green forest. Surrounding the island is a shallow lagoon with light blue water and visible coral reefs. The water transitions to a deep blue as it extends towards the horizon. In the background, a range of dark, forested mountains is visible under a clear sky. The overall scene is a pristine natural landscape.

02

SITE SELECTION
IN PAPUA NEW
GUINEA



SITE SELECTION & CONSULTATION IN PAPUA NEW GUINEA

In November 2015, Ms Jackie Thomas, WWF Leader of the Coral Triangle Coordination Team and Dr Lida Pet Soede of Hatfield Consultants conducted a preliminary field trip to Papua New Guinea (PNG). During which, Ms Thomas and Dr Pet Soede met with a number of national stakeholders, including the PNG Tourism Promotion Authority (TPA) as well as with East New Britain Province (Rabaul Tourism Authority) and industry and community representatives in New Ireland Province.

Based on this field trip and subsequent discussions with WWF PNG Office and other national stakeholders, the following site was identified as a priority site for the project:

- Base: Kimbe, West New Britain
- Broad geographical region: Kimbe Bay and surrounds

Following the subsequent field visit by Jackie Thomas, Carl Solomon of Destination Marketing Store and Richard Plumpton of 2iis Consulting from 18 – 24 September 2016, which included meetings with PNG Government officials from the TPA and the Conservation and Environment Protection Authority (CEPA) in Port Moresby and representatives of the West New Britain Provincial Administration in Kimbe, it was confirmed that Kimbe Bay will be the focus of the nominated site for PNG. In the final field trip, undertaken by Carl Solomon from 30 October – 6 November 2016, the site was extended with the inclusion of the region to the west of Kimbe Bay along the Bismarck Sea coastline towards Tuluvu (also known as Cape Gloucester). While the area to the west of Kimbe Bay has not been included in the field trips, it was discussed in detail with key stakeholders and its inclusion considered justified. The selection of the site is consistent with the priority for West New Britain

Province to be further developed as a key nature-based tourism destination, as outlined in the *West New Britain 5 Year Tourism Development Plan (2016 – 2020)*.

Kimbe Bay is an important biodiversity hotspot, home to 60 percent of the coral species of the entire Indo-Pacific region. There are more than 860 coral reef fish and many other marine species, from the tiny yet colourful Christmas Tree Worms to a resident pod of Orca. The seascape reaches depths in excess of 2,000 metres, with dramatic seamounts and coral pinnacles rising up towards the surface, providing isolated ecosystems for the marine creatures of the bay. The province has many volcanoes, some still active, providing for a rich terrestrial environment, with spectacular birdwatching, abundant wildlife, hot springs and crystal-clear freshwater rivers and lakes.²

For the purpose of this Destination Plan, the site is referred to as Kimbe Bay and surrounds. A list of stakeholder organisations consulted during the field visits is included in **Appendix B**.

 The Coral Triangle site

² For a full description of Kimbe Bay, see: <http://thecoraltriangle.com/stories/kimbe-bay-is-what-coral-reefs-were-like-before-humans>

03

DESTINATION
PLAN

The Nature and Adventure Travellers market is growing and is highly interested in nature and cultural-based tourism.

Snorkler © Jürgen Freund/WWF

TARGET MARKET

The target market for the project is the Nature and Adventure Travellers market. This is a psychographic market, and is broadly based on the *Global Experience Seeker* market identified by Tourism Australia³. It prioritises consumer personality traits, values, attitudes, interests and lifestyles rather than simple demographic data, such as age, gender or family situation. They are the most relevant market for the Coral Triangle Sustainable Nature-based Tourism Project.

The *Nature and Adventure Travellers* market is growing and is highly interested in nature and cultural-based tourism. It is a niche, high-yield market, which suits the type of destinations included in the project while also being sympathetic to high-conservation value areas. It is important to remember these sites will not appeal to mass markets, such as the large cruise-ship market.



The types of visitors we want to attract are people who are:

Interested in people and new places

Respectful

Willing to spend for good quality experiences

Seeking authenticity

Adventurous and willing to try new things

Active and want to do lots of things

³ Tourism Australia – Global Experience Seeker Fact Sheet: http://www.tourism.australia.com/documents/corporate/Global_Exp_Seekers.pdf



Giant barrel sponge © Cat Holloway /WWF



Clown tiger fish © Jürgen Freund/WWF

It is a niche, high-yield market, which suits the type of destinations included in the project while also being sympathetic to high-conservation value areas.



Spinecheek anemonefish © Jürgen Freund/WWF



They are likely to be:

Well-travelled, educated and from an urban environment

Technically savvy and social media connected

Broad demographic (age, nationality, family composition)

Seeking quality accommodation at a range of price points



These visitors will be inspired by:

Sustainable environmental practices including tourism activities

Making a difference

Personal interactions with people

In the following table, we have defined the attributes and motivations of the Nature and Adventure Travellers market and provided a description of the market segments relevant to the Kimbe Bay and surrounds site within PNG.

Nature and Adventure Travellers' Market

Nature and Adventure Travellers can be found among all age groups, income levels, and geographic locations. Within this segment there are commonalities in attitude to travel, personal development and everyday life that exist across countries, for example:

- Travelling is a big part of their life. As experienced travellers they are often interested in travel for travels sake and see it as an important aspect of their lifestyle and well-being.
- Compared to the average long haul traveller, this market want to get off the beaten track and interact with local people to make friends, develop personal relationships and engage in the lifestyle.
- This market seeks self-discovery and education when travelling. As well as observing they also want to personally experience cultures and lifestyles different from their own. Exposure to such experiences results in a deep sense of personal fulfillment meeting their desire to grow as an individual. This accounts for their interest in indigenous culture.
- They look to challenge themselves physically, emotionally and/or mentally. By learning about different cultures and challenging themselves, the opportunity for self-discovery is enhanced.
- Nature and Adventure Travellers are drawn to destinations that are 'yet to be discovered' or are away from the standard tourist trail. To be able to experience the true natural and cultural surroundings they have a preference for locations that are un-touched rather than stylised tourist destinations.

Who do Nature and Adventure Travellers look like?



ADVENTUROUS FAMILIES

Holiday as an opportunity to reconnect with their children and disconnect from busy city lives and digital world

KEY INSIGHTS:

- Safe adventure
- Interaction with locals
- Exposure to different ways of life
- Packages to minimise logistics



‘FLASH-PACKERS’

Travel in couples or small groups of close friends to re-live their youth but more comfortably

KEY INSIGHTS:

- Unique and comfortable accommodation
- Options for activities
- Interaction with locals



YOUNG ADULTS

Experience new places a different way – looking for the point of difference that others haven’t found

KEY INSIGHTS:

- Unique accommodation
- Interaction with locals
- Options for activities including volunteering opportunities



OLDER COUPLES

Interested in a truly immersive and relaxing escape from the city-grind. Happy to be off-grid.

KEY INSIGHTS:

- Safe adventure
- Interaction with locals
- Packages to minimise logistics

Special interest markets: overlapping in terms of attributes and motivation but can be reached through targeted marketing efforts

- | | |
|--|--|
| <ul style="list-style-type: none">• Diving• Fishing• Wildlife-watching, in particular bird and cetacean watching | <ul style="list-style-type: none">• Trekking• Expedition cruise• Historic and cultural heritage• Voluntourism (short-term volunteer projects) |
|--|--|

VISION AND SITE POSITIONING

The vision for all the sites within the project is:

A sustainable and low-impact tourism industry flourishes and supports vibrant communities, strengthens local economies and contributes to the conservation of the outstanding marine and coastal environment of the Coral Triangle.

This vision was agreed with the community and stakeholders during consultations in PNG. It is a long-term vision for the area and underpins the positioning of the site.

The site's positioning

It is critical to understand what differentiates each site, not just from other sites within the Coral Triangle, but from other marine destinations more broadly. It is essentially the site’s unique point of difference or competitive advantage. This agreed Site Positioning is not about an advertising campaign, a new logo or even a tag line. Positioning is the engine that drives the way you offer and deliver your visitor experiences now and into the future. It underpins your products, services, creative approaches, communication and marketing.

Positioning helps to shape the words and images we use to promote the site to the world. The more

consistently we all use those words and images, the stronger our message and the greater the cut-through in the tourism market.

An important aspect of the site’s positioning is to identify an emotional territory that resonates with the target market (Nature & Adventure Travellers Market) and invites them to experience more than just the attributes of your destination. This is important as many places around the world and across the Coral Triangle offer great diving, snorkelling and coral reefs. The positioning helps to define what your value-add is to those attributes.



Pink anemonefish © Jürgen Freund/WWF

**Immerse yourself
in the raw energy of the
place and its culture, as
vibrant and rich as the
land and sea.**

NATIONAL AND PROVINCIAL GOVERNMENT’S PLANNING FRAMEWORK

PNG Tourism Master Plan 2007 - 2017

There are very strong synergies between the Coral Triangle Sustainable Nature-based Tourism Project (CTSNT) and the PNG Tourism Master Plan 2007 – 2017 (TMP)⁴. It is worth noting that the TMP is nearing the end of its planning cycle. A review is currently being investigated by the TPA, with the intention of developing a new Tourism Master Plan for the next 5 years. The key points of relevance relate to:

- 1. PNG TMP Goal is: *Increase the overall economic value of tourism to the nation by doubling the number of tourists on holiday in PNG every five years and maximizing sustainable tourism growth for the social and environmental benefit for all PNGns.*

This goal is entirely consistent with the overall vision of the CTSNT, which is: *The Coral Triangle region is known as offering the world’s best sustainable coastal and marine tourism experiences with economic, social, and cultural benefits involving communities, governments, and private enterprise.*

A key strength of the CTSNT is the capacity to contribute to the primary goal of the PNG Tourism Sector.

The PNG TMP acknowledges that PNG has an outstanding nature and cultural tourism offer and is well placed to be an adventure-tourism destination, which will have greatest appeal to higher yielding, niche markets seeking small-scale tourism opportunities. However, it also recognizes that the destination has low brand or market awareness.

The target market for the CTSNT is Nature and Adventure Travellers (defined above), who are interested in authentic and immersive nature and cultural experiences. It aims to avoid mass tourism and is in line with the project’s vision for sustainable destinations.

Initial indications from PNG’s TPA are that the Masterplan for 2018–22 will have an even stronger focus on Nature and Adventure-based Tourism, which clearly supports the over-arching intent of the Coral Triangle Sustainable Nature-based Tourism Project even more than was the case with the 2007–17 TMP.

- 2. The PNG TMP identifies a number of strategic issues and actions that are important to the growth of the tourism sector, including:
 - Managing impacts: The fragile environment of PNG requires a balanced and sustainable approach to tourism development, which needs to be reflected in national and provincial policies. Ensuring that benefits are provided to resource owners and creating awareness of broader benefits will be critical in managing impacts. Fragile attractions need to be managed to sustain the nature based and cultural products in PNG. A balance needs to be found between a relatively small number of sustainable conventional hotels and the development of SMEs including eco-tourism and community-based tourism, which integrate cultural and environmental preservation, with economic viability; and
 - Investment Growth: Growth of the tourism sector in PNG is constrained by low levels of investment in new plant, either via the mobilisation of domestic investment or via foreign investment. The reluctance of lending institutions to finance tourism ventures, relates to the high risk and low return profile of the sector, which needs to be reversed.
- The CTSNT Destination Plan for Kimbe Bay and Surrounds will assist in addressing these and other key areas, including through:
- Primary focus within the Destination Plan on sustainable, low-key tourism opportunities that are compatible with the natural and marine resources and involve and provide benefits to local communities;

- Identifying and prioritising initiatives for investment, which will be presented in the investment prospectus; and
- Inclusion of strategies and actions relating to capacity building and support for introducing quality standards.

West New Britain 5 Year Tourism Development Plan (2016 – 2020), West New Britain Provincial Government

The West New Britain Provincial Administration has recently completed a five-year Tourism Development Plan 2016 – 2020 (WNB-TDP). As part of this project, an analysis of the WNB-TDP has been undertaken to identify synergies, gaps and opportunities between the CTSNT and the long-term plan for tourism in the province. The key points of relevance to this Destination Plan are:

- 1. The WNB-TDP **vision and mission** are consistent with the vision, objectives and strategies outlined in the Destination Plan.

The WNB-TMP vision is: *Deliver sustainable tourism development through establishment of the WNB 5 Year Tourism Development Plan.*
Its mission is: *Safeguard, protect, preserve and promote the tourism industry in West New Britain Province.*

- 2. The WNB-TDP identifies a number of **tourism development strategies** that are directly relevant or support recommendations in the CTSNT Destination Plan, as outlined in the following table:

WNB-TDP TOURISM DEVELOPMENT STRATEGIES	Link to recommended actions within the CTSNT Destination Plan
Establishment of important coordinating body	A key change required within WNB to enhance product development and promotion is to establish a centralised Tourism Bureau. This should include an Advisory Committee or Board, with representatives of the local community and tourism operators.
Community-based tourism awareness	There is currently a low level of awareness within the community on the potential benefits of tourism. This program, which would be implemented in partnership by the WNB Province with the TPA is strongly supported.
Develop tourism training	Training is a priority and is addressed in detail under Capacity Initiatives below.
Creation of iconic low impact, nature-based and cultural projects	A key focus of the Destination Plan is on the opportunity for the development of new signature and supporting experiences. The target market is Nature and Adventure Travellers and so product needs to be developed specifically for this target market, which means the motivations and expectations of the market need to be well understood.

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⁴ A copy of the Papua New Guinea Tourism Master Plan can be accessed at:
<http://www.tpa.papuanewguinea.travel/PicsHotel/PNGTA/Brochure/TPAFactsheets/Papua%20New%20Guinea%20Tourism%20Master%20Plan.pdf>

WNB-TDP TOURISM DEVELOPMENT STRATEGIES	Link to recommended actions within the CTSNTP Destination Plan
Encourage establishment of local marine tourism, including local cruising and fishing tours	This strategy is strongly supported, particularly as it relates specifically to small-scale tours and transport services. This is addressed under Product and Experience Development below.
Upgrading Hoskins Domestic Airport to an International Airport as one of the gateways to New Guinea Islands	This is supported although not specifically addressed in the Destination Plan. The benefits of direct air access to WNB include increased incentive for existing operators to expand and for new operators to enter the market and establish new experiences. It would also assist in driving demand through removing the need to transit through Port Moresby (potentially reducing travel times from key source markets and avoiding the poor security perception of Port Moresby). However, it would be dependent on securing support from airlines to fly into the destination (modelling of passenger movements required). A further benefit would arise from securing a regional discount airline to provide a regular (and reliable) service into Hoskins. A more sustainable, interim approach to build awareness of WNB as a destination would be to consider air-links between Hoskins and other PNG Provinces, in particular Milne Bay and East New Britain Province.
Establish and improve professional tour operations and tour guiding in West New Britain	This strategy is strongly supported and is addressed in detail under Capacity Initiatives below.
Establish and maintain local protected areas in West New Britain with accessibility to nature, culture and WWII history	This strategy is strongly supported and is addressed under Product and Experience Development below. Additional comments with regard to the protection of the Province's nature, culture and WWII history are outlined in the Governance section.
Preservation of West New Britain's authentic cultures	The spectacular culture of the WNB Province is one of its competitive advantages. This strategy, which reflects the opportunity to better promote and provide immersive and genuine cultural tourism experiences is strongly supported.

WNB-TDP TOURISM DEVELOPMENT STRATEGIES	Link to recommended actions within the CTSNTP Destination Plan
Establish a well staffed and fully funded West New Britain Tourism Bureau, which will collect and tabulate very important tourism information on tourism products and services in WNB to be made available to tourists and visitors and to work closely with the tourism industry in the province.	This recommendation is similar to Strategy 1 above and is supported. The establishment of an information centre at Hoskins Airport should be a low priority and only considered following a detailed assessment of the objectives and feasibility when compared with other resource priorities, including product development, supporting the establishment of local enterprises and promotion through digital and online channels. Underpinning this advice is the reality that most (if not all) visitors arriving in WNB would have already undertaken significant trip planning and are unlikely to require further information that wasn't available online or through their accommodation provider.
Undertake targeted marketing and promotion of West New Britain	This strategy is fully supported and is addressed in the Driving Demand – Marketing section below.
Archaeological and anthropological research/ excavation	There is a clear opportunity to enhance conservation and protection of the region's unique environment, including through voluntourism (conservation volunteering) initiatives. This is addressed in the Product and Experience Development section below.

3. The WNB-TDP outlines a number of initiatives to support the **conservation of the marine and terrestrial environment and heritage of WNB**. Key initiatives include establishing leisure and recreational parks, providing facilities for mountain climbers, trekkers and wildlife enthusiasts, enhancing interpretation, supporting the conservation of historical sites and strengthening environmental awareness within the local communities. These initiatives have been identified in collaboration with both the Lands and Forestry Divisions of the WNB Provincial Administration and would involve Local Level Government, District Administrations and resource owners in implementation. Enforcement of legislation and regulations, such as the War Surplus Materials Act is also critical to the protection of WWII historic assets and sites.

4. The WNB-TDP outlines a new approach to **marketing and promotion** for the province, including the establishment of a WNB Tourism Bureau and fostering greater collaboration with the TPA. Strategies are based on improved online and digital marketing, attendance at trade shows and providing more support for media famils and public relations as well as increasing promotion of nature and adventure based tourism products, including niche or special interest products such as diving, fishing, trekking, bird watching and historical and cultural heritage. The TDP also identifies the need for a brand, positioning and tagline for WNB. The creation of a website for WNB with booking functionality would strongly assist efforts to grow tourism to the region. The Destination Plan provides relevant recommendations in the Driving Demand – Marketing section below.

ADDRESSING SUPPLY

In consultation with the community and stakeholders, the following experience themes have been identified for destination development and planning:

1. Conservation through Stewardship
2. Experience Village Life
3. Adventure into the Coral Triangle

Underpinning these themes is a commitment to the conservation and protection of the marine and coastal resources of the destination; an appreciation

of the importance of marine and coastal resources to community well-being and livelihoods; and a practical understanding of sustainability.

In line with the priority for product development and investment, there are a number of recommendations relating to:

- a. Signature and supporting experiences
- b. Enablers - opportunities, gaps & challenges

Experiences are generated by an interaction between visitors, places and people. One half of the interaction comes from the area, and can include activities (guided and self-guided), the natural or cultural setting, storytelling or interpretation, information (before, during and after the visit), infrastructure and facilities, and the customer service received along the way. They represent the key ingredients and can be managed and changed to create better or new experiences.

The recommendations are based on a consideration of all the elements that contribute to high quality visitor experiences as outlined in the following diagram:



PRODUCT & EXPERIENCE DEVELOPMENT



Conservation through Stewardship

The contribution of visitors and the local community to conservation, which supports the outstanding marine and coastal resources of the Coral Triangle, in particular recognising that these are sites of high conservation value.

Theme 1: Conservation through Stewardship

There are opportunities to develop new or enhance existing visitor experiences based on participation in conservation activities. There are a limited number of existing conservation activities, such as mangrove restoration. However, the focus is on community involvement rather than traveller participation, although this could be expanded. Aside from the obvious marine and terrestrial environmental conservation, the most significant opportunity under this theme relates to archaeological and anthropological research, interpretation and/or excavation. The restoration and conservation of historical heritage would strongly resonate with the heritage tourism special interest segment identified above.

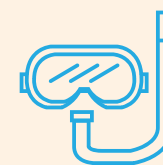


Experience Village Life

It is the simplicity of village life that is so attractive to visitors along with the opportunity for genuine, authentic engagement with the local community.

Theme 2: Experience Village Life

While this theme presents some of the greatest opportunities for WNB, it also represents the largest gap in terms of product offerings. It is simply not easy to access villages or observe cultural activities (let alone participate in) and there are a limited number of guest-house or village stay options. The extraordinary culture, traditions and customs of the local communities is a clear point of difference and should be developed as a high priority.




Adventure into the Coral Triangle

At the heart of the Coral Triangle Sustainable Tourism Project is the opportunity to connect visitors to and immerse them in the outstanding marine and coastal environment.

Theme 3: Adventure into the Coral Triangle

As noted above, Kimbe Bay is renowned for its staggering marine biodiversity. However, there is only one dive and live-aboard operator based in Kimbe. Given the outstanding marine environment, this market could be expanded through better promotion to encourage and support the establishment of new operators. Likewise, there are new experience development opportunities such as a multiple-day adventures along the Bismarck Sea coastline, from Tuluvu (Cape Gloucester) to Baia and along the lakes (eg Lake Hardy) and ranges. These experiences would need to be linked through reliable transport services.

Signature Experiences

THEME	SIGNATURE EXPERIENCE OPPORTUNITIES	SPECIFIC ENABLERS
<div></div> <div>Conservation through stewardship</div>	<p>Mahonia Na Dari Conservation Stay and associated experiences requiring:</p> <ul style="list-style-type: none">• Concept plan and feasibility analysis• Upgrade to accommodation on site or integrated offering with Walindi Plantation Resort• Clear program of activity and packages of different experiences, both land and water based – range of conservation activities to be included, from historical heritage through to ecological restoration• Potential expansion of the existing James Cook University relationship &/or development of new partnerships <p>Wulai Island Conservation Experience (near Kololo/ Kavutu/ Vavosi villages and Wulai Island LMMA) requiring:</p> <ul style="list-style-type: none">• Accommodation provision• Sustainable development of the proposed village experiences• Agreement on access with local villages and communities• Agreement on activities within LMMA and other accessible areas (e.g. Hot Springs Wildlife Management Area)	<ul style="list-style-type: none">• Link to programs such as <i>Pack for a Purpose</i>⁵.• New partnerships to deliver conservation volunteering programs, similar to Conservation Volunteers Australia (CVA) or <i>Blue Ventures</i>⁶ - refer to Governance section below for considerations with regard to volunteer programs.• Development of a heritage app• Wildlife Calendar.• Local produce cookbook (including sustainable seafood).

THEME	SIGNATURE EXPERIENCE OPPORTUNITIES	SPECIFIC ENABLERS
<div></div> <div>Experience village life</div>	<p>Kove Cultural Experience requiring:</p> <ul style="list-style-type: none">• Feasibility Study to fully explore the potential to develop the area around Kove as a 'Cultural Tourism Hub' for WNB• Development of a range of multi-day experience packages (assuming feasibility confirmed opportunity). Potential for some experiences to be focused on culture and marine, some on culture and adventure and some on culture and history – or a combination of all 3• Agreement on involvement of local community• Improved accommodation provision (currently only a few small guest houses)• Improved infrastructure/ access roads, exploration of river access requirements <p>This area is currently almost entirely underdeveloped from a tourism perspective but is culturally very rich, in a spectacular location with a large number of islands and has good access to diving/ snorkelling and marine activities (e.g. sport fishing). Some potential for WWII tourism experiences also exist in the area, particularly around</p>	<ul style="list-style-type: none">• Master planning required to assess feasibility, identify infrastructure and activity requirements and position the overall visitor experience.• Meet the locals - Improving access to villages and capacity for quality supply of art, handicraft, local produce and food.• Financing support for creation of small-scale village stay accommodation options.• Implement accommodation and hospitality standards.



Experience village life

Tuluvu (Cape Gloucester). The seasonal nature of the destination is noted as a key consideration for factoring into feasibility assessment.

Pago Area Village Stay Experience (small network of villages around the Pago Volcano and local Hot Springs) requiring:

- Masterplan Development to identify suitable villages and review accommodation availability
- Sustainable development of the proposed village experiences
- Agreement on involvement of local community
- Improved accommodation provision
- Potential for nature-based/ conservation and/ or adventure focused activities vs. the Cultural focus around Kove.

Village visits as part of other packages – including opportunity for immersive involvement with 'Sing-Sings'.

Lolobao Island Conservation Stay and Village Experience – linking network of villages including Potou, Vilauma and Poipoi and requiring:

- Masterplan development and feasibility analysis
- Development of a range of village-based and multi-day experience packages incorporating land and water-based activities – conservation activities to be incorporated, including historical heritage through to ecological restoration
- Support the expansion of the Lolobao LMMA
- Agreement on involvement of local community
- Guide training

This area is considered a diving hot spot in WNB.

- Creation of a regular transport service point to point across the region.
- Business support training and capacity building, including through mentoring programs.
- Agreement between resource owners and tourism operators on benefit sharing and responsibilities – to be negotiated at establishment of experience to minimise potential for conflict – see further detail and consideration below in the Governance section.

THEME

SIGNATURE EXPERIENCE OPPORTUNITIES

SPECIFIC ENABLERS



Adventure into the Coral Triangle



Bialla Area Adventure Trail – including possible loop incorporating Pandi River, Lake Lamo' Auro (Hargy) and WWII Plane Crash Site requiring:

- Master plan and feasibility analysis
- Assess walking track and infrastructure requirements and map extent of current trails in and around Bialla as well as identifying optimal experience and accommodation offerings
- Point to point experience mapping, including optional activities or alternative transport options (kayak, live aboard boats, trekking loops, fishing or mountain biking etc)
- Trained guides and general capacity building
- Packaging and marketing of the product

- Master planning required to assess feasibility, identify infrastructure and activity requirements and position the overall visitor experience – the feasibility assessment needs to consider operational costs and demand modelling.
- Meet the locals - Improving access to villages and capacity for quality supply of art, handicrafts and local produce.

⁵ **Pack for a Purpose** is a not-for-profit initiative that encourages travellers to use available space in their luggage to provide supplies to communities they visit. For example, Dive Munda in the Solomon Islands participates in this program. See more at: <https://www.packforapurpose.org/>

⁶ **Blue Ventures** is a not-for-profit, that works with coastal communities and volunteers from around the globe to develop transformative approaches for catalysing and sustaining locally led marine conservation. For example, they have a program run from Beloi on Atauro Island in Timor-Leste. See more at: <https://blueventures.org/> - see also **Appendix C**, Blue Ventures Case Study.

THEME	SIGNATURE EXPERIENCE OPPORTUNITIES	SPECIFIC ENABLERS		
<div><h3>Adventure into the Coral Triangle</h3></div>	<p>Kimbe Bay Volcanic Exploration Trail - including terrestrial volcanoes, volcanic lakes, undersea volcanoes (e.g. diving), hot springs, trekking and potentially activities like white water rafting. Requires:</p> <ul style="list-style-type: none">• Master plan and feasibility analysis• Identification of key sites and activities to incorporate packaging and marketing of the product <p>Live aboard marine expeditions and expedition cruises - there is an opportunity for these marine expeditions to explore the region to the west of the Talasea Peninsula and around to the southern coast of WNB, taking advantage of different weather patterns and seasonal variations. In addition, the network of moorings could be expanded to cater for the expedition cruise market:</p> <ul style="list-style-type: none">• Facilitate an increase in the number of live aboard and smallship/ expedition operators• Mapping of existing moorings to identify then develop optimal network of moorings• Developing suitable itineraries and experience packages• Developing necessary booking system for moorings <p>Willaumez Peninsula Nature-Adventure - longer-term opportunity. This area has the potential for a diverse range of tourism experiences including diving, snorkelling, white water rafting, lake kayaking, trekking/ walking, village stay/ cultural immersion, WWII History and Volcano climbing. Higher-end experience package could include: flight to Hoskins, boat to Talasea on Willaumez Peninsula, stay on or near Lake Dakataua (high-end accommodation), helicopter out to Hoskins. However, there are a number of access/ community challenges to be overcome before this opportunity could be opened up. One potential way to accelerate development would be through undertaking a comprehensive feasibility study to quantify the opportunity and more clearly identify all the barriers to tourism development.</p> <p>Lake Lamo’ Auro (Hargy) eco-lodge - potentially a longer-term opportunity for a high-quality, ecologically sustainable lodge to be developed on the edge of Lake Lamo’ Auro (Hargy).</p>	<ul style="list-style-type: none">• Development of transport routes, with key hubs and appropriate infrastructure (eg moorings and docking facilities).• Develop dynamic itineraries.• Online product information across key environmental and cultural tourism themes such as WWII, nature, dive, fishing, customs and traditions, festivals and events.• Centralised online reservations support for products including small accommodation and tour providers.• Business support training through mentoring programs.• Agreement between resource owners and tourism operators on benefit sharing and responsibilities – to be negotiated at establishment of experience to minimise potential for conflict – see further detail and consideration below in the Governance section.	<div><h3>Adventure into the Coral Triangle</h3></div> <p>Lake Namo Eco-Lodge on Lolobao Island - opportunity for a highquality ecologically sustainable lodge to be developed on the edge of Lake Namo. Activities could include kayaking on the lake, forest trekking and bird-watching as well as cultural activities. Links to the Lolobao LMMA.</p> <p>For both proposals, activities could include kayaking on the lake, forest trekking, and bird watching as well as cultural activities and local feasts. Package with a dive or snorkelling experience and/or helicopter tour. Requires a master plan and feasibility analysis.⁷</p> <p>It is noted that the master plan and feasibility analysis for both proposals would need to consider a range of significant issues such as access, visitor safety, sustainable design, construction and ongoing maintenance and local community involvement.</p>	<p>See above.</p>

⁷ For an insight into the latest trends relating to high-end lodges, see: <http://www.nationalgeographic.com/travel/top-10/seven-luxury-travel-trends-hotel/>

High priority actions

There are a number of critical or high priority actions that should be undertaken to create the signature experiences. These are addressed below.

1. Masterplan development

Master planning needs to be undertaken for four signature experiences as a priority:

- a. Bialla Area Adventure Trail
- b. Kove Cultural Experience
- c. Live aboard marine expeditions and expedition cruise market
- d. Mahonia Na Dari Conservation Stay

A number of considerations should be made with regard to the master planning process:

- Definition of the overall concept and experiences to be offered, including the mode of transport and type of adventure activities offered, involving detailed:
 - Consultation with the community
 - Consultation with research and conservation partners where relevant
 - Assessment of demand and target market segments, including willingness to pay and potential price points
- Site assessment and feasibility analysis, which considers among other things, accessibility, costs of operations and maintenance, the range of accommodation options and facilities required to meet visitor expectations, access to and combination of nature, adventure and cultural activities as well as site or activity capacity
- Services, infrastructure, facilities and interpretation required to support the experience(s)
- Development of a site plan and design guidelines
- Wildlife experience management
- Business plan for operations

2. Develop supporting experiences with potential operators and the community

To enable the signature experiences, it is essential that there are a range of immersive, nature, adventure and cultural-based activities developed. These can be delivered by the local community. They may involve a range of niche activities, which in themselves will be attractive to certain market segments. For example, those specifically interested in bird-watching or heritage treks. There are a range of specific activities that are integral to the delivery of the signature experiences, including:

- Guided tours to sacred or heritage sites;
- Guided tours to, and enhanced interpretation for, specific sites, such as summit hikes or WWII heritage sites;
- Opportunities for wildlife interactions, such as turtle or dugong sightings, diving with sharks and bird-watching;
- Opportunities to taste local produce or participate in a local feast;
- Opportunities to participate in cultural festivals or events or experience local customs; and
- Specific options for day or night-time activities that could be offered to the expedition or live-aboard cruise market.

Specific activities or experiences identified include:

- Whitman Ranges – opportunity for signature kayaking experience as reportedly world-class Grade 5 rapids in the area
- Phantom Caves of New Britain – trekking/hiking trails with various options for multi-day or single day walks and caving experiences
- Bass fishing experiences based from Baia Fishing Lodge or Via River Camp (near Kove).



- Helicopter trips over Kimbe Bay and the volcanoes
- WWII Heritage Trail Experience – either from Baia or Walindi
- Opportunity for a genuine cultural immersion attending ‘Sing-Sing’ events

These supporting experiences need to be structured to determine how each activity links to the delivery of a signature experience while also being undertaken independently. Determining the capacity, price point and commission structure is essential to ensure that these experiences are market ready and enable a quality visitor experience to match expectations.

This requires a dedicated program to encourage resource owners and other members of the community to develop ideas for activities that can be packaged as part of the experience offer of the region. A key barrier to market entry is lack of capital and low levels of capacity to deliver such services. This could be addressed through a broader micro-financing scheme designed for local communities that provides a small amount of seed funding from an initial fund for small-scale, community-based tourism initiatives. It could be matched by a five-year mentoring program, which enables the local business operator to access relevant services and expertise at the right stage in the business establishment and management cycle, from development of their business plan and basic operations plan through to marketing and the structuring of contracts. It could also help to fund essential equipment, such as safety equipment (see following section on *Essential infrastructure requirements*).

There are two additional considerations: ensuring agreement with resource owners on access and a benefits-sharing model; and centralised marketing support, potentially through the future WNB Tourism Bureau.

3. Essential infrastructure requirements

There are a number of key infrastructure initiatives that are essential to support sustainable tourism, the growth of the visitor economy and encourage new tourism operators to commence business in the region. The highest order priorities are outlined below:

a. Develop **graded tracks and trails maps for both terrestrial and aquatic trails**. These should highlight the best aquatic and terrestrial trails for kayaking, trekking and mountain climbing, caving or mountain biking. Integrate accommodation options and highlight key features or supporting experiences connected to the trail. This is particularly important given the rise of interest in combination adventure, which involves the inclusion of different adventure activities into an itinerary or as components of a signature experience. It is also important to outline the key risks or challenges associated with particular tracks or trails and any mitigation strategies, which may be as simple as what preparations the traveller should take or pointing out where it is unsafe to swim.

b. **Safety and natural disaster preparedness** are areas for further development. While this does not necessarily require investment in high cost, major infrastructure, it is essential to ensure the delivery of safe and quality visitor experiences. It is also important to enhance the perception and protect the reputation of the area with the target market segments. There are a number of key actions:

- Identify and communicate a set of safety standards required for nature and adventure-based activities as well as for commercial road and sea transport. These standards should be realistic for the setting and not so onerous that compliance is unlikely, particularly given the lack of capacity or resources for effective enforcement;
- Facilitate access for small-scale operators to funds (via low-cost loans or grants) for the purchase and maintenance of safety equipment. This is particularly important for the operators of sea transport vessels and those leading or guiding treks in challenging landscapes. This could include funds for the purchase of life jackets, communication equipment, emergency fares, first aid kits, a second outboard motor, etc; and
- Ensure that the risks associated with graded tracks and trails (see point 3a above) are communicated effectively to





Hawksbill Turtle © Jürgen Freund/WWF

those who are interested in undertaking the activity (i.e. so they are aware of the need to realistically match their ability to the level required by the challenge).

- c. **Waste management** is a growing problem across the world, particularly the increasing presence of plastics. It is essential that the use (reduced use) and appropriate disposal, including recycling of plastics is given a high priority. Improving the amenity of local towns and villages by reducing waste would enhance the perception of the region as a high-quality nature destination and contribute significantly to the protection of the marine and coastal environment.
- d. A high priority for West New Britain Province is to ensure that the palm oil industry does not impact the local environment any further. This means strict enforcement of the policy **limiting new palm oil plantations to previously disturbed lands and adherence to global sustainability standards for the palm oil industry**. The implementation of this is critical to ensure the perception of the region as a nature based destination is not undermined by and potential poor or damaging practices of the palm oil industry.
- e. Reliable **air links between West New Britain Province and Port Moresby**. Longer-term this may include direct international air access to Hoskins Airport. However, at this stage, improving promotion of WNB (and implicitly Hoskins Airport as the gateway) for leisure travellers by the two domestic airlines is recommended, including through the potential introduction of Air Passes for multiple destinations within PNG. A more sustainable, interim approach to build awareness of WNB as a destination would be to consider air-links between Hoskins and other PNG Provinces, in particular Milne Bay and East New Britain Province.
- f. **Telecommunications infrastructure**, particularly to enable improved internet services that are essential for building awareness of the region's product and experience offer and promotion.
- g. **A network of moorings and upgrade of Kimbe port facilities** would facilitate a number of

signature experiences, including access for small-ship or expedition and live-aboard cruises as well as limiting the impact of diving and snorkelling day trips. It is recommended that the region be assessed to identify the most important points for new moorings. The initial mapping exercise would also link to supporting activities and tours delivered by local communities and enable the growth of local produce and handicraft markets. It is also important that master planning for investment in new port facilities ensures continuing visitor and community access. Further, the network of moorings would require a booking system, similar to the itinerary booking scheme operating in the Galapagos Islands in Ecuador⁸.

- h. **Reliable road access and infrastructure**, including ongoing maintenance. This is particularly important given the impact of high volumes of heavy vehicles utilised by the Palm Oil industry. In addition, car hire is currently prohibitively expensive for the tourism market. This results from a number of factors, including the costs of maintaining vehicles due to the poor conditions of the road network and demand from the palm oil companies. In the longer-term as demand for the destination grows, in particular with the free and independent travel market, new opportunities for supporting guided tours or more affordable car rental are likely to emerge.

4. Strengthening Governance

Ensuring good governance is a critical step towards the effective implementation of the Destination Plan. Governance is not the sole responsibility of Government. It involves many partners, including the tourism industry and relates to a wide range of issues, including genuine community and stakeholder engagement, enforcement of regulations, adoption of quality standards through to transparent and robust business practices and processes. A key benefit of a strong commitment to effective governance is that it underpins more productive partnerships between Government, communities and businesses, providing greater certainty for all stakeholders and a foundation for investment. However, a common pitfall is to over-complicate processes in the name of governance. This should and may be avoided by focusing on the desired outcome rather than the process itself.

A number of specific governance issues have been identified in the region and are outlined below:

⁸ The Galapagos Islands offer an excellent case study with regard to the development of bookable itineraries and access to the Galapagos National Park, which was initially implemented in 2011/12 and subsequently refined. Because of itinerary regulations, travellers to the Galapagos Islands must now choose a 10-14 night cruise if they wish to experience all the unique habitats and species the Galapagos has to offer. Each ship now operates a 14-night/15-day itinerary with no repeated landing sites. For further information see: <https://www.adventuresmithexplorations.com/galapagos-cruise-guide-travel-planning-expert-advice>

a. Establishment of a **coordinating body or Tourism Bureau** (as recommended in the WNB-TDP). It is critical that this initiative involves industry stakeholders and community representatives, who will bring tourism expertise as well as represent the views and ambitions of the local community. In establishing this coordinating body, it is important to commit to regular meetings, with transparent records of meetings that can be communicated to the local industry.

b. **Strengthening relationships** between the various levels of government (that is, National and Provincial Governments) and the industry. Underpinning these relationships should be effective and regular communication, including about meetings or various projects being undertaken in West New Britain Province, which can be shared with the local industry. The Tourism Bureau (see above) can become an important channel for the PNG TPA and the WNB Provincial Government (in particular, the Advisor for Culture and Tourism) to engage more effectively with the local tourism industry. Another area for greater collaboration is the provision and coordination of tourism and business training opportunities throughout the region. This should support greater business capacity and governance as well as experience development and commercialisation.

c. **Protection of heritage assets**, including World War II relics. There is a need to ensure that there is continued protection of the history and heritage assets of the region. This requires a regulatory approach, including enforcement of the PNG War Surplus Materials Act as well as an awareness campaign to involve local business and communities in helping to protect these important artefacts. Involving heritage experts and local communities in recording an inventory of heritage assets is an important first step, as well as developing an agreement between the Government and the local community to record, monitor, maintain and protect the assets located within the community’s area.

d. **Sustainability of marine protected areas** (MPAs), including locally-managed marine protected areas (LMMAs), requires a long-term commitment from the local community, non-government organisations and Government. In many cases, initial efforts to create MPAs are weakened over time due to funding limitations

or over-reliance on un-funded support from local communities. It is particularly important that the awareness, support and expectations of the local community with regard to the establishment and ongoing management of MPAs are managed.

A key consideration in establishing MPAs is to ensure appropriate governance structures and sustainable financing mechanisms are identified at the outset. For example, an opportunity arising from this project is to identify a funding stream from sustainable tourism enterprises operating within and around MPAs to contribute towards conservation. This should be formalised through an agreement with the local community to enable resources for critical conservation activities. A benefit of this approach is that it provides content for tourism businesses to share with their visitors or potentially involve them in the conservation efforts more directly through seeking further contributions or participating in volunteer conservation activities or citizen-science-style monitoring activities.

e. Governance also extends to ensuring **robust and transparent planning for the development of new experiences or visitor facilities and infrastructure**. This includes undertaking feasibility analysis, risk assessments (for example, visitor safety) and master-planning to mitigate the risks associated with investment in visitor-related infrastructure. An important consideration is to ensure that planning for visitor facilities and infrastructure adopts a customer-centric approach. Inappropriate investment results in infrastructure or facilities that are either under-utilised or abandoned due to low demand, insufficient revenue to cover operating costs and/or poor return on investment.

In undertaking the feasibility analysis, it is critical that the timing of the expected return on investment is understood. Building awareness of tourism products and experiences in the international market can take a number of years, which means that revenue in the first several years of operation is often insufficient to cover costs, especially when accounting for marketing and promotion. For example, simply building a new eco-lodge does not mean it will be filled with guests immediately and therefore there needs to be careful consideration given to how the operations and marketing will be funded until demand has grown to a break-even or better level. Another consideration is how to stage a project

to better match the scale of operation with lower demand in the early years of operation and expand as demand grows.

f. Ensuring proper governance structures and processes are addressed in the **development of any collaborative booking site**. This includes responsibilities for all parties involved and requires clear and timely communication. For example, appropriate product delivery from the supplier (that is, ensuring that accommodation booked is available and of an expected standard); and the timely payment of revenue to local operators from the website administrator. A critical success factor is to ensure that standard agreements are put in place for each listing, clearly outlining the costs, commission structure, timeframes for delivery of information or remittance of revenue and responsibilities of suppliers.

g. **Investment and land tenure**. As noted above, it is critical that any investment in the region is underpinned by an agreement with resource owners on access and a benefits-sharing model. This agreement will need to be developed in the context of the local land laws and ownership model, including providing clarity on who has the right to act on behalf of the community in any such agreement negotiations. By ensuring this is addressed at the outset, the risk of challenges to access and disagreements over benefit sharing are mitigated (although not eliminated). Where existing access agreements are already in place, it is essential that all parties to the agreement are engaged in any proposed or potential changes to the access arrangements as this could undermine the existing benefits sharing model.

h. An important step towards improved governance in tourism in West New Britain Province would be to develop an action plan and timeframe to implement the **WNB Tourism Development Plan 2016 - 2020**. In particular, to prioritise infrastructure improvements and new experience development and capacity building opportunities, as captured by the Tourism Development Strategies outlined in the Plan (refer to section on National and Provincial Government’s Planning Framework above). **A key priority would be to integrate recommendations from this Destination Plan into the TDP Action Plan.**

i. **Volunteer programs** can be challenging to

establish, manage and resource for a number of reasons, including the sustainability of volunteer-provided services, visa or permit requirements, identification of appropriate volunteer activities, objectives or roles, volunteer safety and well-being and both attracting and managing people with the right expertise, skills and attitude to contribute in a meaningful way to the host organisation. Other considerations include the tenure of the volunteer program and the availability of resources, including people to manage volunteers. However, there are also benefits that derive from volunteering, including the cost-effective contribution of needed skills and experience. From a tourism perspective, short-term volunteer programs (voluntourism) can attract a new audience, assist in building destination awareness and provide a critical mass of volunteers to deliver project outcomes or outputs more efficiently.

Governance is critical to the success of any volunteer program, including establishing clear objectives, identifying desired outcomes and undertaking robust planning and management. There are a range of credible organisations that directly manage or can provide assistance with the management of volunteer programs – given the complexity of volunteer recruitment, management and resourcing, it may be important to consider utilising these organisations where either the resources or capacity within the host organisation is insufficient to dedicate to ongoing volunteer management. A short case study on Blue Ventures, which has undertaken successful voluntourism programs in multiple developing countries is provided in **Appendix C**.

5. Longer-term/ Other Opportunities

During the consultation period for this Destination Plan, a number of possible opportunities were highlighted that, whilst not included in detail in this document, are worth capturing here for further consideration in future tourism planning.

a. **The current plan to complete a road between East and New Britain**. This was outlined as a priority by the West New Britain Provincial Administration and certain stages of this key piece of infrastructure have already been completed. This clearly has potential implications for Tourism in the West New Britain area – not least the potential for increased collaboration between the WNB and ENB Tourism Offices to explore potential product offerings that include both West and East New Britain. This road is also

likely to make access to some of the potential tourism sites easier to open up.

b. **Expedition Ships and Live-aboard Boats.** The potential for this particular type of boat-based tourism has been mentioned in a number of places in this plan, but, given the potential pressure for increased cruise shipping to be included in long-term tourism planning for WNB, it is worth re-enforcing that, whilst there is a clear opportunity for growing the number of Expedition Ships and Live-aboards operating in the area, the risks from cruise shipping to negatively impact both community values and the economic potential of Nature-based Tourism is significant. It is for this reason that expanding cruise shipping in WNB is not recommended.

c. **The potential for the Nakanai Caves and the surrounding karst areas to achieve World Heritage status.** Whilst this region of outstanding natural beauty and cultural importance is predominantly located within East New Britain, it is of sufficient potential attraction as a tourist site and located close enough to Kimbe Bay to remain as an area of consideration when developing the future tourism offering for Nature and Adventure-based Tourism. At the very least it should feature in future tourism promotion materials to reinforce the unique nature of Kimbe Bay and the rest of New Britain as a unique and vibrant place for Nature-based Tourism.

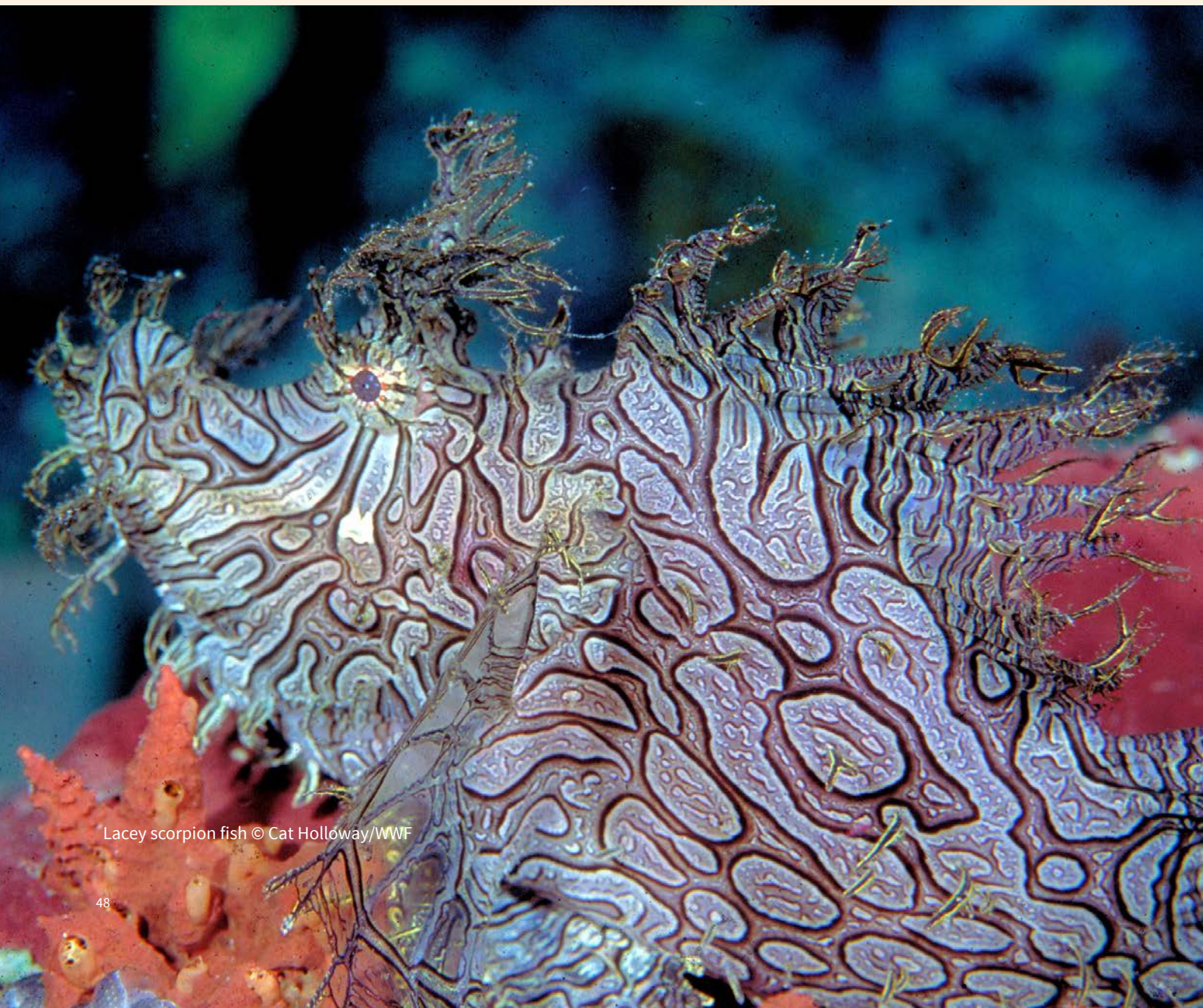
CAPACITY INITIATIVES

CORE CAPABILITIES & CAPACITY INITIATIVES:

1. Clear commitment to the protection of the one of the world's most unique ecosystems and areas of high conservation value
2. Deep understanding of the importance of the environment to community well-being and livelihoods
3. Practical and shared understanding of sustainable tourism and its implications across all aspects of the supply-chain, from building design and location, local produce, water and energy consumption, transport options, etc

1. Conservation of the marine and coastal environment

- Clean-Up program – leverage and promote the Clean Up campaign⁹, focusing on the establishment of a pristine environment for the region and involving the community in initiatives to raise awareness of the importance of a clean environment and impact of waste.
 - Prepare a wildlife calendar, highlighting key wildlife events, such as wildlife migration or breeding events. In particular, feature endemic or regional species. This is important information to provide depth to visitor information, marketing content as well as encourage low or shoulder season visitation to observe natural events that may not necessarily align with peak season travel periods.
 - A key challenge for WNB and PNG more generally is that of hunting of wildlife and unsustainable fishing (eg over fishing or commercial catch that includes small/immature fish). The sustainability of fish populations is critical for food security and ecosystem health while also contributing to the beauty of the marine environment, which makes it more attractive for sustainable tourism. Likewise, the capture and sale of iconic species such as turtle, threatens local populations and undermines the perception of the region's commitment to conservation. This issue needs to be addressed urgently through a mix of regulation, enforcement and education/awareness.
- Connected with the above is the issue of the introduction of Tilapia to the Kimbe Bay Region. This highly invasive fish species clearly has the potential to decimate local fish populations, which, from a Tourism perspective, will both dramatically reduce the potential for game-fishing to be a viable tourist offering and also reduce the attraction of the area overall to Nature and Adventure-based Tourism. Whilst it is possible that Tilapia are already too well-established to be eradicated, this issue needs to be reviewed as a matter of urgency to minimise the impact reduced local fish species will have on Tourism growth.
 - Work with communities to identify, declare and maintain additional Marine Protected Areas (LMMAs) and Protected Natural Areas (eg WMAs) – the Tourism Development Plan for West New Britain emphasises the importance of protecting the natural environment and local culture as the main assets attractive to the target tourism markets. This action should leverage the already existing network of communities involved in community-based conservation activities through the LMMAs and WMAs. Furthermore, it could link to the UNDP conservation project currently underway, which is specifically focusing on areas such as the Talasea Peninsula. Refer to the Governance section above regarding critical success factors for establishing and maintaining LMMAs.
 - International standards exist for vessel and human interactions with marine wildlife. In a destination that aspires to be seen as enhancing conservation and best practice sustainable tourism it is critical that these standards are recognised and adhered to by all operators. Develop and adopt a Coral Triangle Marine Tourism Quality Assurance Standard that aims to ensure visitor satisfaction, environmental and indigenous cultural heritage protection, reef resilience and tourism sustainability. Encourage operators to adopt these standards and recognise operators that provide outstanding service and stewardship (see further detail below at point 3c).
 - The sustainability and impact of new developments – the impact of new developments is a potential challenge for the region. This includes waste and wastewater management, erosion and visual amenity, among other things. It is critical that land use planning for the Province consider carefully controlling development where it would have the greatest



Lacey scorpion fish © Cat Holloway/WWF

⁹ The WNB TDP includes policies to protect the natural environment and motivate local people to be more aware and care for the local landscape and wildlife. The Division of Forestry, Climate Change and Environment advised that they conduct an annual local Clean Up campaign but that this could be enhanced and better promoted across the Province.

impact on the marine environment, including the impact of Palm Oil plantations.

- Management of invasive species (biosecurity) – another issue that is faced by the Coral Triangle region is the impact of invasive species. For example, the introduction of non-native fish such as Tilapia can have a significant impact on local/endemic fish populations as identified in the 4th bullet point above. It is critical that the Government of PNG commit to regulation and strict enforcement relating to invasive species.
- Commitment to implementing *Pack for a Purpose* program or partner with organisations such as *Blue Ventures*, a science-led marine conservation volunteering program. This would require development of a formal agreement with these organisations and potentially the identification of a local hub for operations, for example in collaboration with Mahonia Na Dari.

2. Community and tourism industry development

- Continue to build awareness of the marine environment and conservation with local communities through initiatives such as the Marine Environment Education Program (MEEP) run by Mahonia Na Dari. This program was recognised as best practice by the CTI-CFF at the Senior Officials Meeting (SOM 12) in Port Moresby in November 2016. It is recommended that delivery of this program is expanded across the entire WNB Province.
- Business support and training – develop a five-year mentoring project, which connects local businesses to the right resources, skills and expertise throughout the business establishment and management phases. The importance of this scheme is to distinguish itself from being just a training program and instead provide a longer-term relationship that encourages and fosters success for small-scale enterprises.
- Business and workplace training for tourism operators, which could also involve potential international workplace exchanges.
- Access to finance, in particular micro-financing schemes, which has been outlined above.
- Supporting product distribution though a centralised on-line reservations system, including on-line development by tourism operators

through targeted training. This should segment between various markets, i.e. tailor the offer through itineraries and product packaging and bundling to match the key market segments’ motivations and expectations. It is critical that any attempt to establish a centralised system is done so with appropriate levels of governance to ensure the credibility and reliability of the system. Refer to the Governance section above.

- Ensuring the optimal visitor experience does not mean delivering on ‘western standards.’ People are coming here for something different. However, it is important that visitors are aware of what they can expect, and that visitor safety and conservation standards are assured. As a minimum, the following basic standards need to be determined and applied:
 - i. Customer service - Customer service charter for local businesses that identifies:
 - what tourists can expect in terms of customer service (eg welcome, reliable service, safety, opportunity to learn about and engage with the local culture)
 - what communities may expect from tourists (eg respect for culture and religious protocols, etc)
 - ii. Risk management - A risk management/ visitor safety plan for activity and transport businesses that includes requirements for:
 - Current first aid qualification by all guides
 - Carrying first aid kits
 - Adequate numbers of serviceable life jackets on all vessels
 - A minimum guide to client ratio relevant to the activity risks
 - Appropriate training/expertise/ certification of vessel operators and crew
 - Vessel safety standards and operating procedures for inshore and offshore vessel services and operations

3. Strengthening sustainable tourism

- Strengthen the supply of local produce, for example implementing a farm/sea to table program. As part of this initiative work with local communities to develop a local cookbook, utilising local produce. This should be promoted by local cooks and chefs, who could be invited

to contribute a ‘signature dish’ to the cookbook. In addition, cooking demonstrations could be hosted for the local community to increase engagement in the use and values of sustainable local produce.

- Develop and implement basic sustainability principles and guidelines for building, maintaining and managing eco-lodges. Provide a grants scheme to provide assistance for local operators to acquire and use and source sustainable building materials and/or implement sustainability design features. This is particularly important in relation to waste water and sewage systems.
- Develop sustainability criteria for tourism products, for example:
 - i. Limits on game and river fishing, including both numbers and size of fish caught and/or potentially promoting catch and release;
 - ii. Guidelines for wildlife interaction such as approach distances; and
 - iii. Capacity limits such as guide to client ratios or number of visitors to particular sites at any one time.
- Accreditation and standards – Voluntary minimum standards for guesthouse or eco-lodge style accommodation could evolve and also support a system of classification and grading covering all accommodation styles. Implementation should be staged to facilitate compliance and be matched by a small grants scheme to provide access to essential capital investment in the most appropriate infrastructure or supply of equipment.

4. Strengthening the links between West New Britain Tourism Structures and both PNG’s TPA and East New Britain’s Tourism Structures

- Following the completion of the TPA’s new Tourism Masterplan 2018–22 later in 2017, a clear opportunity exists for a stronger and more formal relationship between the WNB Provincial Administration and PNG’s TPA. Initially, this could involve assistance from the TPA to help WNB integrate their existing plans with both the overall PNG Tourism plan and the Coral Triangle Nature–

based Tourism plan for Kimbe Bay and Surrounds. Longer-term it seems there may also be an appetite within the TPA for a more formal support structure – including a potential MOU on Tourism Development between WNB and the TPA.

- Following the completion of the road between WNB and ENB, there is also likely to be an opportunity to improve knowledge and skills sharing between the two provinces to help grow tourism right across the island of New Britain.

DRIVING DEMAND – MARKETING

Over recent years, PNG has seen a modest increase in the number of international travellers. This increase in total international arrivals has largely been driven by arrivals from China, which has offset arrivals from key source markets of Australia and New Zealand. However, there is limited data available on visitor arrivals¹⁰, particularly when looking at visitor data at a local level. It is important to recognize that arrivals from China are not contributing to tourism as they are largely business arrivals.

It is imperative that greater efforts are made to market PNG. A critical point is to ensure it doesn’t attempt to compete with other Pacific destinations, such as Fiji, which are well renowned as family holiday destinations. The Tourism Master Plan recognises that PNG’s competitive advantage or point of difference is its nature and adventure-based offering. This aligns with the identified target market for the *Coral Triangle Sustainable Nature-based Tourism Project*. As a result, the Kimbe Bay and surrounds region, offers an outstanding opportunity to enhance the

national tourism brand positioning by offering visitor experiences that safely and reliably deliver on the ‘adventurous’ perception of PNG.

This approach would also leverage the image of PNG within the travel industry. For example, PNG was listed in the top 21 destinations to visit in 2017 by National Geographic¹¹, which specifically identified Walindi Plantation Resort and Kimbe Bay. It is stories such as these that will contribute to positively positioning and building awareness of WNB in the target market.

As noted in the background to the Destination Plan (refer **Appendix A**), significant analysis has been undertaken with regard to the growing opportunity for sustainable tourism in the Coral Triangle. The analysis included a forecast of the opportunity to 2035 for the Coral Triangle overall as well as specifically for PNG, as follows:

REGION/ SCALE	Estimate Value in 2015			Forecast to 2035*		
	Total Tourism Market (US\$)	Nature-based & Adventure Tourism		Total Tourism Market (US\$)	Nature-based & Adventure Tourism	
		20% Share (US\$)	25% Share (US\$)		35% Share (US\$)	45% Share (US\$)
Coral Triangle (CTI-CCF Countries)	US\$ 98.7 billion	US\$ 19.7 billion	US\$ 24.7billion	US\$ 454.3 billion	US\$ 159 billion	US\$ 204.4 billion
Papua New Guinea	US\$ 496 million	US\$ 99.2 million	US\$ 124 million	US\$ 2.1 billion	US\$ 0.75 billion	US\$ 0.95 billion

As outlined above, the Nature and Adventure Traveller market for PNG in 2035 is forecast to be worth between \$0.75 billion to \$0.95 billion annually, an increase of over 650% on 2015. However, this growth forecast requires significant effort to:

- Raise awareness of the destination in the target and source markets;
- Facilitate conversion of awareness and intent to travel into actual bookings; and
- Provide and deliver visitor experiences that meet or exceed the expectations of the market.

In order to fulfil the potential contribution of WNB to the national forecast, there are a number of models that need to be considered for marketing. The models are outlined in **Appendix D** and have informed the high priority actions recommended below.

As noted above and in **Appendix A**, collaboration through the Coral Triangle is likely to provide significant benefits to participating destinations. This is a result of leveraging regional resources rather than trying to compete independently. However, it remains critical that PNG continue to promote itself as a nature and adventure-based destination, in line with its national tourism brand and marketing activities.

The high priority actions below are divided between those that involve collaboration under the auspices of the Coral Triangle and those that relate specifically to PNG or WNB region.

¹⁰ For further information see: <http://www.tpa.papuanewguinea.travel/tourism-statistics-reports>
¹¹ See: <http://www.nationalgeographic.com/travel/features/best-trips-2017/#top>



Guardians of the Sea_2 © Jürgen Freund/WWF

High priority actions

1. Regional collaboration through the Coral Triangle

a. Development of a **regional nature-based tourism brand for the Coral Triangle** – each Destination Plan includes a positioning that identifies each site’s unique difference. To build on the tourism aspect of the Coral Triangle (CT), it is recommended to develop a nature-based tourism brand for the Coral Tringle that each member country can leverage to promote the best of the best sustainable marine and coastal experience within each country. While nature based tourism is the fastest growing market within the tourism sector there are many other destinations including others similar to the CT that leverage nature as their point of difference.

Developing a clear and focused positioning and identifying the emotional territory for the CT is not just dependent on its attributes but it is also about creating an emotional reason for the target market to purchase a holiday to one of the sites within the CT region. The purpose of repositioning the CT is to also underpin and support the key themes and signatures experiences that have been developed as part of the Destination Plan.

Through the positioning and brand development the persona or brand archetype, which impacts the tone and manner of how a destination speaks about itself through all its channels to market, would be identified. This will also underpin and influence on-going development of marketing content and provide a framework to ensure that user generated content (UGC) reinforces the CT positioning. This does not mean that the CT needs to develop a new logo but it could underpin the development of a new tagline (if one is required) and to provide a replacement for the reference to the ‘Amazon of the Ocean’ on TheCoralTriangle.com website (to move it away from a comparison strategy).

b. Collaboration for **attendance at international tourism trade shows** – there is a significant opportunity for the six countries of the Coral Triangle to coordinate efforts to attend international tourism trade shows to present the most outstanding sustainable nature and adventure destinations across the region. This would assist to raise the profile and awareness

of the Coral Triangle sustainable tourism destinations with wholesalers and distributors while also enabling the sharing of costs and resources. That is, rather than each site within the project attending the trade show, they could share a Coral Triangle exhibition, featuring the individual destinations within the region. This is particularly important for special interest trade shows, such as diving and birdwatching trade shows. This would require the development of appropriate Coral Triangle collateral, recognising the individual products or operators by country. For example, across the three current sites within the project there are a number of dive operators, including Walindi Resort (PNG); Dive Munda and Dive Gizo (Solomon Islands); and Dive Timor Lorasae, Compass Charters, Ataúro Dive Resort and Aquatica Dive Resort (Timor Leste), all of which could contribute great content to raise awareness of the outstanding diving opportunities across the Coral Triangle and help to create the ultimate ‘bucket list’ for diving enthusiasts.

- c. Strengthen the **profile and user experience (UX) of the Coral Triangle consumer-facing website**, <http://thecoraltriangle.com/> - There are a range of actions required to enhance this website to increase awareness of the sustainable tourism destinations of the Coral Triangle region and convert interest into bookings. For example:
- i. Profiling each site specifically, including consumer-friendly and inspiring content on the visitor experience offering and why the site is part of the Coral Triangle Sustainable Nature-based Tourism Project, such as the outstanding marine and coastal values
 - ii. Integrating or implementing a booking system for operators (accommodation, tours, activities and transport) within each site, which could be implemented in stages commencing with providing referrals to existing sites
 - iii. Review and identify a budget for search engine optimisation and opportunities for search engine marketing and digital advertising as well as improving links to key websites within each destination/site.

2. Specific marketing and communication actions relating to PNG – West New Britain

Currently, West New Britain is poorly promoted, with the TPA profiling the region in a single page beginning with: *‘In contrast to the popular tourist destination of East New Britain, West New Britain is virtually untouched, unexplored and unknown.’*¹²

The WNB-TDP, identifies an objective to develop a destination brand, image and tag-line for the province. This action is supported and it is recommended that the first step in marketing the WNB tourism offer is to **undertake a destination branding project**. Importantly, the brand should be underpinned by the values and ambition of the province to be known as an outstanding sustainable, nature and adventure based tourism destination, which is consistent with and should leverage the positioning identified in this Destination Plan. The brand image should only be developed following the creation of the destination brand strategy, which would then inform creative execution.

Once completed, the development of a **three to five-year marketing plan for WNB** should be undertaken as a high priority. There are a number of key areas to address in the marketing plan, which are outlined below. Some of these actions should be commenced immediately as they will assist in promoting the region while the destination brand and marketing plan are prepared. In particular, content can be provided to TPA to strengthen the WNB presence on the PNG Government’s tourism website.

High priority actions for marketing and promotion of WNB:

- a. Development of a **website to promote WNB**. This is a high priority and can be implemented in stages, with the initial site providing content on the region and profiling existing operators. Content from The Coral Triangle consumer-facing website (www.thecoraltriangle.com) can be utilised to provide stories on the region. Ultimately, the website should be enhanced in stages to incorporate booking referrals or an e-commerce function for direct bookings as well as links to social media (particularly to include Facebook, Instagram and YouTube) and integrate recent news. The site should be linked directly to the WNB page within the TPA website (<http://www.papuanewguinea.travel/westernnewbritain>). This action is outlined in further detail in the ‘action table’ below.

b. **Content marketing** - Develop content to be used across all paid, owned and earned media channels, including provision of content for partner platforms (see point 2d below). Content consists of images, video and copy. Content marketing is reliant on good quality content that is relevant to the target market. That is, images, short videos, blogs and stories that are regularly updated. Content marketing is becoming more important as the travel market moves away from utilising traditional media and is more focused on digital marketing. This change in marketing is very relevant to niche markets. Note that there is already significant content available through the Coral Triangle consumer-facing website, <http://thecoraltriangle.com/>. A table is outlined below that sets out key activities by channel, in line with the Paid, Owned and Earned Model (refer **Appendix D** for general information on the Paid, Owned and Earned Model).

c. **Itinerary development, packaging and bundling** – Identify opportunities for packaging and bundling of experiences with accommodation, transport and tours (etc), building in a commission structure to ensure all businesses in the supply chain are paid and share in the benefits. This would enable the development of itineraries with multiple points of interest and stays, which can assist with conversion of interest into bookings. Currently, there are no itineraries for the region – notwithstanding the small number of commercial itineraries provided by specific operators such as Walindi Plantation resort and Liamo Reef Resort. This information should be enhanced by the development of maps (especially interactive maps) as well as inspirational content on the highlights, activities and options that could be incorporated into the itinerary.

d. **Partnerships for promotion** – There is a clear need to adopt a more strategic approach to developing and strengthening partnerships to improve promotion of the region. For example, promotional partnerships could be developed with TPA, Village Huts¹³, Air Niugini and PNG Air, to improve marketing of the WNB tourism offer. An important consideration is the development and placement of quality content (see point 2b above) and itineraries (see point 2c above). This would include partnerships with sea transport operators and accommodation and tour/activity providers based on the itineraries identified above. There should be a partnership formed with existing operators in WNB to share resources and enhance marketing through placement of content and improved search engine optimisation (SEO).

¹² See: <http://www.papuanewguinea.travel/westernnewbritain>

¹³ A local adventure and backpacker tourism operator launched a new accommodation and tour booking website, www.villagehuts.com on the 22nd March 2016, supported by Australia. The new website is expected to boost tourist numbers to existing visitor destinations, open up new and unexplored tourist destinations and increase incomes for villages and communities located in tourist operator sites.

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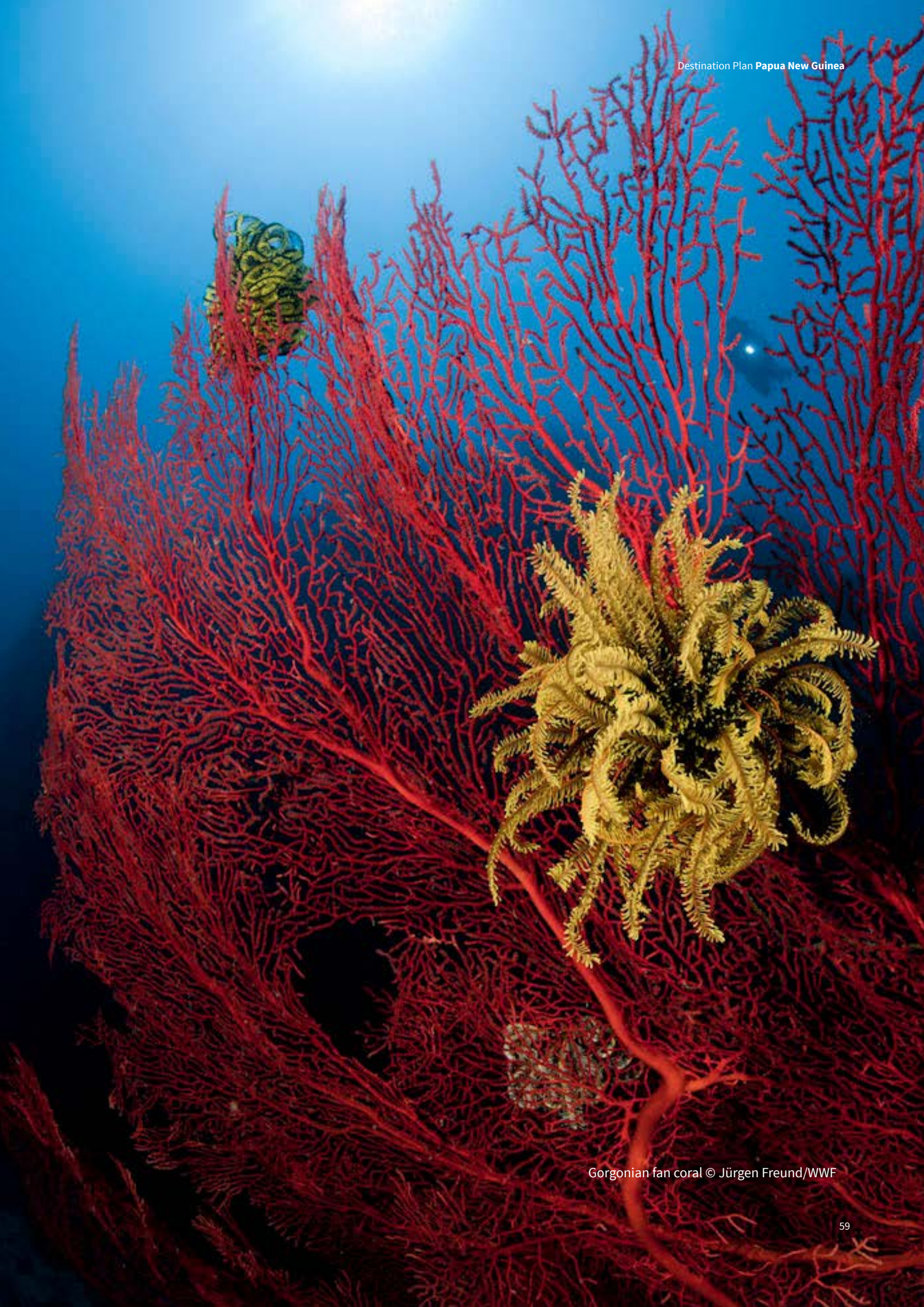
Paid, Owned and Earned Channels – action table

The following table identifies a number of immediate and high priority actions to assist in driving demand. However, the development of a marketing plan for the WNB region would consider these and other actions in more detail.

CHANNEL	ACTION	RESPONSIBILITY
OWNED	<p>Develop a content calendar including:</p> <ul style="list-style-type: none">Nature-based events, such as wildlife experiencesExisting Experiences – for experiences that already exist, including local heroes (guides, local identities, etc), special interest themes (bird-watching, diving, WWII heritage, etc), local events or cultural activities (festivals, markets, etc)New Experiences – identify content for all new experiences – this may include building content as the experience is developed to help create excitement and provide a different angle for public relation <p>High quality content is essential to assist in driving stronger engagement through social media channels as well as providing greater depth to the content for the website and newsletters. The content needs to be relevant and relate to the target market motivation for travel. Therefore, the primary message should be visitor-experience focused to inspire the target market to visit while the secondary message is a conservation or nature-based message, ie why these sites have been chosen and are so special (they have unique conservation values). Content, including copy, images and short videos, should be developed for use across multiple platforms.</p> <p>Website development - A consumer-facing tourism website should be developed as a high priority. It needs to be mobile-responsive, inspire engagement through the use of outstanding images and short videos, contain high-quality content, including itineraries and improved geographical context as well as linking with social media and other websites (such as the TPA website, villagehuts.com (see Footnote 14) and the Coral Triangle consumer-facing website - http://thecoraltriangle.com/). Specifically consider:</p>	WNB/Tourism Bureau in collaboration with operators, conservation NGOs, etc

CHANNEL	ACTION	RESPONSIBILITY
OWNED	<ul style="list-style-type: none">Contract a digital agency to undertake development of the website and test the user experience (UX) across the website and all ‘owned’ digital assets and develop a roadmap and budget to bring the UX up to best practice design and functionality for destination websites and social media assets, including Instagram and YouTube. This will assist in driving traffic to the website, which will in turn provide a greater opportunity to convert more people to purchase a holiday. This is a critical asset to support the other marketing activities such as attendance at tourism trade and consumer shows.Search Engine Optimisation (SEO) – As part of the website development, consider SEO. It is vitally important that the fundamentals are in place to capture and drive the maximum amount of traffic to the website. Develop an SEO strategy that involves partnerships with local operators, retailers and airlines. It is worth noting that currently, many of the existing small-scale accommodation providers can’t be found through a Google search.Create a database and providing a regular (eg seasonal/ quarterly) e-newsletter for those who sign up for updates – this should leverage the content calendar.	<p>WNB/Tourism Bureau in collaboration with TPA and operators</p> <p>Note: It is recommended that this task involve contracting a professional digital agency given the complexity and challenges associated with delivering a high-quality website and digital platform.</p>

CHANNEL	ACTION	RESPONSIBILITY
PAID	<p>As part of the marketing plan, identify a budget for search engine marketing (SEM) (eg placement of AdWords, which should be linked to SEO review) and digital advertising.</p> <p>As noted above, attendance at trade and consumer shows is vital. Some operators are already attending these shows, such as Walindi Plantation Resort. However, a combined Coral Triangle presence would enhance awareness of the Coral Triangle sustainable tourism destinations (as noted above).</p>	<p>WNB/Tourism Bureau</p> <p>WNB/Tourism Bureau in collaboration with TPA and operators</p>
EARNED	<p>Facilitate public relations through international travel famils, including with special interest media (diving, bird watching, etc). However, strengthen the promotion of WNB region by utilising the positioning and itineraries. In addition, leverage articles such as the National Geographic top 21 destinations to visit in 2017 (see Footnote 12 above) by sharing or linking them to your owned assets, such as the website or social media platforms.</p>	<p>WNB/Tourism Bureau in collaboration with TPA and operators</p>



Gorgonian fan coral © Jürgen Freund/WWF

APPENDICES

APPENDIX A

BACKGROUND ON THE CORAL TRIANGLE SUSTAINABLE NATURE-BASED TOURISM PROJECT

Developing and Promoting Sustainable Nature-Based Tourism in the Coral Triangle is an initiative being implemented by WWF through funding from the Australian Government. The initiative's goal is to assist the six countries of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) to develop and/or accelerate a long-term approach to more sustainable nature-based tourism in the Coral Triangle.

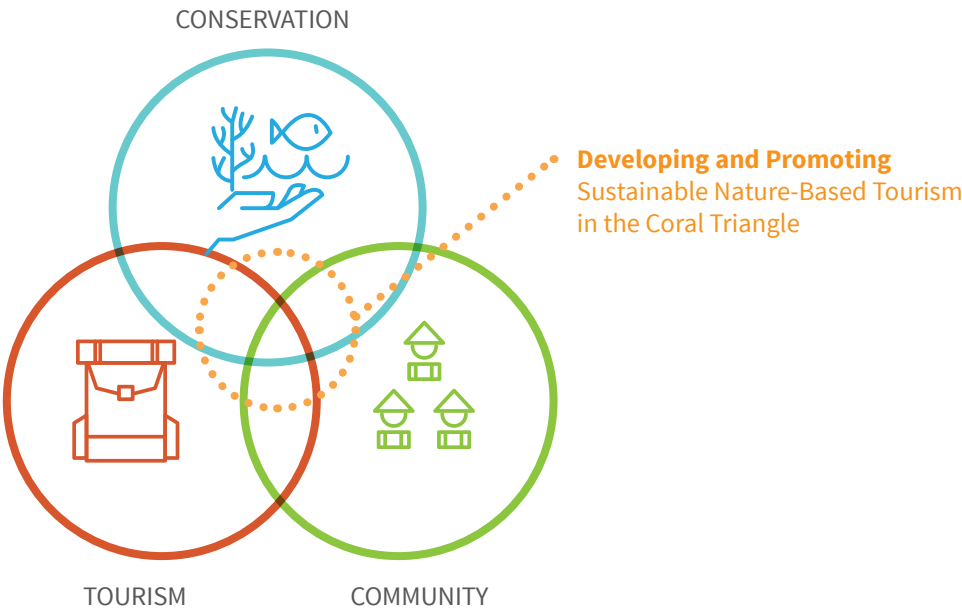
The long-term vision that guides the initiative is:

The Coral Triangle region is a renowned sustainable tourism destination with economic benefits flowing to communities, governments and private enterprise, providing a strong incentive to protect and sustain the region's natural environment.

The aims of the project are to:

- Promote world class, high quality visitor experiences;
- Increase the value of tourism to local, regional and national economies;
- Enhance the role of marine protected areas in local communities and supporting sustainable livelihoods;
- Build support for protecting our natural and cultural assets, in particular the marine and coastal resources of the Coral Triangle.

The project aims to build a partnership between conservation, tourism and the community, as represented in the following diagram:



Overview of the project and key stages

In summary, the objectives of this project are to:

- Provide a framework for developing and marketing a regional nature and marine-based sustainable tourism brand for the Coral Triangle;
- Conduct business planning for distinctive positioning and signature experiences to support destination management planning at three selected areas, one in each of Timor-Leste, Papua New Guinea and the Solomon Islands;
- Work with WWF and stakeholders to prepare an investment prospectus as well as identify and engage with potential investors; and
- Prepare a communication strategy to promote the initiative and brand with key stakeholders, communities and businesses.

In late 2015, a baseline analysis of the current state of tourism in the Coral Triangle was prepared by Richard Plumpton of 2iis Consulting, which outlined a roadmap for the future development of nature-based tourism as a socio-economic development pathway for the region. The baseline analysis included, among other things:

- Global trends in tourism and nature-based tourism;
- Tourism as a driver of socio-economic progress;
- Coastal and marine tourism;
- Risks relevant to tourism development; and
- Assessment of tourism models and the potential for nature tourism brands.

The baseline analysis informed the next stages in the project, including the positioning of each site, destination development planning and communication initiatives such as the investment prospectus. The base-line analysis may be accessed at: http://www.panda.org/what_we_do/where_we_work/coraltriangle/publications/?260690/Developing-and-Promoting-Sustainable-Nature-based-Tourism-in-the-Coral-Triangle

This document provides the positioning for the site selected in Papua New Guinea as well as the site's recommended destination plan.

Vision for the Coral Triangle sustainable destinations

A sustainable and low-impact tourism industry flourishes and supports vibrant communities, strengthens local economies and contributes to the conservation of the outstanding marine and coastal environment of the Coral Triangle.

Selecting sites for inclusion in the project

The sites selected for inclusion in the project meet the following high-level criteria:

- i. High-value and well-preserved marine and coastal resources conserved under a community-managed and/or Government-gazetted Marine Protected Area (MPA) or network of protected areas (this may also include wildlife management areas);
- ii. Engaged community with an interest in supporting or participating in low-impact, sustainable tourism;
- iii. High-level support from local, regional and national Government, including support from environment, tourism and economic development agencies;

- iv. Accessibility for visitors, particularly through regular and reliable transport services (air, road or sea) linked to the national capital and/or other regional destinations.

Themes and context for destination development

In consultation with the community and stakeholders involved in the first three sites, the following experience themes have been identified for destination development and planning. It is worth noting that in each site one of the themes may offer a stronger visitor proposition. The three themes are:

- 1. Conservation through Stewardship
- 2. Experience Village Life
- 3. Adventure into the Coral Triangle

Underpinning these themes is a commitment to the conservation and protection of the marine and coastal resources of the destination; an appreciation of the importance of marine and coastal resources to community well-being and livelihoods; and a practical understanding of sustainability.



Guiding principles

The project has also developed a number of guiding principles, designed to ensure that destination planning and tourism activities are appropriate for the site. The guiding principles enable resilience and protect the point of difference for those sites within the Coral Triangle Sustainable Nature-based Tourism Project and have been endorsed by the communities and stakeholders involved in the project:

- **Conservation** of natural and cultural values is paramount to the long-term sustainability of the region for its community and visitors;
- The **visitor experience** will be grounded in the culture and nature of the site;
- Planned growth in tourism will be respectful of **local culture**;
- **Community benefits** will be achieved through the delivery of tourism opportunities;
- **Protection of marine and coastal resources** will be improved through building awareness with the local community and tourists/visitors;

- The **site's character** will be retained through effective design, planning and management of infrastructure; and
- **Development of new visitor experiences and infrastructure** should be informed by an understanding of the needs and expectation of the target market (visitor-centric approach) and involve robust and consultative master planning and feasibility analysis to ensure the sustainability of the initiative.

Key elements of a Destination Plan

- A Destination Plan is a framework for developing sustainable experiences for visitors. It identifies:
- The shared vision of the community and industry for tourism;
 - How the site should be positioned in the eyes of visitors to achieve this vision;
 - The signature experiences that can be used to support the positioning and attract visitors to the site; and
 - Enablers to address challenges, gaps, opportunities and barriers.



This Destination Plan has been developed within the context of the overall framework for the project, outlined in the diagram opposite.

Key considerations of the Coral Triangle Sustainable Nature-based Tourism Project

There are six key considerations with regard to the overall project. These principles help to shape the recommendations relating to each site and provide a guide to destinations considering being a part of the project.

1. The initiative should complement the existing national tourism brand, plan and strategies in each of the six CTI-CFF countries. As a result, the project aims to leverage and ensure linkages between the national tourism plan or strategies and site-specific sustainable destination planning and management.

2. The project is focused on low-impact, sustainable tourism in areas of high-value marine and coastal resources. It is not intended to include or represent all marine or coastal destinations across the Coral Triangle. Essentially, it seeks to identify and enable sustainable, nature-based tourism in the most well preserved and protected marine and coastal sites within the Coral Triangle.

3. There are significant benefits from the six countries collaborating through this initiative to raise awareness of the Coral Triangle marine and coastal destinations of high conservation value and achieve greater cut-through in a crowded tourism market. This is even more important when comparing the Coral Triangle with other marine and coastal destinations globally.

4. The target market is a niche, high yield market. Visitation to these sites is expected to be lower in terms of numbers but deliver higher economic returns per visitor. Furthermore, this market is more likely to spend more money on activities, experiences and unique or boutique accommodation. This initiative is not intended to include mass tourism destinations.

5. A key objective is to ensure that the initiative is sustainable. This requires a governance framework that is manageable within the context of human and financial resources available under the auspices of the CTI-CFF.

6. In order to ensure the sustainability of the project, it is critical that investment opportunities identified through the destination planning process are captured within an investment prospectus and presented to both potential development partners as well as private sector investors. The investment prospectus will be prepared for both audiences and provided to respective national governments to promote the opportunities at each site.

APPENDIX B

CONSULTATION UNDERTAKEN DURING THE DEVELOPMENT OF THE DESTINATION PLAN

As noted above on page 18, three independent visits to the Papua New Guinea were undertaken to inform the development of this Destination Plan, specifically:

- Preliminary assessment, involving Ms Jackie Thomas of WWF and Dr Lida Pet Soede of Hatfield Consultants in November 2015;
- Primary field visit in September 2016, involving Ms Jackie Thomas of WWF, Mr Carl Solomon of Destination Marketing Store and Mr Richard Plumpton of 2iis Consulting (who was representing TRC Tourism);
- Secondary field visit in November 2016, involving Mr Carl Solomon of Destination Marketing Store;
- Participation by Mr Richard Plumpton of 2iis Consulting in the CSIRO workshop on sustainable tourism in the Bismarck Sea, held in Kimbe in May 2017.

During these field visits, meetings were held with a range of stakeholders, including:

- PNG Tourism Promotion Authority (TPA)
- PNG Conservation and Environment Protection Authority (CEPA)
- East New Britain and New Ireland Provinces
- Provincial Administrator and Advisors (Heads of Divisions) of West New Britain Province
- Local Level Government (LLGs)
- Provincial Administration Divisions of Forestry, Climate Change and Environment and Culture and Tourism
- Non-government organisations and community groups, including representatives of:
 - PNG Surf Association
 - WNB Locally Managed Marine Areas (LMMAs)
 - WNB Wildlife Management Areas (WMAs)
 - Mahonia Na Dari (MND)
 - Live & Learn Environmental Education
 - Bali Vitu - Women in Fisheries and Agriculture

- Private sector tourism organisations, including Walindi Resort and MV Febrina, Liamo Reef Resort and Baia Sports Fishing Lodge
- Sustainability/environment sections of major Palm Oil Plantation companies – New Britain Palm Oil Limited and Hargy Palm Oil Limited
- Private sector in Kavieng (New Ireland Province), Nusa Island, and East New Britain Province (Rabaul Tourist Authority representative)

The tourism consulting team travelled extensively across the region during the three visits, including to Cape Hoskins, Pokili, Bialla, Baia and Garu, including visits to LMMAs and WMAs. Significant logistical support was provided by Mr Desmond Vaghelo of the Division of Forestry, Climate Change and Environment, West New Britain Province, for which the consultant team was very grateful.

APPENDIX C

BLUE VENTURES CASE STUDY

Content provided by: Sean Clement of Blue Ventures, Ataúro Island, Timor-Leste

Blue Ventures (BV)¹⁴ runs conservation tourism expeditions on Ataúro Island in Timor-Leste, attracting paying international volunteers for long-term stays. BV’s target customers fall very much within the Destination Plan’s stated target markets. BV’s plan for these expeditions is to maximise economic benefits to local communities. To that end, BV has spent the latter part of 2016 making preparations with the Beloi community on Ataúro Island to establish infrastructure to support homestays for their volunteers in the village.

Eight families within the village have since formed an independent homestay association, and received hospitality and food service training from the East Timor Development Agency (ETDA)¹⁵ in late 2016. Representatives from the association, along with delegates from other communities on the island interested in replicating this model, have just completed an exchange visit to the Bird’s Head Seascape¹⁶ in West Papua, taking part in a knowledge exchange with members of the Raja Ampat Homestay Association (RAHA). RAHA is an extremely successful community organisation that has leveraged its proximity to Raja Ampat’s famous reefs to build a community-based ecotourism sector now turning over in excess of \$1.5 million annually.

Homestays on Ataúro Island commenced in January 2017 and will continue as a core element of BV’s work in Timor-Leste, with all volunteers now spending a minimum of two weeks in homestays on every expedition. Sean explains “The quality of the homestay experience has already exceeded our expectations, and many of our 2016 volunteers indicated they would be keen to return to the island to take part in a homestay experience in future. We are committed to professionalising and improving homestay standards as part of our long-term commitment to the island. We are also planning to replicate the model elsewhere in Timor-Leste later in 2017, hoping to build the model to the point where it can represent a significant proportion of the accommodation sector on Ataúro Island - for our volunteers and independent travellers alike.”

These developments will provide new economic opportunities for communities in Timor-Leste and mitigate some of the observed weaknesses recognised within the Ataúro Island Destination Plan.

APPENDIX D

BASELINE ANALYSIS – INITIAL HIGH-LEVEL ASSESSMENT OF CURRENT SITUATION

ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
Infrastructure	<ul style="list-style-type: none">• New airport terminal at Hoskins good although ongoing problems with air access due to maintenance of the runway (due for completion by end of 2016). Unreliability of carriers was highlighted on a number of occasions (delays, postponements, cancellations and, with current runway issues, use of smaller planes, that has impacted tourism recently).• Main road between the airport and Kimbe (town) is in the main good although poor road infrastructure elsewhere.• Taken together the airport and main road provide an initial ‘spine’ of access that makes arrival and departure relatively straightforward, but ‘exploration’ whilst in Kimbe Bay is currently challenging.• Accommodation infrastructure generally limited, especially style or range of accommodation.• Accommodation in and around Kimbe:<ul style="list-style-type: none">• Walindi Plantation Resort – almost 100% international (main source market is Australia but strong numbers from Japan, NZ and USA) – located around a 15-minute drive from Kimbe town and approx. 1 hour from airport.• Liamo Reef Resort – 70–80% domestic market including business (long stays available); remainder is game fishing market, predominantly from Australia.• Kimbe Bay Hotel - ~100% domestic market, including catering for conferences and business events.	<ul style="list-style-type: none">• Hoskins airport a reliable entry point able to cater for suitable (mid–sized?) aircraft:<ul style="list-style-type: none">• Ensure runway structurally sound and well maintained.• Explore potential for direct flights from key airports (e.g. Hong Kong, Singapore, Australia, New Zealand, Japan).• Potential expansion of competition to include low–cost carriers to make Kimbe a more cost effective destination.• Maintain new terminal building at current standard.• Well maintained core road network connecting key ‘hubs’ of the Kimbe Bay region:• Major access road between Hoskins Airport needs some minor repairs currently, then needs to be maintained as a core piece of infrastructure• Explore extending road beyond Hoskins towards Hot Springs and beyond Talasea to open up Willaumez Peninsula – needs to be of adequate quality and well maintained.• Potential for other access roads to open up some of nearby villages for ‘cultural tourism’ to be explored.• Accommodation currently fairly limited, will need to explore potential for additional investment in accommodation options:<ul style="list-style-type: none">• Eco-lodge• Additional accommodation around Talasea?• Encourage Village Stays in various locations

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¹⁴ See: <https://blueventures.org/about/>

¹⁵ ETDA is an independent, not-for-profit training centre in Timor-Leste. It strives to strengthen the capacity of East Timorese people so they can play an integral and active role in developing and improving Timor-Leste. See: <https://www.facebook.com/pg/etdatimorleste/about/>

¹⁶ See: <http://birdshheadseascape.com/about-the-birds-head-seascape/>

ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
Infrastructure	<ul style="list-style-type: none">Hotel Genesis – ~100% domestic and high proportion is Provincial Government/ other Government.MV Febrina live aboard vessel – run from Walindi plantation. 10/12 day trips and appears to be running close to capacity (booked 1 year ahead currently).Other accommodation includes the Palm Lodge in Kimbe, the Hoskins Hotel near the airport, the Kautaga Guest Haus on a small island off the western side of the peninsula and the Bialla Guest House.Accommodation outside Kimbe:<ul style="list-style-type: none">Baia Wilderness Lodge – linked to Liamo Reef Resort – game fishing lodge, specialising in Black Bass fishing.Eco-lodges and guesthousesIn total, there are 17 hotels, resorts, lodges and guest-houses located in the Kimbe-Bialla region.	<ul style="list-style-type: none">Potential ‘Flashpacker’ accommodation in Kimbe itself.Additional Live Aboard Dive Operators needed in mid-term.Additional fishing focused accommodation like Baia Wilderness Lodge.
Activities	<ul style="list-style-type: none">Main activities are diving & snorkelling (Walindi Plantation Resort) and game and river fishing (Baia/Liamo Reef Resort). Diving itself was more about the variety of life seen rather than one or two hero experiences like whale sharks, although visits by Orca was mentioned as a sporadic highlight around April each year. ‘A bit of everything’ from hard/ soft coral to broad variety of fish species to turtles to dolphins, dugong and whales.Limited number of other activities offered – currently include bird-watching at Walindi as well as low-key village visits. Birdwatching includes species endemic to the region.Some WWII airplane wrecks are viewable both on land and underwater.Some very limited and under-developed walks appeared to be available, with some plans mentioned for future development (ex. Walindi).An 11ha area of rainforest has been set aside at the back of Walindi resort and has some maintained trails, a medicinal herb garden and guided birdwatching available.Kayaking offered at both Walindi Plantation and Liamo Reef Resort.Kimbe market is small, but lively and clearly used by the local population	<ul style="list-style-type: none">Quality of dive experience at least maintained and ideally improved.<ul style="list-style-type: none">Outstanding diving/ snorkelling experiences currently offered by one operatorConsider feasibility for additional providers (e.g. Willaumez Peninsula and West of Kimbe towards Cape Gloucester).A key consideration is the protection and maintenance of the marine environment, especially coral reefsControlled expansion of game and/or river fishing + potential additional river fishing developed (e.g. boat to river lodge experiences).Outside of the diving/ marine tourism and fishing, all other activities are, in reality, very much in the initial stages of development, so all will need focus and investment to grow.Volcanic-based activities/ Hot Springs/ Thermal River<ul style="list-style-type: none">This feels like one of the key underpinning elements for the future development of tourism in the region (i.e. surrounding the marine

ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
Activities	<p>(has potential). Some turtle shell jewellery was observed during the visit.</p> <ul style="list-style-type: none">2 areas of hot springs are accessible in the Kimbe Bay area, one at the western end of the bay includes swimming in a hot river while the other comprises a forest walk past Megapode nests (locals collect the eggs from underground nesting burrows on certain days) to an area of hot springs and geysers. Both have relatively challenging access and are underdeveloped.The Willaumez Peninsula sits at the Western end of the bay and, whilst underdeveloped currently, has WWII wrecks, thermal geysers and shell money making (in villages) as well as a volcanic caldera lake and potential diving/ snorkelling and even white water rafting.General access to cultural activities seem limited currently, ‘Sing-Sings’ were mentioned but unplanned and talked about as something you ‘luck-in’ on rather than part of a festival or particular schedule.Food also seemed very limited, with the obvious availability of fresh seafood not being integrated into the current tourism offering.	<p>tourism experiences)</p> <ul style="list-style-type: none">Suitable development of the 2 existing geothermal areas would be needed along with potential development of a number of volcanic climbs (eg for sunrise/ sunset or incorporating birdwatching)Diving on volcanic cratersTrekking around volcanoes/ ridges.Kayaking<ul style="list-style-type: none">Expansion of availability, e.g. Lake Lamo’ Auro (Hargy)Introduce to Lake Dakataua subject to a range of significant considerations, including access and visitor safety.Explore potential for river-based experiences.Ornithology/ Birdwatching<ul style="list-style-type: none">Expand from a low-initial base – the small 11ha site at the back of Walindi Plantation is a small-scale example of the future potential. Ideally would be a number of sites for birdwatching (of varying levels) around the Western edge of the Bay along with trips to specific sites for endemic species.Trekking<ul style="list-style-type: none">In addition to volcanic opportunities, appears to be significant potential to develop a range of walks/ treks – either with or without a WWII historic element.Would provide opportunities to strengthen the combination adventure offer of WNB as a destinationExact location of potential walks requires further scoping.Historical sites<ul style="list-style-type: none">Potential to preserve/ sensitively develop the existing WWII sites (both terrestrial and marine) to cater for additional visitors.Kimbe Town Centre: future activities could be undertaken in a ‘vibrant provincial centre’ vs the current ‘functional town’<ul style="list-style-type: none">Develop Markets (and potentially shift to a new location)

ELEMENT	POTENTIAL AREAS FOR FUTURE DEVELOPMENT	
Activities	<ul style="list-style-type: none">• Port could be developed to become an area of interest.• Mahonia Na Dari has the potential to become a hub for voluntourism as well as a focus of communicating marine protection efforts and driving community and visitor education about the conservation value of the area.• Food offering<ul style="list-style-type: none">• Focus on local produce – particularly seafood.• Opportunity for simple seafood barbecued on the waterfront with some locally grown fresh produce.• Unique community run restaurants (social enterprises?) in unique locations (e.g. overlooking Garua Island) with profits being used to protect the marine environment.• Adventure focus to be enhanced e.g. white water rafting• Cultural Tourism<ul style="list-style-type: none">• Potential visits to Villages during ‘Sing-Sings’.• Identify potential cultural festivals/ traditions that could be developed in and around Kimbe Bay.	
ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
Stories	<ul style="list-style-type: none">• WWII history of the region followed by plantation development from the 1960s onwards.• Volcanic beauty and threat.• Megapodes and the local egg harvesting.• Crocodile ‘resting’ on a turtle hunter at Wulai Island near Hoskins.• Development of diving in the region – ‘pioneer’ driven with Kimbe Bay sometimes described as the ‘wild west of diving’ within diving circles.• History of Mahonia Na Dari is an inspiring one and the centre itself is impressive. Link with James Cook University provides clear credibility and high involvement of local people a strong positive.• Family history of Liamo Reef Resort.• The story behind Walindi Plantation resort.• Sustainability story of New Britain Palm Oil.	<ul style="list-style-type: none">• WWII History.• Pioneering of Diving.• Volcanic region history and ongoing activity• Stories of NABT experiences (diving, snorkelling, birdwatching, hot springs, trekking etc.)• Mahonia Na Dari/ James Cook University partnership as a practical example of the marine biodiversity and the actions being taken to protect it.• More on cultural side – e.g. Kimbe a coming together of various cultures from different provinces of PNG.
Services	<ul style="list-style-type: none">• Car Hire/ Transport was available although self-drive was not necessarily encouraged and costs prohibitive for majority of leisure travellers. Hotel provided/ guided 4WD transport appeared to be the default.• Boat access – appeared to be primarily through organised tours vs any provision of self-hire.• Minimal in terms of restaurants other than within hotels (which appeared fairly standard vs. focusing on local produce)	<ul style="list-style-type: none">• Greater access to self-drive car hire - overall security/ safety perception will need to be addressed as well as cost.• Motorcycle hire (longer term??).• Water transport services to be developed• Food stalls/ local café/ restaurants (including PNG grown coffee).• Expand the markets/ focus on a day or days that are more focused on tourists (eg Saturday)

ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
Services	<ul style="list-style-type: none">• Equipment hire (e.g. dive/ snorkel equipment) was available, again through resorts.• Fuel was available in Kimbe town, although did not see outside of main centre.• Basic groceries and provisions relatively readily available in Kimbe (although shortages of fresh produce are reported as occurring at times). Shops visited outside of Kimbe had limited food and drink availability and there appeared to be no shops specifically catering for tourist trips (eg nothing en route to hot springs).• As the Provincial Capital, Kimbe had a hospital, fire station and police station – although police presence was minimal compared with the private security present on all the resort properties.• A new sports stadium is currently being constructed in the centre of Kimbe for the PNG National Games (rescheduled). Could provide an opportunity for further development to occur around it.	<ul style="list-style-type: none">with additional cultural focused products on offer.• Waterfront bars and/or restaurants
Place	<ul style="list-style-type: none">• Kimbe Bay is a spectacular part of West New Britain with a number of volcanoes providing a strong backdrop to the azure waters of the bay.• The arrival by plane provides a great introduction to the area followed by an atmospheric drive through some small community owned oil palm plantations, interspersed with subsistence farming before expanding into substantial oil palm plantations.• Some native rainforest still exists and there is a current policy to maintain some rainforest around any new oil palm plantations.• The reef and marine assets are clear strengths with ‘60% of the world’s hard corals’ often stated as being within the Kimbe Bay region.• Thriving reef and marine ecosystem. However, there are also some areas of the reef that are in relatively poor condition (the reefs around Wulai Island within the LMMA were sighted and were in fairly poor condition – exact reason why was not established).• The volcanic nature of the region was particularly striking, with an eruption as recent as 2005 and	<ul style="list-style-type: none">• NABT Tourism Development – identify high priority zones around natural areas and key sites and provide incentives for developers initially• Kimbe Town to become a vibrant economic and cultural hub.<ul style="list-style-type: none">• Move markets into Port area?• Ensure protection of existing rainforest, limit over–development of Palm Oil Plantations and consider re–introduction of additional rainforest areas. Additional areas of forest to be protected, particularly in and around Willaumez Peninsula.• Make the volcanic/ continual rebirth/ vibrancy/ energy/ marine & terrestrial natural profusion central to the future positioning of the Kimbe Bay.• Consider how Mahonia Na Dari can build on its’ history to date and expand by leveraging its close relationship with Walindi Plantation Resort.

ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	
Place	<p>activity reported since then. At least 11 volcanoes are sited around the bay itself and there are a number of undersea volcanoes (some dived on). The volcanoes have effectively underpinned the food security of the region through the creation of highly fertile soils.</p> <ul style="list-style-type: none">• Whilst a spectacular bay with clear natural assets for tourism, it is also an area of fairly high economic activity (anecdotaly one of the richer provinces of PNG) with a significant proportion of the land under oil palm plantations.• The presence of Palm Oil does provide a fairly dominant background to the tourism experience, but is also a reality of life in that part of PNG and is clearly providing a livelihood for a high proportion of the inhabitants. It has also supporting some key recent infrastructure investments (eg main road maintenance).• This economic activity is in evidence throughout the bay, but around Kimbe in particular, with a fairly active port situated centrally that had tankers unloading or loading throughout both field visits. The presence of oil/ fuel tankers carries obvious risks for any Nature-based Tourism development, but is a reality of the area so will need to be incorporated into the DMP.• The Port area servicing this maritime activity is currently hidden away and is clearly a ‘functional’ zone at present. Could be potential to incorporate it into the ‘story’ of Kimbe more.• The Western end of Kimbe Bay has particularly interesting topography and appears to hold high potential for tourism. It consists of the Willaumez Peninsula, Lake Dakataua, Wangore Bay and Garua Island. Potential activities reported include diving, snorkelling, village stays, lake activities (eg kayaking), climbing/ trekking, WWII Heritage (Japanese Zero aircraft) and hot springs.• Mahonia Na Dari is a strength of the existing Nature-based Tourism experience and has the potential to be intrinsic to certain types of future tourism experiences.• Population pressures were clearly evident and mentioned by all tourism operators interviewed. Kimbe population reported as 27,191 in 2013, est. 2-3% growth pa.• General travel risks appeared to be from Malaria/ Dengue Fever/ Tropical illnesses, underlying security risk from ‘rascals’ reported throughout PNG, natural dangers (e.g. sharks, crocodiles, volcanic activity), travel accidents due to poor road quality. The area could not be described as low risk, but then the target audience we are looking to are not looking for low risk holidays.	
ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
People	<ul style="list-style-type: none">• People were generally friendly and helpful and it was particularly noticeable how quick to smile and laugh the children were (and how keen to interact with visitors). This is a particularly outstanding highlight.• Local inhabitants seemed hospitable and willing to help, although were sometimes unsure exactly what tourists expected (i.e. basic understanding of service provision limited, partly due to limited travel undertaken themselves).• Still an underlying sense of ‘danger’ at times from so-called ‘rascals’ however. Stories of recent attacks circulating although all involved locals (ie no tourists involved). Perception likely to be worse than the reality, however did mean overall ‘freedom to explore’ felt restricted.• Kimbe Bay mentioned as a part of PNG with a variety of tribes present e.g. more of a cultural melting pot than elsewhere – mentioned this has also led to challenges in ensuring the inhabitants have pride in the Kimbe area (e.g. litter appeared to be a potential problem).	<ul style="list-style-type: none">• Make more of the mix of PNG peoples from different provinces as a unique and positive element of the area for Tourism.

Destination Management and Marketing

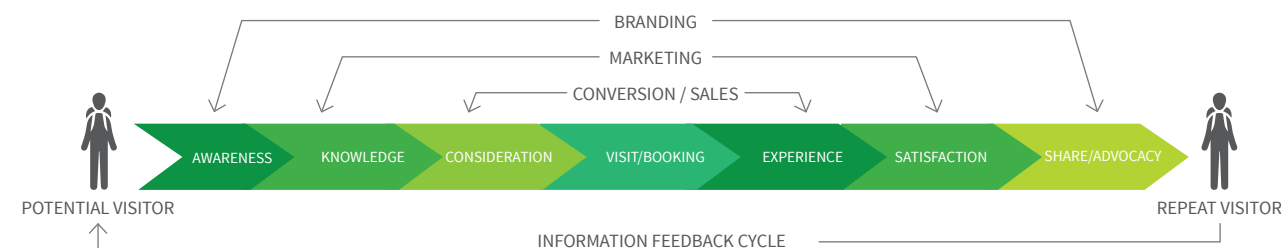
ELEMENT	BASELINE DESCRIPTION – CURRENT SITUATION	POTENTIAL AREAS FOR FUTURE DEVELOPMENT
Management	Management planning for tourism – reference to 5-year tourism plan and Provincial Government appeared committed to Tourism, although economic focus was clearly on resources and Palm Oil vs. Tourism Development (reflecting the National landscape).	Explore potential for Kimbe Bay to become a key development area within overall PNG Tourism Masterplan.
Marketing	<ul style="list-style-type: none">• Destination marketing of Kimbe Bay is limited – almost entirely driven by the local operators, specifically Walindi and Liamo.• Some TPA activity although mostly linked into Kimbe through the Dive Association.• Basic background information and tourist maps of Kimbe Bay are also very limited for internet pre-trip planning.	<ul style="list-style-type: none">• Creation of locally run Tourism Board.<ul style="list-style-type: none">• Involving core operators (e.g. Walindi & Liama Reef Resorts) and relevant community representatives.• Develop a 3 – 5 year marketing plan for the region, which incorporates digital and online strategies.
Governance	<ul style="list-style-type: none">• Appeared to be low levels of communication between Divisions of the Provincial Administration• Role of Provincial Government and Local Level Government (LLG)• Land tenure issues and conflict over sharing of benefits• Poor understanding of the timeframe for the achievement of benefits from nature tourism (can be long term)• Potential Tourism Committee mentioned by Liamo and Walindi resorts (creation attempted recently but stalled).• Financial management and arrangements – differences in approach ie who has control over resources etc	<ul style="list-style-type: none">• Strengthen commitment to sustainable tourism through improved institutional arrangements• Promote and actively support the negotiation of agreements on ‘benefits and responsibilities’ by resource owners and community members prior to the commencement of any tourism enterprise, including those proposed by third parties who are accessing local sites (including marine sites)

APPENDIX E MARKETING MODELS

1. Visitor or Customer Journey

Marketing communication requires a commitment throughout the customer or visitor journey. It starts with building awareness and knowledge of the destination and its point of difference, distinguishes it from other places to visit and assists to convert interest to an actual visit. Continuing the

communication cycle is critical to ensure visitors to the destination have a positive experience and share their experience with their peer group, who are also likely to be in the target market. By becoming advocates they help to organically grow awareness of the destination and enable more people within the target market to be reached.



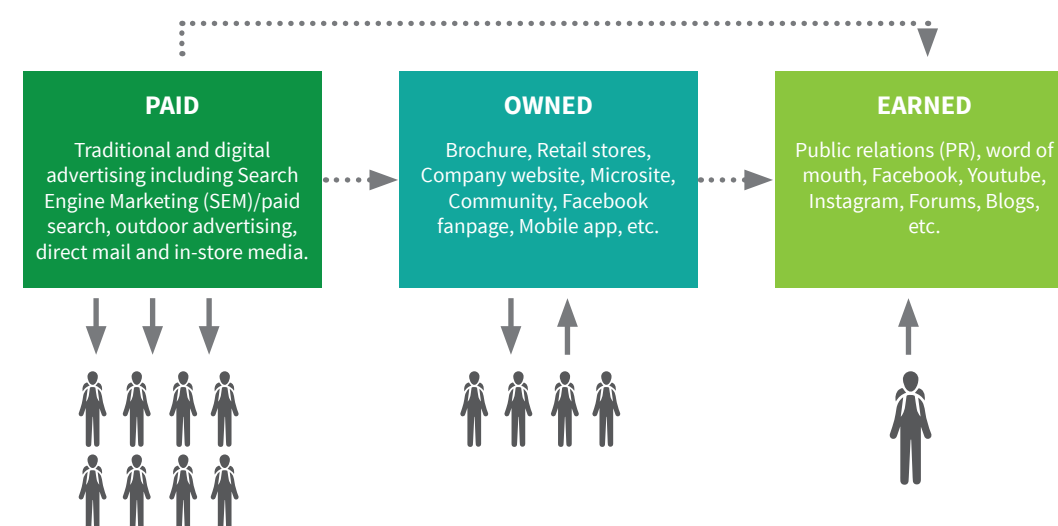
2. Paid, Owned, Earned Marketing and Communication Channels

This model represents the key communication channels to reach your target market, which are split between:

- Owned - website, social media platforms and e-newsletters;
- Earned - public relations (PR) articles or reviews by key influencers (bloggers and vloggers); and

- paid - search engine marketing, or digital and traditional advertising.

The importance of this model lies in the interaction and opportunities for leveraging each channel within the overall communications or marketing mix. Getting the balance right by identifying the right channels to reach the target market will maximise effectiveness within the available resources.



APPENDIX F ONLINE PRODUCT AUDIT OF WEST NEW BRITAIN PROVINCE, PNG

Note: An online audit is conducted as it provides an insight into the information and booking opportunities that potential visitors who are planning their trip would find. It is not intended to be an exhaustive list of all products and experiences on offer. We recommend that a detailed product and experience audit be conducted on the ground to identify any gaps in online visitor information.

ACCESS	
<p>Kimbe is the capital of the province of West New Britain in Papua New Guinea. It is a port town on the great Kimbe Bay.</p>	<p>Getting Around</p> <p>There are good roads in the immediate vicinity of Kimbe and Hoskins airport, and connecting Kimbe port with the oil palm plantations. Otherwise, transport is mainly by boat.</p>
<p>Flights</p> <p>The town of Kimbe is served by Hoskins Airport and there are daily flights from Port Moresby with either Air Niugini or Airlines of PNG. Flights are also available from Rabaul, Kavieng, Lae and Madang.</p> <p>From Hoskins airport, the key accommodation providers offer transport service - around 40 minutes to one hour to Kimbe Bay and main resorts.</p>	

ACCOMMODATION/ RESTAURANTS	
<p>Accommodation in Kimbe Bay is limited to 3 key properties.</p> <p>Walindi Plantation Resort www.walindifebrina.com A small resort, primarily for divers, on the shores of Kimbe Bay. Bungalows along the beachfront surrounded by rain forest gardens. Location: Kimbe</p> <p>Kimbe Bay Hotel www.kimbebayhotel.com/ 32 room hotel, set amongst tropical gardens with coral reef diving opportunities on the doorstep</p> <ul style="list-style-type: none">Bay View RestaurantThe Golden Palm Club <p>Liamo Reef Resort, Kimbe International Hotel. 80 room hotel, set upon a private beach, the resort features an outdoor swimming pool and a tennis court. www.liamoreefresort.com</p> <ul style="list-style-type: none">Tikara RestaurantTurtle Coffee ShopKokomo BarBeach Comber Bar	<p>Others include: Palm Lodge, Kimbe Located in the center of Kimbe Palm Resort Hotel Older hotel close to Hoskins airport.</p> <p>Mahonia na Dari This is a marine research and conservation station with accommodation is available. http://mahonianadari.org/ Location: close to the Walindi Resort</p> <p>Restaurants</p> <p>San Remo Club. Slightly colonial atmosphere, good food and excellent ambience on the verandah watching the sunset. Beer refreshingly cold too</p>

MARINE/COASTAL ACTIVITIES	
<p>Scuba Diving</p> <p>Walindi Plantation Resort - Walindi Dive</p> <ul style="list-style-type: none">Land based diving centre - three purpose built day boats to take visitors on an amazing adventure to over 40 Kimbe Bay Reefs.Live-aboard vessel, the MV FeBrina offering multi-night optionshttp://walindifebrina.com/MV-FeBrina	<p>Kayaking</p> <p>Walindi Plantation Resort Kayaks are available to paddle out and explore the nearby reefs just a few hundred meters from the shore or along the coastline and see the iridescent blue and red kingfishers dropping in for lunch and bright reefs right at the beaches edge.</p>
<p>Snorkelling Available via boat trips offered by Walindi Dive</p>	<p>Bird-watching From Walindi Plantation Resort the liveaboard MV FeBrina is available for extended trips in search of extremely rare pelagic seabirds, such as Beck's Petrel, Tahiti Petrel, Japanese Storm and Arctic Petrels, most Shearwaters including Heinroths's, Tropic Birds and occasionally Fiji Petrels.</p>
<p>Conservation and Education Mahonia Na Dari ("Guardians of the Sea"), a conservation organization that sponsors marine research, conservation and education programs to aid scientists and teach the youth of Kimbe and WNB about their ecosystems.</p>	<p>Fishing There is good fishing in the area. Baia Fishing Lodge Fishing tours are organized by the Liamo Resort</p>

ARTS. FESTIVALS AND CULTURE	
<p>Art and Craft Blue Taro Boutique (at Walindi Plantation Resort) has a range of items for sale including PNG artefacts and crafts, Walindi and PNG tee shirts, jewellery, postcards, resort wear, maps and snorkeling equipment.</p>	<p>Market In August 2016, a flea market was staged at the San Remo Club right on the beach front in Kimbe town, that saw many local sellers bringing in and displaying their items. There are plans to make this a monthly event. http://www.looppng-sb.com/content/san-remo-market-attracts-local-sellers</p>
<p>Village Tours</p> <p>Walindi Plantation Resort - Guided Village Walk The village is adjacent to the Resort, chat with those at home doing everyday household chores or sitting out the heat of the day.</p>	
LAND ACTIVITIES	
<p>Nature Walks</p> <p>Walindi Plantation Resort offers guided walks through unlogged, primary forest and/ or up the active Mt Garbuna (one of the active volcanic cones encircling Kimbe Bay), a gentle climb through the rainforest up to the crater, crossing crystal clear creeks that teem with freshwater fish and invertebrates Location: Walindi Plantation Resort</p>	<p>Tours</p> <p>Trips to bubbling mud pools, bat caves, WWII aircraft wrecks, Lake Dakataua (a dormant volcano crater), guided village tours, picnics at hot springs and cold rivers are some of the activities available.</p>
<p>Helicopter Ride</p> <p>Heli Nuigini Kimbe Helicopter rides to float above the volcano for a birds-eye view of the crater or see above the vast stretches of Oil palms and pristine rainforest or zip along the coast to see different local settlements both on the mainland and out on tiny satellite islands.</p> <p>Walindi Plantation Resort has a private heli-pad to pick guests up and bring them back “right to their front door step”.</p>	<p>Bird-watching The area offers excellent bird-watching possibilities. They say a bird-watching tour to PNG is not complete without a visit to the Bismarck Archipelago. This geological hot spot holds many endemic species and contributes significantly to the bird diversity of the New Guinea region.</p> <p>Walindi Plantation Resort - Bird watching Tours Several tour options and the chance to spot Eclectic parrots, Blue-eyed Cockatoos, Horned bills, Heinroth's Shearwater, Nicobar Pigeon, Blue-Eyed Cockatoo, twenty pigeons and doves, nine kingfishers including the Black-Headed Paradise-Kingfisher and a host of little known passerines.</p>
<p>Oil Palm Plantation A drive to either Numondo, Mosa or Kumbango plantation, visitors can see the process of extracting oil from the largest oil producing plant in the world. The vast Oil Palm plantations are the pride and wealth of the province.</p>	<p>Other Sports/Games Tennis, In-door cricket, Darts, Billiards, Kids playground - all available at the San Remo Club</p>

ATTRIBUTES	
<p>Coral Reef</p> <p>Kimbe Bay boasts more than 60 percent of the coral species of the entire Indo-Pacific. Over 900 species of fish have been identified here and the bay is home to 76% of the world's coral species. The coral reef communities have remained largely undamaged by human activity, the clear waters are excellent for photography.</p> <p>Whales, dolphins and sharks feed and breed in the bay's waters. World famous dives sites like South Emma, South Bay, Inglis Shoal, North Emma, Christine's, Susan's, and Restorf Island are only a few of the more than 200 reefs and dive sites sprinkled throughout Kimbe Bay. All are pristine and protected by a rigid policy of "Look but don't touch".</p>	<p>Beaches</p> <p>There are some nice beaches available, offering visitors the opportunity to relax, beach wander, swim etc. Most are accessible only by boat on day tours.</p>
	<p>Birding (and other wildlife)</p> <p>Flora and Fauna</p> <p>Blue-eyed cockatoos and the world's largest moths fill the air, while bandicoots and wallabies share the landscape with one of the world's greatest number of orchids.</p> <p>The innumerable species of flora and fauna here puts New Britain and the whole of PNG on the top of naturalists and scientists lists.</p>
<p>Volcanoes</p> <p>Thermal Pools</p> <p>Due to the volcano presence, associated geothermal activity produces hot springs and geysers.</p> <p>Location: 1 hour drive from Walindi Plantation Resort</p> <p>Garu Thermal River</p> <p>There is a hot river at the Western end of Kimbe Bay.</p> <p>Location: Hidden in the verdant West New Britain Jungle, just 40 minutes drive from Walindi Resort</p>	<p>Fishing</p> <p>The numerous river systems are home to the infamous black bass and spot tail bass, and the neighbouring coral reefs are a playpen for reef and pelagic species, including tuna, wahoo, giant trevally, marlin and sailfish among the prime catches.</p>
	<p>Talasea WWII Plane Wrecks</p> <p>Abandoned New Zealand Air Force Lockheed Venture (NZ4522) and 13th Air Force (USAAF) B-25H Mitchell Bomber near Walindi Plantation Resort.</p>

PROJECT PARTNERS



The Australian Government

The ‘Developing and Promoting Sustainable Nature-based Tourism in the Coral Triangle’ project is supported through funding from the Australian Government’s Coral Triangle Initiative Support Program. Australia has been a partner of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) since 2007.



The World Wide Fund for Nature in the Coral Triangle

WWF has been pioneering conservation in the Coral Triangle for more than two decades, collaborating with partners in the private sector, governmental agencies and civil society. By providing technical expertise and funding, and promoting innovative public-private partnerships, WWF is committed to safeguard the health of the region’s natural resources and to secure the millions of livelihoods that depend upon them.

The Consultants



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