**Results Framework (RF) - Tourism**

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| **Sector Outcome** | **Result Indicators** | **Indicator Type (Event/Op/**  **Oc./Imp)** | **Unit of Measure** | **Baseline** | **Targets/ Achievements** | | | | | | **Lead Agency** |
|  | **2009** | **2010** | **2011** | **2012** | **2013** |
| 1. Growth and Investment in Tourism sustained with enhancement of public share of benefits accruing from industry(P1) | 1. Tourism Law amended )P1, S3) | Event | Completion | Capital market carrying listing of shares of Maldivian resort companies | Target |  | * Lease extension up to 50yrs * Lease period 99yrs for Public companies | Consultation Programme - Law makers, ) Stakeholder consultations to identify ways to increase public shares  To reform entities like MTDC to promote greater public participation | To revise relevant provision of tourism act based on the consultations   * r | Capital market carrying listing of shares of maldivian resort companies | MOTAC |
| Ach. | 80% | 100% | 0% |  |  |
| 1. Linkages to be established between tourism and the other economic segments of island communities studied and determined (P1, S5) | Outcome | % | Asseyri Project established from which linkages are to be studied | Target |  | AsseyriProject | Determine indicators of linkages | Determine other sites to replicate study of indication determined from Asseyri project (to be on going throughout the year | To establish community projects showing such linkages in all 7 provinces | MOTAC |
| Ach. |  | 50% | 70% |  |  |
| 1. Tourism Master Plan revised incorporating findings from studies for linking tourism and other economic segments of the island communities (P1, S4) | Outcome | % | Ongoing started to review in 2009, To complete by the end of this year | Target | On Going | On Going | To complete alignment of existing master plan to SAP by July 2011 and to commence work on 4th master plan after July ignment of existing masterplan to SAP bu July 2011 and to commence work on 4th by the end of this year | Ongoing work of fourth tourism master plan |  | MOTAC |
| Ach. | 5% | 10% | 60% |  |  |
| 4. Local entrepreneurs supported through investments banks to enhance/ develop, new resorts hotel projects, safari vessels and other ventures, increased(P1,S1) change to (facilitate foreign direct investment in tourist resort development) | Outcome | No | Support at least 10 local entrepreneurs to proceed towards completion of unbuilt projects | Target |  |  | Identify investment needs for the incomplete new developmentsing resort development) | Create a structure to enable long term investment and equity fund holders to long term financing needs of tourism industry | Support at least 10 local entrepreneurs to proceed towards completion of unbuilt projects | MOTAC |
| Ach. |  |  | 13 identified |  |  |
| 2. Opportunities for gainful employment for Maldivians and Community participation in industry increased(P2) | 1. National Institute for tourism research and development, established and   an esteemed hotel school established(P2, S5) | Event | Completion | 2 training resorts under development  L.Gan and H.Dh Nolhivaram Faru  Revive hotel school facility proposed for land in Male’ | Target | Leased | Completion | Completion | Completion | (L.Gan/Hdh. Nolhivaran faru? Male’ Hotel School) hotel schools established | MOTAC |
| Ach. | 100% | Ongoing |  |  |  |
| 1. Awareness campaign on the benefits of tourism (P2, S2) | Milestone | Completion | Fanaaru Campaign – Nationwide awareness campaign | Target |  | Design | Launching | Completion by the end of 2012 |  | MOTAC |
| Ach. |  | Complete | to be launched in Aug |  |  |
| 1. Schools in which careers in tourism are promoted(P2, S2)   Include vocational trainings (p2, 11) | Region covered | % | To cover North, South & Male Atoll by 2013 | Target |  |  | Male’ 100% | North 100% | South 100% | MOTAC  MOE |
| Ach. |  |  | 0 | 0 |  |
| 4. NGO and private sector association partnerships in tourism sector for strengthening governance and democratization of industry increased (P2, S3) | Outcome | No of Forums | To establish a mechanism whereby NGO’s can participate in MOTAC’s decision making | Target |  | All the NGO’s related to tourism industry to be consulted | * Establish a forum to address issues in promoting good governance | No of forums - 3 | No of Forums - 3 | MOTAC |
| Ach. |  | 100% |  |  |  |

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|  | 5. To Increase employment opportunities for locals in the Tourism Sector (Combined P2 – S8/S9/S10- new Strategy Under P2)  Female employment in Tourism Industry increased (P2, S9)  Maldivians to Expatriates employed in industry increased (P2, S8)  Quota System to provide for an increase in the number of Maldivians employed in Supervisory and Management positions of the Industry reviewed (P2, S10) | Impact  ( Current policy is to increase absolute numbers rather than % as this is unrealistic for a small population  Ministry’s target is to increase employment ) |  | Situation analysis and HR plan to be developed | Target |  | Needs for a HR plan identified | To complete HR plan and to incorporate strategies into SAP | Implementation |  | MOTAC/MHRYS |
| Ach. |  | 100% | 20% |  |  |
| 3. Supporting infrastructure to facilitate the industry growth developed and maintained (P3) | 1. Domestic airports upgraded and new airports built to serve tourism needs, increased (P3, S6) | Outcome. | No of Airports Leased | 5 new domestic airports to be developed 5 Resorts to be leased in tender process to support these Airport developments | Target | 0 | 0 | 2 | 3 |  | MOTC,/RA |
| Ach. |  |  | 0 | 0 |  |
| 2. Ancillary industry (SME) established to support tourism, increased (P3, S1) (P6, S7) | Output |  | opportunities for SME participation in the tourism sector | Target |  | Loans for tourism development (guesthouse development) |  |  |  | MOED to lead |
| Ach. |  | 15.42 mil |  |  |  |
| 3. Marinas and Yachting harbours with bunkering facilities, built (P3, S5) | Output | No; 2 Yacht Marina | Awaiting spatial planning developments to identify new sites for development | Target | 0 | 0 | 1 |  | Determine in master plan where further marina’s are to be developed | MOTAC |
| Ach. | 0 | 0 | 0 |  |  |

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|  | 4. Advocate Commercially Important Person (CIP) facilities and establish parking facilities for private jets on Male’ Internation Airport (P3, S8) | Output | No. | To be included in GMR Masterplan | Target |  |  |  |  |  | MACL/CAD/MOTAC |
| Ach |  |  |  |  |  |
| 5. Resorts/Hotel beds to cater to tourism expansion increased (P3, S6 S7 S11) | Outcome | No. of beds | Baseline | Target | 364 | 364 | 890 | 2110 | 2630 | MOTAC |
| Ach. |  | 110 | 104 | 0 | 0 |
| 6. Tourist accommodation constructed on land plots earmarked for city style development on inhabited islands increased (P3, S10) | Outcome | % |  | Target | - | - | - | 1 | 2 | MOTAC |
| Ach. | 0 | 0 | 0 | 0 | 0 |
| 4. Safeguards for environment sustainability in development and operation of tourism products established focused on global excellence in environmentally responsible tourism (P4) | 1. Measures for adaptation to climate change and disaster mitigation of tourist industry established (P4, S1) | Outcome |  |  | Target |  |  | ‘Increasing Climate Change Resilience of Maldives through Adaptation in the Tourism Sector’ project (LDCF) | to be implemented in 2012 for 3 years | 0 | MOTAC |
| Ach. | 0 | 0 |  |  |  |
| 2. Regulations developed for hotels, guest houses, live aboard vessels (P4, S7) | Output | No. New regulations reviewed | Tourism Statistics  Guesthouse  Liveaboard  Hotel  Travel Agency | Target |  |  | 3 |  |  | MOTAC |
| Ach. |  |  | 3 |  |  |
| 3.. Reduce carbon footprint of the industry in cooperation with the private sector (P4, S2) | Output | % | Study done for addressing carbon neutrality goals in the tourism sector | Target |  |  | To establish targets for achieving carbon neutrality by 2020 | To establish targets for achieving carbon neutrality by 2020 | To commence implementation of the targets | MOTAC/MHTE(EPA, NDMC), private sector, industry associations |
| Ach. |  |  | MoU signed with My Climate of Switzerland |  |  |

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| 6. Legal, tourism regulatory framework and institutional capacity of the Ministry of Tourism developed and a Fair Tax Regime introduced (P 6) | 1. Tourism law revised and guidelines for a fair and justifiable tourism tax regime developed with a mechanism for implementation (P6, S1 S3) | Outcome | Completion & Implementation | * TGST Tourims goods and services tax * Revise land rent (2nd amendment to Tourism Law) | Target |  | Completed | Implementation | Revise land rent (2nd amendment to Tourism Law) |  | MIRA |
| Ach, |  | 100 | Implemented on 1st January |  |  |
| 2. Data Management system for collection, storage, analysis and dissemination of tourism related information established (P6, S8) | Output | Event | Stat Data base  Tourism Data base – to be complete by 2012 | Target |  |  | Completion of Stat Data Base | Tourism Data Base | Completion | MOTAC |
| Ach, |  |  | 90% | 0% |  |
| 3. Provinces carrying out monitoring and regulatory functions relating to tourism through trained and certified inspectors, increased (P6, S9) | Output | No. of Staff Trained | Target  Train and engage local authorities to carryout tourist facility inspections (guest house, safari vessels and travel agency by 2013) | Target |  | NIL | 14 | 14 | 14 (to complete by 2013) | MOTAC |
| Ach, |  | NIL | 2 | 0 | 0 |
| 4. Policies, procedures and monitoring to ensure high level safety standards, responsiveness to crisis and emergencies, increased (P6, S12, , S 13, 14) | Output | No. Regulations and Reviews and Policies | Prepare and review all tourism related standard s by 2013 | Target | * Guesthouse Regulation | * Guesthouse Regulation Review * Hotel Regulation Draft * draft Security Plan | * Security Plan for Tourism Sector * Health and Safety Procedure * Inspector Code of Conduct | * Resort Manager’s Handbook * Facility Inspectors Manual | - | MOTAC |
| Ach, | Completed | Completed | Partially completed | - | - |

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|  | 5. Resorts covered in the Disaster and Risk Management Centre Evacuation Plan, increased (P6, S15) to be combined with indicator 4 | Output | No.of Resorts that has prepared a DRMP | 2005 | Target  To cover all resort in the NDMC’s DMRP | 70% | 80% | 100% | - | - | MOTAC |
| Ach.  To prepare DMRP when the tourist establishments are registered | Completed | Completed | Target will be achieved within this year. | - | - |
| 1. Study to identify a suitable model to corporatize/restructure MTPB (P6, S11) | Outcome | % | Completed | Target |  |  | Completed |  |  | MTPB |
| Ach. |  |  | 100% |  |  |
| 7. Share of Tourism Sector contribution to Government Revenue, increased (P6, S1, S2, S3, S4) | Impact |  |  | Target |  |  | To prepare a plan to identify tourism contribution to govt revenue | Increase by 5% | Increase by 10% | MOTAC |
| Ach. |  |  |  |  |  |

**MOTAC Comments**

* (P1,S1) - Change to (facilitate foreign direct investment in tourist resort development)
* (P2, S4) - To be deleted from MOTAC SAP - (to be included in NSPA Healthcare Bill)
* (P2 – S8/S9/S10) – Combined to (To Increase employment opportunities for locals in the Tourism Sector)
* (P3, S7) –To be removed from MOTAC, SAP– (not in our mandate now, this component is initiated by CAD)
* P3, S10) – To be removed from the SAP – (advised by Minister)
* (P4, S3 S4) - To remove from MOTAC SAP – (work already done by EPA & MRC)
* (P4, S5) - To delete – (Awards discontinued for now)
* (P5) – To be removed from MOTAC’s SAP- (MMPRC is not under MOTAC now)
* (P6, S10) – To be removed from MOTAC’s SAP – (work done by MED)