

H SUSTAINABLE TOURISM

H.1 Background

Tourism is a complex and highly professional enterprise whereby success rarely comes without considerable expertise. Rodrigues should not underestimate the degree of expertise and skills development required for the formulation of a sustainable strategy for tourism. Education and training remain pre-requisites as the sector will require trained planners, managers, marketing specialists, operators, administrators, employees, and individual entrepreneurs to support the development of Rodrigues authentic experiences.

H.1.1 Developing a sustainable tourism strategy

During the Thematic Working Group organised in June 2007, stakeholders had the opportunity to voice out their concerns and come up with new propositions. These have been included in the goals below.

H.1.1.1 Overarching goal

- The overarching goal is to develop the Tourism sector as a core pillar of the economy so as to be able to share the accruing benefits in an equitable manner with all sections of the population, while at the same time ensuring that any development taking place is deeply rooted in, or complements, the sustainable use of Rodrigues natural resource base.
- The word sustainable above is used in a social, economic and environmental context in line with the three preoccupations of sustainable development. It is in this context that a limit on the number of tourist arrivals is proposed (between 100,000 and 120,000 visitors) beyond which pressures might start to be detrimental to the environment and to the social fabric of the community.

H.1.1.2 Goals

The following sub-goals will contribute to achieving the long-term vision.

1. To achieve strategic alignment of tourism policy, investment and sustainable development;
2. To improve visitor authentic experience through sustainable destination management;
3. To improve targeted marketing through the use of a powerful brand;
4. To develop capacity, capability and professionalism of the sector
5. To develop and maintain competitive partnerships between stakeholders.

H.1.2 Action Plan

[please refer to next page]

PROPOSED LOGICAL FRAMEWORK FOR THE TOURISM SECTOR

NARRATIVE SUMMARY (TOURISM – GOAL 1)	INDICATORS OF ACHIEVEMENT	M & E (MoV)	RISKS & ASSUMPTIONS
<p>OVERARCHING GOAL: <i>The overarching goal is to develop the Tourism sector as a core pillar of the economy so as to be able to share the accruing benefits in an equitable manner with all sections of the population, while at the same time ensuring that any development taking place is deeply rooted in, or complements, the sustainable use of Rodrigues natural resource base.</i></p>			
<p>GOAL 1</p> <p>1 To achieve strategic alignment of tourism policy, investment, and sustainable development</p>	<p>1.1 The new vision is clearly understood by all stakeholders and investors as evidenced by their adoption of a Common Declaration and a Charter</p> <p>1.2 A new policy environment within which the tourism industry will flourish is established</p>	<p>Common Declaration and Tourism Charter printed and disseminated</p>	<p>Strength of leadership</p>
<p>PROJECT DEVELOPMENT OBJECTIVE</p> <p>1 All stakeholders adopt strategic thinking and a shared vision for the sustainable development of the tourism sector of Rodrigues, against the backdrop of clear direction and commitment provided by the RRA.</p>	<p>Outcome Indicators</p> <p>1.1 The Tourism Policy and the Sustainable Destination Development Action Plan (SDDAP) is agreed upon by all stakeholders</p> <p>1.2 Investment avenues identified for the private sector (local and foreign)</p>	<p>1.1.1 Policy and SDDAP adopted at a National Seminar on Tourism Policy</p> <p>1.1.2 Publication of the SDDAP</p> <p>1.2.1 Publication of a brochure by InvestRodrigues for potential investors</p>	<p>Commitment of policy-makers to work through partnerships</p>
<p>OUTPUTS</p> <p>1 Declared Tourism Policy (A clear Statement of Intent by</p>	<p>Output Indicators</p> <p>1.1 A two-day Conference on Tourism is organised to seek consensus on, and</p>		

NARRATIVE SUMMARY (TOURISM – GOAL 1)	INDICATORS OF ACHIEVEMENT	M & E (MoV)	RISKS & ASSUMPTIONS
<p>the RRA)</p> <p>2 A SDDAP for Tourism and Handicrafts</p> <p>3 Establishment of a Tourism Committee at the level of the Table Ronde de Rodrigues</p> <p>4 Publication of an attractive brochure identifying the investment avenues in the tourism industry</p>	<p>finalise, the proposed Tourism Policy and Action Plan for Rodrigues</p> <p>1.2 The SDDAP is published</p>		
<p>ACTIVITIES</p> <p>1.3 Hold of a two-day Conference on Tourism to seek consensus on, and finalise the proposed Tourism Policy and Action Plan for Rodrigues</p> <p>1.4 The RRA to issue a Statement of Intent</p> <p>1.5 The Table Ronde to select members for the Sustainable Tourism Committee</p> <p>1.6 Tenders to be launched for the design and publication of the brochure</p>			

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<p>GOAL 2</p> <p>To improve visitor authentic experience through sustainable destination management</p>	<p>Tourism products become part of a genuine Rodriguan experience</p>	<p>Satisfaction of visitors (survey of outgoing tourists)</p>	<p>Lack of funding</p>
<p>Project Development Objective</p> <p>Significant value (through development of unique attractions and activities among others) is added to the natural and cultural assets of Rodrigues which will be shared with visitors</p>	<p>Authentic natural and cultural attributes are developed and showcased in specific areas (to fit into the Tourism Development Zones proposed)</p>	<p>Small colourful brochures published per area/site of attraction</p>	<p>Delays in establishing the Tourism Development Zones</p>
<p>Outputs</p> <ul style="list-style-type: none"> • A balanced and rich programme of events and festivals is prepared in collaboration with stakeholders • Both integrated coastal and inland experiences are developed • Rodrigues arts and culture is celebrated at least once a year (heritage-based tourism) • Sports tourism packages are developed (niches to be created include diving; kite surfing; big-game fishing; trekking and biking) 	<ul style="list-style-type: none"> • Programme established with different categories of operators • Separate programmes are established per tourism zone • Events and festivals are celebrated throughout the year 	<ul style="list-style-type: none"> • Programme published and posted on Internet 	<ul style="list-style-type: none"> • Lack of enthusiasm on the part of stakeholders

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<p>GOAL 3</p> <p>To improve targeted marketing through the use of a powerful brand</p>	<ul style="list-style-type: none"> • Rodrigues is widely recognised as an “unconventional destination” with a unique selling proposition • A powerful brand is adopted and creatively managed 	<ul style="list-style-type: none"> • Satisfaction of visitors (survey of outgoing tourists) • Brand and logo designed 	<ul style="list-style-type: none"> • Strength of leadership • Lack of funding
<p>Project Development Objective</p> <p>Achieve a clear sense of difference from other competing destinations by capitalising on “authenticity” which reflect community values, the cultural heritage, and exciting sports adventures</p>	<ul style="list-style-type: none"> • Yield is managed instead of simply trying to increase number of visitor arrivals 	<ul style="list-style-type: none"> • Statistics on Tourism spend • CSO tourism statistics 	<p>Temptation to emphasise too much on visitor arrivals instead of yield management</p>
<p>Outputs</p> <ul style="list-style-type: none"> • A branding programme for Rodrigues is created • Coordination and creative collaboration are applied in marketing the tourism industry • Increase in visitor arrivals • High-yielding international markets are targeted 	<ul style="list-style-type: none"> • A <i>ad hoc</i> Task Force comprising brand specialists and opinion leaders is set up to spearhead the process • Improvement programmes and campaigns are designed in collaboration with stakeholders • Stakeholders meet at the level of the Tourism Committee (Table Ronde de 	<ul style="list-style-type: none"> • Minutes of meeting of Table Ronde and its Tourism Committee 	<p>Commitment of policy-makers</p>

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	Rodrigues) quarterly to review progress <ul style="list-style-type: none"> • Average of 8% growth in visitors arrivals annually until 2020 • Rodrigues becomes a must-see destination for at least 10% of foreigners visiting Mauritius 		
GOAL 4 To develop capacity, capability and professionalism of the sector			
Project Development Objective Improve competitiveness and professionalism of the various segments of the industry, and share access to superior resources, capacities and competencies with all stakeholders	<ul style="list-style-type: none"> • Sustainable outcomes are achieved within and across the industry 	Annual report of the Table Ronde de Rodrigues on the performance of the industry	Access to resources and to competencies
Outputs <ul style="list-style-type: none"> • Decision-making is improved through the setting up of research department at the Department of Tourism which will work in close collaboration with the Table Ronde de Rodrigues • Competitiveness of the Handicrafts sector is enhanced 	<ul style="list-style-type: none"> • The demands of the market is clearly understood by policy-makers and stakeholders • A mechanism for identifying and improving lacuna in performance delivery is developed 	<ul style="list-style-type: none"> • Tourist arrivals (CSO statistics) • EMPU annual report 	Lack of coordination amongst stakeholders

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<ul style="list-style-type: none"> • New technology, including ICT, is adopted by stakeholders • New and sustainable enterprises are established by private parties • Increased number of training offered to operators and staff of the industry 	<ul style="list-style-type: none"> • Sales and profitability of small operators are improved • High quality and reliable service are offered to visitors 	<ul style="list-style-type: none"> • Minutes of meeting of Tourism Committee • Number of new establishments set up • Number of stakeholders having followed a training course 	
<p>GOAL 5</p> <p>To develop and maintain competitive partnerships between stakeholders [see chapter on Private Sector Development]</p>			