

PART VI TMP IMPLEMENTATION

31. ORGANISING FOR TMP IMPLEMENTATION

The development of Dominica's tourism will not simply happen. It has to be stimulated and directed, and the activities of the various tourism and tourism-related organisations coordinated.

Three elements are necessary – a champion, a task force and a project management unit.

31.1.2 Champion

To get 'buy-in' by all stakeholders, the TMP needs to be championed. The TMP vision, the strategy and the benefits from development need to be constantly articulated and elaborated, and its implementation encouraged by a senior figure in authority.

31.1.3 TMP Task Force

As described in Ch. 14 earlier, there are many organisations in both the public and private sectors with responsibilities and active participation in tourism. The many actions that have been identified in this TMP will involve a large number of these organisations in their implementation. In order to ensure that the implementation process is conducted in a coordinated and timely manner, and to ensure that key actions actually are implemented, it is recommended that a special purpose body be created – **the TMP Task Force**. This should be a high-level body working to a tight terms of reference and within a defined life span with the overall goal of promoting, energizing, monitoring and the implementation process.

Terms of Reference

The following is a draft terms of reference for the TMP Task Force.

The overall goal is to drive forward and give best effect to the implementation of the TMP and the actions that form part of it. In this context, the specific brief of the TMP Task Force will be as follows:

- To advise Government on the implementation of the TMP.
- To publish a report on its work and on progress with the implementation of the TMP at six monthly intervals.
- To ensure that the TMP Action Plan is seen as an integrated set of actions requiring a coordinated and partnership approach across ministries, departments, agencies and the private sector.
- To discuss with lead actors their operational plans for, and commitments to, the implementation of actions falling within their remit including key indicators against which performance will be measured.
- To highlight any constraints to progress and recommend how these might be addressed and by whom.
- To monitor progress and to recommend any changes that should be made to the TMP Action Plan in the light of experience and evolving circumstances as it is rolled out.

Structure

The Task Force must be an authoritative body and therefore its membership should comprise top-level representatives of the public and private sectors. The Task Force would incorporate the existing Tourism Coordinating Committee.

The Task Force will not need its own organisation structure but should be serviced by the Tourism Division (meetings, report drafting, secretarial services, etc.). It should meet on a monthly basis and may set up its own sub-groups to focus on particular issues and to meet with representatives of individual bodies and organisations critical to the development of tourism both at Government and industry levels. It is expected that the Task Force, in fulfilling its remit, will consult widely and regularly with key representative groups and enterprises associated with tourism in Dominica, and with ministries, government departments and agencies whose policies and actions have a significant impact on the development of tourism.

The Task Force should have an initial life of three years at which time its own composition and brief might be reviewed and renewed. The cost will not be significant, as no staff or other overheads are envisaged.

31.1.4 TMP Project Management Unit

Recognizing that the members of the Task Force will be senior officers/representatives having other responsibilities, we recommend the setting up of an TMP Project Management Unit with responsibility to initiate, guide and coordinate TMP implementation.

The principal functions of the TMP PMU would be:

- Preparation of detailed work plans, budgets and responsibilities.
- Advising private sector groups and communities on programmes and project implementation.
- Preparation of policy and research papers on various tourism issues such as air access, etc.
- Liaison with relevant government ministries, departments and agencies involved in action plan implementation.
- Coordination and administration of all TMP technical inputs and work elements.
- Resource coordination with donor agencies regarding support for specific components of the TMP, including preparation and submission of project proposals.
- Act as a secretariat to the Task Force.

31.2 TECHNICAL ASSISTANCE

A technical advisor is required for a period of 3 years to provide support and capacity building to the PMU.

32. IMPLEMENTATION FRAMEWORK

32.1 LESSONS LEARNED FROM TMP 2005 – 2015

The salient lessons arising from the experience since 2005 appear to be:

- a) The need for direct, safe, reliable, easy and competitive access to be in place. The main conclusion of the Access Strategy Study, coupled with the feedback from stakeholders, is that inadequate connectivity (particularly with the North American markets) and relatively high air fares, together with unsatisfactory access by sea, have been the major constraints to the development of Dominica's tourism sector.
- b) The need for adequate resources for destination marketing. The DDA is severely under resourced. Although the reason (Government financially constrained) is understandable, there is no escaping the fact that to attract tourists in a crowded, competitive market, sufficient monies must be available for promotional activities.
- c) The time span between planning and implementation is longer now than in the latter half of the last decade. Prior to the global financial and economic crisis, it was easier to attract capital investment and there was a shorter time span in getting projects 'off the ground'. The situation is now radically differentdifficult to attract investors, capital in short supply.....all of which means a longer implementation period.
- d) The institutional arrangements for TMP implementation were not put in place. Certainly, the Government recognized and supported the TMP 2005 – 2015, as evidenced by the publication and distribution of the TMP 'glossy' brochure. However, the institutional set-up to organize/coordinate the implementation of the recommended projects was not established. Thus, a TMP Project Management Unit was not established nor a 'Champion' appointed to lead the implementation process.
- e) The need for tourism product development to come on-stream. For Dominica, this means that the expansion of the tourism product must be in step with the destination marketing plans. There is no point in generating market awareness and interest in vacationing in Dominica if there is sufficient accommodation and things to-see-and-do.
- f) Lack of resources to support the proposed TMP PMU was a major (and understandable) reason for the limited progress.
- g) Some of the community projects supported by the EC programmes were not sufficiently focused on the actual (as opposed to the perceived) needs and market opportunities of the communities in question, resulting in a less than optimum utilization of resources. A review of communities' involvement in tourism and how best they can benefit is required to guide future support in this area.

32.2 FINDING TMP INITIATIVES

Funding is crucial, and the sources include:

- Bilateral aid programmes – UK, Peoples Republic of China, France, Mexico (for BioPark) USAID, CIDA, etc.
- Multi-lateral aid programmes, European Union, OAS, etc.
- Development Banks – Caribbean Development Bank, Investment Finance Corporation.
- Private Foreign Investment (including private sector foundations).
- Private local (Dominica) Investment.
- Public funds (Dominica).

Resource Mobilization

Dominica should adopt a more pro-active approach to mobilizing resources for the recommended TMP initiatives.

We recommend the designation of a Ministry official within the Prime Minister's office to work with the PMU to actively seek out and mobilize resources from a wide range of donor agencies – national, multi-national, private sector foundations etc. A small budget to cover costs in respect of travel to the headquarters of these agencies would be necessary.

32.3 SCHEDULING THE TMP ACTION PROGRAMMES

Government must first decide which development scenario to pursue. The immediate priority for the Tourism Task Force is then the scheduling of the recommended action plans, in terms of their sequencing. Should the tourism product be expanded and standards improved prior to, or after, the establishment of a marketing campaign? Should capacity building and human resource development precede product development and marketing? The greatest consensus appears to be to do all at once. This is not as simplistic as it appears at first sight. Because all the action programmes are so interlinked, trying to identify the best sequence is not a realistic approach. No single measure can bring much benefit without at least some progress in respect of the other actions. In this sense, it is more instructive to view the development of the tourism sector as a process rather than as a sequence of activities.

In this context, the recommended action plans for implementable activities in the short term (2015) that can drive economic growth is outline on Table 32.1.

Table 32.1: TMP Action Plan 2013 – 2015

A. ARRANGEMENTS FOR TMP IMPLEMENTATION	<ul style="list-style-type: none"> ➤ GOCD approval of TMP ➤ publication plan on Ministry's website ➤ consensus & support of stakeholders ➤ set-up TMP Task Force ➤ set-up TMP Project Management Unit ➤ designation of 'champion' ➤ set-up unit to coordinate source funding for TMP ➤ seek technical assistance for TMP-PMU
B. REORGANISE AND STRENGTHEN INSTITUTIONAL ARRANGEMENTS	<ul style="list-style-type: none"> ➤ reorganisation & strengthening Tourism Division within Ministry <ul style="list-style-type: none"> - management of sites to be transferred to Forestry Wildlife Division ➤ set-up Environmental Protection Agency ➤ set-up National Parks Service Agency ➤ set-up National Heritage Trust ➤ reorganise DDA <ul style="list-style-type: none"> - more focused mandate - registration/licensing and Quality Assurance Unit to be transferred to Tourism Division - films transferred to IDA - festivals & events transferred to Ministry of Culture - internal reorganisation of functions within DDA
C. DESTINATION MARKETING & RESEARCH	<ul style="list-style-type: none"> ➤ prepare 1 – 3 year rolling marketing plan ➤ new strategic approach with greater emphasis on e-marketing ➤ significantly improve website ➤ improve quality of statistical data base <ul style="list-style-type: none"> - more extensive visitor exit survey - yacht survey
D. IMPROVE AIR AND SEA CONNECTIVITY	<ul style="list-style-type: none"> ➤ support for airlines to improve connectivity/ services from selected hubs ➤ work with L'Express des Iles to improve connectivity/ services from Guadeloupe ➤ work with regional hubs to improve in-transit facilities for Dominica connecting travellers ➤ appoint person in DDA to dive access strategy
E. ENHANCE URBAN ENVIRONMENT	<ul style="list-style-type: none"> ➤ Roseau River Corridor re-generation ➤ restoration of the Historic/Heritage District ➤ Botanic Gardens to become a multi-use Municipal Park ➤ regeneration of the Roseau Bayfront ➤ Old Market Square Plaza re-generation

F. IMPROVE TOURISM ECONOMIC INFRASTRUCTURE	<ul style="list-style-type: none"> ➤ repair of pavements, gutters and road surface on Victoria Street, Roseau ➤ provision of improved signage, particularly in Roseau, and lay-bys on main roads ➤ upgrading of airport departure/arrival facilities at Melville Hall ➤ upgrading of airport departure/arrival facilities at Canefield ➤ upgrading of ferry terminal facilities at Roseau ➤ Feasibility/technical studies for possible new cruise terminal at Canefield (Donkey Beach)
G. MAINTAIN AND ENHANCE QUALITY OF NATURAL ENVIRONMENT	<ul style="list-style-type: none"> ➤ establish Indian River Protected Area ➤ improve quality of beach facilities at Indian River ➤ establish BioPark ➤ maintain quality of hiking trails
H. STRENGTHEN COMMUNITY INVOLVEMENT AND SECTOR LINKAGES	<ul style="list-style-type: none"> ➤ survey among hotels, resorts, B&B, etc. to determine extent to which they purchase goods and services from local communities ➤ survey among communities to determine extent to which they benefit from tourism ➤ need to streamline marketing and reservation arrangements re. Waitukubuli Trail
I. IMPROVE HRD FOR TOURISM SECTOR	<ul style="list-style-type: none"> ➤ technical and financial support for Tourism & Hospitality Dept. of the DSC ➤ suitable new accommodation to be provided for the Tourism & Hospitality Dept. ➤ improve training in French language for guides
J. BETTER SECTOR MANAGEMENT	<ul style="list-style-type: none"> ➤ undertake Physical Master Plan ➤ prepare Tourism Development Area plans ➤ address crime and harassment issues ➤ establish competitive business environment ➤ establish tourism development fund ➤ establish monitoring and control system for sector ➤ improve tourism environmental awareness ➤ promote Green Globe, EarthCheck and similar Benchmarking
K. UPGRADE, DIVERSIFY AND EXPAND PRODUCT	<ul style="list-style-type: none"> ➤ improve the quality of the cruise product ➤ encourage investment in new tourist facilities <ul style="list-style-type: none"> - Woodford Hill Resort - Cabrits Marina ➤ undertake feasibility study for golf course ➤ improve capacity at Trafalgar Falls and Emerald Pool ➤ improve the Kalinago Barana Aute product ➤ improve the Geneva Heritage Park/Arts & Crafts Centre

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