



# RETOSA TRANSFORMATION

**GUIDANCE**  
MIDRAND, SA  
25/07/2017

# TRANSFORMATION OF RETOSA

IN MAURITIUS MINISTERS DECIDED TO RESTRUCTURE RETOSA BECAUSE:



# WHY TRANSFORMATION?

- RETOSA has an onerous mandate but is not empowered enough.
- RETOSA has a weak institutional, legal and operational structure which does not lend itself to enhance the organisation's agility.
- RETOSA has not been adequately empowered and hence has weakened over the years.
- Make RETOSA financially sustainable and needs to add value to Member States

# WHY TRANSFORMATION CONT

- It is necessary to ensure that the regional tourism marketing organisation as an entity is affordable.
- The process of transforming the regional entity should focus firstly on issues around **financial viability, a clear mandate and value-addition** options before addressing financing issues.
- There is a need to look at the **focus areas** for the regional entity with a fresh perspective.
- Financial sustainability of the regional entity should not be solely dependent on the Member States. The Member States' contribution should reduce as the organization grows.

# WHY TRANSFORMATION CONT

- 
- There is a need for a new regional organisation with a new mandate.
- There is a need to make RETOSA central to the region, not peripheral to it.
- Linkages with private sector should be established.
- Benchmarking with other successful bodies to identify issues and special skills required to improve performance.

# THE ROAD

- Kinshasa
- Chairs text
- Durban
- Malawi
- Chairs Text as guidance to Midrand
- Midrand
- Chairs text as report from Midrand
- Gaborone workshop
- Final Report for consideration by Board and Ministers



# THE MALAWI OUTCOME

- The institution will be known as RETOSA
- The private sector must be represented
- Member states will have to pay their dues
- RETOSA will be responsible for Regional Tourism Marketing only and all tourism policy issues will be dealt with by the proposed SADC Tourism Unit
- The process must be fast-tracked and deadlines must be met
- As far as possible it must be reality based and decisions must be based on best practice and in the interest of regional integration and benefit

# VALUE ADDITION OF RETOSA

- Regional positioning and brand building
- Information and research
- Training and capacity building
- Private investment, including Public Private Partnerships
- Policy level guidance and interventions
- Intra-regional communication on prevailing regional practices
- Specific consultancies undertaken on the demand of specific Member States

# WHY RETOSA

- provides Leadership
- Contribute towards a shared vision and regional integration (job creation, revenue generation and poverty alleviation)
- Common goal in the field of tourism
- Inward investment promotion and facilitation in the interest of the region as a destination

# WHY RETOSA

- Shared resources
- Innovation in the sector for competitiveness
- Public/private sector cooperation
- Branding and marketing of the region
- Knowledge sharing among the member states



# ACTIONS AFTER MALAWI

- Searched for financial and technical support from ICP and no success
- Attempted to send the fact finding mission to the Carribean also no success
- Chair decided to call for a Retosa Transformation workshop in Midrand
- Chair prepared a background document that became the basis of the meeting in Midrand
- Attempted to get private sector to participate in the meeting

# PARTICIPANTS AT THE WORKSHOP

- Members of the Transformation Task Team
- Board Members from Member states sitting on the Task Team were to invite and be accompanied by the representatives of the National Tourism Private Sector Associations as well as National Tourism Authority
- A representative from the Caribbean Regional Tourism Association

# EXPECTED OUTCOMES OF THE PROCESS

- Competitive demand driven research based and innovative regional marketing strategy for southern Africa
- A forward looking innovative strategic plan, business plan, and operational plan in line with the aims and visions of SADC
- Revision and updating of key regional founding documents relevant to tourism to be aligned to current realities in the tourism sector
- An organization that has a structure that responds to function

## THE PROCESS



# WHO DO WE SERVE?

- Who do we serve?
- Who do we need to serve?
- How do we serve them? (Policy or Technical)
- Stakeholder analysis
  - Private sector
  - Government sector
  - The general public
  - Communities
  - The tourists



# TOURISM COORDINATION UNIT

- **The primary objective shall be to:**
  - facilitate, encourage and assist in the development of policy, strategic, legal and ethical tourism throughout the Southern African Region
  - taking due consideration of the overall development of the people, the region and the region's natural and cultural resources.
- The operational programme for the unit shall be lobbying for removal of barriers to tourism development and growth

# FUNCTIONS OF THE UNIT

- Coordination of policy development and harmonization
- Facilitate inter-sectoral collaboration.
- Encourage, harmonize and promote consistency in the quality and level of tourism standards for:
  - accommodation
  - training
  - tourism transport services
  - tour guiding

# FUNCTIONS OF THE UNIT

- Facilitate and **mainstream community and rural-based tourism industry and culture throughout the Region** to ensure the geographic spread of the benefits from tourism through the multiplier effect of tourism
- Support, promote and advocate for the **development of tourism infrastructure** (transport, energy, water, health, Information Communication Technologies – Tourism is everyone's business)
- Act as a **communication channel between Member States and in particular tourism marketing agencies and organisations** to enhance the Region's tourism and tourist confluence.

# FUNCTIONS CONT

- Recommended **policy development and harmonization areas of focus** by the proposed Unit include:
  - Facilitate ease of travel in the Region
  - tourism training and education (harmonise curricula across the Region as appropriate and relevant)
  - tourism research and statistics
  - service standards
  - tourism travel services
  - environmental sustainable tourism
  - facilitate and advocate for the harmonization of regional standards for certification of service providers

# FUNCTIONS OF THE UNIT

- Facilitate and advocate for the **prioritization of tourism investment, incentives, in support for the development of infrastructure**
- The importance of **collaborating and creating linkages on tourism issues at the continental and global level** through the African Union Commission (AUC) and the UNWTO Commission for Africa.
- **Standards and quality development** at the regional level

# FUNCTIONS CON

- Capacity building and poverty alleviation
- Facilitate the removal of travel related barriers to and within the region.
- Facilitate ease of travel in the Region (e.g. transport infrastructure, air and surface connectivity, visa, ease of movement, reciprocity, regional integration)

# FRAME CONDITIONS AND ASSUMPTIONS THAT MUST BE MET TO ASSURE SUCCESSFUL IMPLEMENTATION:

- Political will, support and commitment.
- Adequate financial, technical and human resources.
- Full and effective involvement of the all stakeholders.
- Inter-sectoral and multi-disciplinary collaboration.
- An effective governance structure.
- A good understanding of the tourism industry and obstacles it faces.
- Sustainability of the entity.
- Ability to communicate with relevant stakeholders.
- Knowledge management.
- Institutional home.

# WAY-FORWARD

- Secondment of staff by member states.
- Identify a champion to take the process forward
- Create political will, support and commitment for the Unit.
- Engage SADC Secretariat on the modalities and recruitment process for the establishment of the Unit.
- Identify the champions to facilitate the process.
- Once the process is clear, approach member states for secondment

# CONCRETE STEPS

- **Institutional review at SADC Secretariat**
- Activate the position of Senior Program Officer (Tourism) in the Directorate
- Fill the position of Senior Program Officer (Tourism)
- Create one permanent position of Program Officer (Tourism)

# CONCRETE STEPS CONTINUED

- Create three more positions of Program officers to be filled by secondments from Member States
- The main mandate will be to usher in change, understanding and championing of the Tourism Agenda
  - Get tourism to be elevated as the preferred cross-cutting engine for poverty alleviation and income generation in support of industrialisation
  - To fast track in clearing the backlog of tourism policy
  - Second staff for three years

# SADC SECRETARIAT VIEW ON THE UNIT

- In the current structure of SADC as revised in **the RISDP which is the only instrument that will inform positions at the Secretariat** a Tourism Desk is provided for and not a Tourism Division/Unit
- However it used to be known as the Tourism Coordinating Unit

# REGIONAL MARKETING ENTITY- RETOSA

## **Objectives:**

### **A) Increased competitiveness of the region**

- Support and promote regional tourism policies implementation
- Branding and positioning
- Excellent customer service and governance

### **(b) Increased and improved global tourism market share for the region**

- Increase tourism
- Increase arrivals
- Increase geographic spreads of tourists in the region
- Increase length of stay
- Increase tourist spending

# SPECIFIC OBJECTIVES OF TRANSFORMED RETOSA

## **Specific objectives:**

- To provide an **instrument for close collaboration in tourism** within the region.
- To provide members **with opportunities to market their product more effectively** to the region and international tourism market.
- To carry out **advertising promotion, publicity and information services calculated** to focus the attention of the public upon the region as one of the world's outstanding tourist destination.

# SPECIFIC OBJECTIVES OF TRANSFORMED RETOSA

- To provide a **sound body of knowledge on tourism data collection, collation and research.**
- To create **processes and systems for disseminating and sharing tourism information.**
- To provide **advice, technical assistance and consultancy services with respect to tourism.**



**Frame conditions and assumptions that must be met to assure successful implementation:**

- Adequate financial, technical and human resources.
- Full and effective involvement of all stakeholders.
- An effective governance structure.
- A good understanding of the tourism industry.
- Quick turnaround time.

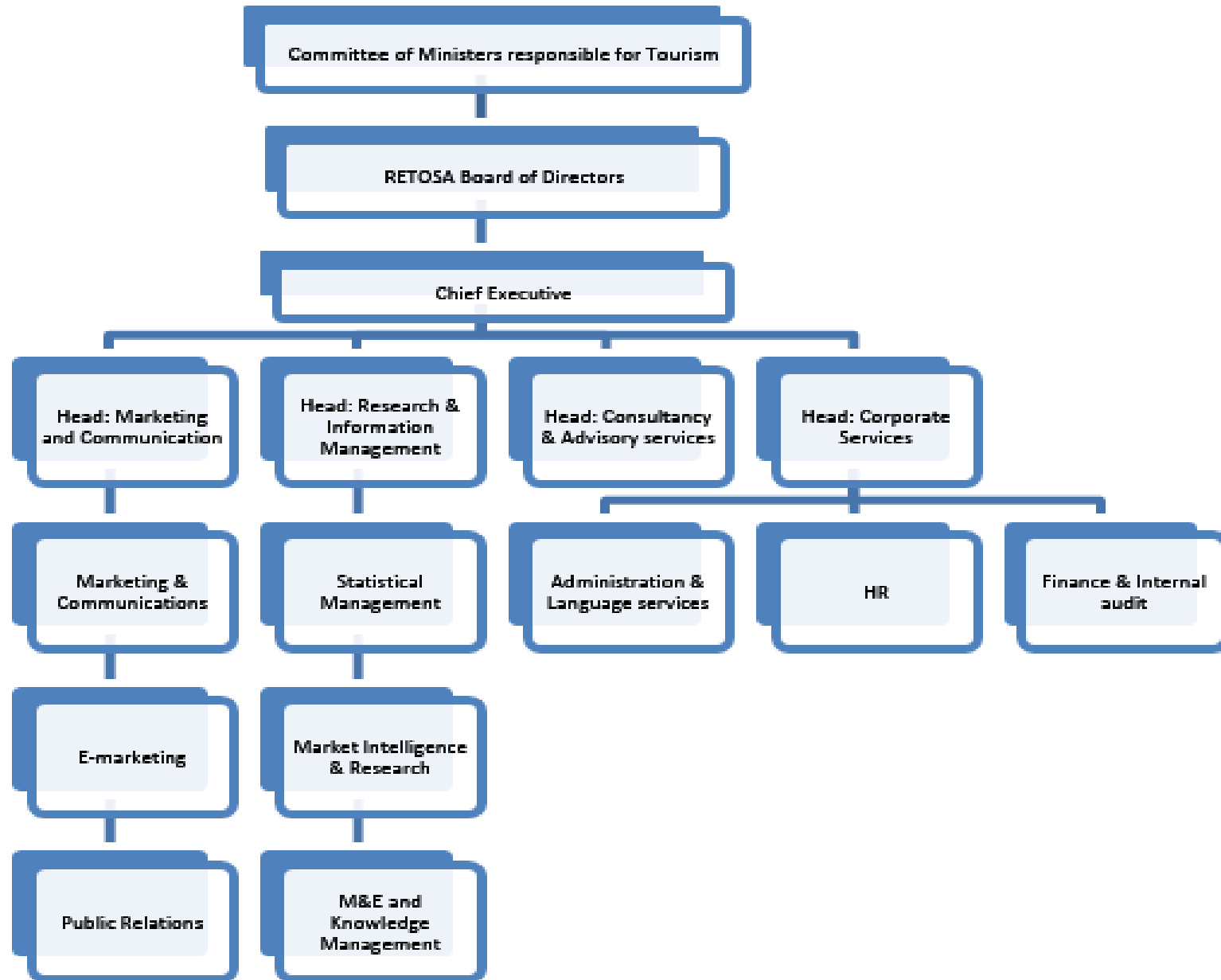
# FRAME CONDITIONS

- Sustainability of the entity.
- Ability to communicate with relevant stakeholders.
- Knowledge management.
- Political Will and commitment
- Institutional home

# DEPARTMENTS OF TRANSFORMED RETOSA

- Office of the CEO and Resource Mobilization
- Marketing -Communications;
- Research, Product, Policy harmonization and Development
- Finance, Human Resource, and Administration
- Consultancy and Advisory services

# RETOSA ORGANOGRAM



# THE VARIOUS TRANSFORMED DEPARTMENTS

## **Generic Marketing, Awareness and Promotion of Southern Africa**

- Regional (SADC and Africa)
- International (Established, emerging and new markets)
- Regional Tourism public relations
- Attendance of strategic tourism fairs that ensures ROI

## **Research and Information Management**

- Generic Marketing Intelligence
- Regional tourism arrivals statistics
- Regional tourism exit survey
- Tourism market/demand supply trends
- Dissemination of strategic marketing information

# DEPARTMENTS CONT

## Research and Development

- Tourism investment facilitation into the region

## Sustainable Funding

- Private sector funding
- Members States funding
- ICP
- Business Strategy (generation of own funds)



# DEPARTMENTS

## **Human Resources, Administration and Finance**

- HR, IT and Language Services

## **Community Based Tourism**

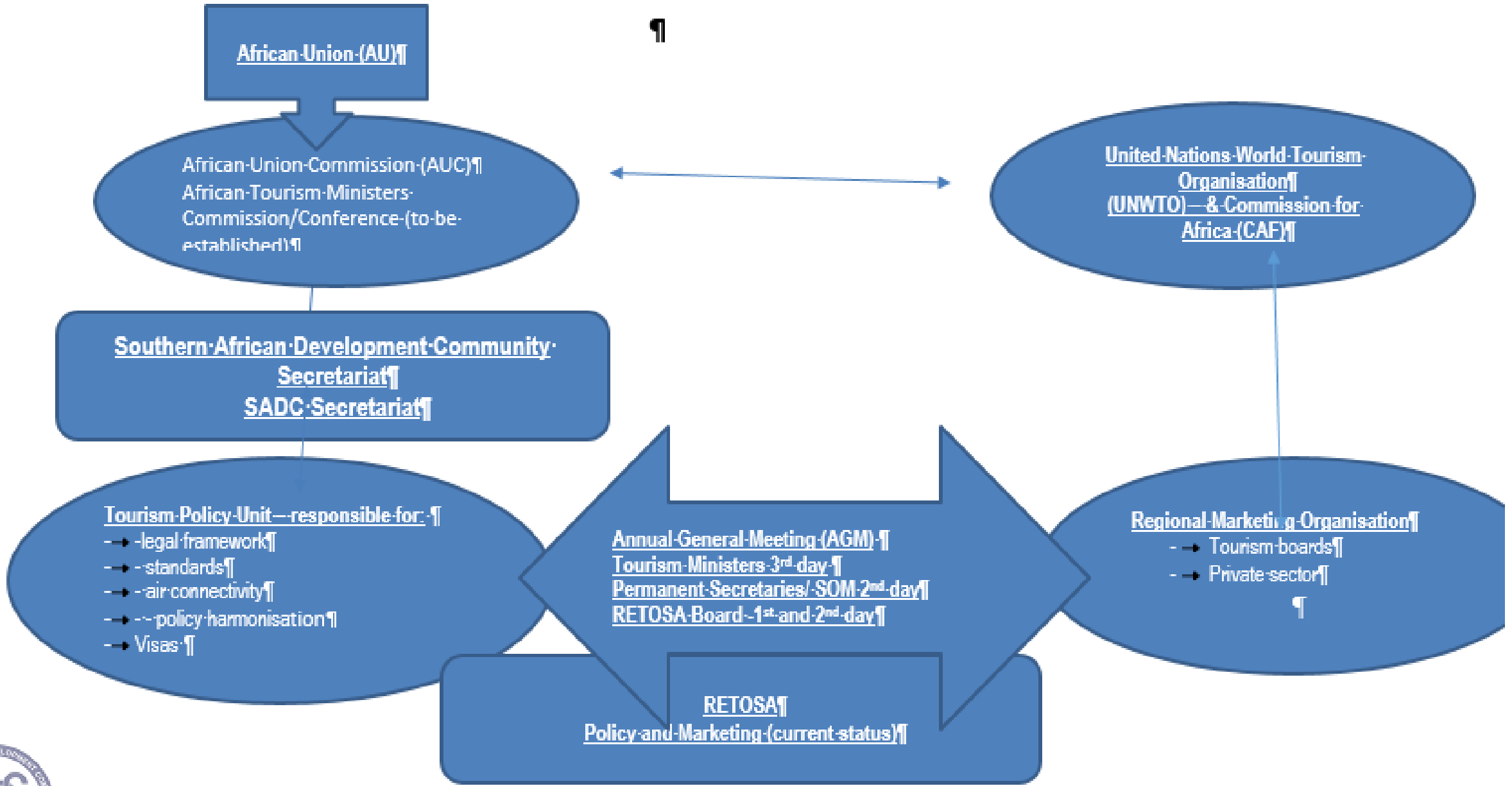
- Multiplier effect of tourism
- Empowerment and Social Transformation
- Cultural Tourism promotion
- Youth and Tourism, Women and Tourism, Education and Tourism

# WAY-FORWARD

Identify two champions to drive the process, preferably seconded by member states.

- **Amend the RETOSA/SADC MoU** to reflect the areas of cooperation and accountability in accordance with the provisions of the SADC Protocol on development of tourism and the RETOSA Charter.
- Complete process by 31 March 2017

# ANNEX 4 RETOSA STRUCTURE ¶



# ISSUES FOR CONSIDERATION



# BUDGET

The reason why Member States expressed disquiet about RETOSA because the budget was too high even for a small structure as at present.

- What are the implications of the structure we are presenting?
- What are the implications for the private sector?
- What are the implications for our contributions?
- What is our defense?



# BUDGET PROPOSALS FROM TTF

## Potential sources of revenue can be from:

- Membership subscription fees (Member States, Private Sector, associate, and affiliate)
- Events management,
- Training,
- Research
- Consultancies



# CONCLUSION

- Make operational the RETOSA mandate, as contained in the Charter;
- Elaborate the obligations and functions of RETOSA in the light of the charter;
- Pin responsibility on RETOSA, make it accountable to SADC directly on specific aspects of the mandate, detail the checks and balances;
- Outline the support SADC would provide in detail towards ensuring RETOSA's successful functioning and sustainability – this should include financial, organizational and strategic support;

# CONCLUSION

- Give necessary powers to RETOSA that it would need to achieve its objectives vis- a- vis the Member States;
- Provide the organizational structure, resources and business model necessary for RETOSA to function sustainably;
- Address any other aspect as may be required to implement the interventions and/or reforms as suggested in this Report.
- Bring in the private sector

**THANK YOU**

