

PPT Facilitation Format

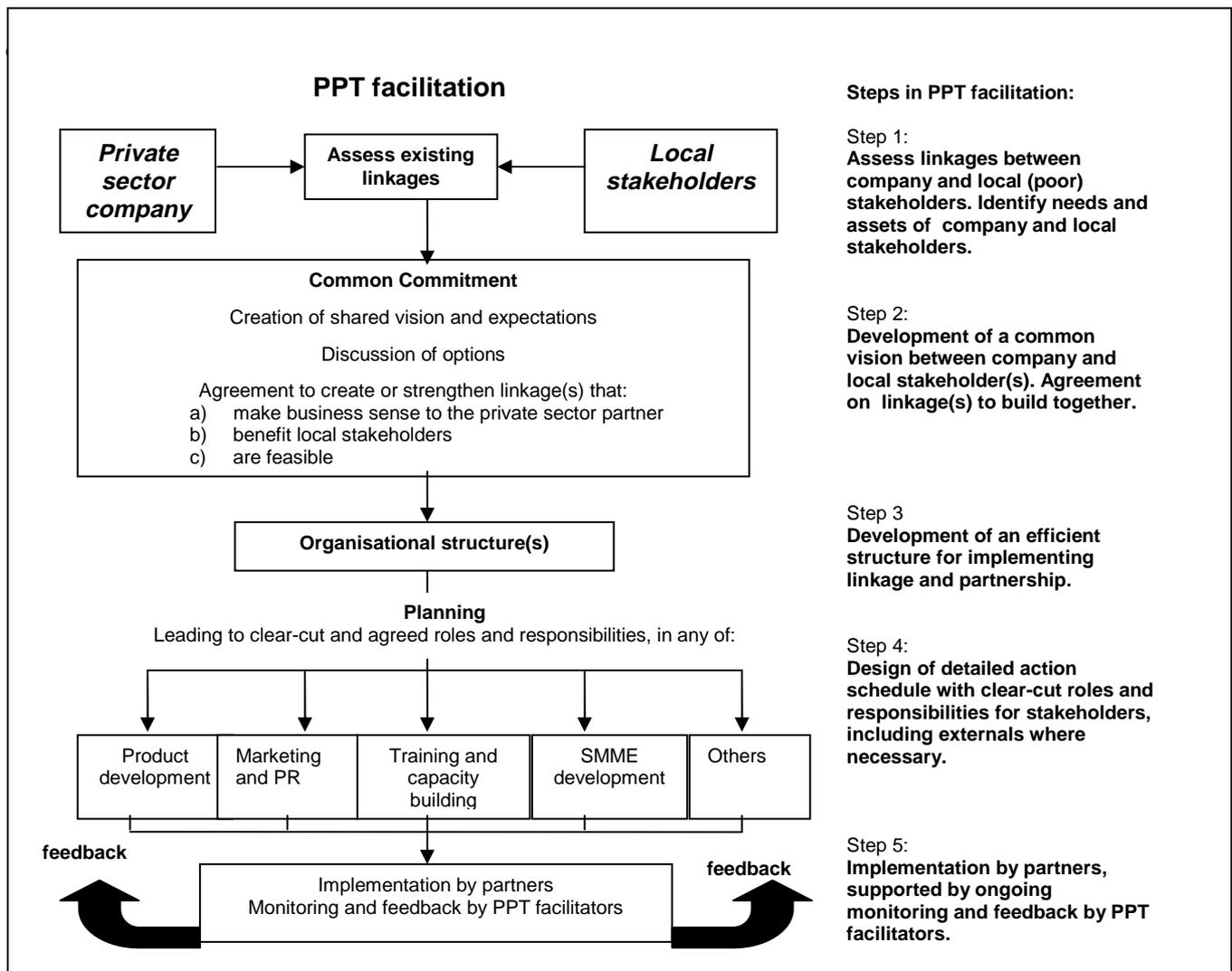
The Pro-Poor Tourism Pilots in Southern Africa Programme facilitates linkages between private sector tourism operations and local partners. Linkages should increase the net benefits from tourism to the 'poor' and make business senses to the tourism operator.

What is PPT facilitation?

PPT facilitation is a service provided to a tourism company and its local stakeholders, to assist in building linkage(s) between them. The support facilitates the process of developing a joint vision, exploring mutually beneficial linkages, planning tasks, and achieving successful implementation.

The facilitation format is flexible but provides a generic tool that will be adapted to each site. It can be applied to the creation of a very specific linkage concerning one product, or to building a long-lasting partnership with many components. As a point of departure and drawing on the programme's skills base, PPT facilitation helps create agreement between partners on what could be achieved, and then focuses on developing the organisational structure(s) needed to deliver the linkage(s) they have prioritised. Efficient organisational structure(s) are pivotal to the parties achieving their vision in partnership. From this, clear planning of tasks and support for implementation follows.

The facilitation format is designed as an implementing tool. It demystifies PPT and provides an operational guide to site



1. Identification of stakeholders and current linkages

This first step identifies local people/businesses/neighbours/groups that are relevant local stakeholders, and identifies current linkages between the company and local stakeholders. It assesses the needs and assets of each, as a basis for building a shared vision and stronger linkages

2. Establishment of a common commitment and agreement on linkage(s)

With facilitation, the company and local stakeholder(s) create a shared vision in which they identify a common goal and common expectations. They agree to work together and agree on the type of linkage(s) they intend to create or strengthen. Reaching agreement may be a simple step, or may involve PPT facilitation to mediate between different interests. It may be appropriate to create a vision and agreement separately with different stakeholder groups. The agreement to build a linkage must be based on three prerequisites: a) it makes business sense for all parties; b) it impacts positively on 'poor' stakeholders; and c) it is feasible, likely to be implemented and successful in the long-term.

3. Development of joint organisational structure to implement the vision

PPT facilitation will help design and set up a structure (or structures) for stakeholders to work together to develop the linkage. These structures can range from loose, informal arrangements to a formalised, wide-ranging institutional arrangement.

4. Planning

PPT facilitation helps stakeholders to identify the tasks to be undertaken for implementation, allocate roles and responsibilities between them, and develop a detailed schedule. Tasks may relate to various components such as product development or capacity building and training.

5. Implementation and Monitoring

PPT facilitation will assist with implementation through providing inputs and advice, or if necessary sourcing external inputs. It is however essential that the main tasks are carried out by the stakeholders so as to provide them with ownership over the product and outcome, and to ensure sustainability of the linkage once facilitation is completed. The PPT facilitation team will also monitor the development of linkages, provide feedback to stakeholders, and assist in adapting and improving plans and implementation.

PPT facilitation thus consists of:

- ▶ **Identifying stakeholders, their current linkages, their different needs and assets**
- ▶ **Mediating between different interests/expectations to develop a joint vision**
- ▶ **Developing a clear commitment by stakeholders and agreement on a linkage to develop**
- ▶ **Developing a structure to implement that linkage**
- ▶ **Planning tasks**
- ▶ **Defining roles and responsibilities for each stakeholder**
- ▶ **Designing a detailed action schedule**
- ▶ **Providing input into and support of stakeholders in product development; marketing and promotion activities; training and capacity building programmes; and SMME development**
- ▶ **Monitoring of implementation and results, providing feedback**