TOOL 9: DEFINE ACTIVITIES FOR TARGETED DEVELOPMENT

Whether you are working to optimise existing programmes or develop new ones, developing the practices of destinations and businesses requires important considerations to be made. Although you may have decided not to go down the route of certification it is important to understand that standards and recognition awards are useful tools to target weak areas and help to ensure consistency across destinations. This document uses a worked example to highlight some key considerations to be made as you work to define the activities required for your programme.

Defining Key Activities

Although you have already developed your ideal national scenario along with goals and targets you will need to undertake a more detailed situational analysis so that the **change** required can be accurately defined and the right courses of action selected.

Worked Example Scenario:

You have decided that sustainable food production and consumption is one of your target areas to develop; this contributes towards the SDGs **and the** EU Farm to Fork Strategy**. One of your goals is to strengthen value chain linkages between tourism and the agricultural economy.**

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Step 1: Define the parameters of your goal. What is in and out of scope?

For example, do you want to target all types of agri-businesses or focus on a few core areas e.g. fresh fruit and vegetables? Do you want to work with all types of tourism businesses or focus on key sectors e.g. hotels?

To make these decisions, you will need to have conducted a thorough situational analysis and collected relevant data. This will enable you to understand **a) where the greatest need is** and **b) where are the biggest barriers and opportunities.** Your parameters can then be set accordingly.

For this example, you have decided to work with just <u>hotels</u> and <u>fruit & vegetable farmers</u> as a priority.

Step 2: Identify route causes and define 'the change' needed

Now you will need to develop key programmes of work to address the challenges identified.

One of the ways to do this is to take the challenge and work backwards to identify the root causes. This can be done using a [Theory of Change](#) approach where you decide on what change needs to happen, and what enables and inhibits this change. The easiest way of doing this is by asking the 'why' question.

For example, *why aren't hotels buying much produce from local farmers?*

Interviews with hotels may reveal the following:	Interviews with farmers may then reveal that:
• The quality of produce is low and/or product range is insufficient for their needs • The cost is too high and/or ordering and fulfilment mechanisms are insufficient	• Farmers are unaware of the quality/range requirements of hotels and so therefore do not know how to adapt • Costs are high because of the distances farmers have to travel to deliver small quantities to each hotel

By asking the 'why' question, this will help you identify what your main activities should be to address the problem. In this instance, you may decide to do the following:

a) Develop activities in partnership with the agricultural ministry to build awareness of hotels and farmers; e.g. awareness and understanding of the needs of hotels and the capacity of farmers
b) Develop training programmes and financial support mechanisms to help farmers to adapt
c) Commission research to explore the possibility of setting up a centralised procurement/distribution mechanisms to help farmers achieve economies of scale

Further guidance can be found on supportive environment and capacity building in Tools 10, 11 & 12.

Step 3: Assessing effort vs. impact

Before you decide which key actions to pursue, it is worth considering first 'effort vs. impact' i.e. which activities are going to make the biggest difference relative to the cost of delivering them; by 'cost', consider not only financial resources but also other capacities e.g. are there sufficient staff resources?

In this instance, you may decide that holding farmer/hotel workshops is the most efficient way of building awareness, and that capacity-building is best achieved through delivering 'train the trainer' programmes to agricultural extension workers who can then support farmers directly. This way the expertise will be held regionally and capacity building can be easily replicated.

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Step 4: Developing targets

Now that the main activities have been agreed, you will need to set targets to enable progress to be measured. The best targets are SMART ones, so ensure that they are specific, measurable, achievable, realistic and timebound. When setting targets, consider what are the most practical and efficient ways of gathering data. In this instance, there are 2 options: gathering sales data from farmers, or procurement data from hotels. Both have challenges but it may be more efficient to gather data from hotels, particularly if the provision of data is related to an award scheme for example. Whatever data gathering mechanism you choose to use, it needs to be sufficiently reliable and robust to report against, in relation to the targets set. Further guidance on Monitoring and Evaluation will be provided in Tool 13.

Step 5: Communication

Communication is vital for buy-in. You need to be transparent about what you are aiming to achieve and the progress that you are making. Work with individual farmers and hotels to gather 'stories' that you can use to showcase the work that's been done, and to motivate others to participate. Make the most of PR opportunities with news and other agencies and celebrate ongoing successes however small.

Don't forget about the importance of external communications (outside the destination). Ensure that international tourism agencies and their customers know about the initiatives and also share your experience and learning with other destinations.

The benefits of recognition and awards are set out in module 2a; it is recommended that you read that module even if you are not following the certification route; it still provides useful insights into the various tools that can help to strengthen any sustainable tourism programme.