

**WORKSHOP REPORT ON THE
RESUSCITATION AND
STRENGTHENING OF THE
LESOTHO COUNCIL OF TOURISM**

Final

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Workshop Report on the Resuscitation and Strengthening of Lesotho Council of Tourism

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Author:

Morongoe Ntloedibe-Disele
P.O. Box 811
Gaborone, Botswana
Telephone: +267 3957144
Mobile: +267 71321795

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1. INTRODUCTION

The Government of Lesotho (GOL) is committed to fight poverty, accelerate economic growth and improve the welfare of the Basotho. In 2002 Government formulated its broad National Development Goals to guide national planning and overall development agenda of the country. The National Vision 2020 was launched in 2004, which provides the overall framework that defines the aspirations of the people. The Poverty Reduction Strategy (PRS) finalized in 2005 attempted to translate the strategies into actions which will enable the economy to develop rapidly, and poor people to be the main beneficiaries of growth. One of the four building blocks or pillars identified for achieving the strategy is private sector development (PSD), which will manifest in equitable economic growth and rapid employment creation.

After the PSD Forum key areas were identified and agreed for the World Bank to support the Government and the private sector in the implementation of reforms and strategies for growth through a proposed IDA-funded Private Sector Competitiveness (PSC) Project. Further, the PSD Forum emphasized urgency for support to economic diversification by attracting new investments to support the growth of the local private sector in value-added activities such as tourism.

In this context and to commence the design of the PSC Project, a PHRD grant was obtained from the Japanese Government to finance various activities in two broad areas and across three sectors (textiles and garments, agri-business and tourism). The two areas are:

- (a) Improving the business environment through reducing the costs of doing business and strengthening the legal framework in Lesotho.
- (b) Strengthening the competitiveness of the private sector and the capacity of representative industry associations to define their roles, build their capacity to attract and retain members and develop business plans so as to become financially self-sustaining.

The strategy for growing tourism and in particular the tourism-related private sector in Lesotho requires an integrated set of enabling conditions such as facilitating investment (including FDI), strengthened business climate, expanded services, availability of a trained workforce and industry standards that increase parity with the booming tourism industry in the Republic of South Africa (RSA). One of the gaps identified during the preparation phase of the PSC Project is the absence of an effective representative body of association within the tourism sector. To address this weakness, a consultant was engaged in August 2007 to develop a business plan for the defunct Lesotho Council for Tourism (LCT) with a view to revive the organisation. The business plan presents a series of actions aimed at re-establishing the LCT. One of the key actions is the establishment of an LCT Secretariat, which would coordinate the implementation of the proposed actions.

1.1 Context

The world economy on the other hand has been minerals, textile and oil led for many decades. Today tourism is recognized as a key sector for socio-economic development. In view of this it would be important to focus on interventions that would make tourism an effective tool in wealth creation and fight against poverty. Further, it would be important for private sector and government to work in partnership to improve the capacity of the destination to respond competitively to competitive tourism markets both regionally and internationally.

The commissioning of a three-day workshop was necessitated by the recognition of the potential of tourism to stimulate the economy, provide business opportunities for Basotho and prospects of job creation.

The challenges associated with tourism growth, the opportunities presented by Lesotho's landscape and rich culture demanded that Government develop a tourism road map for the sector. The strategy - "towards 2020" spells out a coordinated effort and contributions from key stakeholders required to move tourism forward.

The Private Sector is a key partner in this strategy. In the same vein a coordinated private sector with a common goal is required to partner with the Ministry of Tourism Environment and Culture (MTEC) as well as the Lesotho Tourism Development Corporation. (LTDC)

1.2 Objectives of the Workshop

- Explore Roles and Responsibilities of private sector in tourism development.
- Explore level of commitment and tourism industry for an association council and /revival of LTC.
- Review /define mission objectives, management and decision- making structures.
- Assess financial sustainability.
- Identify key stakeholder and roles and responsibilities.

1.3 Terms of Reference

The facilitator was expected to assist the Project Management Unit (PMU) to provide an enabling environment for members of the tourism sector (private sector) to reflect on their roles and responsibilities in the development and cohesive function of the Tourism sector in Lesotho in partnership with key stakeholders.

The facilitator was expected to:

1. Determine the level of commitment and support from the tourism industry for the revival of the LCT
2. Refine LCT constitution i.e. objectives, functions, management and decision making structures
3. Assess financial sustainability of the organization
4. Identify key stakeholders of the LCT; and
5. Review the draft LCT business Plan and develop an action plan with clear deliverables for the first year 2008/2009
6. Facilitate and align the vision of the LCT in line with the National vision/strategy on tourism development.
7. Facilitate a process that will enable programme management, administrative arrangements and develop specific tools for effective management and coordination of the Directorate's programme.
8. Develop a strategy and action plan; and
9. Facilitate the development of a calendar of events for the LCT to be shared with the PMU.

2. METHODOLOGY

A learner-centered participatory approach was used throughout the workshop. Individuals and groups were acknowledged and enhanced by recognizing that they have a creative and analytical capacity to identify and solve their own problems.

All work carried out through the use of tools/exercises were debriefed by the whole group in plenary session. Key learning points and insights learned were, debriefed in a manner that brought to the fore pertinent issues and concerns which were then discussed. The workshop approach was informed by the terms of reference provided.

3. LIMITATIONS OF THE CONSULTANCY

The terms of reference specifically limited themselves to the Lesotho Council of Tourism, (LCT) review of constitutions financial sustainability and buy in from the private sector. It is worthy to note that some key stakeholder were absent from the workshop, therefore some work will need to be done by the interim board to solicit buy in and support from them. (e.g. Government and associations that had no representation at the workshop)

4. OUTCOMES FROM THE WORKSHOP

In order to properly locate the Private Sector in the 2020 strategy, it was important for the private sector to reflect and assess who they are and who would best represent sector and serve as a coordinating body. The opportunities and challenges/threats identified during the three days in the socio-economic environment of tourism and tourism associations extensively informed the development of the outcome of the workshop.

Socio-economic and political issues are, in any given society intricately intertwined. The environmental analysis that follows, the socio-economic and political trends are not discussed separately in order to enable a clear forecast for the association's development.

From an economic point of view the objectives of tourism development in Lesotho are aimed at achieving broader objectives of poverty alleviation, employment creation, wealth creation and economic growth. It is worthy to note that many of the challenges and opportunities identified during the workshop are no different from those discussed in the UNDP/UNWTO Report on Institutional and Capacity Strengthening of Tourism Sector.

4.1 Socio-economic Environment

Lesotho's unique landscape presents an untapped opportunity for the development of tourism. Participants identified the following economic and social challenges and opportunities.

Strengths/Opportunities	Challenges
<ul style="list-style-type: none"> • Altitude of Lesotho • Water resources • Unpolluted air • Pristine environment • Peaceful/ friendly • Educated (literate) • Adventure • Relatively new concept in the country • Surrounded by R.S.A • Employment / job creation • Improved community involvement • Political will/ commitment • Policy formulation in line with the needs of private sector • Opportunity to become wealthy 	<ul style="list-style-type: none"> • Support from government for Private Sector • Poverty/ unemployment • Lack of awareness to the community • Infrastructure (undeveloped) • Low priority budget • Lack of recognition of private sector • Political instability • Weak communication with private sector, lack of consultation in policy development and legislation • Lack of strategies that focus on tourism development

The socio-economic environment depicted in the previous section will no doubt have far reaching consequences on social life. The environment is characterized by unemployment, poverty and lack of knowledge. Although the socio-economic outlook presented indicates a society undergoing rapid change and experiencing numerous challenges, the cultural reawakening and potential presented by the opportunities suggest possibilities for positive development going forward.

4.2 The Institutional Environment

International development agencies and donors have in the recent past provided development assistance to Lesotho. A trend that has emerged as a result of the support has led to the proliferation of Associations in the tourism sector. The immediate impact of this is a fragmented and unorganized tourism (private sector). As such, in 1996 an umbrella body Lesotho Council of Tourism (LCT) was established.

The trend that emerges in this section is institutions that lack clarity of roles between key stakeholders. Among private sector there is lack of ownership for LCT and a general mistrust amongst them. Therefore, the focus of the workshop was to facilitate a process that would lead to the resuscitation LCT that appeals to the majority of the private sector. The table below is a reflection of the swot (strengths, weakness opportunities and threats) by participants on the institutional environment.

Strengths and Opportunities	Weaknesses and Threats
<ul style="list-style-type: none"> • Good networking and relations • Fresh food /good pricing / good demand • Flexibility, networking and working together • Skilled and knowledgeable youth, willing to learn, knowledge of product, organized – front face of tourism • Potential for job creation • Develop more activities and attractions for tourism • Develop training centers for hospitality and attachments for youth • Opportunity to change levy for tourism and hospitality sector development • Advocacy for enabling Env. (Marketing, Regulatory frame work, Policy review, Licensing) • Research and information sharing • No malaria • Collaboration with R.S.A operators 	<ul style="list-style-type: none"> • No regulatory frame work (tour operators), Weak/ implementation • Signage not very good • Late payment on orders has Negative impact on industry • Lack of security / crime • Vandalism/ littering • cross boarder tour operators / illegal operators • Political instability – stay-away & state of emergency • Competition and or stifling of small operators • Lack of access to finance • Lack of capacity: Technical skills, General expertise, Size of facilities (B+B especially), Reservation system • Training: Basic business skills, Tourism curriculum for school, do not use learned skills. • Lack of understanding of role of association • Lack of resources: emergencies, finance, insurance crises • Licensing and inspections bottlenecks • Unfair competition • Lack of environmental management / littering waste • Lack of exposure to travel market expos, poor information sharing – especially regarding donors • Infrastructure development e.g. roads • Accreditation : operators caterers, B& B Grading , development of standards • Lack of support from hotels

4.3 The Policy Environment

The emerging trend in this section suggests that private sector is an important ingredient to the growth of tourism in Lesotho. MTEC and LTDC single handed cannot provide an effective vehicle for tourism development. This recognition from government requires an enabling policy environment that will facilitate for new investments and removal of barriers to the sector. With the increasing recognition of the private sector as a major player opportunities are abound for a private sector association to influence the operating environment.

5. ORGANISATION AND MANAGEMENT

The three-day reflection workshop resulted in the revival of LCT in a new structure (abolition of associations) with all tourism related organizations and individuals becoming full members of the umbrella body direct. It was also agreed that in due course – after all legal matters have been dealt with – the organization will be renamed. The new umbrella body was unanimously agreed to be named (in future):

LESOTHO TOURISM AND HOSPITALITY ASSOCIATION (LeTHA)

There were three choices of mission and vision statements. The consultant recommends those highlighted in blue (1 and 2). The structure and objectives below was unanimously agreed upon.

1. *VISION*

To be a leading international destination of choice with a competitive and sustainable tourism product by 2013.

1.1 MISSION

To build a national body, which will effectively with one voice, advocate for the development of the tourism industry that will contribute to the economic growth of Lesotho in a sustainable manner.

2. *MISSION*

To create enabling environment for tourism industry through collaborative partnership of all stake holders that will facilitate wealth creation

2.1 Vision

An icon of sustainable, competitive, and international recognised tourism destination

MISSION

Advocate in a professional manner in order to create wealth by encouraging networking among members while acting as the man voice of tourism sector

VISION

To become the leading internationally recognized destination in SADC within 5 years

5.1 Objectives:

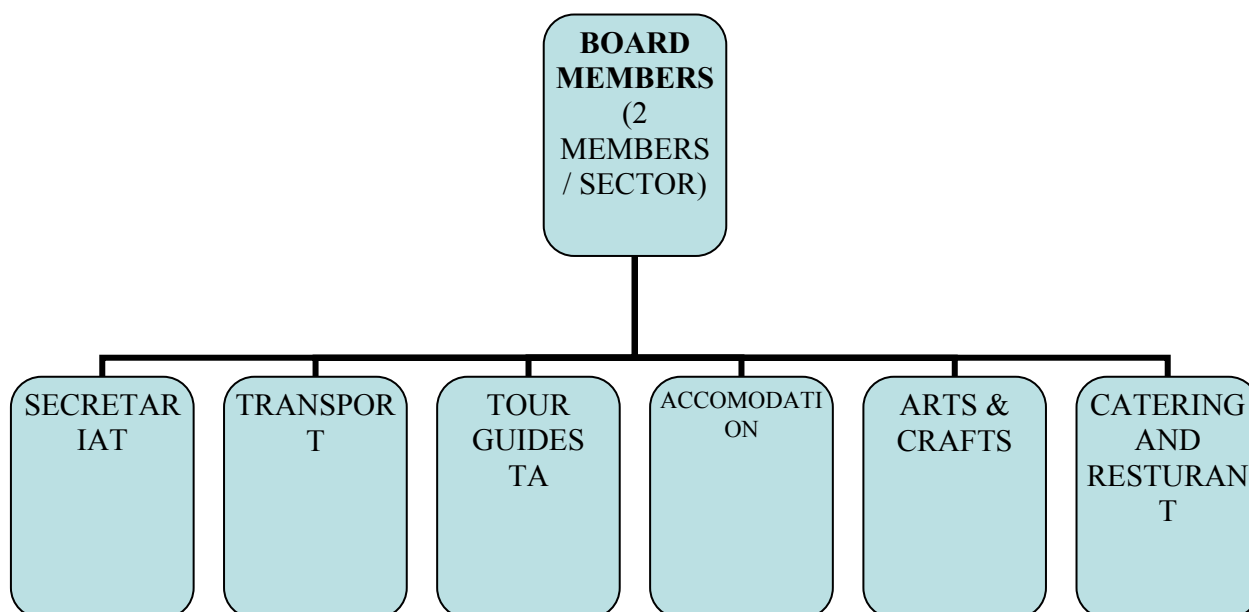
LCT mission aims to contribute to the positive transformation and growth of tourism.

The main objectives are:

- To play a key partnership role in making tourism one of the main engines of economic growth in Lesotho
- To work towards a partnership with public sector organizations and departments involved in tourism directly and indirectly to ensure a shared vision, approach and commitment
- To highlight Lesotho's potential and key role in the overall development of the sub-region's tourism potential
- To play a leadership role in creating awareness of tourism to Basotho nationally and internationally, as well as the benefits of developing a coordinated and future-oriented approach to tourism
- Initiate and maintain close contact with RETOSA and other key private sector tourism organizations in Southern Africa
- Proactively disseminate information on LCT and relevant initiatives to the public sector stakeholders and also open up communication channels with all appropriate decision makers and opinion leaders in the public sector
- Promote the role and benefit of LCT to members of the tourism industry
- To provide a key linkage and coordination mechanism between industry needs/priorities and government's development process
- To pro-actively support government in initiating appropriate national policies and development guidelines for sustainable tourism development and marketing of Lesotho
- To address constrains/opportunities that are of common interest to members

Structure

The structure below was agreed to unanimously. It was agreed that member would affiliate directly to LCT mainly to facilitate the resource mobilization of the organization. In the event that Associations feel strongly about retaining their status, they would then affiliate directly to LCT.



An interim Board was elected which will serve the Council until an Annual General Meeting is called. The convener of the committee is Mr. Rametse who will serve as the main focal point until elections at the AGM. The following persons were elected to the interim committee:

1. Koena Mophethe
2. Motlatsi Rametse
3. R. L. Ntokoane
4. 'Masebina Kao
5. 'Malijo Matela
6. Thabiso Seleteng
7. Thabo Nthoana

5.3 Financial Sustainability of LCT

During the transitional period which will last 3 - 5 years, the private sector organisation will receive financial support from the PMU/World Bank support project on diminishing bases annually. The modalities shall be discussed and agreed upon with the newly appointed interim board of LCT. Targets will be set for sustainability and self-financing activities by the Interim Committee and/or Board working with the Secretariat once it is in place. Future strategies on financing the Association need to be explored.

Among the possible opportunities are:

- Negotiate part (percentage) of Tourism bed levy with the relevant Government Agency
- Negotiate Border crossing fees
- Attract associate members (e.g. indirect beneficiaries of tourism spend such as fuel companies, insurance companies, banking institutions etc)
- These are in addition to subscription fees paid by members which should be at least 60% of LCT's financial base.

LCT should be conservative on the issue of staffing of the organization; salaries should be kept at 30% of its total expenditure.

5.4 Interim Activities

This section provides an overview of the interim objectives and activities to be carried out until December 2008. The interim committee is mandated to carry out the following:

1. Amend Constitution of LCT
2. Develop a code of ethics for the industry
3. Advertise and Appoint CEO as soon as possible
4. CEO to hire secretariat staff to support activities of Interim Committee
5. Prepare for Annual General Meeting to be held at the end of 2008
6. Organize membership, coordinate buy - in activities
7. Make appointments for courtesy calls to stakeholders to introduce the new interim board of LCT
8. Establish office & logistic to get it going with immediate effect
9. Embark on awareness campaign
10. Embark on membership recruitment from day one! continue to add impetus
11. Engage all sectors in the process of developing, monitoring and maintaining standards within **three** months

5.5 Longer term objectives

These were agreed to as follows:

- Get tourism legislation to be processed through parliament within 12 months
- Set up a 3 year development plan within 6 months (*this may only be possible with a Secretariat in place, therefore six months timeline too short*)
- Develop and maintain partnership with MTEC and LTDC
- Develop and maintain partnership with other SADC countries and the world
- Deal with licensing issues immediately.

5.6 Key Result Areas

In the following twelve months the interim board will achieve the following high level key result areas:

- Conducive environment: the Association will work with government in ensuring that an investor friendly environment is created and sustained
- High professional standards: quality service, human resource development, self-monitoring, training and advocacy
- Stakeholder satisfaction: efficiency effectiveness in service delivery, code of conduct, constitution and implementation of objectives thereof, information education and communication, accountability, innovation
- Organizational efficiency and effectiveness: human resource management, reward system process re-engineering (change management)
- Support for Lesotho's tourism vision - "towards 2020".

The mobilization and strategic planning by the interim committee needs to be followed up by consultation with stakeholders and implementation. Since this process involves change, there is need for ownership and managing the change process efficiently to eventually get even the skeptic on board.

6. MONITORING AND EVALUATION

The development process of the association involves a recurrent cycle, which includes an analysis of the situation and implementation of the interim plan, strategies for critical reflection and experience gained from the transition activities. The interim committee will through organizing various discussions/meetings/workshops for with key stakeholders play a critical role in the action-reflection cycle.

At this level of evaluation process the Interim Committee shall produce a report reflecting their interim objectives, achievements and challenges to the AGM. The information yielded from this activity will be used to improve subsequent board and secretariat interventions and programme cycle and strategic development plan.

7. CONCLUSIONS AND RECOMMENDATIONS

In fulfilling its mission LCT leadership and Board of Directors would have to participate in leadership and governance training. The Association may encounter some hic-ups in its early stages of formation due to personality differences caused by the lack of participation in the workshop that led up to the resuscitation of LCT.

A general observation is that much of what the LCT business plan proposed was repeated. Perhaps one could conclude that there is general agreement on the issues

and strategies outlined in the plan. **Conclusion reached by participants was that LCT will at the later stage be renamed LeTHA.**

Recommendation 1. LCT should develop a comprehensive marketing strategy to reach out to association and non- association members in the tourism industry in order to grow its membership base. Membership fees will constitute a significant amount of revenue for the association.

Recommendation 2. LCT should create incentive that could make significant difference in being or not being a member of the association.

Recommendation 3. LCT may want to consider acquiring property that it can use to generate income. Acquire land and build an Office block and/or factory shell that can be rented out as a fundraising strategy.

Recommendation 4. LCT considers using some of the recommendations already outlined in the LCT business plan as they are still relevant.

Recommendation 5 Identifying diverse sources of income for LCT should be one for the most important challenges for the Executive Board and Management. However, due care should be taken not to compete with members for business.

8.

APPENDICES

8.1 List of References

1. Carl Bro, Intelligent solutions: Establishing a Framework of issuing concessions for Tourism Development, October 2006
2. Wither, Roger, Carl Bro Intelligent Solutions: A framework for issuing Concessions for Tourism Development Tourism Concessions Manual. A Guide to Concession Operators and Tourism authorities in Lesotho October 2006
3. UNDP/UNWTO/GOL Report: Support to Institutional and Capacity Strengthening of Tourism Sector
4. Wither, roger, Carl Bro Intelligent solutions: LCT Business Plan

8.2 List of Participants

NAME	ORGANISATION	CONTACT INFORMATION
Letsema Adontsi	Mokhotlong District Tourism Association	58996830
Thabiso Nkune	Mokhotlong District Tourism Association	63203556
Lerato Makhetsa	Caterers Association of Lesotho	58858774
Kekeletso Sekhatsa	Mohloli Business Chambers	58963477
‘Malijo Matela	Butha-Buthe District Tourism Association	63213603
Mashapha Nkuebe	Khotso Travel and Tours TOAL	62002666
Tšeliso Ramakhula	Unique Tourism Facilities TOAL	58421896
Masebina Kao	Sematsatsa Tours TOAL	58851962
Motlatsi Rametse	Unique Tourism Facilities TOAL	58850927
Mokuoane Qacha	Qacha’Nek District Tourism Association	58007158
Teboho Mothebesoane	Youth Chamber of Business	58058284
Mamello Phooko	Mohloli Chamber of Business CAL	62868010/58868010
Mamosiane Mohosheli	Thaba-Tseka Catering Association	58997523
Motjopi Molise	METOCC Transport	63057477
R.L. Ntokoane	LLROA	58841775
S. Makhubu	Lesotho Bird watching	58759514
Thabang Kokome	Qiloane Tours TOAL	58992835
Thabo Nthoana	Morija Museum and Quest house	58975285

Kuena Mophethe	Seilatsatsi Quest House	58852284
Mallane Litabe	Lesotho Durham Link	62789701
Thabo Maretlane	T Connexion TOAL	62861361
Thabiso Seleteng	Caterers Association of Lesotho	62788144
Thabang Thabakholo	Butha-Buthe District Tourism Association	58505671
Mafole Ntšeli	Lesotho Tourism Development Corporation	22312238
Potlako Ntšekhe	Lesotho Council of Tourism	58727200
Morongoe Ntloedibe-Disele	Facilitator HATAB (BOTSWANA)	

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8.3

WORKSHOP PROGRAMME

THE THREE DAY AGENDA

1. SETTING THE CONTEXT

Welcome and Introduction
Expectation and Freedoms
Work Shop Overview

2. REFLECTION ON TOURISM IN LESOTHO

The environment
Social Trends and economic
Political trends
Institutional
Policy

3. EXPLORING OPPORTUNITIES FOR INCREASING P/S IMPACT

Strengths
Challenges
Opportunities
Developing Partnerships (stake holder enrollment)

4. GOING FORWARD

Association / council (what's in a name?)
Mission vision
Constitution/ Legal entity
Code of ethics / conduct
Who can/ should a member?

5. STRENGTHENING OUR LEADERSHIP

Structure
Office Bearers
Strategic Objectives
Operating Budgets

6. SUSTABILITY OF ASSOCIATION

Resources

8.4 Guidelines to Constitution Development

1. PREAMBLE – to present the association to the reader
 2. The name of association
 3. The goals & objectives
 4. The mechanism to achieve goals and objectives
 5. Any essential definitions
 6. Membership matters – including categories of membership, who approves applications for membership and how membership may be relinquished
 7. Obligations of members – to support the association and adhere to rules etc
 8. Rights and responsibilities – to participate in AGM and other association for a, pay membership fees promptly etc
 9. Operating structure / governance
 - Which officers make up the board
 - How often must they meet and when AGM'S are held, election procedures, quorum of members, ordinary and special meetings
 10. Responsibility of elected officers
 11. Finance – how association will raise funds, how annual membership subs is decided upon and what the association will do with its money
 12. Amendments to constitution
 13. By – Laws or internal rules
 14. How association might be dissolved
- **N.B By laws expand on matters of the constitution where necessary**

8.5 Participants Evaluations

Following are questions and responses from participants' evaluations of the workshop facilitated by participants:

1. Effectiveness of the Workshop – Thinking back on the 3 days how effective do you think this workshop has been for you?
Very effective; very effective; it was effective; people in common industry tend to dominate decisions!; it was effective rolling out the vision for new organization ; very effective and interesting; excellent; very effective and challenging; very effective because it produced a product; get to know how other tourism related activities work and challenges met. Know more about advocacy and its importance; very effective; it has been open; Yes;
2. What aspects of the work have you found useful for future use in your association?
Introducing the new model of our tourism sector; presentation style and approach – goal oriented; it is more likely to improve the prevailing spirit of partnership and cooperation; observing people dynamics; the games that were sending messages in the running of organization; conduct, conflict management; working together and freedom with the facilitator who was always smiling; cut red tape – from member to LCT; excellent; general workshop facilitation, entertainment, let them do the work; it has been very successful; good relation;
3. Overall Rating?
Achieved its goal with less pain went beyond my expectations; extremely effective and productive; enlightening; very useful, effective aimed at a goal; it opened the eyes of participants and gave them communication skills; effective and consultative; very effective; very effective coz we now have working committee; 80%; Good; very good; very very effective hence we were able to elect the association
4. How would you rate the facilitator?
Very knowledgeable person and able to impart her knowledge to the rest of the group; She is outstanding with a strong understanding of the situation; excellent; motivating; she is focused, using a different method of approach which was not losing focus; beautiful. Conduct wonderful; excellent beyond explanation; fine; very good; she was good and allowed more room to know about a group and address different attitudes in a group; she was good; 80%; good; up to standard; very good
5. Time allocated for workshop?
Suggest at least one week; just right for business people; fair; not enough; not enough, though very interesting for the desire that we used to form an umbrella body; it was reasonable; not enough; adequate; could have been done in 2days;not adequate because some topics need to be exhausted; enough; short; short; very skillful; short
6. How was the venue and facilities, including food?

Fair; seems to have lowered standards; not conducive; good; venue fine but aircon not adjustable; poor except for lunch as there was choice; satisfactory; ok; ok; not too good especially fresh food; ok/good; moderate; not good; hospitality; bad

7. Anything that you suggest should be included in future workshops?

I suggest a follow-up seminar after we've set up an Association; include other tourism related trade sectors since tourism is a cross cutting sector; we must invite people who are patient and tolerant; continuous assessment/evaluation; to include other partners e.g. MTEC and LTDC and more members to participate so that we can have a fast buy-in; air conditioners; excursion; our CEO should be acquainted with these skills; presence of public servants relevant; all stakeholders to be included initially; follow ground rules; adjust time workshop. Invite all related tourism stakeholders; anything that is fruitful as we move along; experts on certain topic; at least have two facilitators; it needs not to be in town so that we are away from our jobs; workshop after 6 weeks; at least 5 days;