The National Tourism Development Plan: Strengthening the Philippines Strategic Planning Process

6th UNWTO Executive Training Program, 25-28 June 2011, Bhutan
Presentation Outline

❖ Imperatives for Strategic Tourism Planning
❖ Strategic Tourism Planning Process
❖ The National Tourism Development Plan
❖ Sustainable Tourism Indicators
❖ Lessons from Previous Tourism Plans
The Philippines possesses a broad range of natural and cultural heritage tourism assets as well as a growing number of beach and urban leisure and entertainment facilities that are competitive in the region.
Imperatives for Strategic Tourism Planning

• **Philippine tourism competitiveness**
  - Ranked 94 against 139 countries in 2011
  - Ranked 18 in Asia-Pacific
  - Maintained an overall score at 3.7 for past 3 years

• **Opportunities for tourism growth in the Asia-Pacific**
  - Additional 331 million international visitors by 2030 – making the region the second most visited destination
  - Increase in regional travel
  - 5.7% annual growth in outbound travel
Tourism Performance

- **Unprecedented growth in 2011**
  - 3.9 million international visitors
  - 29.1 million domestic travellers*
  - US$ 13.3 billion tourism gross value added*
  - 6% share to GDP*
  - 3.8 persons employed*

- **Sustaining success in 2012**
  (January – April)
  - 1.5 million international visitors
    - 32% of target 4.6 million visitors
  - US$ 1.2 billion in international receipts

* Estimate
Imperatives for Strategic Tourism Planning

• **Past performance**
  - 8.1% CAGR from 2002 to 2011
  - 5% share to inbound traffic in Southeast Asia
  - Breached 3 million mark in 2010

• **Market mix**
  - 46.9% international visitors from East Asia
  - Korea is top source market (23.6% share)
  - 15.6% visitors from the Americas (greater bulk accounted by USA)
  - 8% arrivals from Southeast Asia
  - Domestic travel 3-5% CAGR in 10 years
Imperatives for Strategic Tourism Planning

• Policy support

  • Tourism Act (RA 9593) – legislating tourism as engine for socio-economic growth and investment

  • Executive Order 29 – promoting pocket open skies policies in secondary international gateways

  • Investment Facilitation – granting fiscal and non-fiscal incentives for priority projects in economic zones, key development areas, and Tourism Enterprise Zones

  • National Tourism Development Plan
Strategic Tourism Planning Process

- President’s Social Contract with the Filipino People
- Philippine Development Plan, 2011-2016
- Public Investment Program, 2011-2016
- Medium Term Expenditure Program
- National Tourism Development Plan, 2011-2016
- Tourism Development Program
- Regional Development Plans
- Regional Investment Program
- Provincial Tourism Development Plans
- Municipal/ City Tourism Development Plans
- Tourism Site/ Area Tourism Development Plans

Department of Tourism

It’s more fun in the Philippines
Elements of Strategic Planning Process

Stakeholders involvement

- National government agencies
- Local government units
- Legislative bodies
- Private sector, businesses
- NGOs, POs, vulnerable groups
- Local communities

Situation Analysis
Conduct supply and demand analysis, competitive analysis, as well as past and present performance

Review of Related Plans
Examine processes and accomplishments
Document lessons learned and insights

Action Planning
- Develop goal, vision and directions, set targets
- Identify programs, projects, activities, resources
- Define accountabilities and indicators

Defined planning process

- Competitive investigation
- Best practices and models
- Roadmap
- Implementation mechanism
- Communication
Elements of Strategic Planning Process

Promote balance
- Competing needs
- Limited resources
- Carrying capacity
- Cultural values
- Local benefits
- Local and national issues

Transparency and accountability
- Steering committee
- Review process
- Approval mechanism
- Commitment and buy-in
- Champions
- Capacity building
The National Tourism Development Plan

Stakeholders’ Vision:
“TO BECOME THE “MUST EXPERIENCE” DESTINATION IN ASIA.”

Stakeholders’ Goal:
“An environmentally and socially responsible tourism that delivers more widely distributed income and employment opportunities.”

Stakeholders’ vision and goal are consistent with the Philippine Development Plan 2011-2016 that focuses upon creating sustainable, rapid and inclusive socio-economic Growth.

2016 Target
10 million international visitors
35.5 million domestic travellers
US$ 24.7 billion TGDVA
8.1% share to GDP
6.8 million people employed
17% share to national employment
The National Tourism Development Plan

Develop and market competitive products and destinations

- Adopt cluster destination concept and product portfolio
- Raise standards of facilities and services
- Facilitate investments and lower business cost
- Safeguard natural and cultural resources, and vulnerable groups
- Implement marketing and promotions

Improve market access, connectivity and destination infrastructure

- Expand capacity of international gateways
- Expand connectivity between gateways and key growth markets
- Implement strategic access between international gateways and other clusters
- Implement destination infrastructure program

Improve tourism institutional governance and human resources

- Pursue shared responsibility of national and local governments
- Develop competent, well motivated and productive workforce
- Improve governance relating to safety, security and handling tourists

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Department of Tourism
Cluster Destination Strategy

Spatial development concept/approach based on the areas:

✓ market demand  
✓ inclusive growth  
✓ respect local boundaries/jurisdiction  
✓ investment friendly

The framework provides for prioritization of sites, products and activities

Tourism Cluster (Groups of LGUs in a Region)
Gateway to Tourism Cluster (LGU Capitol)
Tourism Development Area (LGUs)
Tourism Site (Within LGUs)

Visitor Expenditure and Length of Stay
20 strategic thematic tourism
destination Clusters covering
78 Tourism Development Areas

- 7 clusters in Northern Philippines
  covering 27 TDAs

- 6 clusters in Central Philippines
  covering 25 TDAs

- 7 clusters in the Southern
  Philippines covering 26 TDAs
Market-product analysis recommends prioritizing nine tourism products towards enriching the tourist experience and boosting product diversification.
Central Visayas Tourism Cluster

Gateway: Mactan - Cebu
International Airport

Tourism Development Areas
TDA 1: Northern Cebu-Bantayan-Malapascua
TDA 2: Metro Cebu-Mactan-Olango Island
TDA 3: Southern Cebu
TDA 4: Negros Oriental-Dumaguete-Siquijor
TDA 5: Tagbilaran-Panglao Island

Product Theme
MICE, Business, resort, history, events, sightseeing, entertainment, shopping, ecotourism

2016 Tourist Targets
International: 3.1 million
Domestic: 2.3 million

Market Access and Connectivity
- Cebu terminal expansion and runway improvement
- Gateway marketing program (e.g. World Routes)
- Seamless connection from Mactan Airport to tourism development areas
- Tagbilaran terminal expansion
- Need for a Bohol gateway

Destination & Product Development
- Tourism Enterprise Zones in Cebu and Panglao
- Improvement to 17 heritage sites (Php 500 Million)
- Linking communities to tourism supply chain
- 10,400 rooms needed (2011-2016)
- 3,270 rooms planned or under construction (2011-2016)

Development Impact
- 2010: 287,500 jobs
- 2016: 233,000 additional jobs
## Sustainable Tourism Indicators

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<thead>
<tr>
<th>Type</th>
<th>Descriptors</th>
<th>Data Sources</th>
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<tbody>
<tr>
<td>Economic</td>
<td>Tourism revenue</td>
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<td>Tourism Gross Value Added</td>
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<td>% share to GDP</td>
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<td>Poverty incidence</td>
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<td>DOH</td>
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<td>Cultural</td>
<td>Pride of place/cultural value</td>
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<td>UNESCO Heritage Sites</td>
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<td>Environment</td>
<td>Visitor management plan</td>
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<td>Innovation/ business process</td>
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Sustainable Tourism Indicators

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Institutionalizing sustainable tourism indicators

- Localization
- Database set-up and management
- Capacity building
- Integration in strategic planning
NTDP - Building Partnership

- Convergence program
  - Sustainable tourism – biodiversity conservation framework (DOT-DENR)
  - National Ecotourism Strategy (DOT-DENR)
- Guidebook on tourism planning
  - Process for national and local tourism planning
  - Standards
  - Indicators
Destination Management Framework

**Strategic level**
- Tourism Advisory and Consultative Bodies
  (Tourism Coordination Council and Tourism Congress)
- Regional Tourism Councils/Conferences
  (DOT-Tourism Congress-Civil Society)
- Provincial Tourism Councils
  (DOT-Tourism Congress-Civil Society)
- Local Tourism Councils and Action Groups

**Tactical Level**
- Department of Tourism
- Tourism Promotion Board
- TIEZA + Other Agencies
- Regional Tourism Offices
- Provincial Level Tourism Service Centres
- City and Municipality Tourism Units and Private Sector

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**DEPARTMENT OF TOURISM**
Lessons Learned

• Clearly defined destination framework
• Stakeholders participation
• Institutional ownership
• Capacity building
• Flexible planning approach
• Communication plan
Thank you!

For more information, please email your queries at mvjasmin@tourism.gov.ph