

PROGRAMS, PROJECTS, AND ACTIVITIES (PPA)

PPAs are used as a means to carry out the strategy and achieve the desired goals and objectives of a tourism plan. **Project** is defined as a process involving the use of resources that aim to achieve a well-defined purpose within a specific timetable, including a beginning and an end, whereas **program** is defined as the package of interrelated projects.

Tourism programs, project, and activities can be simple or complex depending on the situation based on the tourism profile. There are two (2) classifications of programs and projects:

- Soft – marketing and promotions, paperworks, approvals, etc.
- Hard – infrastructure development

A successful tourism development project uses the combination of the two (2) classifications creatively. Note that all programs and projects should be linked with the components involved in the tourism planning process. This is to ensure that every development will contribute to the overall attractiveness of the destination.

PPA Identification Tool

PPAs can simply be identified through the problem (PA) and objective (OA) analyses tools. These tools already address the issues concerning tourism and the three (3) important sectors of the destination: environment, economy, and society. Identified PPAs in relation to the PA and OA tools should solve the problems and achieve the objectives listed.

By using a project identification matrix, PPAs can be aligned with the goals, objectives, and strategies of the tourism plan. Below is an example of a PPA identification tool.

Goal	Objectives	Strategy	PPAs
Increased income of host island communities	Improve tourism skills of host island community	Develop community-based ecotourism packages for small island.	<ul style="list-style-type: none"> • Tourism planning for host barangay • Product development workshop • Tour guiding seminar • Product testing
	Increase the number of tourism-related businesses owned by host island community		<ul style="list-style-type: none"> • Homestay programs • Business loan programs

Table 1. Sample PPA Identification table

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017. p. 27

Table 1 shows the long-term goal of increasing the income of the host island communities. The objective table lists the medium-term goals that will lead to the achievement of the goal. The strategy table then implies what needs to be done in order to achieve the goals and objectives, and the PPAs are listed in order to carry out the strategy.

IDENTIFYING PPAs WITHIN A TOURISM CIRCUIT

PPA identification in a tourism circuit is quite different compared to other tourism strategies. PPAs in tourism circuits can revolve around the development of the circuit. Its objective is to be able to provide all infrastructure facilities and other necessary requirements for the destination to be tourist-ready.

As developments with the cluster strategy and tourism circuit have certain timetables, developing PPAs in stages is a wise choice. The worksheet should include a timetable for development in listing PPAs for prioritization. See *Table 2* for an example of a PPA identification tool for a tourism circuit using the province of Bohol.

Name of Tourism Circuit	Issues and Concerns	Timeframe for Development	PPAs
Bohol Countryside Tour	Loay Backyard Industry <ul style="list-style-type: none"> Local businesses are producing low-quality products. Products are lacking in variety. Local manufacturers are not used to meeting with tourists. 	0–3 years	<ul style="list-style-type: none"> Product development workshop Skills training Basic training on engaging tourists

Table 2. Sample Tourism Circuit PPA Identification table
Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017. p. 27

The table above depicts the situation of the Bohol countryside tour circuit by listing the issues and concerns of the destinations within the circuit (in the example, only Loay Backyard Industry is listed). Then, the specific timeframe is listed and the PPAs that needs to be done within the timeframe.

TOURISM PROJECT PROFILING

Tourism Project Profile

A tourism project profile contains a brief description of tourism PPAs, including its objectives, location, and target beneficiaries. It may also include other details such as sources of funds and the period of project implementation. Overall, the general content of the tourism project profile is about the project component, activities, and the costs for carrying out such.

This process involves selecting, prioritizing, and ranking all PPAs through a set of criteria and weighted averages. Below is an example of a tourism project profile worksheet.

Project Name	Brief Description	Estimated Cost
Ecotourism development project	The project associates the protection of natural resources, which is the basis of ecotourism. It seeks to employ sustainable mechanisms regarding the environment, economy, and society to develop the municipality and benefit its local community.	PHP 13.2 million
Wawa Dam Road Improvement Project	The project aims to rehabilitate the 5 km access to Wawa Dam, which will benefit the residents.	PHP 50 million

Table 3. Sample Tourism Project Profile Table
Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017. p. 27

Tourism Project Prioritization

After the process of profiling, screening, and shortlisting tourism PPAs, the next step is to prioritize which should be given utmost importance and urgency to be accomplished. The following are the steps of prioritizing tourism projects:

1. Set a hierarchy of prioritization categories and match them with a set of criteria. *Table 4* shows the categories and criteria that may be used in this step.

Prioritization Category	General Criteria
Urgent	<ul style="list-style-type: none"> - Projects that cannot be reasonably postponed - Projects that would fix conditions that are dangerous to the public, health, safety, and welfare - Projects that maintain critical programs - Projects that respond to emergency
Essential	<ul style="list-style-type: none"> - Projects required to complete or make improvements in public service - Projects required to maintain minimum standards as part of an ongoing program - Desirable projects that can generate income on their own - Projects that have available external funding
Necessary	<ul style="list-style-type: none"> - Projects that should be done to meet identified and anticipated needs - Projects to replace obsolete and unsatisfactory facilities - Projects for repair or maintenance that aim to prolong the life of existing facilities
Desirable	<ul style="list-style-type: none"> - Projects needed for the expansion of current programs - Projects designed to initiate new programs considered appropriate for a progressive community
Acceptable	<ul style="list-style-type: none"> - Projects that can be postponed without negatively affecting present operations if there will be necessary budget cuts
Deferrable	<ul style="list-style-type: none"> - Projects recommended for postponement or elimination - Projects that are questionable in terms of overall needs, adequate planning, or proper timing

Table 4. Criteria for Prioritizing Tourism Projects
 Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017

2. The second step is to create another table and write down the set of prioritized tourism projects from Step 1. *Table 5* shows how this step is done.

Project Name	Estimated Cost	Timeframe	Implementing office
1. Ecotourism Development Project	PHP 13.2 million	7 years	<ul style="list-style-type: none"> • Department of Environment and Natural Resources • Department of Tourism • Local Government

2. Wawa Dam Road Improvement Project	PHP 50 million	10 years	<ul style="list-style-type: none"> • Department of Environment and Natural Resources • Department of Tourism • Local Government
--------------------------------------	----------------	----------	--

Table 5. Prioritized Tourism Projects

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017.

Ranking Tourism Projects

Prioritized tourism projects are ranked according to their capability to contribute substantially to achieving the goals and objectives of the tourism plan. Rankings are also determined by the investments poured into projects that will bring socio-economic benefits to the host community. The following are the steps in ranking tourism projects:

1. *Establish a project rating scale.* The example below may be used to assess how a tourism project may contribute to the goals and objectives of the tourism plan. In *Table 6*, the project rating is the value given to the project that corresponds with the description represented by the variable *R*.

Project Rating	Representation	Description
3	R ₁	Project greatly contributes to the fulfillment of the goal
2	R ₂	Project moderately contributes to the fulfillment of the goal
1	R ₃	Project slightly contributes to the fulfillment of the goal
0	R ₄	Project does not contribute to the fulfillment of the goal
-1	R ₅	Project is slightly inconsistent with the goal
-2	R ₆	Project is slightly inconsistent with the goal
-3	R ₇	Project greatly contradicts the goal

Table 6. Tourism Project Rating Scale

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017.

2. Assign corresponding weight on each goal of the tourism plan. Using percentage as a means of determining the weight of a goal is advisable. Use a variable that will represent the weight and a subscript that will correspond to the number assigned to the goal. Below is an example table of weighted tourism plan goals.

Goal	Representation	Weight
1. To be a premier ecotourism destination	W ₁	20%
2. Improved safety, mobility, and less circuitous access routes to tourism sites	W ₂	20%
3. Improved protection and safety of tourists from disaster risks and natural hazards	W ₃	20%
4. Sustainable ecotourism development	W ₄	20%
5. Enhanced social welfare delivery	W ₅	10%
6. Maximized role of technology in the tourism industry	W ₆	10%
TOTAL		100%

Table 7. Weight of Tourism Plan Goals

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017.

In *Table 7*, there are six (6) listed goals that are represented using the variable W, including subscripts to identify which goal is which. Each goal was given a certain percentage of its weight or level of contribution in achieving the overall goal of the tourism plan, which is given a total of 100%.

3. Compute for the total score of each project by multiplying the value of the project in the project rating (R) with the weight of listed goals (W) in the tourism plan. The output can be referred to as Goal Achievement Matrix (GAM) as shown in *Table 8*.

Tourism Project	(Tourism Project Rating X Goal Weight)						Total	Rank
	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6		
1	RxW_1	RxW_2	RxW_3	RxW_4	RxW_5	RxW_6		
2	RxW_1	RxW_2	RxW_3	RxW_4	RxW_5	RxW_6		
3	RxW_1	RxW_2	RxW_3	RxW_4	RxW_5	RxW_6		

Table 8. GAM Matrix

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017.

Tourism Project	(Tourism Project Rating X Goal Weight)						Total	Rank
	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6		
1	$-2 \times (0.2)$	$0 \times (0.2)$	$3 \times (0.2)$	$1 \times (0.2)$	$3 \times (0.1)$	$2 \times (0.1)$	0.90	2
2	$3 \times (0.2)$	$2 \times (0.2)$	$1 \times (0.2)$	$0 \times (0.2)$	$2 \times (0.1)$	$-1 \times (0.1)$	1.30	1
3	$2 \times (0.2)$	$1 \times (0.2)$	$-2 \times (0.2)$	$0 \times (0.2)$	$-1 \times (0.1)$	$0 \times (0.1)$	0.10	3

Table 9. GAM Matrix (with scores)

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017.

In *Table 9*, the total score of a tourism project is derived from the sum of all value under each goal.

The value of the rating for Tourism Project 2 (Wawa Dam) on each goal can be interpreted as follows:

- It greatly contributes to the fulfillment of Goal 1.
- It moderately contributes to the fulfillment of Goal 2.
- It slightly contributes to the fulfillment of Goal 3.
- It does not contribute to the fulfillment of Goal 4.
- It contributes moderately to the fulfillment of Goal 5.
- It is slightly inconsistent with Goal 6.

The total score of Tourism Project 2, in comparison with the other projects, makes it the top project that contributes to the overall goal of the tourism plan and, therefore, should be prioritized.

4. Create another table for listing all the tourism projects according to their ranks. The table serves as the basis of which projects should be considered for funding by the entities that are in charge of the budget for tourism development. The example in *Table 5* will be suitable enough for this step.

Action Plans

After the ranking of tourism projects, the next step is to develop an action plan for implementing the tourism plan. These are the following steps in this process:

1. List down the activities needed for the implementation of tourism plan in chronological order.
2. Explain what the activities are for and the timeframe of its implementation.
3. Identify the means for determining/verifying if the activities are done.
4. Allocate the available resources to support the activities.
5. Provide the methods on how the activities can be evaluated.

6. Identify the responsible organizations/offices for each activity.

Below is an example of an action plan matrix that can be used in this process.

Activity	Definition and Timeframe of Activity	Verification means	Needed resources	Evaluation methods	Office/Organization in charge
Organization of different implementing teams	Formation of all implementing teams and identification of members (Weeks 1–2)	List of implementing teams and its members	Transportation, Supplies, Food, Venue, etc.	Percentage of organized implementing teams	Mayor's Office / Local government admin, Tourism officer
Orientation meetings	Briefing the implementing teams on expected outputs and deliverables (Weeks 1–2)	Attendance sheet, Minutes of the Meeting	Transportation, Supplies, Food, Venue, etc.	Attendance to meeting, Contents of the minutes	Mayor's Office / Local government admin, Tourism officer

Table 10. Action Plan Matrix

Source: Tourism Guidebook for Local Government Units (Revised Edition), 2017.

Reference:

Department of Tourism. (2017). Tourism Guidebook for Local Government Units. Retrieved from: <http://www.tourism.gov.ph/guidebookandmanual.aspx> on November 15, 2019