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Presentation 6



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Step 4: Conducting Fieldwork Interviews

Step 4

Phase	Step	What to do?	Why?
Phase 1: Diagnosis	Step 1	Preparation	To define the destination, target group of poor, and the project team
	Step 2	Map the big picture: enterprises and other actors in the tourism sector, links between them, demand and supply data, and the pertinent context	To organise a chaotic reality, understand the overall system
	Step 3	Map where the poor participate	To avoid erroneous assumptions about poor actors To take account of the less visible suppliers
	Step 4	Conduct fieldwork interviews in each node of the chain, with tourists and service providers	To provide data and insights for Steps 5 to 8
	Step 5	Track revenue flows and pro-poor income Estimate how expenditure flows through the chain and how much accrues to the poor Consider their returns and factors that enable or inhibit earnings	To follow the dollar through the chain down to the poor, and how assess how returns can be increased
Phase 2: Opportunities	Step 6	Identify <i>where</i> in the tourism value chain to seek change: which node or nodes?	To use Steps 1 to 5 to select areas ripe for change To focus Steps 6 to 8 down to specific areas
	Step 7	Analyse blockages, options, and partners in the nodes selected, to generate a long list of possible interventions	To think laterally and rationally in generating the range of possible projects
	Step 8	Prioritise projects on the basis of their impact and feasibility	To generate a project shortlist, comprising projects most likely to deliver impact
Phase 3: Planning	Step 9	Project planning	How to package selected projects for funders



Pre-conditions for getting the VCA fieldwork done

Achieving a robust empirical basis within the constraints of a 10-day fieldwork schedule is a challenge. It is only feasible if a number of preconditions are in place:

- The host/client organisation must be fully supportive of the study;
- Arrange interviews through your host, the tourism department or hotel association;
- Ensure your translator and/or local counterparts are fully available;
- Expect to work 12-hour each day during the study;
- Analyse the quantitative data throughout the study and discuss emerging findings with other team members each evening;



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Pre-conditions (2)

- Some elements of the programme require long-term planning;
- Do not over-fill your interview schedule;
- Make sure that you have a good guide book (Lonely Planet or Rough Guide) for the destination;
- Adapt the data collection technique to the respondent; and
- Don't believe anyone, triangulate everything and be very nervous about using any data from a single source in the final analysis.



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Pre-conditions (3)

Hiring local field assistants can be useful, but it can also be a nightmare. If you decide to hire local field assistants:

- Get references to identify competent potential field assistants;
- Provide training for them on why you are doing the work, as well as how to use the questionnaire tool;
- Very close supervision and quality control of researchers (whether student interns of experienced international consultants) is absolutely critical; and
- Stay in the same hotel and eat together



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Short cuts – getting it done under time pressure


- Work with someone who has done this kind of analysis before and have a team of two or three at most;
- In a large destination, a stratified sample of 5 top-end, 5 mid-range and 5 budget hotels will normally suffice;
- Choose a destination with decent existing basic tourism statistics and, if possible, robust expenditure statistics;
- Talk to tourist guides early on, a good guide is independent, knows exactly what tourists think and can compare the destination with others;
- Focus on private sector participants; and
- Interview taxis whilst moving between interviews



How to interview a hotelier



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SNV
Connecting People's Capacities

Netherlands
Development
Organisation

Accommodation Manager Instrument

Interviewer / date: _____

Interviewee / Job Title / Mobile Telephone #

Hotel details:

Hotel / Lodge Name	Quality Rating	No. Rooms	No. Beds

Accommodation Location: _____

Price of single room one night inclusive: _____

Price of double room one night inclusive: _____

Average length of stay: _____

Staff Numbers:

Grade	Low Season Nos. FTE Staff	High Season Nos. FTE Staff	Monthly Salary Average (US\$)	Any other benefits?	Key tasks and requirements (qualifications)
Managerial (Skilled)					
Semi-skilled (Cooks, Other)					
Unskilled (Cleaners, Drivers?)					
Total					

Any expatriate workers? _____

Typical tips as % of contracted salary for hotel staff _____ % of total salary

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How to interview a hotelier (2)

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What is the typical staff turnover across employment grades? Or average length of time in a position?

Occupancy:

Figures for 2007	Low Season 2007 %	High Season 2007 %	Average for 2007 %
Room occupancy			

If high or low what are the difficulties or constraints faced by the business?

What % of your guests are from:

Tanzania (incl. residents)	Other African	European	Non-African International	Total
				100%

Tour Operators:

Does the hotel have a contractual relationship with any tour operators?

Where is the tour operator based?

What is the % of total business contracted from tour operators?

Typical prices for standard room:	Independent: US\$ per room per day	Package: US\$ per room per day
High Season		
Low Season		
Average for 2008		

Comments about room rate negotiations with tour operators:



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How to interview a hotelier (3)

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Cost Structure of Hotel Operations:

	Low Season Ave. Monthly Expenditure \$	High Season Ave. Monthly Expenditure \$	% of total operating costs (if financial figures not given)	% of good by value from:		
				Tanzania	Africa	Elsewhere
Staff	\$	\$	%	%	%	%
Power & utilities (electricity, gas, water & sewerage)	\$	\$	%	%	%	%
Food & Beverages	%	%	%	%	%	%
Other	\$	\$				
Total Costs	\$	\$				

Furniture and equipment expenditure & plans:

.....

Revenue:

2005:	Revenue:
Room revenue	\$
Food & beverages	\$
Other	\$
Total (or just total if all inclusive service provided)	\$

Ideas about how to increase local linkages (forward and backward)?

Thank you!

And now a practical exercise...

- 1. Interview hotelier**
- 2. Enter data, calculate averages and totals**
- 3. Answer the questions using these data and supplementary information provided**