

Appendix B Trade Union Participation in the South African Tourism Collaborative Action Process

Prepared by Gary Phillips & Mark Bennett

1. INTRODUCTION

The South African Tourism Collaborative Action Process took place during the 13 months from October 1998 until November 1999. A number of trade unions affiliated to those union federations that are active within NEDLAC - COSATU, FEDUSA and NACTU - participated in the tourism cluster initiative. Their participation took place at many levels, via the :

- sub-committee running the Fund for Research into Development, Growth and Equity
- tourism leadership group
- tourism cluster labour workshops
- national tourism working groups
- thematic working groups
- local demonstration pilots

This report will look at labour's participation in some of these above mentioned processes / bodies. In addition it will also look at the functioning and role of the "labour intern" who was employed to enhance the capacity of labour to engage in the initiative. Labour hopes that this self critical report of its involvement in this initiative will for the future allow labour to improve its participation in other tourism (and other sectoral) collaborative action initiatives / processes.

The structure of this report is as follows:

- brief background to the tourism cluster
- general overview of clustering process and labour's participation therein
- labour in the tourism leadership group
- labour intern
- labour workshops

2. A BRIEF BACKGROUND TO THE TOURISM CLUSTER

The Cluster Consortium (TCC) was contracted to facilitate an initiative that would use the government's tourism White Paper (1996) and the Tourism in Gear document (1998) and other existing studies to guide tourism policy implementation and to, more importantly, facilitate "action" (this was not supposed to be a research project). The main activities undertaken, under the "guidance" of the TCC, included :

- a review of existing tourism and tourism related studies and data
- the facilitation of broader participation in tourism strategy development

- the use of "grass roots energy" to initiate "action"
- the building of new and sustainable (broad) tourism networks for business development
- ensuring concrete actions in different spatial and thematic locations
- the generation of pilot initiatives whose processes could be duplicated in the future
- the provision of training to ensure that long term capacity is built.

The project design focussed on initiating “action” and the building of “action” capacity at three levels. The “national”, “thematic”, and “local” levels⁷³ : -

The **National** processes aimed to bring together key stakeholders from government, labour and business, to provide a forum for developing national strategies and generating new “action” initiatives.

The **Thematic** processes featured two pilots that were to become models for addressing strategies and market development issues in specific tourism markets. The pilots chosen were “eco-tourism” and “heritage tourism”,⁷⁴.

The **Local** processes aimed to provide models in applying "clustering" methods to building a stronger tourism communities in four specific geographic locations. The areas chosen were the greater Magaliesberg area (North West province), Khayelitsha (Western Cape province), Fish River (Eastern Cape province coastal area), and the Valley of the Olifants (mainly in the Northern Province)⁷⁵.

⁷³ When the clustering process was put out to public it was an original condition of tender that the successful tenderer (tender awarded to the TCC) would be required to produce a researched market segmentation analysis. The main aim of this research would have been to identify those parts of the SA tourism industry that would have offered the most growth in the short, medium and long term. Upon this research platform the successful tenderer would have been required to roll-out the "clustering" process. This would have ensured that the exercise was not only a theoretical one - but one that would have real beneficial economic consequences. If there was one part of this “action” orientated initiative that should have been researched it should have been the market segmentation analysis.

The segmentation analysis was never produced due to a range of reasons. Labour was particularly concerned about this as it was effectively only consulted about the decision to drop the segmentation analysis after the fact. This should have never have been allowed to happen. In labour's view collaborative action processes would work best with a consensus orientated approach - not one where some parties take unilateral action; or where groupings gang together and vote a particular direction; or where political considerations are taken into account. There was a certain degree of "unilateralism" in the process which from time to time certainly annoyed labour.

⁷⁴ Other proposed thematic initiatives were considered but not taken forward.

⁷⁵ Other proposed regional initiatives considered, but were not taken forward.

Cutting across all three levels were efforts to address issues such as of black economic empowerment (BEE), small business development, human resource issues, tourism investment, etc. A graphic explanation of the entire "cluster" is shown hereafter.

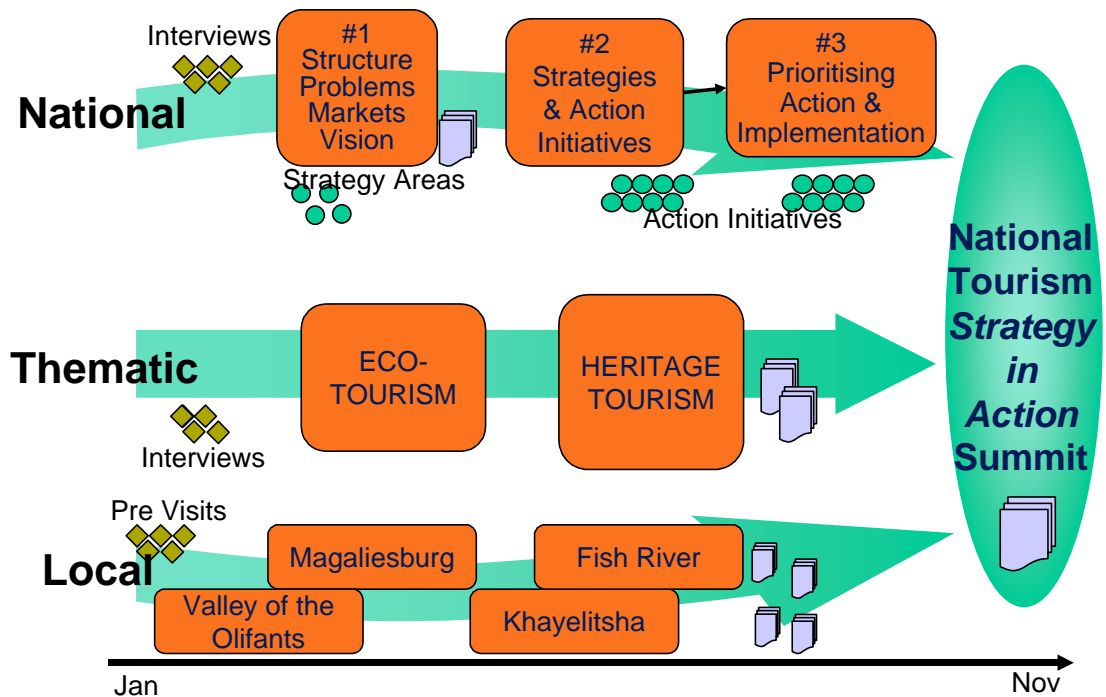
Initially about 70 initiatives - each "run" by their own working group - were identified. These are currently in the process of being integrated and consolidated and it is envisaged that for the future between 15 and 20 initiatives will continue to function to further the work endeavours already taken so far once the TCC contract terminates in November 1999.

The methodology chosen by the TCC in its workshops generally included four stages:

- **Development of a shared vision:** Participants were to develop "vision statements" for their pilot area, these were then put together to form an overarching vision.
- **Identifying key challenges:** The blockages, existing problems and unmet needs that lay in the way of the achievement of that vision were identified.
- **Development of shared strategies:** Participants would identify the "stepping stones" required to meet the challenges and overcome the blockages to achieve the vision.
- **Implement "action" initiatives:** Working groups are formed to implement the strategies.

The action initiatives are formed on the basis of the workshop voting on which issues they want to focus on. Voting, labour believes was an inappropriate way to resolve the issue (see footnote 1 above).

Collaborative Strategy-in-Action



The Cluster Consortium, 1999

3. GENERAL OVERVIEW OF CLUSTERING PROCESS AND LABOUR'S PARTICIPATION THEREIN

The tourism "clustering" initiative was a massive process that at its work peak involved close to 60 working groups (see Annex "A") spread around the country - each dealing with different issues.

The sheer number of working groups made it difficult for labour - even with the valuable assistance of a labour intern - to be involved in all working groups. The following were just some of the problems that were encountered :

- many COSATU unionists couldn't make the "N2" meeting because they were active in the election campaign;
- senior SACCAWU personnel couldn't attend the human resources working group meetings because of retrenchment negotiations at a major hotel chain;
- SACCAWU had no capacity in the Phalaborwa area to send people to a Valley of the Olifants workshop;
- union representatives in different provinces could not attend local clusters in Fish River or Khayelitsha because of head office commitments, recruitment campaigns, etc

Should future collaborative action processes be initiated - even outside of the tourism sector - it will be necessary for the labour unions to set themselves more modest goals. It may be best for them to identify just those areas where it sees strategic advantage and involve itself only in those areas. It should then ensure that the objectives that it has set, some of the processes to achieve them, and the results obtained are permeated throughout other groups operative in the entire process. With this initiative, because of the problems encountered by labour in being able to be active in many groups, labour would have to remain “neutral” in its endorsement of outcomes of many groups’ endeavours.

From labour’s point of view the results gained from the clustering process would have been far greater should more attention have been given to :

3.1 Developing Clearer Objectives / Visions

Labour is of the view that more work should have been done within the constituencies involved in the process in order to develop clearer objectives and visions. This criticism will apply to labour as much as it would to other groupings involved in the process. It is felt that some parties set particular objectives / visions because it was politically correct to do so, or they were the mantra’s of the times, or because they did not want to offend other parties. Surely it is only when all parties in a process declare their real interests and visions – no matter how unpalatable they may seem - that clustering stands a better chance of succeeding.

In the future before any cluster process starts – especially those that are guided by consultants - a great deal of work would have be done in order to elicit what each party’s own objectives and visions are.

3.2 Misconceptions of the role of unions

Labour is of the view that many of the constituent parts of the tourism clustering initiative did not really understand what the role of trade unions was going to be in the process.

The perception that labour’s main contribution in the initiative was to provide for tourism investment by using its associated investment companies was especially annoying. The failure to understand labour representatives as being there to further the interests of the workers (and the poor) through ensuring that tourism contributed meaningfully to their upliftment through quality job creation and skills development was a repeated frustration.

Further the “economic approach” was seen as problematic by labour for it at times did not take into account the interests of working people and poor. For example:

- job creation and development were viewed as a trade off against competitiveness development
- privatisation was uncritically accepted
- a perception that certain problems were shied away from - e.g. dealing with structural problems in the hospitality industry and

blockages to development and job creation – because they would rock the boat.

In future clustering endeavours unions will have to be more robust in ensuring that these are not dealt attended to.

3.3 Trade union reluctance to release people for the process

From the outset, labour attempted to get a broad spectrum of unions affiliated to the Federations represented within NEDLAC to participate in the cluster process (a list is attached in the Annex). While some unions, particularly the COSATU trade unions, were keen to release people to participate in the endeavour this was not a case with unions affiliated to other. A number of unions were reluctant to put resources into a process where they could not see a clear and direct benefit for their members.

Unions for future initiatives, given their scarce resources, will have to quickly assess the priority of initiatives within a clustering process, and also the extent to which they can exert influence in tripartite structures or processes that “run” initiatives.

3.4 Structural limitations in trade unions

Trade unions do not have separate departments that deal with wage bargaining work and policy work (except at federation level where they have set up units such as the National Labour Secretariat, and the research institute, Naledi). Therefore senior officials and shop stewards who lead bargaining initiatives are also expected to provide leadership in policy work, which the cluster would form a part of.

This is a serious structural limitation to trade union participation. Often trade union participants would only be able to attend Cluster meetings if a company negotiation was postponed. Even at the TLG level, Herbert Mkhize's work was split between providing leadership on the Cluster and overseeing wage bargaining. The result was that labour participants were over-stretched and could not always justify attending a Cluster meeting when workers' needed assistance in wage bargaining.

3.5 Reliance on Consultants

Labour is of the view that there was too much reliance on the consultants involved in the process. As a consequence – and no matter how hard the consultants endeavoured to avoid it – the process in many instances became consultant drive. [It was interesting to note that it was often the consultants who had to give reports to the FRIDGE Committee in order to secure their next tranche of funding rather than a constituency member of the counterpart group.]

There could be many explanations for this. From constituency parties being overworked with their normal work endeavours; to the fact that constituency representatives lost interest in the process.

For future cluster initiatives – especially for those where consultants are involved - it will be critical for the role and functioning of the consultants to be carefully defined and monitored. It is one thing for consultants to hold their clients hands; its another thing when they become the hands, feet and sometime heads of the clients.

3.6 Future plans

It was disturbing that it was only near the termination of the mandate of the project consultants that consideration was really given as to how the processes could be continued. Clearly, in many instances, if the clustering endeavour (with the assistance of the TCC) had worked then many initiatives would have been able to set-up sustainable autonomous “homes”. However, it could have been envisaged that some would have needed assistance / nurturing for some sub-projects / initiatives for some time to come.

Should future consultant led endeavours be launched in the future consideration should be given to this.

4. LABOUR IN THE TOURISM LEADERSHIP GROUP

The TLG met about every six weeks and was made up of representatives from organised business and labour, and the government. Representatives included came from :

- three government departments (DEAT, DoT and DTI),
- the FRIDGE fund (the body which was responsible for managing the funding to the project)
- NEDLAC
- Tourism Business Council of SA, and SACOB
- Labour (represented by SACCAWU (a COSATU affiliate) Deputy General Secretary and Labour Convenor of the NEDLAC Trade and Industry Chamber (Herbert Mkhize), alternated by Mark Bennett)

Participation within the TLG was, from labour’s point of view, fraught with two major problems. These are :

1. Availability to attend meetings: Both Herbert Mkhize and Mark Bennett had a wide range of other responsibilities over and above their commitments to the tourism clustering process. This made it difficult for them – and Herbert Mkhize in particular – to make sufficient time available to attend to all issues and meetings. The fact that the country had its second democratic election during the middle of the initiative (which most COSATU affiliates were heavily involved in); and that unionists had to deal with massive retrenchments that took place throughout 1999 also place additional burdens ion the unionists that operated in the TLG.

2. Strategic use of the TLG: Labour is of the view that the TLG could have provided a much greater strategic focus to the entire clustering initiative. In the final analysis labour believes that ultimately the TLG merely became a vehicle whereby reports were received from the consultants, and then recommendations were made to the FRIDGE sub-committee to pay the consultants. Labour is of the view that the TLG could have been used more strategically. Labour would contend that as the TLG drifted towards really only handling administrative matters that many of the strategic people initially involved in the process failed to attend TLG meetings.

In future clustering endeavours should “executive” structures similar to the TLG be set up it will be important for to make better strategic use of them. Administrative type decisions should be taken by an administrative sub-committee - which should then make recommendations to the TLG. More policy orientated discussion and decision making should take place within the apex type structure. To facilitate this there some ground rules would have to be set – especially relating to how decision are arrived at. Consensus type approaches should be developed.

5. LABOUR INTERN

The Labour intern had the following functions:

1. Vehicle for dialogue between Labour and the TCC
2. Facilitator of Labour input into the Cluster
3. To learn about Cluster methodology and policy implementation

The Labour Intern (an employee of the Trade Union Research Project) was employed by the TCC for 5 days per month to fulfil the above functions. A project management plan for the Labour Intern can be found in Appendix A. In particular, the function of the Labour Intern was fulfilled in the following way:

1. Organising and facilitating Tourism Cluster Labour Workshops
2. Attending SATCAP meetings and demonstration pilots
3. Informing trade unionists of, and preparing them for, SATCAP meetings
4. Co-ordinating Labour input into TCC documents
5. Acting as an information office for trade unionists through faxing, phoning and briefings

5.1 Key learnings

Labour is confident that TURP has deepened its service capacity to the labour movement through this process and would be able to offer a more effective service in the future. In particular, the key learnings relevant here include:

1. Cluster methodology: TURP would be in a position to advise labour in the future about the pitfalls and opportunities in clustering, in particular the best form of participation and gains that can be expected. TURP would also be able to train trade unions on basic clustering.
2. Project management: TURP would be able to offer future services in the co-ordination of multiple trade union input in such processes in a more effective manner from an increased understanding of cluster processes. A key aspect of co-ordinating trade union participation would be to get increased commitment from trade unions (in terms of releasing people)
3. Capacity transfer: the five Labour Workshops organised during the cluster process were greatly beneficial to the participants who have expressed that they are in a stronger position to participate in future such initiatives. This is encouraging and labour would argue for the inclusion of such processes in future clustering initiatives. In future such workshops would include participants more closely linked in the actual clustering process. It can be a powerful forum for knowledge development and TURP would be in a strong position to ensure that in future that this is exploited to a fuller extent.
4. Tourism industry: TURP has previously participated in tourism policy development with the KwaZulu Natal Economic Council (1994) but not to the extent as in this process. TURP will now have a much clearer understanding of the threats, opportunities and challenges presented to labour in tourism development and would be able to offer a competent information and advice service in this regard in the future

5.2 Problems and Frustrations

Although the process has been a beneficial one in the long run, there were some frustrations in the process. Despite the frustrations expressed below, however, the idea of a Labour intern is a positive one and the comments below should serve to strengthen such a role in the future and are offered with such an intention.

1. Communication with TCC: The labour intern had the instruction to facilitate dialogue between the TCC and labour. This did not always work properly, sometimes because of unavailability of labour people, sometimes because of a lack of clarity by the intern of labour's positions, and other times because of confusing signals from the TCC. A further

frustration was that the intern was not always informed of meetings happening in the cluster.

2. Lack of clarity around the labour agenda: It was not always clear what labour wanted from the process; this was critical because the Labour intern became the sole conduit for dialogue. This was exacerbated by the unavailability of labour representatives when the TCC requested labour input although it became less of an issue as the process developed. More discussion before the process started and better briefing would have combated this.
3. Lack of time: Because of the huge size of the process, the labour intern at times struggled to have the time to give attention to all aspects. This could in future be avoided through greater support from the consultants or from more time being set aside for the intern.
4. Inability to realise a strong labour presence at cluster meetings: Despite attempting to get labour people to meetings this did not happen to a significant degree (for reasons already discussed).
5. How the intern fitted into the process: At times it was confusing as to how the intern was seen: as a labour representative to the TCC, as a sub-contracted consultant or as a stakeholder. This was problematic because it meant that at some stages the Intern's time would be paid for and at other times not.

6. LABOUR WORKSHOPS

Five labour workshops were held during the process. The objectives of these workshops were as follows:

- To develop labour's understanding of tourism
- To analyse the tourism sector from a working class perspective
- To inform the Labour movement of the cluster development
- To strategise around improving labour relations in tourism sectors
- To strengthen links between unions in different industries and federations

6.1 Summary of learning from the Labour Workshops

Although less than half those who were invited attended the workshops, the participants showed commitment to the process and consistently participated throughout. The TCC also showed commitment to the success of the labour workshops.

The labour workshops were designed around the action pilots in the cluster and so the discussion and knowledge developed was supposed to feed into trade union participation there. This was largely not the case because of poor participation in the other cluster meetings. This was a constant frustration expressed by the participants. However, the workshops did serve the following purposes:

- Discussion to assist and bolster the efforts of the labour representatives on the TLG
- A point of contact with the TCC
- Greater inter-union discussions and cross-learning from the different sectors represented
- Greater direction to the role of the labour intern

Had there been greater trade union participation in the broader process, the workshops might have played a stronger role. The key learnings included:

1. Understanding tourism: the participants were provided with numerous inputs on tourism and grappled with the issue of how to use tourism for development purposes.
2. Guidelines for trade union participation: a summary document of guidelines for trade unionists participating in the Cluster was developed, this assisted those trade unionists who were interviewed for the process and those who participated in the Cluster meetings.
3. Development of knowledge on Clustering: the participants have a deeper understanding of the clustering process, and the challenges, threats and opportunities that clustering opens to workers. They feel that they are better informed to participate more meaningfully in future such processes.

7. ACRONYMS

COSATU	Congress of South African Trade Unions
FEDUSA	Federation of Unions of South Africa
FRIDGE	Fund for Research into Development Growth and Equity
NACTU	National Council of Trade Unions
NALEDI	National Labour and Economic Development Institute
SACCAWU	South African Commercial catering & Allied Workers Union
TCC	The Cluster Consortium
TLG	Tourism Leadership Group
TURP	Trade Union Research Project

Annex A Unions That Participated In The SA Tourism Collaborative Action Process

A key strategy was to involve as broad a selection of trade unions in the collaborative action initiative since tourism covers a variety of sectors of the economy⁷⁶. All the unions that participated in the process were affiliates of South Africa's three largest trade union federations - COSATU, FEDUSA and NACTU (these federations are the ones that are active within NEDLAC).

7.1 Accommodation, leisure and gaming sector

SA Commercial, Catering and Allied Workers' Union (a COSATU affiliate)

Natal Liquor & Catering Trades Employees' Union (NACTU)

7.2 Car hire, and private sector commercial passenger transport

Transport and General Workers' Union (COSATU)

7.3 Public transport (aviation, rail and ocean travel)

SA Transport and Allied Workers' Union (COSATU)

Salaried Staff Association (FEDUSA)

SA Footplate Association (FEDUSA)

7.4 Aviation (fixed wing, helicopters, commercial and freight)

Airline Pilots' Association of SA (FEDUSA)

7.5 Home affairs (immigration), customs

Public Services Association (FEDUSA)

National Education, Health and Allied Workers' Union (COSATU)

7.6 Finance, foreign exchange

SA Society of Bank Officials (COSATU)

⁷⁶ Participation in the process was however dominated by the accommodation and transport unions. Should further initiatives in this sector be proceeded with it will be necessary to also involve more actively other unions - depending on the issues being dealt with.

7.7 Wine estates, catering

Food and Allied Workers' Union (COSATU)

Annex B Cluster Meetings Attended By Labour Intern

The Labour Intern attended the following Cluster meetings:

7.8 1st Valley of the Olifants local demonstration pilot

This was held in Phalaborwa on 4 May 1999. The Valley is characterised by "sunset" mining industries and the intern focused on getting the local action pilot to be considerate of the need to retrain ex-mine workers for tourism. A meeting was held with the local NUM in Phalaborwa but they were unable to attend or get involved. In any case, the intern's five votes counted for nothing in the setting up of working groups for the Cluster.

7.9 2nd National Forum meeting

This was held at Caesar's Gauteng on 20 May 1999. Participation was focused in the human resources working group.

7.10 National human resources working group

The intern was a chief organiser, together with James Parker from the Hospitality ITB, of a human resources workshop that would focus on human resources issues. A key issues for Labour was the inclusion of labour relations issues onto the agenda because they linked so closely with skills development. This was also a key area where Labour has been able to put its objectives of centralised bargaining, skills development and quality jobs on the agenda.

7.11 2nd Heritage Thematic meeting

This was held in Durban on 20 July 1999. Together with another Labour representative, the intern's participation focused on inputting towards the development of a national heritage association. This was with the aim to ensure that an association was more than a business association but played a developmental role ensuring and monitoring job creation.

7.12 Formation of a national heritage association working group

Trade unionist Leela Reddy became the champion for this working group and the intern has participated in it. The plan is the organising of a workshop that raises the idea of the formation of a national heritage association

7.13 Other meetings and activities

The intern also attended other Cluster meetings including: organising a meeting between Letsema Consulting and Labour on black economic empowerment and other TCC meetings.

The intern provided numerous updates and correspondence to trade unionists including sending 95 faxes and making 255 telephone calls in the first seven months of the project. Documentation was drawn up and distributed to the trade union participants.

Annex C Labour Participation In Cluster Meetings

Trade union participants in cluster meetings were mainly those who participated in the labour workshops. Labour participated in the following meetings:

7.14 1st National forum

Attended by Herbert Mkhize (SACCAWU) and some trade unionists from TGWU (for part of the day). Although labour raised many important issues these were lost when the workshop turned to voting. Mkhize was the only one at the workshop to vote for centralised bargaining, for example.

7.15 2nd National forum

Attended by Mark Bennett, the labour intern and Arthur Vilakazi (TGWU). This meeting focused on the working groups and the labour representatives were able to focus on the Human Resources working group to push its concerns of skills development, centralised bargaining and confronting casualisation.

7.16 3rd National forum

Participation at this meeting was limited to working group leaders and TLG representatives. As such, labour was represented by Mark Bennett.

7.17 Fish River local demonstration pilot

Victor Poswa (SACCAWU) attended and was elected to the pilot's leadership group.

7.18 1st Valley of the Olifants local demonstration pilot

Attended by the labour intern and someone from the NUM Printing Co-operative. Discussed earlier in the report

7.19 Magaliesberg local demonstration pilot

Jacob Modimoeng (SACCAWU) took a couple of trade unionists to participate both in leadership group meetings, some working group meetings and the second general Magaliesberg local meeting.

7.20 2nd Heritage workshop

Labour was represented by Leela Reddy (Natal Liquor) while the labour intern also attended. Participation focused around the formation of a national heritage association as was discussed earlier.

7.21 Human resources working group (National)

Participation here was mainly through the labour intern but also included Mark Bennett and Mafa Dlamini (SACCAWU).

7.22 Formation of a national heritage association working group (Heritage)

Leela Reddy took on leadership of the working group (the “champion” in the jargon of the cluster) in an attempt to ensure that the heritage association is more than a business association but is a tool for quality job creation and development.

7.23 Education, training and awareness (Valley of the Olifants local)

The labour intern participated in this group but communication from the local was very poor and participation was limited to the first workshop.

Annex D Labour Workshops

8. ATTENDANCE

Invited	9 April	12 May	11 June	19 July	12 Oct
Airline Pilots of SA (1)	-	-	-	2	-
COSATU (1)	1	-	-	-	-
FAWU (2)	2	1	2	2	1
FEDUSA (1)	1	-	-	-	-
NACTU (1)	-	-	-	-	-
Naledi (1)	-	1	-	-	-
Natal Liquor & Catering (1)	1	1	-	1	1

(1)					
NEHAWU (2)	-	-	-	-	-
PSA (2)	1	-	-	-	-
SACCAWU (5)	6	5	5	5	5
SA Footplate Association (1)	-	-	-	-	-
Salstaff (1)	-	-	1	-	-
SASBO (1)	1	1	1	-	-
SATAWU (3)	-	-	-	1	-
TGWU (4)	4	3	3	1	2
Total	17	12	12	12	9

9. CONTENTS OF THE WORKSHOPS

9.1 Agenda for 1st Labour Workshop

1. Opening – Herbert Mkhize, TLG labour representative
2. What is Clustering methodology – Josie Rowe-Setz
3. What is the Tourism Cluster about – Josie Rowe-Setz
4. The role of the Labour Workshops – Gary Phillips
5. The action pilots in the Cluster process – Josie Rowe-Setz
6. The objectives of government in the Cluster – Patrick Fitzgerald
7. Labour caucus

9.2 Report of the 1st Labour Workshop

The workshop served as a 'bringing-up-to-speed' workshop for the participants. Patrick Fitzgerald was not available so government did not speak at the workshop. Other speakers provided their inputs. Josie's presentation was circulated amongst the workshop participants. A fruitful one-hour labour caucus was held.

9.3 Agenda for the 2nd Labour Workshop

1. Reportback on national and local meetings – Josie Rowe-Setz
2. Labour caucus.

9.4 Report of the 2nd Labour Workshop

Participation was better at this workshop with most participants having a background to the Cluster. A very fruitful labour caucus was held on the Cluster process and methodology, communication of the Tourism Cluster within union structures and between the labour intern and the unions, and key issues arising out of the Cluster meetings.

9.5 Agenda for the 3rd Labour Workshop

1. Reportback on national and local meetings – Josie Rowe-Setz
2. Input from Tourism Business Council of SA – Veronica Motsepe
3. Job creation in rural South Africa: the experience of the Mineworkers' Development Agency – Madoda Vilakazi
4. Tourism SETA and the Tourism Learnership Programme – James Parker
5. Labour caucus

9.6 Report of the 3rd Labour Workshop

The focus of the workshop was to hear various inputs to inform Labour positions and increase information to deliberate on. All three speakers provided their inputs. In addition to the inputs being discussed at length, the caucus focused on ways to improve Labour's participation in Cluster meetings. Participation at the Labour Workshops was also discussed. It was decided that the next workshop would focus more closely on the national Cluster meetings.

9.7 Agenda for the 4th Labour Workshop

1. Update on the Tourism Cluster – Mark ten Have
2. Summary of Labour Workshop discussions – Gary Phillips
3. Preparation for 21 July TLG meeting – group work

9.8 Report of 4th Labour Workshop

The previous Labour Workshop decided to use the 4th workshop as a platform to prepare for the TLG meeting on 21 July. The participants have become focused and feel much more armed to deal with tourism issues. Key threats and opportunities have been outlined and framed discussion on the working groups that have developed in the Cluster. The participants also deliberated on how to take forward the learning and participation in tourism issues at a national multi-union forum beyond the life of the Cluster.

9.9 Agenda for the 5th Labour Workshop

Status report on Tourism Cluster – Josie Rowe-Setz

Development of Labour action plans around tourism – Gary Phillips

Discussion on continuance of Labour Workshops beyond the Cluster

9.10 Report of 5th Labour Workshop

The final Labour Workshop was aimed at ensuring that the momentum created during the Cluster process was not lost. Four clear action plans were developed (subject to the endorsement of unions and federations) to focus Labour's participation in tourism. These include:

- Labour's participation in key tourism institutions (esp Tourism Forum and SATOUR)
- Integration of tourism initiatives and institutions under the direction of one 'arrowhead' institution or strategy
- The development of a coherent and strong domestic tourism strategy (incorporating SADC tourism)
- The establishment of minimum standards in the tourism industry

Three representatives (Brian Magqaza from SACCAWU, Leela Reddy from Natal Liquor & Catering and Zakhele Sibeko from TGWU) were tasked to co-ordinate and continue the caucus beyond the Cluster process. A process was outlined to take these discussions back to affiliates and federations for their endorsement.

10. EVALUATION OF THE LABOUR WORKSHOPS BY PARTICIPANTS

(Seven participants returned the evaluation forms)

Views on the quality of presentations given during the workshops:

Excellent – 3

Good – 4

Views on overall usefulness of the workshops:

Extremely useful – 4

Fairly useful – 3

Views on two main successes of the workshops:

Increased knowledge/capacity/understanding of tourism – 6

Forum for involvement and a voice for labour – 3

Interaction between unions/multi-union nature – 3

Developed momentum/eagerness to take initiative – 1

Views on two main failures of the workshops:

- Lack of participation by some unions – 3
- Didn't generate broader participation in tourism - 3
- Big gaps between workshops – 2
- Not enough time to discuss/learn about issues – 2
- Financial constraints on what was possible – 1
- Lack of report back from other working groups - 1
- Absence of TLG reps in workshops – 1
- Late notice of next workshop – 1
- Poor presentations by “some organisations” - 1

Views on whether future cluster processes should include workshops such as these:

- Yes – 7
- No – 0

Views on what should be done differently in the future:

- Longer/more time/more workshops to discuss issues – 5
- More people should be invited to give presentations – 1
- Need increased commitment from all unions to participate - 1

Other comments:

- Cluster process must be allowed to continue
- All workshops were educative and worthwhile
- Have seen labour being more empowered
- Must have these workshops in the near future
- Lack of funding for these workshops is a problem
- Labour has now created a resource for itself

Annex E CLUSTER WORKING GROUPS

11. NATIONAL WORKING GROUPS:

1. Clustering into the future (ensuring roll-out of the process)
2. Communication strategy for tourism cluster initiative
3. National framework for integration
4. “Say No to bad service”

5. Integrating community tourism into mainstream tourism
6. Model audit of small business support required: Mpumalanga case study
7. Siyavaya – development of a tourism growth plan
8. Mobilising tourism investment in SA
9. Tourism Human Resources clustering: a call to action
10. HITB Learnerships
11. Empowerment through SME development
12. Black economic empowerment (government procurement)
13. Tourism month
14. Safety and security
15. Interprovincial marketing partnership
16. Forum linking stakeholders to policing
17. Tourism ambassadors safety project
18. Physical infrastructure audit of local demonstration pilots

12. FISH RIVER PILOT WORKING GROUPS

1. Cluster culture
2. Skills development
3. New product development
4. Market development
5. Physical infrastructure

13. MAGALIESBERG PILOT WORKING GROUPS

1. Heritage Centre in Phokeng
2. Shebeen Tour in Thlabane
3. Mankwe cultural heritage center at Mogwase
4. Gondwana development center at Broederstroom

5. Sandowaan Cultural, Environmental and Development Center
6. Magaliesberg Cultural History exhibition
7. Magaliesberg meander
8. Heritage rail project
9. Cultural village in Saulspoort

14. VALLEY OF THE OLIFANTS WORKING GROUPS

1. Marketing
2. Co-operation and communication
3. New product development
4. Education and awareness
5. Community involvement

15. KHAYALITSHA WORKING GROUPS

1. Crime
2. Marketing
3. Education and training

16. HERITAGE THEME WORKING GROUPS

1. Conservation / Commercialisation
2. Heritage investor directory
3. Accessibility
4. Coherent framework and communications
5. Communities (cultural heritage tourism ownership)
6. Lack of information
7. Infrastructure

17 ECO-TOURISM THEME WORKING GROUPS

1. Finance and funding
2. Land: use, availability and tenure
3. Regulatory framework: governance
4. Community involvement
5. Institutional issues
6. SMME issues

7. Regional co-operation
8. Marketing
9. Education, training and skills development
10. Regional co-operation
11. Dormant assets: a case study of coastal tourism