

# USAID Sustainable Tourism Training Arusha, Tanzania, February 19–25, 2006



## Schedule

### Day 1

Welcome

Introductions

Module 1 - Introduction to Tourism

Sidebar Presentations:

- Developing Sustainable Tourism in Tanzania
- Coastal Tourism in Tanzania
- Cultural Tourism in Tanzania
- Chumbe Island Ecolodge: Ecotourism saving coral reefs

### Day 2

Module 2 - USAID and Tourism

Sidebar Presentation - Land Tenure and Property Rights

Module 3 - Project Assessment: Is Tourism the Right Tool?

Tanzania Association of Tour Operators - Roundtable Discussion

### Day 3

Field Day - Tarangire National Park

### Day 4

Sidebar Presentations:

- Energy and Sustainable Tourism (PPT 7.721MB, PDF 380KB)
- U.S. Forest Service: Natural resource-based tourism (PPT 2.378MB, PDF 223KB)

Module 4 - Project Design: Economic Growth & Poverty Reduction

Sidebar Presentations:

- ICT and Sustainable Tourism (PPT 11.508MB, PDF 1.013MB)
- U.S. Department of the Interior and Tourism
- Financing Marine Management and Sustainable Tourism (PPT 3.944MB, PDF 381KB)

### Day 5

Module 5 - Project Design: NRM, Biodiversity & Cultural Heritage

Module 6 - Nexus: Linkages between Economic & Environmental Interventions

Sidebar Presentations:

- Global Development Alliance and Tourism
- Certification Systems for Sustainable Tourism (PPT 6.826MB, PDF 620KB)

### Day 6

Field Day - Lake Manyara National Park

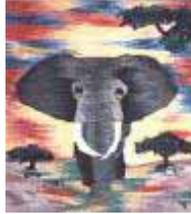
Field Presentations:

- Overview (PPT 1.037MB, PDF 93KB)
- Status Report on Tourism Management
- Role of Tanzania National Parks in Ecotourism

### Day 7

Module 7 - Assembling a Project

## USAID Sustainable Tourism Training Arusha, Tanzania – 19-25 February 2006



### CORE DELIVERY TEAM

**Mike Colby** recently returned to USAID/Washington, joining the Land Resources Management Team in USAID's Office of Natural Resources Management as Senior Natural Resources Economics and Enterprise Development Advisor. Mike brings a systems approach to integrating ecological, economic, organizational, and social concerns into development planning. He has served as Cross-Cutting Policy Advisor and Finance & Economics Team Leader in USAID/Cairo's Egypt Environmental Policy Program (2000-2003); Senior Environmental & Social Policy Advisor in the U.S. Treasury Department (on multilateral development banks and the UN Conventions on POPs and Climate, 1998-2000); and Environmental Planning Advisor to USAID's Asia/Near East Bureau (1996-1998). Previously, he worked in the strategic planning offices of The World Bank, USEPA, and the International Joint Commission of U.S./Canada. He also helped found two NGOs, including the Willapa Bay Alliance in Washington State, which became a nationally-recognized model of private/community partnerships for NRM and sustainable development.

Mike holds a Doctorate in Social Systems Sciences from the Wharton School of Business and a B.A. in Biology from Dartmouth College, and has written several internationally-noted publications related to sustainable development. He is also an award-winning nature and sports photographer, more recently focusing his lenses underwater.

**Andy Drumm** is an environmental and ecotourism specialist with 15 years experience in both private and non-profit sectors – principally in Latin America and the Caribbean. He has coordinated multi-sectoral alliances for conservation and created an award-winning ecotourism business. Andy joined The Nature Conservancy in 1998, where he has created numerous tourism planning and management tools; has developed a tourism user fee initiative for conservation finance at protected areas in Mexico, Belize and Bolivia; and has provided technical assistance on ecotourism business development and tourism management in protected areas to partner organizations internationally.

Andy holds a Diploma of Higher Education in Environmental Studies from Avery Hill College in London, England and a B.Sc.(Hons.) in Environmental Studies from the City of London Polytechnic. He is working toward an M.Phil/Ph.D in Environmental Sciences. His thesis topic: "Integrated Impact Assessment of Nature Tourism in the Ecuadorian Amazon"; thesis financed by USAID Project.

**Carol Hansen** provides technical and planning support to USAID's Office of Natural Resource Management through the Natural Resources Information Clearinghouse, based at Chemonics International. Prior to joining Chemonics, Carol spent 20 years with the federal government stateside. Most recently she worked as an environmental planner and outreach coordinator for the USDA/Natural Resources Conservation Service, where she coordinated multi-agency teams in developing and implementing watershed-based nonpoint source management plans, and provided soup-to-nuts coordination of water quality conferences and trade shows on special detail to the US Environmental Protection Agency, Region I. She also coordinated a New England pilot project for the Henry Wallace Institute National Agricultural Policy Project, which assessed policy, infrastructure, management, and funding changes needed to better support sustainable agriculture. Prior to that, Carol worked with the USDI National Park Service both at its Coastal Resources Research Center in New Jersey, and as Water Resources Planner at Delaware Water Gap National Recreation Area, where she teamed with regulators at the Delaware River Basin Commission to develop precedent-setting anti-degradation regulations for the Middle and Upper Delaware Scenic and Recreational Rivers. She holds a B.A. from Harvard College in Environmental Studies and obtained an M.A. in Geography/Coastal Resources Management from Rutgers University.

**Peter Hetz** is an expert in community-based natural resources management, governance, land tenure and property rights. He lived and worked in Africa between 1977 and 1995, working on land and natural resources management programming, with a strong focus on protected areas, conservation, and community-based natural resources management. For many years, (eco)tourism has been considered an appropriate tool for community benefit sharing and economic growth. His work began with a fellowship for the Kenya Ministry of Tourism and Wildlife and focused on some of the country's earliest efforts to engage pastoralists of northern Kenya and customary land tenure practices in conservation programming. Since that time he has worked in conjunction with the Universities of Nairobi and Makerere in Kampala, and with the African Wildlife Foundation, CARE-International, and the EU/TANAPA. His last residential assignment in Africa was in Tanzania where he worked as an advisor to the Tanzania National Parks on tourism planning, management, EIA, interpretive design and training, and the development of community conservation services, extension education, and benefit sharing program while based in the Serengeti National Park. Peter provided the design concepts for the Serengeti, Manyara and Tarangire National Park interpretive facilities for visitors.

Peter has been a full-time employee of ARD since 1996, and was Chief of Party for the USAID-Bulgaria Biodiversity Conservation and Economic Growth Project between 1999 and 2004. A major part of the BCEG Project promoted ecotourism as an economic growth and conservation tool. That effort resulted in significant economic benefits to rural communities bordering protected areas, and a national ecotourism strategy and investment plan based on the formation of regional ecotourism associations/clusters that was adopted by the GoB.

Peter holds a dual Bachelors degree in International Relations and Ecology from Brown University, and a dual Masters (M.Ed. Adult Education, CBNRM and Property Rights) from Boston University.

**Roberta Hilbruner** has been a Communication for Development Specialist with the USAID/EGAT/NRM since 2000. She manages GreenCOM, a global project that has worked in over 40 countries for the past 11 years to scale-up development impact through social change processes. She also manages AgCOMM, an agricultural communication project, and chairs the USAID Sustainable Tourism Working Group.

Before joining USAID, Roberta worked for the USDA/Forest Service for over 25 years as a recreation planner, natural and cultural history interpreter, and public affairs officer. She was Project Manager for design and construction of an award-winning visitor center in the Columbia River Gorge and while serving in the Forest Service national office, she managed the Smokey Bear fire prevention program. She brings this recreation experience to her leadership of the USAID global tourism program.

Roberta graduated from Oregon State University with a degree in Technical Journalism and holds a Master of Science degree from Colorado State University in Recreation Resource Management.

**Neel Inamdhar** is an Ecotourism Business Advisor at Conservation International. He has over 15 years experience in owning and operating tourism facilities, and has been fortunate to work both in the non-profit and for-profit world. He acts as a liaison and advisor between private corporations and non-governmental organizations. Before coming to Washington, Neel was the Ecotourism Business Advisor at the African Conservation Center in Nairobi, Kenya, where he was responsible for developing and streamlining CI's engagement with the tourism industry to utilize the value chain in support of conservation in CI's hot spot countries. Earlier experience includes serving as Executive Director at the Turtle Bay Beach Club in Watamu, Kenya, and as Managing Director at Eco-Resorts in Nairobi, where he created Kenya's first "green" fossil fuel independent safari camp using solar power and implemented extensive conservation programs linking visitors to local indigenous people. Neel holds a Bachelor's degree in Hotel Administration from Cornell University.

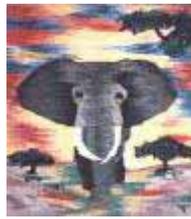
**Bill Meade** is a Vice President with PA Government Services in Arlington, Virginia. Bill heads PA's environment and tourism units in the Infrastructure and Development Services practice. He has 20 years of international development experience and has led assignments supporting government agencies, industry associations, and private companies in the design and implementation of environmental impact assessment, environmental management, sustainable tourism, ecotourism and tourism planning. He has directed assignments in the Caribbean, Central America, Near East, and Asia for USAID, InterAmerican Development Bank, World Bank and Asian Development Bank. He has also assisted private hotel companies and chains to develop corporate and property-level environmental management programs, including achievement of Green Globe 21 certification. Bill is currently Chief of Party for the USAID-funded Rural Enterprises, Agriculture and Community Tourism (REACT) project in Jamaica, designed to reduce poverty and spur economic growth through the development of new (and improvement of existing) environmentally sound rural enterprises in Jamaica's two largest industries – agriculture and tourism.

Bill holds a BA in energy and environmental studies from Brown University, and has attended graduate and professional training courses in environmental law, environmental auditing, pollution prevention, and rural environmental management. Bill sits on the Governing Council of the Caribbean Alliance for Sustainable Tourism, chairs the board of the Certified Hotel Environmental Manager, and is a guest lecturer at George Washington University and Cornell University.

**Jacqueline E. Schafer** is Assistant Administrator, Bureau for Economic Growth, Agriculture and Trade (EGAT), United States Agency for International Development; she had previously served as Deputy Assistant Administrator for the EGAT Bureau. She has over 30 years' experience in environment and natural resources policy and program management in federal and state government.

Prior to her appointments at USAID, she served as Director of the Arizona Department of Environmental Quality in the cabinet of former Governor Jane Dee Hull (1999-2002). She previously served as Director of the California Department of Fish and Game, Chairwoman of the California Air Resources Board and in the Office of Governor Pete Wilson (1993-1999). Prior to that she was Assistant Secretary of the Navy (Installations and Environment), appointed by President George Bush, and a Member of President Ronald Reagan's Council on Environmental Quality. She also served in the Reagan Administration as Regional Administrator of the US Environmental Protection Agency's Region 2. From 1971-1982 she worked in the US Senate as a Professional Staff Member with the Committee on Environment and Public Works for Senator Robert T. Stafford (R-VT) and earlier for Senator James L. Buckley (C-R, NY). She is a graduate of Middlebury College (AB, Economics) in Vermont.

**USAID Sustainable Tourism Training**  
**Arusha, Tanzania – 19-25 February 2006**



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## **USAID and Sustainable Tourism: Meeting Development Objectives**

***Remarks delivered by EGAT Administrator Jacqueline Schafer at the USAID Sustainable Tourism Training in Arusha, Tanzania, February 19, 2006***

Since 2000, the US Agency for International Development (USAID) has initiated or completed over 100 projects in 72 countries that utilize tourism as a platform for achieving broad agency development objectives. USAID's tourism activities have helped to promote economic growth and poverty reduction, competitiveness, environmental conservation, gender mainstreaming, education, and good governance. As an example, tourism is viewed by the Agency's missions and their host countries as a labor-intensive export industry due to its foreign exchange-earning capacity – hence its value as an economic growth tool.

Tourism is also a valuable tool for environmental conservation. Because of its income-generating potential and other benefits, tourism encourages governments and communities to value and protect the resource base on which tourism often depends. Beautiful, well-run national parks, clean beaches and thriving coral reefs, and healthy and abundant wildlife populations draw tourists from around the world.

In addition, in line with the Millennium Development Goals, USAID is increasingly incorporating tourism into its development activities to:

1. ***eradicate poverty*** through enterprise development and sharing of profits within communities;
2. ***address education*** through the training and capacity-building that accompany tourism development;
3. ***promote gender equality*** by involving women, providing them with access to credit and training; and supporting women-owned businesses;
4. ***combat HIV/AIDS*** through education within the tourism industry;
5. ***ensure environmental sustainability*** and the vitality of the resource base on which much tourism depends; and
6. ***develop global partnerships*** by collaborating with developing countries and other donor agencies in development activities.

In the past, USAID's tourism projects have seldom been stand-alone projects, but rather have been a component of larger projects – usually focused on economic development or on environmental conservation. Now USAID is increasingly looking toward **holistic tourism development activities**, from broad policy work down to on-the-ground product development, as larger cross-sectoral projects complete in themselves.

Looking at **tourism as a system**, which will be discussed in this training, allows us to see where there are gaps, identify entry points for USAID to be most helpful and effective, and understand more clearly how the various components of tourism interact. For example, the tourism industry might need to consider housing for employees if the surrounding community cannot supply the workforce needed and people must travel to work from other communities. A government might need to revise legislation (as Panama just recently did!) to authorize certain conservation finance options so concessions and entry fees can fund park operations. Farmers in a tourism community

might need help with crop diversification to provide local fruits and vegetables to tourist lodging and restaurants (this is an issue in northern Mozambique, where foods have to be expensively imported and communities do not benefit).

Approaching tourism as a system also provides the opportunity for USAID to **work cross-sectorally**, approaching tourism development as an inter-disciplinary issue, allowing us to pool scarce resources, to be more effective, and to not miss key elements (such as starting up eco-lodges as a community alternative livelihood without proper business feasibility analysis), which you will hear more about in Modules 4, 5 and 6 – the economic growth and environment sessions.

**Some outstanding examples** of USAID Tourism activity:

1. **Jamaica's EAST** (*Environmental Audits for Sustainable Tourism*) Project focusing on clean production, environmental systems management and competitiveness in hotels;
2. **Bulgaria's National and Regional Ecotourism Strategy Project** for economic growth and community poverty reduction, making it worthwhile for communities to support national parks;
3. **Egypt's Red Sea Project** for biodiversity conservation and economic growth; and
4. **Namibia's LIFE** (*Living in a Finite Environment*) Project, which provides a wonderful example of tourism inserted into a larger project to help achieve the larger goals of sustainable natural resources management and the devolution of rights over wildlife to communities.

**USAID is well-positioned to provide countries with:**

- tourism-related expertise
- training and capacity-building, and
- financing for eligible countries through generation of local currency through debt swap programs or development credit authority.

**USAID can also help countries provide a foundation for tourism development by helping them:**

1. Establish and implement **policies that conserve and enhance natural resources** as a priority base for tourism attractions and growth that improves the livelihoods of all citizens.
2. Form **cross-sectoral and inter-ministry working groups** so several ministries (such as commerce, transportation, environment, education) are involved and support tourism development.
3. Improve a country's "**Doing Business Score**" (see the World Bank's *Doing Business 2005* report). Governments can identify, after reviewing their country's "Doing Business" indicators, where they lag behind and will know what to reform to encourage any business (including tourism) to develop.
4. Work toward providing **community access to resources**, and to **guarantee resource rights**...such as in land tenure, forest management, and coastal fishing rights, with preference for employment and other income-enhancing opportunities related to tourism.
5. **Coordinate donor activities** to enhance synergies and cooperation. Many countries convene donor councils.
6. **Commit national budget resources** to partnerships, conservation, and investment support through infrastructure development.

**Host country governments can work with USAID:**

1. In a *bi-lateral*, government-to-government capacity to let the Mission and Regional Office know their needs and priorities, and their interest in tourism development;
2. Eligible countries can work with the *Tropical Forest Conservation Act* and the *Enterprise for the Americas Initiative* to relieve certain official debt owed the US Government while at the same time generating funds in local currency to support tropical forest conservation and other environmental conservation activities; and
3. Governments can assist with forming alliances and partnerships with the private sector, other donors, and NGO's to propose *Global Development Alliance* projects for funding.

In response to increased Mission interest in tourism and requests for assistance, **the EGAT Bureau** is working with a tourism development coalition and the GDA Secretariat to assemble a global tourism GDA that will serve as a global mechanism for Missions to access the best in sustainable tourism expertise as well as *private funding* in support of tourism development activities. We are currently processing a proposal received through the GDA Annual Program Statement...so stay tuned for more on that – Roberta Hilbruner will have the latest information!

EGAT sponsors the **Sustainable Tourism Working Group**, of which Roberta is the Chair. This group is overseeing a project that has:

- **Built a data base** of case studies;
- **Prepared a paper outlining the importance of tourism for development** and how it can help USAID meet State/USAID and Millennium Development goals; and
- **Developed tools** (including a website) **and training** (such as this workshop) for Missions to use in designing and managing tourism projects.

I am delighted that you are here to participate in this EGAT-sponsored training. It has been designed to provide an opportunity to exchange ideas, examine what is needed for effective tourism development (such as a framework for engaging in tourism activities and good indicators to measure success), and identify a path forward for furthering tourism development through USAID efforts.

## Implementing Sustainable Tourism Projects in the USAID Context

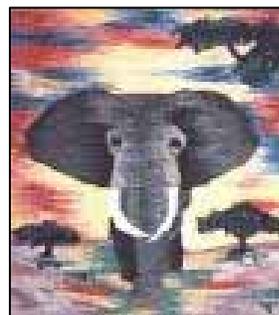
### Module 1: INTRODUCTION TO TOURISM

**Duration:** 1 hour 40 min

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Describe the workings of the tourism industry
- Know international trends
- Know principles of sustainable tourism
- Identify the opportunities and pitfalls of tourism as a development tool



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	Why Tourism?
3.	What is Tourism? Different categories of tourism?
4.	What is the Contribution of Tourism to the World Economy?
5.	International Tourist Arrival Projections, 2010 and 2020
6.	International Tourist Arrivals, 1950-2020
7.	Tourism and the Developing World Economy
8.	Tourism in Your Country: <u>Exercise 1-1</u> Based on your research, how important is tourism in your country? (rate on scale showing levels of importance) What types of tourism are important for our purposes?
9.	From Tourism to Sustainable Tourism – historical narrative through the various UN agendas and summits. <a href="#">[Handout 1-1: From Tourism to Sustainable Tourism]</a>
10.	What is Sustainable Tourism? Definition and continuation of narrative from Slide 9
11.	Relationships Among Tourism Categories
12.	Based upon the Millennium Development Goals, additional emphasis has been placed on the economic as well as environmental benefits of Sustainable Tourism <a href="#">[Handout 1-2: Sustainable Tourism Definition]</a>
13.	Environmentally Sustainable Development and Tourism What is Ecotourism?
14.	Relationship of Ecotourism to Sustainable Tourism
15.	Tourism Industry Stakeholders: <u>Exercise 1-2</u> What is involved in a tourism experience?
16.	International Tourism Industry First Order Service Providers

## Implementing Sustainable Tourism Projects in the USAID Context

<b>17.</b>	Tourism Value Chain: <a href="#">Exercise 1-3</a> What other service providers help support these key tourism service providers? Introduce Tourism Value Chain concept. <a href="#">[Handout 1-3: Tourism Value Chain]</a>
<b>18.</b>	Tourism Industry Value Chain Continue narrative from Slide 17.
<b>19.</b>	Tourism Support: <a href="#">Exercise 1-4</a> Who supports tourism in other ways?
<b>20.</b>	Tourism as a Development Tool <a href="#">[Handout 1-4: UNWTO Global Code of Ethics for Tourism]</a>
<b>21.</b>	Benefits of Tourism: <a href="#">Exercise 1-5</a> What are the potential benefits of tourism for a developing country?
<b>22, 23.</b>	Benefits of Tourism Compare responses from Exercise 1-5 w/ list on Slides 22 and 23.
<b>24.</b>	Pitfalls of Tourism: <a href="#">Exercise 1-6</a> What are the potential pitfalls of tourism?
<b>25.</b>	Pitfalls of Tourism Compare responses from Exercise 1-6 w/ list on Slide 25
<b>26.</b>	RECAP <a href="#">[Handout 1-5: Understanding the Language of Tourism: Glossary]</a>

### Handouts

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1-1: From Tourism to Sustainable Tourism

1-2: World Tourism Organization Sustainable Tourism Definition

1-3: Tourism Value Chain

1-4: World Tourism Organization. *Global Code of Ethics for Tourism*. Resolution adopted by the General Assembly (A/RES/56/212), December 21, 2001

1-5: Understanding the Language of Tourism - glossary



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# Implementing Sustainable Tourism in the USAID Context

Arusha, Tanzania

February 2006



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# MODULE 1: INTRODUCTION TO TOURISM





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## Objectives

By the end of the session, participants will be able to:

Describe the workings of the tourist industry

- Identify international trends in tourism
- Know the principles of sustainable tourism
- Identify the opportunities and pitfalls of tourism as a development tool



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## Why Tourism?

- It is global in extent
- It is important to the economy of many developing countries
- It can be utilized to help achieve several Agency pillar objectives
- It can be used in an economic diversification strategy



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## What is Tourism?

*Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for the purpose of leisure, business, and other purposes.*

### What are the different categories of tourism?

- Leisure
- Cultural
- Nature-based
- Scientific/Educational
- Business Traveler
- Service



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## What is the Contribution of Tourism to the World Economy?

- In 2004, travel & tourism directly accounted for 1.54 trillion USD in Gross Domestic Product (GDP) and 74 million jobs.
- Indirectly, travel & tourism accounted for 4.22 trillion USD (10%) of the world's GDP and 215 million jobs (8%) of the world's employment.

Source- WTTC 2004



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## International Tourist Arrival Projections (millions) – 2010 and 2020

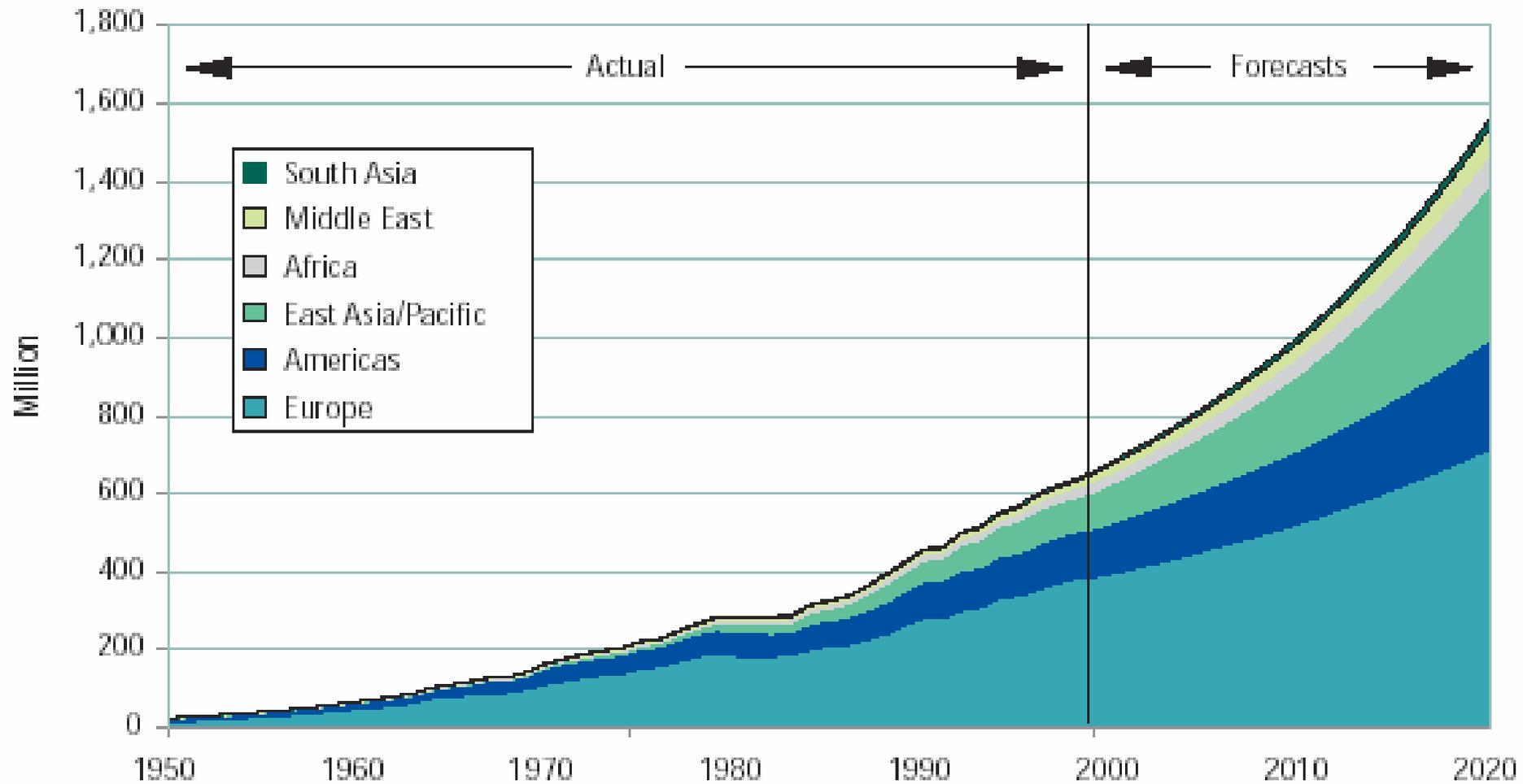
	Base Year		Forecasts		Market Share (%)		Average annual growth rate (%)
	1995	2010	2020	1995	2020	1995-2020	
<b>World</b>	565	1006	1561	100	100	4.1	
<b>Africa</b>	20	47	77	3.6	5	5.5	
<b>Americas</b>	110	190	282	19.3	18.1	3.8	
<b>East Asia and the Pacific</b>	81	195	397	14.4	25.4	6.5	
<b>Europe</b>	336	527	717	59.8	45.9	3.1	
<b>Middle East</b>	14	36	69	2.2	4.4	6.7	
<b>South Asia</b>	4	11	19	0.7	1.2	6.2	

Source: WTO (2005) Projections based on reported data.



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## International Tourist Arrivals, 1950-2020



Source: World Tourism Organization (WTO)



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## Tourism and the Developing World Economy

- 80% of the world's poor live in 12 countries, of which 11 have a significant and growing tourism industry
- In 2000, tourism was the second highest combined source of foreign exchange earnings in 46 of the 49 Least Developed Countries, and ranks behind only petroleum in Angola, Equatorial Guinea and Yemen
- Tourism is a major export for 83% of all developing countries, and the primary export for one third of them

Source: WTO (2002)



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## Tourism in Your Country: Exercise 1-1

Based on your research, how important is tourism in your country?

0 ——— 1 ——— 2 ——— 3



What types of tourism are important for our purposes?...

- Leisure
- Cultural/historical/archaeological/architectural
- Nature-based
- Adventure
- Scientific/educational
- Family



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## From Tourism to Sustainable Tourism

- Agenda 21 (Rio de Janeiro, 1992)
- UN Commission on Sustainable Development (CSD7, 1999)
- Canary Islands Declaration (2001)
- U.N. Millennium Development Goals (MDG, 2000)
- World Summit on Sustainable Development (Rio +10, 2002)
- Declaration on Tourism and MDG (2005)



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## What is Sustainable Tourism?

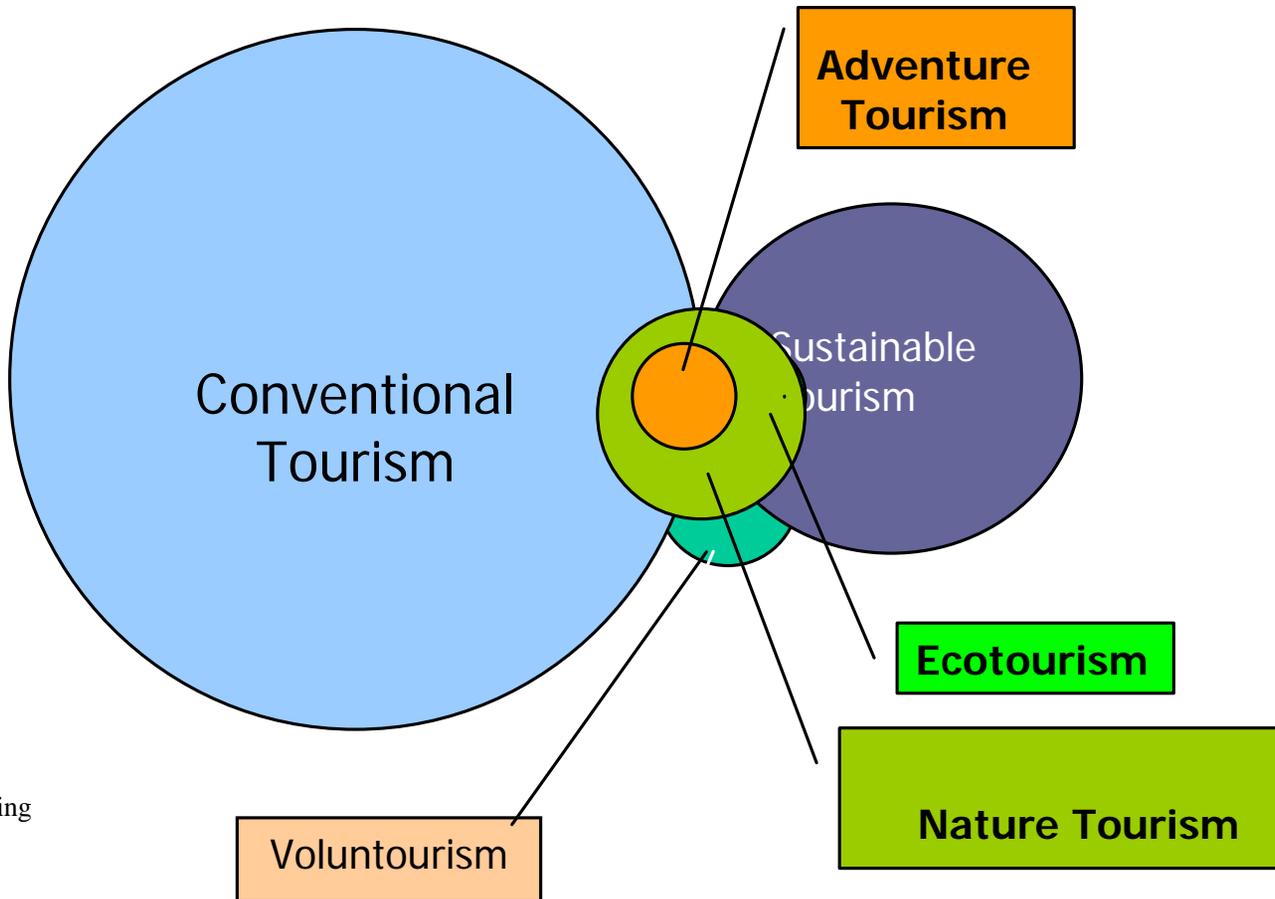
***Sustainable tourism* development meets the need of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes and services, and biological diversity.**

**Source: World Tourism Organization**



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## Relationships Among Tourism Categories



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**Based upon the Millennium development goals, additional emphasis has been placed on the economic as well as environmental benefits of Sustainable Tourism. Sustainable Tourism should:**

- Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes, and helping to conserve natural heritage and biodiversity.
- Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- Ensure viable, long-term economic operations, providing socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.



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# Environmentally Sustainable Development and Tourism

## ***What is Ecotourism?***

*Responsible travel to natural areas that conserves the environment and improves the well being of local people.*

The International Ecotourism Society



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## Relationship of Ecotourism to Sustainable Tourism





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## Tourism Industry Stakeholders: Exercise 1-2

### What is involved in a tourism experience?

- Mr. and Mrs. Jones from the U.K. want a one-week safari experience in Southern Africa.
- What is the sequence of steps that Mr. and Mrs. Jones would probably take?
- Who are the players (or service providers) involved with each step?
- What is the role of each player?



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## International Tourism Industry First Order (Direct) Service Providers

ORIGIN	TRAVEL	DESTINATION
Travel Agencies Outbound Operators Information Services	Cruise Lines Airlines Rail Bus Boat	Inbound Operators Tour Buses Hotels/Motels/Lodges Operators of Attractions Tour Guides Information Services Arts & Crafts Restaurants/Food services Nightlife/Entertainment



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## Tourism Value Chain: Exercise 1-3

What other suppliers help support these key tourism service providers?

**ORIGIN**

**TRAVEL**

**DESTINATION**



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## Tourism Support: Exercise 1-4

Who supports tourism in other ways?

- The Community
- The Government
- Public/Private Partnerships
- NGOs and Educational Institutions
- Donors

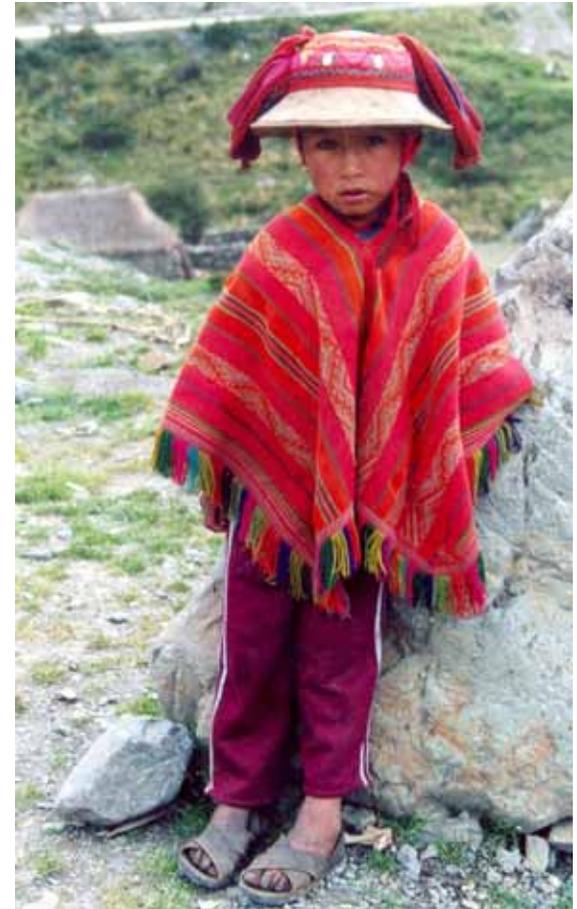




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## Tourism as a Development Tool

- 1970s – Infrastructure Development
- 1980s – Departure from Tourism (left to private sector)
- 1990s – Emphasis on Environment
- 2000s – Increased emphasis on Local Communities and Economic Growth





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## Benefits of Tourism: Exercise 1-5

What are the potential benefits of tourism for a developing country?





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## Benefits of Tourism: Exercise 1-5

What are the potential benefits of tourism for a developing country?

- Utilizes natural capital advantages to provide an internationally competitive industry for developing countries that can be more sustainable than extractive industries
- Provides opportunities to diversify a local economy
- Supports the formation of small and micro enterprises
- Is labor intensive and offers jobs with different levels of skills
- Provides employment opportunities for women and youths
- Promotes rural development
- Promotes local governance
- Introduces technology and basic infrastructure



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## Benefits of Tourism: Exercise 1-5, continued...

What are the potential benefits of tourism for a developing country?

- Promotes health and general welfare
- Generates revenue for natural resources management and protection
- Provides incentive for local people to protect their natural environmental assets and maintain their cultural diversity – provides value (is important both financially and socially)
- Reduces the severity of conflicts between people and wildlife
- Supports cultural heritage
- Strengthens linkages with the outside world



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## Pitfalls of Tourism: Exercise 1-6

What are the potential pitfalls of tourism?





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## Pitfalls of Tourism: Exercise 1-6

What are some potential pitfalls of tourism?

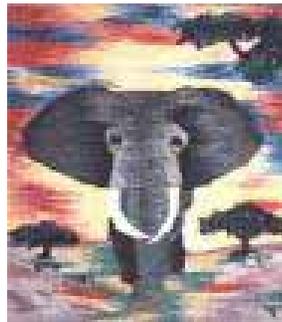
- Encourages cultural alienation and crime
- Corrupts and displaces societal norms and traditions
- Encourages prostitution and human trafficking
- Facilitates the spread of diseases
- Overburdens infrastructure systems
- Destroys fragile terrestrial and marine habitats
- Damages cultural and archeological sites
- Provides low paid, seasonal employment, poor living conditions for workers, and indentured servitude
- Is sensitive to world economic downturns and other events
- Habituation
- Increased cost of living
- Disproportionate benefits to some and not others



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## RECAP

- How the tourism industry works
- Recent international growth trends
- Principles of sustainable tourism
- Benefits and pitfalls of tourism



## HANDOUT 1-1

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### FROM TOURISM TO SUSTAINABLE TOURISM

Many of the goals of sustainable tourism stem from a United Nations Conference on Environment and Development held in Rio de Janeiro in 1992. The agenda addressed sustainable global development for the 21<sup>st</sup> century, and was adopted by more than 180 countries, including the United States.

A program was drafted on how to address the need to maintain quality of life without compromising the future well-being of the world's people. It called for more public/private partnerships, as well as integrating environmental and economic objectives.

As an increasingly significant factor in global change, the tourism industry decided to define the relevancy of Agenda 21 for its own needs in 1995. In that year, an initiative was launched, entitled "Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development", which presented a plan of action for achieving industry goals. This publication was co-authored by the World Tourism Organization (representing governments), the World Travel and Tourism Council (representing private industries), and the Earth Council (representing NGOs).

Emphasis initially was placed on how tourism could be used primarily to protect the environment. But, increasingly, many developing nations were pointing to the powerful economic and social contributions that tourism could offer.

In 1999, at the 7<sup>th</sup> meeting of the U.N. Commission on Sustainable Development (CSD7), governments were urged to "maximize the potential for tourism for eradicating poverty by developing appropriate strategies in cooperation with all major groups, indigenous and local communities" (WTO, 2002).

This message was reiterated by the 49 Least Developed Countries (LDCs) in a 2001 conference in the Canary Islands, with specific reference to the role of tourism. The resulting Declaration stated that:

*"for a large majority of least developed countries, tourism development can be an avenue to increase participation in the global economy, alleviate poverty, and achieve socio-economic progress."* (United Nations, 2001)

In 2002, the UN "Year of Ecotourism," the World Summit on Sustainable Development (WSSD) was held in Johannesburg to assess progress for achieving the Rio Earth Summit's 1992 goals. Above all else, poverty reduction became the major objective, with sustainable tourism seen as an instrument to achieve that objective.

In September, 2005, a comprehensive alliance of international agencies reinforced this point: integrate tourism in national development plans for social and economic gains (Declaration on Tourism and the Millennium Development Goals, United Nations).

## HANDOUT 1-2

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### SUSTAINABLE DEVELOPMENT OF TOURISM

#### Conceptual Definition (WTO, 2004)

**"Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations**, including mass tourism and the various niche tourism segments. Sustainability principles refer to the **environmental, economic and socio-cultural aspects** of tourism development, and a **suitable balance must be established** between these three dimensions to guarantee its long-term sustainability.

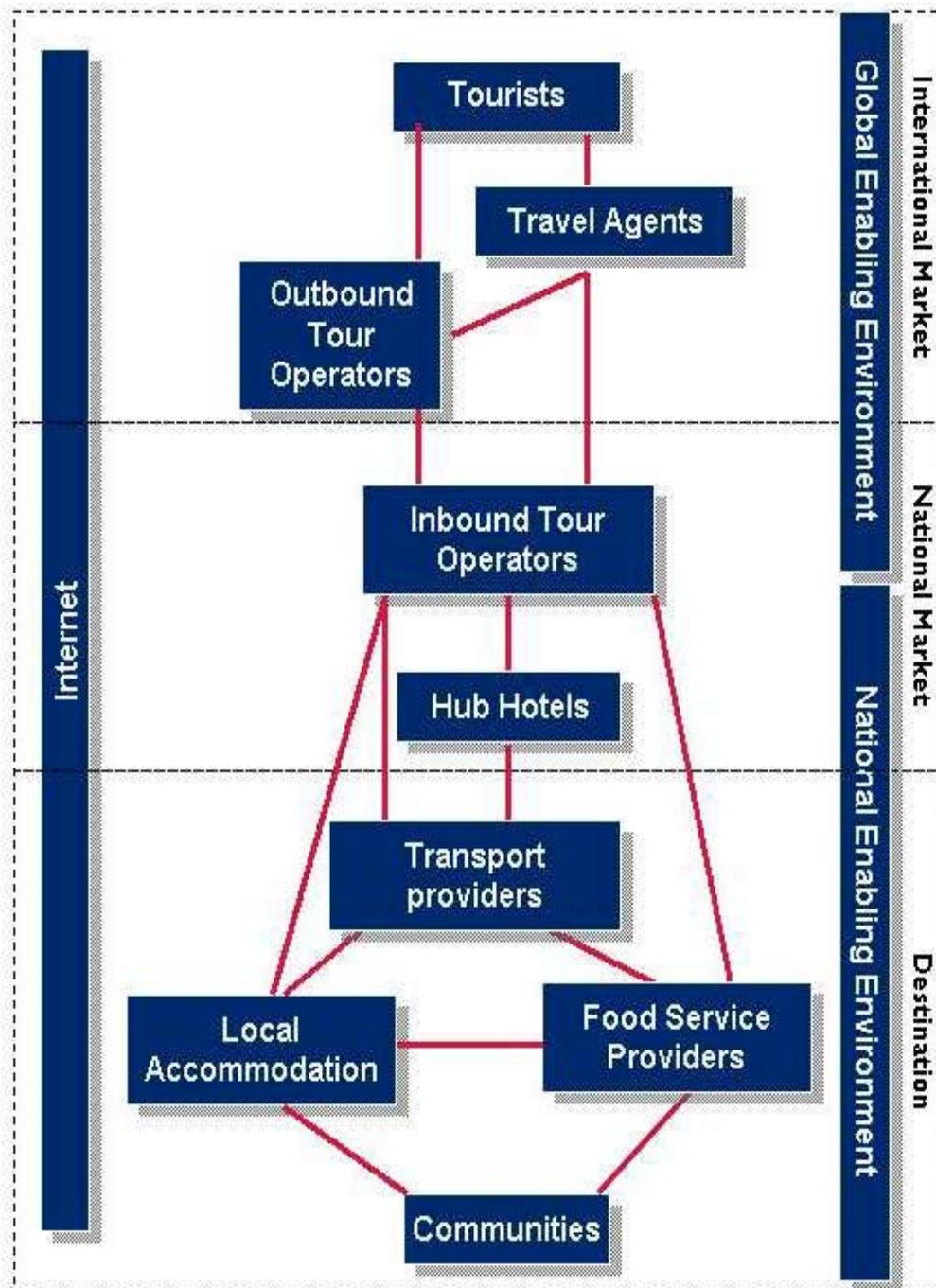
Thus, sustainable tourism should:

- 1) **Make optimal use of environmental resources** that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
- 2) **Respect the socio-cultural authenticity of host communities**, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- 3) Ensure viable, long-term economic operations, **providing socio-economic benefits to all stakeholders** that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the **informed participation of all relevant stakeholders, as well as strong political leadership** to ensure wide participation and consensus building. Achieving sustainable tourism is a **continuous process** and it requires **constant monitoring of impacts**, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a **high level of tourist satisfaction** and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them."

## TOURISM INDUSTRY VALUE CHAIN



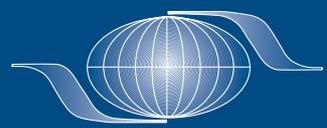
Source: Conservation International



# GLOBAL CODE OF ETHICS FOR TOURISM



UNITED NATIONS



WORLD TOURISM ORGANIZATION



## Resolution adopted by the General Assembly

21 December 2001

A/RES/56/212 Global Code of Ethics for Tourism

The General Assembly,

Recalling its resolution 32/156 of 19 December 1977, by which it approved the Agreement on Cooperation and Relationships between the United Nations and the World Tourism Organization,

Reaffirming paragraph 5 of its resolution 36/41 of 19 November 1981, in which it decided that the World Tourism Organization might participate, on a continuing basis, in the work of the General Assembly in areas of concern to that organization,

Recalling the Manila Declaration on World Tourism of 10 October 1980 adopted under the auspices of the World Tourism Organization,<sup>1</sup> the Rio Declaration on Environment and Development<sup>2</sup> and Agenda 21<sup>3</sup> adopted at the United Nations Conference on Environment and Development on 14 June 1992, and taking note of the Amman Declaration on Peace through Tourism adopted at the Global Summit on Peace through Tourism on 11 November 2000,<sup>4</sup>

Considering that the Commission on Sustainable Development, at its seventh session, held in April 1999, expressed interest in a global code of ethics for tourism and invited the World Tourism Organization to consider the participation of informed major groups in the development, implementation and monitoring of its global code of ethics for tourism,<sup>5</sup>

Recalling its resolution 53/200 of 15 December 1998 on the proclamation of 2002 as the International Year of Ecotourism, in which, inter alia, it reaffirmed Economic and Social Council resolution 1998/40 of 30 July 1998, recognizing the support of the World Tourism Organization for the importance of ecotourism, in particular the designation of the year 2002 as the International Year of Ecotourism, in fostering better understanding among peoples everywhere, in leading to greater awareness of the rich heritage of various civilizations and in bringing about a better appreciation of the inherent values of different cultures, thereby contributing to the strengthening of world peace,

Recognizing the important dimension and role of tourism as a positive instrument towards the alleviation of poverty and the improvement of the quality of life for all people, its potential to make a contribution to economic and social development, especially of the developing countries, and its emergence as a vital force for the promotion of international understanding, peace and prosperity,

1. Takes note with interest of the Global Code of Ethics for Tourism adopted at the thirteenth session of the General Assembly of the World Tourism Organization,<sup>6</sup> which outlines principles to guide tourism development and to serve as a frame of reference for the different stakeholders in the tourism sector, with the objective of minimizing the negative impact of tourism on environment and on cultural heritage while maximizing the benefits of tourism in promoting sustainable development and poverty alleviation as well as understanding among nations;

2. Emphasizes the need for the promotion of a responsible and sustainable tourism that could be beneficial to all sectors of society;

3. Invites Governments and other stakeholders in the tourism sector to consider introducing, as appropriate, the contents of the Global Code of Ethics for Tourism in relevant laws, regulations and professional practices, and, in this regard, recognizes with appreciation the efforts made and measures already undertaken by some States;

4. Encourages the World Tourism Organization to promote effective follow-up to the Global Code of Ethics for Tourism, with the involvement of relevant stakeholders in the tourism sector;

5. Requests the Secretary-General to follow up developments related to the implementation of the present resolution based on the reports of the World Tourism Organization and to report thereon to the General Assembly at its fifty-ninth session.

1 A/36/236, annex, appendix I.

2 Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992 (United Nations publications, Sales No. E.93.I.8 and corrigenda), vol. I: Resolutions adopted by the Conference, resolution 1, annex I.

3 Ibid., annex II.

4 See A/55/640.

5 See Official Records of the Economic and Social Council, 1999, Supplement No. 9 (E/1999/29), decision 7/3.

6 See E/2001/61, annex.

## GLOBAL CODE OF ETHICS FOR TOURISM

adopted by resolution A/RES/406(XIII) at the thirteenth WTO General Assembly (Santiago, Chile, 27 September - 1 October 1999).

### PREAMBLE

**We, Members of the World Tourism Organization (WTO), representatives of the world tourism industry, delegates of States, territories, enterprises, institutions and bodies that are gathered for the General Assembly at Santiago, Chile on this first day of October 1999,**

**Reasserting** the aims set out in Article 3 of the Statutes of the World Tourism Organization, and aware of the "decisive and central" role of this Organization, as recognized by the General Assembly of the United Nations, in promoting and developing tourism with a view to contributing to economic development, international understanding, peace, prosperity and universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language or religion,

**Firmly believing** that, through the direct, spontaneous and non-mediatized contacts it engenders between men and women of different cultures and lifestyles, tourism represents a vital force for peace and a factor of friendship and understanding among the peoples of the world,

**In keeping** with the rationale of reconciling environmental protection, economic development and the fight against poverty in a sustainable manner, as formulated by the United Nations in 1992 at the "Earth Summit" of Rio de Janeiro and expressed in Agenda 21, adopted on that occasion,

**Taking into account** the swift and continued growth, both past and foreseeable, of the tourism activity, whether for leisure, business, culture, religious or health purposes, and its powerful effects, both positive and negative, on the environment, the economy and the society of both generating and receiving countries, on local communities and indigenous peoples, as well as on international relations and trade,

**Aiming** to promote responsible, sustainable and universally accessible tourism in the framework of the

right of all persons to use their free time for leisure pursuits or travel with respect for the choices of society of all peoples,

**But convinced** that the world tourism industry as a whole has much to gain by operating in an environment that favours the market economy, private enterprise and free trade and that serves to optimize its beneficial effects on the creation of wealth and employment,

**Also firmly convinced** that, provided a number of principles and a certain number of rules are observed, responsible and sustainable tourism is by no means incompatible with the growing liberalization of the conditions governing trade in services and under whose aegis the enterprises of this sector operate and that it is possible to reconcile in this sector economy and ecology, environment and development, openness to international trade and protection of social and cultural identities,

**Considering** that, with such an approach, all the stakeholders in tourism development – national, regional and local administrations, enterprises, business associations, workers in the sector, non-governmental organizations and bodies of all kinds belonging to the tourism industry, as well as host communities, the media and the tourists themselves, have different albeit interdependent responsibilities in the individual and societal development of tourism and that the formulation of their individual rights and duties will contribute to meeting this aim,

**Committed**, in keeping with the aims pursued by the World Tourism Organization itself since adopting resolution 364(XII) at its General Assembly of 1997 (Istanbul), to promote a genuine partnership between the public and private stakeholders in tourism development, and wishing to see a partnership and cooperation of the same kind extend, in an open and balanced way, to the relations between generating and

receiving countries and their respective tourism industries,

**Following up on** the Manila Declarations of 1980 on World Tourism and of 1997 on the Social Impact of Tourism, as well as on the Tourism Bill of Rights and the Tourist Code adopted at Sofia in 1985 under the aegis of WTO,

**But believing** that these instruments should be complemented by a set of interdependent principles for their interpretation and application on which the stakeholders in tourism development should model their conduct at the dawn of the twenty-first century,

**Using**, for the purposes of this instrument, the definitions and classifications applicable to travel, and especially the concepts of "visitor", "tourist" and "tourism", as adopted by the Ottawa International Conference, held from 24 to 28 June 1991 and approved, in 1993, by the United Nations Statistical Commission at its twenty-seventh session,

**Referring** in particular to the following instruments:

- Universal Declaration of Human Rights of 10 December 1948;
- International Covenant on Economic, Social and Cultural Rights of 16 December 1966;
- International Covenant on Civil and Political Rights of 16 December 1966;
- Warsaw Convention on Air Transport of 12 October 1929;
- Chicago Convention on International Civil Aviation of 7 December 1944, and the Tokyo, The Hague and Montréal Conventions in relation thereto;
- Convention on Customs Facilities for Tourism of 4 July 1954 and related Protocol;
- Convention concerning the Protection of the World Cultural and Natural Heritage of 23 November 1972;

- Manila Declaration on World Tourism of 10 October 1980;

- Resolution of the Sixth General Assembly of WTO (Sofia) adopting the Tourism Bill of Rights and Tourist Code of 26 September 1985;

- Convention on the Rights of the Child of 20 November 1989;

- Resolution of the Ninth General Assembly of WTO (Buenos Aires) concerning in particular travel facilitation and the safety and security of tourists of 4 October 1991;

- Rio Declaration on the Environment and Development of 13 June 1992;

- General Agreement on Trade in Services of 15 April 1994;

- Convention on Biodiversity of 6 January 1995;

- Resolution of the Eleventh General Assembly of WTO (Cairo) on the prevention of organized sex tourism of 22 October 1995;

- Stockholm Declaration of 28 August 1996 against the Commercial Sexual Exploitation of Children;

- Manila Declaration on the Social Impact of Tourism of 22 May 1997;

- Conventions and recommendations adopted by the International Labour Organization in the area of collective conventions, prohibition of forced labour and child labour, defence of the rights of indigenous peoples, and equal treatment and non-discrimination in the work place;

**affirm the right to tourism and the freedom of tourist movements,**

**state our wish to promote an equitable, responsible and sustainable world tourism order, whose benefits will be shared by all sectors of society in the context of an open and liberalized international economy, and**

**solemnly adopt to these ends the principles of the *Global Code of Ethics for Tourism*.**



### Article 1

#### **Tourism's contribution to mutual understanding and respect between peoples and societies**

1. The understanding and promotion of the ethical values common to humanity, with an attitude of tolerance and respect for the diversity of religious, philosophical and moral beliefs, are both the foundation and the consequence of responsible tourism; stakeholders in tourism development and tourists themselves should observe the social and cultural traditions and practices of all peoples, including those of minorities and indigenous peoples and to recognize their worth;

2. Tourism activities should be conducted in harmony with the attributes and traditions of the host regions and countries and in respect for their laws, practices and customs;

3. The host communities, on the one hand, and local professionals, on the other, should acquaint themselves with and respect the tourists who visit them and find out about their lifestyles, tastes and expectations; the education and training imparted to professionals contribute to a hospitable welcome;

4. It is the task of the public authorities to provide protection for tourists and visitors and their belongings; they must pay particular attention to the safety of foreign tourists owing to the particular vulnerability they may have; they should facilitate the introduction of specific means of information, prevention, security, insurance and assistance consistent with their needs; any attacks, assaults, kidnappings or threats against tourists or workers in the tourism industry, as well as the wilful destruction of tourism facilities or of elements of cultural or natural

heritage should be severely condemned and punished in accordance with their respective national laws;

5. When travelling, tourists and visitors should not commit any criminal act or any act considered criminal by the laws of the country visited and abstain from any conduct felt to be offensive or injurious by the local populations, or likely to damage the local environment; they should refrain from all trafficking in illicit drugs, arms, antiques, protected species and products and substances that are dangerous or prohibited by national regulations;

6. Tourists and visitors have the responsibility to acquaint themselves, even before their departure, with the characteristics of the countries they are preparing to visit; they must be aware of the health and security risks inherent in any travel outside their usual environment and behave in such a way as to minimize those risks;



### Article 2

#### **Tourism as a vehicle for individual and collective fulfilment**

1. Tourism, the activity most frequently associated with rest and relaxation, sport and access to culture and nature, should be planned and practised as a privileged means of individual and collective fulfilment; when practised with a sufficiently open mind, it is an irreplaceable factor of self-education, mutual tolerance and for learning about the legitimate differences between peoples and cultures and their diversity;

2. Tourism activities should respect the equality of men and women; they should promote human rights and, more particularly, the individual

rights of the most vulnerable groups, notably children, the elderly, the handicapped, ethnic minorities and indigenous peoples;

3. The exploitation of human beings in any form, particularly sexual, especially when applied to children, conflicts with the fundamental aims of tourism and is the negation of tourism; as such, in accordance with international law, it should be energetically combatted with the cooperation of all the States concerned and penalized without concession by the national legislation of both the countries visited and the countries of the perpetrators of these acts, even when they are carried out abroad;

4. Travel for purposes of religion, health, education and cultural or linguistic exchanges are particularly beneficial forms of tourism, which deserve encouragement;

5. The introduction into curricula of education about the value of tourist exchanges, their economic, social and cultural benefits, and also their risks, should be encouraged;



### Article 3

#### **Tourism, a factor of sustainable development**

1. All the stakeholders in tourism development should safeguard the natural environment with a view to achieving sound, continuous and sustainable economic growth geared to satisfying equitably the needs and aspirations of present and future generations;

2. All forms of tourism development that are conducive to saving rare and precious resources, in particular water and energy, as well as avoiding so far as possible waste production, should be given priority and encouraged by national, regional and local public authorities;

3. The staggering in time and space of tourist and visitor flows, particularly those resulting from paid leave and school holidays, and a more even distribution of holidays should be sought so as to reduce the pressure of tourism activity on the environment and enhance its beneficial impact on the tourism industry and the local economy;

4. Tourism infrastructure should be designed and tourism activities programmed in such a way as to protect the natural heritage composed of ecosystems and biodiversity and to preserve endangered species of wildlife; the stakeholders in tourism development, and especially professionals, should agree to the imposition of limitations or constraints on their activities when these are exercised in particularly sensitive areas: desert, polar or high mountain regions, coastal areas, tropical forests or wetlands, propitious to the creation of nature reserves or protected areas;

5. Nature tourism and ecotourism are recognized as being particularly conducive to enriching and enhancing the standing of tourism, provided they respect the natural heritage and local populations and are in keeping with the carrying capacity of the sites;



Article 4

#### **Tourism, a user of the cultural heritage of mankind and a contributor to its enhancement**

1. Tourism resources belong to the common heritage of mankind; the communities in whose territories they are situated have particular rights and obligations to them;

2. Tourism policies and activities should be conducted with respect for the artistic, archaeological and cultural heritage, which they

should protect and pass on to future generations; particular care should be devoted to preserving and upgrading monuments, shrines and museums as well as archaeological and historic sites which must be widely open to tourist visits; encouragement should be given to public access to privately-owned cultural property and monuments, with respect for the rights of their owners, as well as to religious buildings, without prejudice to normal needs of worship;

3. Financial resources derived from visits to cultural sites and monuments should, at least in part, be used for the upkeep, safeguard, development and embellishment of this heritage;

4. Tourism activity should be planned in such a way as to allow traditional cultural products, crafts and folklore to survive and flourish, rather than causing them to degenerate and become standardized;



Article 5

#### **Tourism, a beneficial activity for host countries and communities**

1. Local populations should be associated with tourism activities and share equitably in the economic, social and cultural benefits they generate, and particularly in the creation of direct and indirect jobs resulting from them;

2. Tourism policies should be applied in such a way as to help to raise the standard of living of the populations of the regions visited and meet their needs; the planning and architectural approach to and operation of tourism resorts and accommodation should aim to integrate them, to the extent possible, in the local economic and social fabric; where skills are equal, priority should be given to local manpower;

3. Special attention should be paid to the specific problems of coastal areas and island territories and to vulnerable rural or mountain regions, for which tourism often represents a rare opportunity for development in the face of the decline of traditional economic activities;

4. Tourism professionals, particularly investors, governed by the regulations laid down by the public authorities, should carry out studies of the impact of their development projects on the environment and natural surroundings; they should also deliver, with the greatest transparency and objectivity, information on their future programmes and their foreseeable repercussions and foster dialogue on their contents with the populations concerned;



Article 6

#### **Obligations of stakeholders in tourism development**

1. Tourism professionals have an obligation to provide tourists with objective and honest information on their places of destination and on the conditions of travel, hospitality and stays; they should ensure that the contractual clauses proposed to their customers are readily understandable as to the nature, price and quality of the services they commit themselves to providing and the financial compensation payable by them in the event of a unilateral breach of contract on their part;

2. Tourism professionals, insofar as it depends on them, should show concern, in cooperation with the public authorities, for the security and safety, accident prevention, health protection and food safety of those who seek

their services; likewise, they should ensure the existence of suitable systems of insurance and assistance; they should accept the reporting obligations prescribed by national regulations and pay fair compensation in the event of failure to observe their contractual obligations;

3. Tourism professionals, so far as this depends on them, should contribute to the cultural and spiritual fulfilment of tourists and allow them, during their travels, to practise their religions;

4. The public authorities of the generating States and the host countries, in cooperation with the professionals concerned and their associations, should ensure that the necessary mechanisms are in place for the repatriation of tourists in the event of the bankruptcy of the enterprise that organized their travel;

5. Governments have the right – and the duty - especially in a crisis, to inform their nationals of the difficult circumstances, or even the dangers they may encounter during their travels abroad; it is their responsibility however to issue such information without prejudicing in an unjustified or exaggerated manner the tourism industry of the host countries and the interests of their own operators; the contents of travel advisories should therefore be discussed beforehand with the authorities of the host countries and the professionals concerned; recommendations formulated should be strictly proportionate to the gravity of the situations encountered and confined to the geographical areas where the insecurity has arisen; such advisories should be qualified or cancelled as soon as a return to normality permits;

6. The press, and particularly the specialized travel press and the other media, including modern means of electronic communica-

tion, should issue honest and balanced information on events and situations that could influence the flow of tourists; they should also provide accurate and reliable information to the consumers of tourism services; the new communication and electronic commerce technologies should also be developed and used for this purpose; as is the case for the media, they should not in any way promote sex tourism;



Article 7

#### Right to tourism

1. The prospect of direct and personal access to the discovery and enjoyment of the planet's resources constitutes a right equally open to all the world's inhabitants; the increasingly extensive participation in national and international tourism should be regarded as one of the best possible expressions of the sustained growth of free time, and obstacles should not be placed in its way;

2. The universal right to tourism must be regarded as the corollary of the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay, guaranteed by Article 24 of the Universal Declaration of Human Rights and Article 7.d of the International Covenant on Economic, Social and Cultural Rights;

3. Social tourism, and in particular associative tourism, which facilitates widespread access to leisure, travel and holidays, should be developed with the support of the public authorities;

4. Family, youth, student and senior tourism and tourism for people with disabilities, should be encouraged and facilitated;



Article 8

#### Liberty of tourist movements

1. Tourists and visitors should benefit, in compliance with international law and national legislation, from the liberty to move within their countries and from one State to another, in accordance with Article 13 of the Universal Declaration of Human Rights; they should have access to places of transit and stay and to tourism and cultural sites without being subject to excessive formalities or discrimination;

2. Tourists and visitors should have access to all available forms of communication, internal or external; they should benefit from prompt and easy access to local administrative, legal and health services; they should be free to contact the consular representatives of their countries of origin in compliance with the diplomatic conventions in force;

3. Tourists and visitors should benefit from the same rights as the citizens of the country visited concerning the confidentiality of the personal data and information concerning them, especially when these are stored electronically;

4. Administrative procedures relating to border crossings whether they fall within the competence of States or result from international agreements, such as visas or health and customs formalities, should be adapted, so far as possible, so as to facilitate to the maximum freedom of travel

and widespread access to international tourism; agreements between groups of countries to harmonize and simplify these procedures should be encouraged; specific taxes and levies penalizing the tourism industry and undermining its competitiveness should be gradually phased out or corrected;

5. So far as the economic situation of the countries from which they come permits, travellers should have access to allowances of convertible currencies needed for their travels;



#### Article 9

### Rights of the workers and entrepreneurs in the tourism industry

1. The fundamental rights of salaried and self-employed workers in the tourism industry and related activities, should be guaranteed under the supervision of the national and local administrations, both of their States of origin and of the host countries with particular care, given the specific constraints linked in particular to the seasonality of their activity, the global dimension of their industry and the flexibility often required of them by the nature of their work;

2. Salaried and self-employed workers in the tourism industry and related activities have the right and the duty to acquire appropriate initial and continuous training; they should be given adequate social protection; job insecurity should be limited so far as possible; and a specific status, with particular regard to their social welfare, should be offered

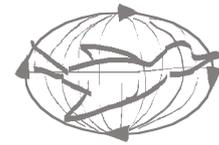
to seasonal workers in the sector;

3. Any natural or legal person, provided he, she or it has the necessary abilities and skills, should be entitled to develop a professional activity in the field of tourism under existing national laws; entrepreneurs and investors - especially in the area of small and medium-sized enterprises - should be entitled to free access to the tourism sector with a minimum of legal or administrative restrictions;

4. Exchanges of experience offered to executives and workers, whether salaried or not, from different countries, contributes to foster the development of the world tourism industry; these movements should be facilitated so far as possible in compliance with the applicable national laws and international conventions;

5. As an irreplaceable factor of solidarity in the development and dynamic growth of international exchanges, multinational enterprises of the tourism industry should not exploit the dominant positions they sometimes occupy; they should avoid becoming the vehicles of cultural and social models artificially imposed on the host communities; in exchange for their freedom to invest and trade which should be fully recognized, they should involve themselves in local development, avoiding, by the excessive repatriation of their profits or their induced imports, a reduction of their contribution to the economies in which they are established;

6. Partnership and the establishment of balanced relations between enterprises of generating and receiving countries contribute to the sustainable development of tourism and an equitable distribution of the benefits of its growth;



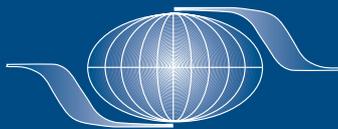
#### Article 10

### Implementation of the principles of the Global Code of Ethics for Tourism

1. The public and private stakeholders in tourism development should cooperate in the implementation of these principles and monitor their effective application;

2. The stakeholders in tourism development should recognize the role of international institutions, among which the World Tourism Organization ranks first, and non-governmental organizations with competence in the field of tourism promotion and development, the protection of human rights, the environment or health, with due respect for the general principles of international law;

3. The same stakeholders should demonstrate their intention to refer any disputes concerning the application or interpretation of the Global Code of Ethics for Tourism for conciliation to an impartial third body known as the World Committee on Tourism Ethics.



**THE WORLD TOURISM ORGANIZATION** is the only intergovernmental organization that serves as a global forum for tourism policy and issues. Its Members include 144 countries and territories as well as over 350 Affiliate Members from the public and private sectors. WTO's mission is to promote and develop tourism as a significant means of fostering international peace and understanding, economic development and international trade.

INTERNET: [www.world-tourism.org](http://www.world-tourism.org)

## HANDOUT 1-5

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### UNDERSTANDING THE LANGUAGE OF TOURISM – GLOSSARY

**add-on:** any component of a package tour that is not included in the package price

**adventure tour:** a tour designed around an adventurous activity such as rafting or hiking

**affinity group:** a group sharing a common interest, usually from an organization. See also pre-formed group.

**after-departure charge:** expenses such as telephone charges that do not appear on a guest's account at check out.

**agent:** one who acts or has the power to act as the representative of another. Most frequently in travel anyone other than a principal, such as a retail travel agent, receiving agent, ticket agent, local operator or wholesaler (usage uncommon in No. America)

**air sea:** a cruise/travel program which includes both air/sea arrangements. Often combined with local hotel arrangements for pre/post stays

**airline classes of service:** variety of terms used to express a particular type of aircraft cabin service. Classes vary with types of compartments, seating comfort, and amenities, with variation between domestic and international flights, and denoted by a fare code on the ticket.

**airline fare:** price charged for an airline ticket. Some of the categories are as follows:

- **advance purchase excursion (APEX)** - heavily discounted excursion fare available on many international routes. Reservations and payment will be required well in advance of departure, with varying penalizes for cancellation.
- **excursion** - individual fares that require a round-trip within time limits, discounted from coach fare, limited availability
- **group** - discounts from regular fares for groups
- **regular or normal** - any unrestricted fare, generally good for one year such as coach, business class or first class, round trip not required

**airline reporting conference (ARC):** a consortium of airline companies, who by agreement, provide a method of approving authorized agency locations for the sale of transportation and cost-effective procedures for processing records and funds to carriers. Not all airlines are ARC companies.

**American plan:** type of rate that includes the price of the hotel room, breakfast, lunch and dinner. AP is the common abbreviation. See also room rates.

**association executive:** A full-time professional administrator who is employed by an association and is responsible for planning and promoting annual conventions and association meetings.

**attraction:** a natural or man-made facility, location, or activity which offers items of specific interest to tourists.

**average room rate:** the total guest room revenue for a given period divided by the number of rooms occupied for the same period. Since it can be related to investment, this statistic is frequently used as a measure of economic feasibility.

**back to back:** term used to describe tours operating on a consistent, continuing basis, usually without time between.

**bed and breakfast: (B & B)** overnight accommodations usually in a private home or boarding house, with a full American-style or continental breakfast included in the rate, often without private bath facilities

**bias:** preferential display on a reservations computer of a host carrier flight schedule.

**block:** a number of rooms, seats, or space reserved in advance, usually by wholesalers, tour operators, or receptive operators who intend to sell them as components of tour packages.

**booking form:** a document which tour purchasers must complete which gives the operator full particulars about who is buying the tour. It states exactly what is being purchased, ( including options) and must be signed as acknowledgment that the liability clause has been read and understood.

**bonding:** the guarantee of protection for a supplier or consumer. In the travel industry, certain bonding programs are mandatory. The ARC insists that travel agents be bonded to protect the airlines against defaults. Professional operators and agents buy bonds voluntarily to protect their clients.

**bulk fare:** fare available only to tour organizers or operators who purchase a specified block of seats from a carrier at a low, non-commissionable price and then have the responsibility of selling the seats, including a commission in their marked-up price.

**cafeteria:** a food-service operation of a limited menu, in which customers carry their own trays to seating

**carrier:** transportation company such as an airline, motorcoach, cruise line, or railroad which carries passengers and/or cargo carrying capacity: the amount of tourism a destination can handle.

**cash flow:** monies available to meet the company's daily operating expenses, as opposed to equity, accounts receivable, or other credits not immediately accessible

**Certified Tour Professional: CTP** - a designation conferred upon tour professionals who have completed a prescribed course of academic study, professional service, tour employment and evaluation requirements. It is administered by the National Tour Association.

**Certified Travel Counselor: CTC** - a designation attesting to professional competence as a travel agent. It is conferred upon travel professional with five or more years of industry experience who complete a two year, graduate-level travel management program administered by the Institute of Certified Travel Agents.

**charter:** to hire the exclusive use of any aircraft, motorcoach, or other vehicle

**charter operations:** (1) term referring the transportation of pre-formed groups which have the exclusive use of the vehicle. (2) An operator authorized to arrange transportation, however, is not limited to dealing with pre-formed groups, but can itself form the tour group.

**circle trip:** a journey with stopovers that returns to the point of departure

**city guide:** a person who has a speciality of guiding in the city only

**closeout:** finalization of a tour, cruise, or similar group travel project after which time no further clients are accepted. Any unsold air or hotel space is released, and final payments are sent to all suppliers.

**commercial rate:** a special rate agreed upon by a company and a hotel. Usually the hotel agrees to supply rooms of a specified quality or better at a flat rate to corporate clients.

**commercial recreation system:** recreational products, services, and facilities created and operated by privately owned businesses or corporations as opposed to public facilities

**commission:** the percentage of a selling price paid to a retailer by a supplier. In the travel industry, travel agents receive commissions for selling tour packages or other services.

**common carrier:** a privately owned carrier which offers transportation for a fee

**complimentary room:** a guest room for which no charge is made. Complimentary rooms with a tour group are usually occupied by the tour manager or driver.

**concessionaire** : a firm which, under contract rights, operates for another party (in many cases, a government agency) food and beverage services, lodging facilities, and other services on-site at an attraction

**concierge**: a hotel employee who handles restaurant and tour reservations, travel arrangements, and other details for hotel guests

**conditions**: the section or clause of a transportation/tour contract which specifies what is not included and which may spell out the circumstances under which the contract may be invalidated

**confidential tariff**: a schedule of wholesale rates distributed in confidence to travel wholesalers and agents. Better known as a net rate.

**configuration**: the interior arrangement of a vehicle, particularly an airplane. The same airplane, for example, may be configured for 190 coach-class passengers, or it may hold 12 first-class passengers and 170 coach passengers, Configuration is also used in conjunction with how the plane is arranged such as three seats on each side or in larger planes two seats on each side with four middle seats.

**confirmed reservation**: an oral or written agreement by a supplier that he has received and will honor a reservation. Oral confirmations have no legal weight. Even written or telegraphed confirmations have specified or implied limitations. e.g.: a hotel not honoring a reservation after 6 pm., unless late arrival has been guaranteed in some manner.

**consolidator**: a person or company which forms groups to travel on air charters or at group rates on scheduled flights to increase sales, earn override commissions or reduce the possibility of tour cancellations.

**consolidation**: cancellation by a charter tour operator of one or more tours/flights associated with a specific charter departure or departure period, with the transfer of passengers to another charter tour/flight to depart on or near the same day.

**consortium**: a loosely knit group of independently owned and managed companies such as travel agencies, tour operators, hotels, or other suppliers, with a joint marketing distribution process

**continental breakfast**: at a minimum, a beverage (coffee, tea or milk) and rolls or toast. Fruit juice is often added.

**continental plan**: a hotel rate which includes a continental breakfast with the overnight room stay.

**contract**: a legally enforceable agreement between two or more parties

**contractor:** an operator who provides services to wholesalers, tour operators and travel agents

**convention and visitors bureau (CVB):** a non-profit local organization supported by transient room taxes, government budget allocations, private memberships, or a combination of any of these funding mechanisms. A CVB typically encourages groups to hold meetings, conventions, and trade shows in its area.

**co-op tour:** a tour which is sold through a number of wholesalers, cooperatives, or other outlets in order to increase sales and reduce the possibility of tour cancellations.

**costing:** the process of itemizing and calculating all costs the tour operator will pay on a given tour. Costing is usually the function of the operations manager.

**coupon, tour:** a voucher that can be exchanged for a travel product

**courier:** a European definition for tour manager/guide

**cover charge:** a fee, usually a flat amount per person, charged to patrons to cover the cost of music and entertainment

**customized tour:** a tour designed to fit the specific needs of a particular target market

**customs:** the common term for a government agency charged with collecting duty on specified items imported into that country. The agency also restricts the entry of persons and forbidden items without legal travel documents

**cut-off date:** designated day when the buyer must release or add commitments to their event or tour

**day rate:** a reduced rate granted for the use of a guest room during the daytime, not overnight occupancy. Often used when someone needs a display room, office, or is in-transit due to odd airline schedules.

**deluxe tour:** in travel usage, presumably of the highest standard

**departure tax:** fee collected from the traveler by the host country at the time of departure

**deposit:** an advance payment required to obtain confirmed space

**deposit policy:** a specified amount or a percentage of the total bill due on a specified date prior to arrival

**deregulation:** the act of removing regulations from the travel industry. The Airline Deregulation Act of 1978, which amended the Federal Aviation Act of 1958, provided for the end of the Civil Aeronautics Board's regulating authority over domestic airlines on January 1, 1985, for removing travel agent exclusivity, thus paving the way for carriers to appoint and pay commissions to non-travel agents, and for the removal of antitrust immunity for travel agents. The motorcoach industry was deregulated in 1982.

**destination:** the place to which a traveler is going. In the travel industry, any city, area, or country which can be marketed as a single entity for tourists.

**destination management company: (DMC)** a company that provides on-the-scene meetings assistance for corporations and associations

**destination marketing organization: (DMO)** a category of membership of the National Tour Association which includes state or provincial tourism offices, convention and visitors bureaus, and chambers of commerce which promote a city, region, or state as a travel destination

**dine-around plan:** a plan that permits tourists to dine at a variety of restaurants using vouchers and coupons on a tour

**director, tour:** a person, usually employed or subcontracted by the tour operator, who accompanies a tour from departure to return, acting as a guide and troubleshooter and performing all functions to make the tour operate. Also see tour manager or escort.

**direct spending:** money that goes directly from a tourist into the economy of the destination

**domestic escorted tour:** a packaged, pre-planned itinerary, including the services of a tour manager (escort) within a traveler's own country

**domestic independent tour: DIT** - a custom-made tour of a part of the USA planned exclusively for a client by a travel agent

**double-occupancy rate:** the price per person for a room to be shared with another person; abbreviated ppdo and most often quoted in the industry

**double-room rate:** the full price of a room for two people (twice the double-occupancy rate)

**downgrade:** to move to a lesser level of accommodations or a lower class of service

**ecotour:** a tour designed to focus on preserving the environment of environmentally sensitive areas

**economy fares or services:** in U.S. domestic airline operations, passenger carriage at a level below coach service; in international operations, carriage at a level below first class

**educational tour:** tour designed around an educational activity, such as studying art

**errors and omissions insurance:** insurance coverage equivalent to malpractice insurance, protecting an agent's or operator's staff if an act of negligence, an error, or an omission occurs which causes a client great hardship or expense.

**escort:** (1) a person, usually employed or subcontracted by the tour operator who accompanies a tour from departure to return, acting as a troubleshooter. This term is often incorrectly interchanged with courier, conductor, host, manager, director, or leader, since each term designates different duties although they do perform the escort function.

**escorted tour:** (1) a pre-arranged travel program, usually for a group, escorted by a tour manager or leader. In a fully conducted tour, the escort will also provide guide service throughout.

**escrow accounts:** funds placed in the custody of licensed financial institutions for safekeeping. Many contracts in travel require that agents and tour operators maintain customers deposits and prepayments in escrow accounts until the time of service.

**ethnic tour:** tour designed for people usually of the same heritage traveling to their native origin, or to a destination with ethnic relevance

**European plan:** a type of rate that consists of the price of the room only, no included meals

**excursion:** journey where the traveler returns to the original point of departure

**executive coach:** a luxury motorcoach with seating of 25 or fewer with upscale amenities

**extensions :** an arranged sub-tour offered optionally before or after a tour or cruise at an extra charge

**FAM tour:** an abbreviation for familiarization tour which is often a complimentary or reduced-rate travel program for travel agents, tour operators, travel writers or others to acquaint them with a specific destination or attraction, thereby helping to stimulate sales

**fixed expense:** an expense related to the tour as a whole, which does not vary with the number of passengers such as a meal or a per person entrance to an attraction

**flag carrier:** a transportation carrier designated by a country to serve international routes

**folio:** an itemized record of a guest's charges and credits, maintained in the front office till departure, and can be referred to as guest bill or guest statement

**food cover:** a unit of food service provided to a customer. The term is not synonymous with meal because a food cover may comprise only a cup of coffee or bowl of soup

**foreign flag:** any carrier not registered in the USA (applies to air and sea transportation)

**franchise:** the right to market a product or service, often exclusively for a specified area by a manufacturer, developer, or distributor in return for a fee

**Frequent Independent Traveler: FIT** - custom designed, pre-paid tour with many individualized arrangements. Also used as foreign independent traveler

**front office:** office situated in the lobby of a hotel, the main functions of which are (1) control/sale of guest rooms, (2) providing keys, mail, and information, (3) keeping guest accounts, rendering bills/payments, and (4) providing information to other departments

**full house:** a hotel with all guest rooms occupied

**full-service restaurant:** a food-service establishment with several menu selections and table service

**function:** a pre-arranged, catered group activity, usually held in private room/area

**function room:** room used for functions, also called banquet room

**gateway:** city, airport, or area from which a flight or tour departs

**gateway city:** city with an international airport

**ground operator:** a company or individual providing such services as hotel, sightseeing, transfers, and all other related services for groups. See receptive operator.

**group leader:** an individual, acting as liaison to a tour operator, acts as escort

**group tour:** a pre-arranged, pre-paid travel program for a group usually including all components. Also see packaged tour.

**guaranteed tour:** a tour guaranteed to operate

**guest account:** an itemized record of a guest's charges and credits

**guide:** (1) a person qualified to conduct tours of specific localities or attractions (many reliable guides are licensed), (2) an airline, bus, railroad, or ship manual of schedules and fares, usually printed seasonally

**guided tour:** a local sightseeing trip conducted by a guide

**head tax:** fee charged for arriving and departing passengers in some foreign countries

**high season:** the period of the year when occupancy/usage of a hotel or attraction is normally the highest. High usage invariably means higher prices for rooms or admission. Also referred to as on-season or peak season.

**host:** (1) a representative of the group (organizer) that may arrange optional excursions and answer questions but does not have escort authority (2) liaison to the tour operator or tour manager, or (3) a representative who provides only information or greeting services or who assists at the destination with ground arrangements without actually accompanying the tour.

**hotel classification:** There is no official classification or accepted rating system for US hotels, but the following definitions are generally understood.

- **budget or tourist:** Budget hotels/motels are reasonably priced accommodations and are the fastest growing segment of the US lodging industry. In general, they provide a room with a bed and bath, TV set, and telephone, as well as free parking. They usually do not have room service or a restaurant.
- **moderate:** accounts for nearly 75 percent of available US hotel rooms. Offer on-site restaurants, bars, and perhaps conference rooms, as well as the basic services.
- **deluxe:** a top-grade hotel with all rooms usually having a private bath. The public rooms and services are provided and a high standard of decor and services maintained.
- **first class and luxury:** Many first class/luxury hotels in the US exist in large cities, offering a number of special services to the business/leisure traveler. They offer first-rate restaurants, banquet and conference rooms, valet service, room service cable TV and complimentary morning news.

**hotel meals:**

- **American Plan:** rate includes three full meals and the room (AP)
- **Bermuda Plan:** rate includes a full American-style breakfast and the room (BP) **European Plan:** No meals included with the room rate (EP)
- **Modified American Plan:** rate includes breakfast and lunch OR dinner with the room (MP) **house:** a synonym for hotel commonly used within the industry. Examples of usage include full house, house count, house income, house bank, and house charge.

**hub and spoke tours:** tours which utilize a central destination with side trips of varying length to nearby destinations

**immigration:** the process by which a government official verifies a person's passport, visa or origin of citizenship

**inbound tour:** group of travelers whose trip originated in another city or country

**inbound tour operator:** company specializing in domestic tours for foreign visitors in the strictest sense. Can also be used interchangeably with receptive operator.

**incentive or incentive commission:** See override.

**incentive tour:** (1) a trip offered as a prize, particularly to stimulate the productivity of employees or sales agents, or (2) the business of operating such travel programs

**incidentals:** charges incurred by participants of a tour, but are not included in the tour price

**inclusive tour:** tour in which all specific elements – transportation, airfare, hotels, transfers, and other costs – are offered for a flat rate. An inclusive tour does not necessarily cover all costs such as personal items and telephone.

**independent contractor:** a person contractually retained by another to perform certain specific tasks. The other person has no control over the independent contractor other than as provided in the contract. In the context of group travel, a tour manager is often retained by the tour operator, or tour brochure designer/writer might be hired in this capacity.

**independent tour:** an unescorted tour sold through agents to individuals. For one price, the client guaranteed air travel, hotel room, attraction admissions and (typically) a car rental.

**indirect air carrier:** generally synonymous with charter tour operator. A tour operator, travel agent, or other promoter who (under federal regulations) contracts for charter space from a carrier for resale to the public. In theory, indirect air carriers act as independent, risk-taking entrepreneurs, promoting their own product

**intermediate carrier:** a carrier that transports a passenger or piece of baggage as part of an inter-line movement, but on which neither the point of origin or destination is located

**IT Number:** a registration number that is assigned to a tour package

**intermodal tour:** tour using several forms of transportation such as airplanes, motorcoaches, cruise ships, and trains to create a diversified and efficient tour package

**itinerary:** the travel schedule provided by a travel agent or tour operator for the client. A proposed or preliminary itinerary may be rather vague or very specific. A final itinerary spells out all details, including flight numbers, departure times, and similar data, as well as describing planned activities.

**land operator:** a company that provides local services, see also ground/receptive operator

**lead time:** advance time between initiating a tour and its departure date

**leg:** portion on a journey between two scheduled stops

**letter of agreement:** a letter from the buyer to the supplier accepting the terms of the proposal. This may also be the supplier's initial proposal that has been initialed by the buyer

**load factor:** average number of seats occupied, e.g. motorcoach or air

**low season:** that time of the year at any given destination when tourist traffic, and often rates, are at their lowest. Also referred to as off-peak or off-season.

**manifest:** final official listing of all passengers and/or cargo aboard a transportation vehicle or vessel

**market segment:** the concept of dividing a market in parts

**markup:** (1) difference between the cost and the selling price of a given product; (2) difference between the net rate charged by a tour operator, hotel, or other supplier and the retail selling price of the service.

**master account:** the guest account for a particular group or function that will be paid by the sponsoring organization

**master bill:** all items contracted by the operator and supplier that will be paid by the operator

**meet and greet:** pre-purchased service for meeting and greeting a client/group upon arrival in a city, usually at the airport, pier, or rail station. Service may include assisting the client/group with entrance formalities, collecting baggage, and obtaining transportation to the hotel

**minimum charge:** the amount that each customer must pay no matter what is consumed. For example: a two-drink minimum in a club

**minimum land package:** the minimum tour expressed in terms of cost and ingredients that must be purchased to qualify for an airline inclusive tour, or contract bulk inclusive tour fare. Such packages usually include a certain number of nights lodging, other specified ingredients such as sightseeing tours and/or entertainment and/or car rental. The minimum rate for the combined air fares and

ground package is often expressed as a percentage (often 100% or 110%) of the lowest regular fare for the air travel scheduled.

**motorcoach:** a large, comfortable, well-powered bus that can transport groups and their luggage over long distances

**motorcoach tour operator:** a company that creates tours in which group members are transported via motorcoach on a planned itinerary of stops

**mystery tour:** a tour to an unpublished destination -- passengers get a surprise!

**nationwide tour:** sold to people throughout the nation

**net wholesale rate:** a rate usually slightly lower than the wholesale rate, applicable to groups when components are specifically mentioned in a tour brochure. The rate is marked up by wholesale sellers to cover tour costs.

**no show:** guest with confirmed reservations who does not arrive and has not canceled

**occupancy:** the percentage of available rooms occupied for a given period. It is computed by dividing the number of rooms occupied for a period by the number of rooms available for the same period.

**on-demand public transportation:** transportation services, such as taxicabs that do not have regular schedules

**off-peak:** a period in which a hotel or attraction is not in its busiest season

**open jaw:** an arrangement, route, or fare, authorized in a tariff, granting the traveling public the privilege of purchasing round-trip transportation from the point of origin to one destination, at which another form of transportation is used to reach a second destination, where a passenger resumes the initial form of transportation to return to the point of origin. Used for airline travel mainly

**operations:** performing the practical work of operating a tour or travel program. Operations usually involves the in-house control and handling of all phases of the tour, with both suppliers and clients.

**option:** tour feature extension or side trip offered at extra cost

**option date:** the date agreed upon when a tentative agreement is to become a definite commitment by the buyer

**outbound operator:** a company which takes groups from a given city or country to another city or county

**outbound tour:** any tour that takes groups outside a given city or country, opposite of inbound

**outfitter:** a business that provides services or equipment at a recreational facility

**overbook:** accepting reservations for more space than is available

**override:** a commission over and above the normal base commission percentage

**package:** (1) pre-arranged combination of elements such as air, hotel, sightseeing, and social events put together and sold at an all-inclusive package price; (2) to package, meaning to combine elements as above into an all-inclusive package product

**package tour:** a combination of several travel components provided by different suppliers, which are sold to the consumer as a single product at a single price

**packager:** an individual or organization that coordinates and promotes the package tours and establishes operating guidelines for the tour

**pricing:** The scheduling of activities within an itinerary to make for a realistic operation and give a certain balance of travel time, sightseeing, events and free time

**passport:** government document permitting a citizen to leave and re-enter the country

**pax:** industry abbreviation for passengers

**peak fare, rate, or season:** highest level of charges assessed during a year

**port of entry:** point at which persons enter a country where customs and immigration services exist

**pre- and post-trip tours:** optional extension packages before or after a meeting, tour or convention

**pre-formed group:** a tour group in existence prior to the tour, the members of which share a common destination and purpose

**pricing:** decision-making process of ascertaining what price to charge for a given tour, once total costs are known. Pricing involves determining the markup, studying the competition, and evaluating the tour value for the price to be charged; function performed by the operations manager.

**primary market:** a country in which the US Travel & Tourism Admin (USTTA) maintains an office

**proof of citizenship:** a document, necessary for obtaining a passport, that establishes one's nationality

**protected:** guarantee by a supplier or wholesaler to pay commissions, plus all refunds to clients, on pre-paid, confirmed bookings regardless of subsequent cancellation of a tour or cruise.

**rack rate:** regular published rate of a hotel or other travel service

**release:** (1) signed form giving the tour operator permission to use a person's name, picture or statement in an advertisement; (2) to give up space, as in returning unsold airline reservations

**resort:** a hotel, motel or condominium complex located in an area associated with recreation and leisure, such as the mountains or the seashore. Normally offer facilities for sports and recreational activities.

**responsibility clause:** that section of a brochure that spells out the conditions under which a tour is sold. The clause should name the party responsible for the tour financially.

**retailer:** (1) travel agents or (2) one who sells directly to the consumer

**risk monies:** funds that an agency would not recoup should a tour not take place, such as nonrefundable deposits, promotional expenses, and printing costs

**room rates:**

- **day rate:** usually one-half the regular rate for a room during the day up to 5 pm
- **flat rate:** a specific room rate for a group agreed upon by the hotel/group in advance
- **group rate:** rate based on an agreed upon minimum number of rooms used, also called flat rate
- **net group rate:** a wholesale rate for group business (usually a minimum of 10 and 15 people) to which an operator may add a markup if desired
- **net wholesale rate:** a rate usually lower than the group rate, applicable to groups or individuals when a hotel is specifically mentioned in a tour folder
- **published rate:** a full rate available to or advertised to the public, The rate can change, depending upon the season. Also known as rack rate.

**rooming list:** the list of names or passengers on a tour or other group travel program, submitted to a hotel/motel. The names are not alphabetized as on a flight manifest, but rather room by room indicating who is rooming with whom. Twin-bedded rooms, singles and triples are usually listed in separate categories.

**room service:** food or beverages served in a guest's room

**run-of-the-house rate:** flat rate for which a hotel or motel agrees to offer any of its available rooms to a group. Final assignment of the rooms is the discretion of the hotel.

**series operator:** a travel agent, wholesaler, tour operator, or broker who blocks space in advance for a series of movements over a given period of time, not necessarily on a back-to-back basis

**service:** non-physical, intangible attributes that management controls, including friendliness, efficiency, attitude, professionalism, and responsiveness.

**service charge:** (1) a specified percentage of a hotel's daily rate (usually 10% or 15 %) charged to the guest, who in return is relieved of the responsibility for tipping; (2) a fee charged to a client by a travel agent in addition to the commissions paid to him or her by the principals

**shore excursion:** a land tour, usually available at ports of call and sold by cruise lines or tour operators to cruise passengers

**shoulder season:** period when there is neither a high nor low demand for a destination, usually falling in the spring or fall months for most areas

**single supplement:** an extra charge assessed to a tour purchased for single accommodations

**site destination selection company:** company that investigates and suggests potential meeting sites to suit corporate or association needs

**special event tour:** a tour designed around a particular event, e.g.: Mardi Gras

**special interest tour:** a tour designed to appeal to clients with a curiosity or concern about a specific subject. Most special interest tours provide an expert tour leader and usually visit places and/or events only relevant to that interest.

**special market:** a foreign country with high potential for US inbound travel which does not have an office of the US Travel and Tourism Administration (USTTA).

**state travel office:** an official government agency or privately run, non-profit organization responsible for travel development and promotion of a state or province

**step-on guide:** an independent guide who comes aboard a motorcoach to give an informed overview of the city or attraction to be toured

**subcontractor:** a local operator who provides services for a wholesaler

**supplier:** the actual producer of a unit of travel merchandise or service such as a hotel or restaurant

**surety bond:** insurance to guarantee that an insure will carry out the specific work he or she was hired to do

**tariff:** (1) fare or rate from a supplier; (2) class or type of a fare or rate; (3) published list of fares or rates from a supplier; (4) official publication compiling rates or fares and conditions of service

**themed tour:** a tour designed around a specific theme such as fall foliage, also a special interest tour

**tour:** any pre-arranged journey to one or more destinations

**tour basing fare:** a reduced-rate excursion fare available only to those who buy pre-paid tours or packages. Tour basing fares include inclusive tours, group inclusive tours, incentive tours, contract bulk inclusive tours, and group round-trip inclusive tours.

**tour broker:** a person or company which organizes and markets tours

**tour catalog:** a publication by tour wholesalers listing their tour offerings

**tour conductor:** see tour manager/director

**tour consultant:** individual within an agency selling and advising clients regarding a tour. The consultant is sometimes a salesperson with particular expertise in escorted tour sales.

**tour departure:** the date of the start by any individual or group of a tour program, also used in referral to the entire operation of that single tour

**tour escort:** the tour company staff member or independent contractor who conducts the tour. Often called the tour manager or tour director. It is technically a person that only escorts the group and does not have charge of the commentary portion.

**tour leader:** usually a group leader, also see escort

**tour manager:** a person employed as the escort for a group of tourists, usually for the duration of the entire trip, perhaps supplemented by local guides. The terms tour director, leader, escort,

conductor, and (in Europe) courier have roughly the same meaning and are used interchangeably. A person with this title is usually at a professional well trained level.

**tour manual:** (1) a summary of facts about a company's rules, regulations, and official procedures; (2) a compendium of facts about a destination, including its attractions, accommodations, geography, and special events, used by destination marketing organizations to attract tour operators and visitors and their area

**tour menu:** a menu that limits group clients to two or three choices at a special price

**tour operator:** a person or company which creates and/or markets inclusive tours and subcontracts with suppliers to create a package. Most tour operators sell through travel agents and/or directly to clients.

**tour option:** any component of a package tour that is not included in the package price, but may be purchased as an added feature to extend the length of the package or enhance the trip.

**tour order:** a coupon given to the purchaser of a tour package, identifying the tour, the seller, and the fact that the tour is pre-paid. It is used as a form of proof of payment and receives vouchers for meals, portage, transfers, entrance fees, and other expenses. Also see tour vouchers.

**tour organizer:** person who locates and creates groups for preformed tours. The tour organizer is often compensated only with a free trip

**tour vouchers:** documents issued by tour operators to be exchanged for tour components, also called coupons

**tourism:** the business of providing and marketing services and facilities for leisure travelers. Thus, the concept of tourism is of direct concern to governments, carriers, and the lodging, restaurant, and entertainment industries, and of indirect concern to virtually every industry and business in the world.

**tourist card:** a kind of visa issued to tourists prior to entering a country (required in addition to a passport or other proof of citizenship).

**tracking:** a cause of action or method of monitoring, such as tracking the number of tours that come into a specific destination

**transfer:** local transportation, sometimes including portage, as from one carrier terminal to another, from terminal to a hotel, or from a hotel to an attraction

**transit:** process of changing planes without going through security and/or customs

**transit visa:** visa allowing the holder to stop over in a country to make a travel connection or brief visit

**travel agent/agency:** a person or firm qualified to arrange for all travel components

**trip director:** an escort for an incentive company. Larger companies reserve this title for the person who directs all personnel and activities for a trip.

**upgrade:** to move to a better accommodation or class of service

**value season:** a time of year when prices are lower than peak, also called low or off-season

**variable cost:** a cost that changes according to how many people take a tour, such as motorcoach expenses

**VAT/TVA/MWS/GST:** acronyms for value-added tax, a tax system which adds a fixed percentage of taxation on products and services at each step of production or service delivery. Common in Europe and Canada.

**visa:** stamp of approval recorded in a passport to enter a country for a specific purpose

**visa waiver:** a program to eliminate the visa requirement for selected countries

**Visit USA fares:** air tariffs offering visitors to the USA reduced fares on domestic travel, also called VUSA fares

**volume incentive:** see override

**waitlist:** list of clients awaiting transportation or accommodations at times when they are not available, confirmed as a result of subsequent cancellations

**wholesaler:** a company that usually creates and markets inclusive tours and FITs for sale through travel agents. Although the term is used often as a synonym for tour operator there are several distinctions: (1) presumably sells nothing at retail while a tour operator often does both; (2) does not always create his/her own products, while a tour operator always does; (3) is less inclined than a tour operator to perform local services.

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*Adapted from the Oregon Tour and Travel Task Force Education Committee (1997)*

## Implementing Sustainable Tourism Projects in the USAID Context

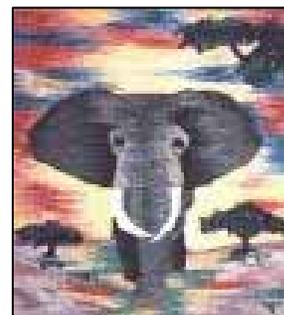
### Module 2: USAID AND TOURISM

**Duration:** 2 hours 30 min

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Explore approaches where USAID has used tourism to address programmatic themes
- Examine how tourism fits into USAID strategic framework
- Identify the Role of Tourism within USAID
- Address Development Objectives
- Identify a framework for USAID interventions



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	Tourism for Development: <u>Exercise 2-1</u> How does USAID utilize tourism for achieving its broader objectives?
3.	Exercise 2-1 Instructions to Participants
4.	Thematic Issues and Tourism
5.	Number of USAID Projects with a Tourism Component by Major Development Objective, 2000-2004
6.	Illustrative Types of USAID Projects Utilizing Tourism – Mexico
7.	Illustrative Types of USAID Projects Utilizing Tourism – Namibia
8.	Illustrative Types of USAID Projects Utilizing Tourism – Sri Lanka
9.	Illustrative Types of USAID Projects Utilizing Tourism – Jamaica
10.	Thematic Issues and Tourism
11.	Environment – Ecuador
12.	Environment – Kenya
13.	Environment – Philippines
14.	Economic Growth – Albania
15.	Economic Growth – Zambia
16.	Governance – Senegal
17.	Cross-Cutting Social Themes
18.	Tourism within the USAID Results Framework
19.	USAID Strategy for Jamaica: Goal – Transformational Change to Accelerate Growth
20.	Jamaica: Related Strategic Objectives
21.	Jamaica: SO – Natural assets
22.	Jamaica: Intermediate results

## Implementing Sustainable Tourism Projects in the USAID Context

23.	Jamaica: IR-1 – Improved Management of Targeted Ecosystems
24.	Jamaica: IR-2 – Institutional Capacity to Manage Natural Assets Increased
25.	Jamaica: IR-3 – More Environmentally Sustainable Rural Enterprises
26.	Tourism for Development: <a href="#">Exercise 2-2</a> In what ways is tourism important to meeting development priorities?
27.	Group Discussion: <a href="#">Exercise 2-3</a> Has your Mission used – or is it planning to use – tourism to help implement any SOs?
28.	Tourism Intervention Areas: <a href="#">Exercise 2-4</a> Caribbean Open Trade Support (COTS) <a href="#">[Handout 2-1 (Exercise 2-4): Caribbean Open Trade Support (COTS) RFP]</a>
29.	Some Basic Tenets
30.	Tourism is Not a Silver Bullet: Red Sea example
31.	RECAP

### Handout

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Handout 2-1 (Exercise 2-4): Caribbean Open Trade Support (COTS) RFP



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# Implementing Sustainable Tourism in the USAID Context

Arusha, Tanzania

February 2006



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# MODULE 2: USAID & TOURISM





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## Objectives

**By the end of the session, participants will be able to:**

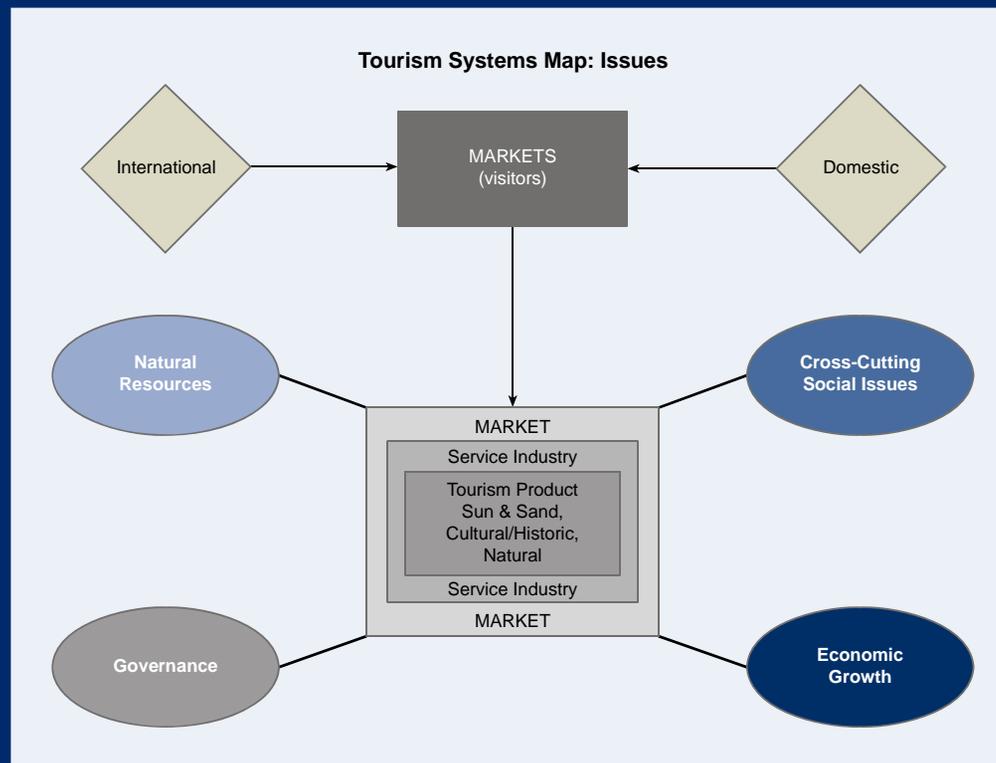
- Explore approaches where USAID has used tourism to address programmatic themes
- Examine how tourism fits into USAID strategic framework
- Identify the Role of Tourism within USAID
- Address Development Objectives
- Identify a framework for USAID interventions
- Explore examples where tourism fits into a Mission's strategic objectives



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## Tourism for Development: Exercise 2-1

How does USAID utilize tourism for achieving its broader objectives?





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## Exercise 2-1

What tourism-related issues are included in the four categories?

*Ex: NRM - visitor damage to resources*

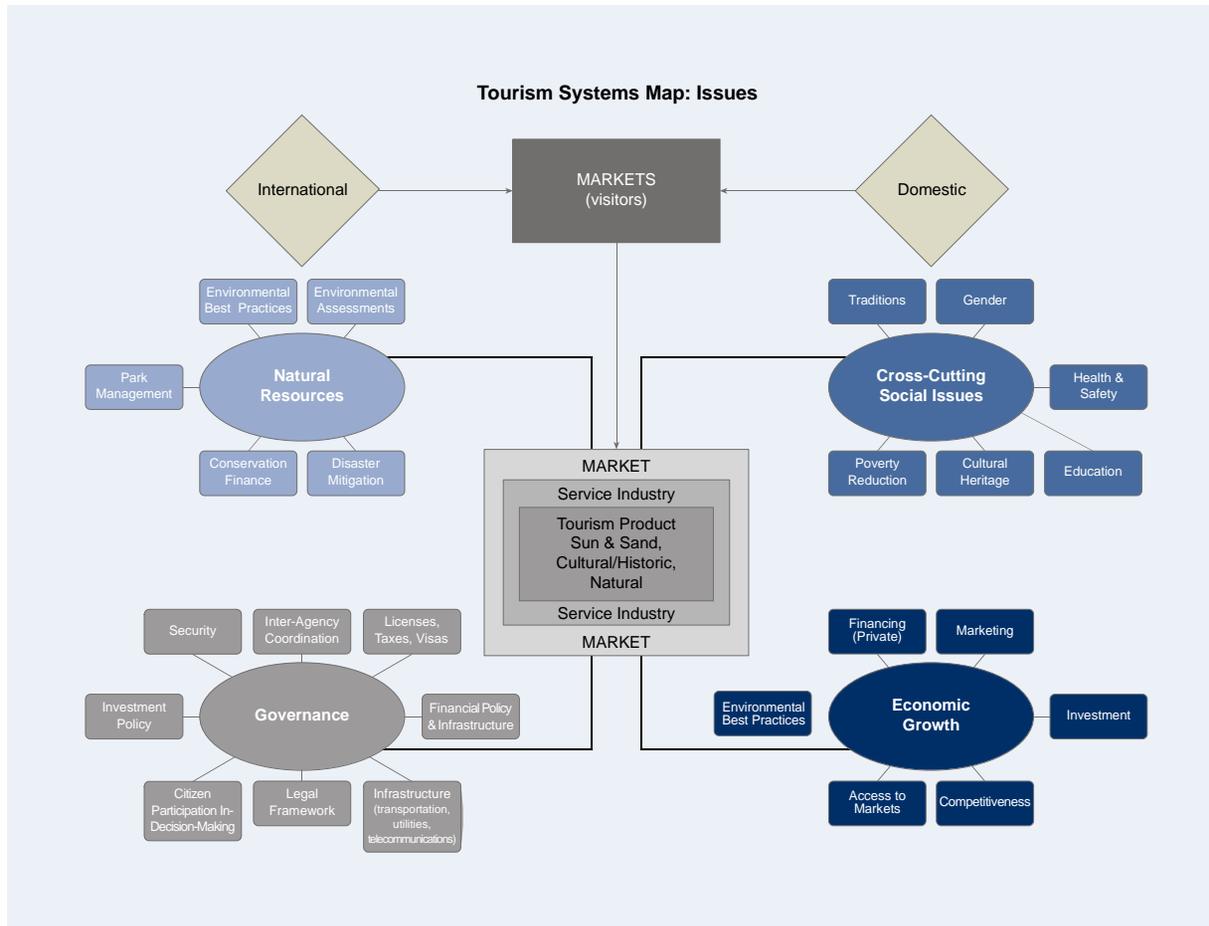
*GOV – open skies policy*

*EG – access to credit*

*SOCIAL – visitor health*

- 1. Divide into four groups (by category), choose a recorder and reporter**
- 2. Brainstorm list of issues (10 minutes)**
- 3. Identify what stakeholders might affect or be affected by these issues (5 minutes)**
- 4. Share your list (2 minutes)**

# Thematic Issues and Tourism



## Number of USAID Projects with a Tourism Component by Major Development Objective, 2000-2004

Regional Bureau	Major Development Objective				TOTAL
	Natural Resources Management	Biodiversity Conservation	Economic Development	Tourism Sector Specific	
AFR	14	7	4	3	28
ANE	5	2	3	11	21
EE	1	3	7	1	12
LAC	9	21	4	3	37
<b>TOTAL</b>	<b>29</b>	<b>33</b>	<b>18</b>	<b>18</b>	<b>98</b>

Source: Natural Resources Information Clearinghouse



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## Illustrative Types of USAID Projects Utilizing Tourism

### Selva Lacandona, Mexico:

- Interventions: biodiversity conservation, cultural heritage, governance, gender equity
- Tourism activity: ecotourism projects including a pilot hotel, training.





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## Illustrative Types of USAID Projects Utilizing Tourism



Sally Cameron/Chemonics International Inc.

### Living in a Finite Environment (LIFE), Namibia:

- Interventions: natural resources management, rural development, governance
- Tourism activity: establishing community-based wildlife conservancies



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## Illustrative Types of USAID Projects Utilizing Tourism



### **Competitive Initiative, Sri Lanka:**

- Interventions: economic development, biodiversity conservation
- Tourism activity: tourism cluster, ecolodge, institutional reform



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## Illustrative Types of USAID Projects Utilizing Tourism

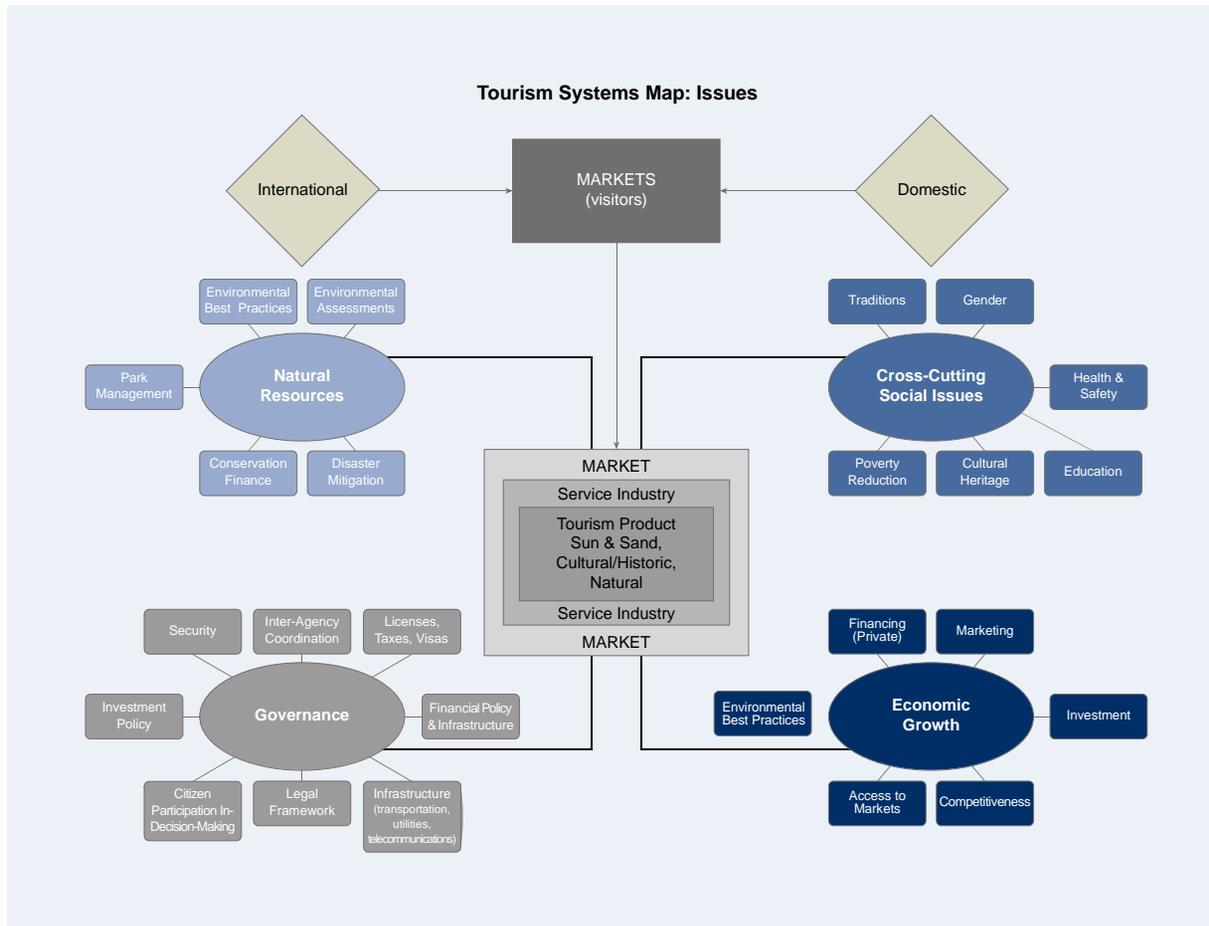
### Environmental Audits for Sustainable Tourism (EAST), Jamaica

- Interventions: natural resources management, governance
- Tourism activity: hotel environmental audits, integrated destination management



Chris Howell

# Thematic Issues and Tourism





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## Environment – Ecuador



- **SO:** Biodiversity Conserved in Selected Protected Areas and Their Buffer Zones
- **Program:** Biodiversity Conserved in Indigenous Areas (CAIMAN)



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## Environment – Kenya



- **SO:** Improved Natural Resources Management in Targeted Bio diverse Areas by and for the Stakeholders.
- **Program:** Conservation of Resources through Enterprise (CORE)



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## Environment – Philippines

- **SO:** Enhanced Management of Renewable Natural Resources
- **Program:** Coastal Resource Management Project (CRMP)





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## Economic Growth – Albania

- **SO:** Economic Restructuring and Agricultural Development
- **Program:** Enterprise Development and Export Market Services (EDEM)





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## Economic Growth – Zambia



- **SO:** Rural Income Growth
- **Program:** Community-Based Natural Resource Management and Sustainable Agriculture (CONASA)



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## Governance – Senegal

- **SO:** Improved Local Delivery of Services and Sustainable Use of Resources in Targeted Areas
- **Program:** Wula Nafaa – Agricultural and Natural Resources Management





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## Cross-Cutting Social Themes



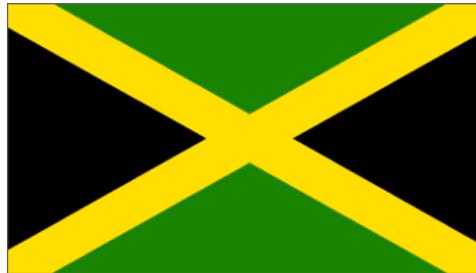
- Gender
- Health and Safety
- Poverty Reduction
- Cultural and Archaeological Heritage
- Education
- Conflict Mitigation



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## Tourism within the USAID Results Framework

USAID Strategy for Jamaica  
2005-2009





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***Goal: Transformational change to accelerate sustainable and equitable growth in a more competitive world.***



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## Related Strategic Objectives

- Increased trade competitiveness in target industries
- Natural assets managed for rural development and sustainable economic growth
- Improved health status among youth and most vulnerable groups
- Improved education of targeted Jamaican youth
- Improved accountability and citizen security and participation



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## **SO: Natural Assets Managed for Rural Development and Sustainable Growth**





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## **Intermediate Results:**

- IR-1: Improved management of targeted ecosystems
- IR-2: Institutional capacity to manage natural assets increased
- IR-3: More environmentally sustainable rural enterprises



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## IR-1: Improved management of targeted ecosystems

### Intervention Areas:

- Improved Watershed management, coastal water quality, and conservation of biodiversity-rich habitats



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## **IR-2: Institutional capacity to manage natural assets increased**

### **Intervention Areas:**

- Strengthening NGO, civil society and government skills and inclusion in community environmental management and decision-making.

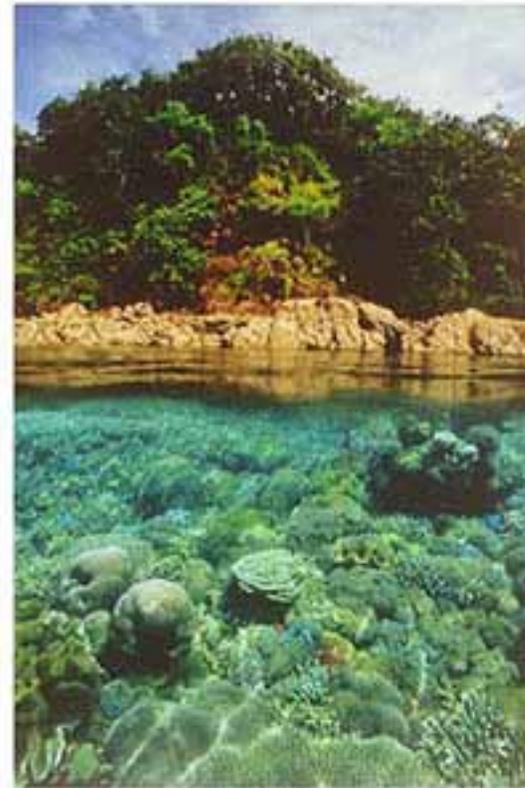


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## IR-3: More environmentally sustainable rural enterprises

### Interventional areas:

- Enhance rural prosperity through new and improved environmentally and economically sustainable rural enterprises, such as ecotourism, community tourism and heritage tourism



Burt Jones & Maurine Shimlock,  
Secret Sea Visions Inc.



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## Tourism for Development Brainstorm: Exercise 2-2

Brainstorm: In which ways is tourism important to meeting these development priorities?

- Natural resources management
- Poverty reduction
- Biodiversity conservation
- Local governance
- Gender equity
- Health and Safety





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## Group Discussion: Exercise 2-3

Has your Mission used – or is it planning to use – tourism to help implement any SOs?

Summarize in 2 minutes:

- What are the related SOs?
- What are the related IRs?
- What are intervention areas?
- What types of tourism activities?
- Any results so far?





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## Tourism Intervention Areas: Exercise 2-4 Caribbean Open Trade Support (COTS)

*Identify potential intervention areas where tourism could be used*





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## Some Basic Tenets

- 1) Tourism is not a panacea.
- 2) Many Strategic Objectives are mutually supporting or, increasingly, merge previously distinct Objectives.
- 3) To be sustainable, tourism-related intervention areas need to be more demand-driven than supply-driven.



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## **Tourism is Not a Silver Bullet: Red Sea Example**

The history of tourism development on the Red Sea illustrates that tourism can sometimes be neither economic nor environmental panacea – in fact quite the reverse!

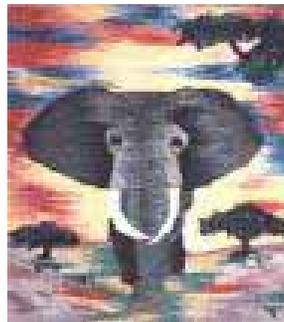




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## RECAP

- Tourism fits into many USAID program areas
- Tourism can be used as a project component to achieve multiple objectives
- There are many case studies you can turn to for ideas and lessons learned



## HANDOUT 2-1

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### EXERCISE 2-4: CARIBBEAN OPEN TRADE SUPPORT (COTS)

#### SUMMARY

The purpose of this contract is to support program development, implementation and achievement of USAID/J-CAR's Regional Strategic Objective (RSO 9) "**Caribbean region positioned to succeed in an open trade environment.**" In order to achieve this strategic objective, two Intermediate Results (IRs) have been identified, specifically **IR1, Market opportunities leveraged through open trade** and **IR2, Natural assets and national investments protected.** Two lower-level IRs have been developed under IR1. They are **IR1.1, Key regional impediments to open trade mitigated** and **IR1.2, Improved market access for target countries.** The Contractor is expected to achieve these results through activities developed under this contract. Activities are expected to stimulate economic growth and to improve employment opportunities within the Organization of Eastern Caribbean States (OECS), and ultimately the Caribbean Community (CARICOM), through the strengthening of mechanisms leading to an open trade environment for the region. Results sought under this contract will contribute to new employment resulting from the removal of many administrative barriers to trade and investment as well as the creation of jobs across national boundaries. There will be an informed and improved OECS private sector as well as strengthened public-private sector partnerships that foster business growth and support increased and improved economic performance by enterprises in the sub-region. There will be improved disaster and physical planning frameworks which include policies focusing on reducing the risk of catastrophic loss from natural disasters and increasing resilience in the aftermath of natural disasters. These frameworks will provide a planning approach that better sustains the gains achieved in the strengthened economic base of the OECS and ultimately the wider Caribbean region.

The ultimate goal of the program is to facilitate the transition of the region to open trade and to position the countries to compete successfully and sustainably through galvanized private sectors that are charged to take on the challenges of the new trading agreements. To implement this goal, the focus of the program will primarily be the OECS and selected OECS member countries. The program will seek to develop and implement successful economic growth models of assistance at the country level; at the same time, the program will assist selected regional and sub-regional institutions to the extent that assistance at those levels supports or facilitates progress at the country level.

#### BACKGROUND

##### Introduction

The countries of the Caribbean, with their geographic dispersion, small size, and physical vulnerabilities, face new challenges of global economic competitiveness while traditional buffers such as preferential trade and direct foreign assistance decline. They are faced with emerging economic, social and political challenges as they adjust to an open trade environment being demanded of them under the various international trading agreements. The convergence of these various global processes including, the Free Trade Area of the Americas (FTAA), the World Trade Organization (WTO), the African, Caribbean and Pacific/European Union (ACP/EU)

trade regimes, as well as the region's push to create a single market and economy, have created a sense of crisis in the CARICOM countries. This situation provides the region now with an historical opportunity to restructure and galvanize the economies of each member state. Political and business leaders, while apprehensive about the transition, will be more receptive to economic policy change and reform over the next several years than at any time in the recent past.

Since the year 2000, countries in the Caribbean have been grappling with difficult fiscal and public debt situations, resulting from economic slowdown and from efforts to maintain domestic employment and incomes in the face of reduced external demand for traditional export products. Fiscal and debt bearing capacities remain two major constraints on the financing of development in most countries. Efforts are being made by some countries to develop new non trade-based, fiscal revenue structures which are broad based and capable of generating revenues on a sustainable basis. At the same time attention must be paid to improving public expenditure management. There is greater recognition of the onerous debt service implication of expensive, short-term credit from private sources and of the need to closely align the creation of public debt with fiscal capacity and strategies for sustainable economic growth.

Concomitant with small market size, the region's limited natural resource base, and the need to meet the commitments of the international trading arena, is a lack of an aggressive entrepreneurial spirit in the region's business sector, which significantly affects the capacity of businesses to increase intra-regional trade or successfully compete in international markets. The transformation of this sector so that it can meet these challenges is therefore critical and urgent in order to ensure that the region's competitiveness is enhanced. This transformation requires a rethinking of established economic paradigms and current policies and must be fast-forwarded if the region is not to be left behind in global trade.

The current effort to create a single economic space in the region -- through the CARICOM Single Market and Economy (CSME) -- as part of the process of increasing production efficiency and broadening the product range, is therefore critical to advancing the well-being of the region. This process needs to be accelerated with significant attention paid to removing the physical and institutional infrastructural constraints that inhibit accelerated social and economic development in the region. Fortunately, and somewhat belatedly, the region is attempting to implement this process by the year 2008.

The transformation needed to compete successfully in the evolving global trading environment comes against a background where the region is highly susceptible to natural disasters such as hurricanes, landslides, and earthquakes. Each time a natural disaster occurs, scarce resources must be redirected to rebuilding damaged assets to the detriment of sustainable development of the region's economic base. This issue is compounded by weak policies, institutions, processes and political will to address sustainable development in a holistic manner that includes specific measures to reduce vulnerability of communities at risk and the built environment and to mitigate environmental degradation caused by economic activities.

### **The Role of the Public and Private Sectors in the Caribbean Business Environment**

In the Caribbean, governments are involved in activities that go beyond what can be traditionally considered their core responsibilities – maintenance of public order, economic regulation, provision of infrastructure, improvement of services to meet

basic human needs, and the administration of safety nets for the poor. They have been involved in areas such as managing airlines, hotels, businesses which are the domain of the private sector. Modernization of the public sector is therefore necessary and has been influenced by the growth of the middle class, the diversification of the private sector, and pressure from non-governmental organizations (NGOs). The continued impetus for public sector modernization requires public education and bi-partisan support for reforms. One major aspect of public sector modernization in the Caribbean concerns the need for transfer of several activities, in part or in full, from the public sector to the private sector. The move towards heavier reliance on the private sector as the engine for change and development will involve building capacity in the private sector to take on these new tasks and employ a larger share of the labor force.

The transfer of appropriate activities from the public sector to the private sector and NGO's will release governmental financial and managerial resources for use in critical sectors such as the legal system, public health and safety, protection of the environment, and administration. Caribbean governments are a long way from satisfactorily fulfilling all of these functions. Given their limited resources, governments in the region cannot successfully perform all of them. Therefore, public-private dialogue is essential for determining priorities and agreeing on standards.

### **Legal and Administrative Infrastructure**

Another area requiring attention is the necessity to ensure that an enabling and supporting legal and administrative infrastructure is in place to facilitate trade and private sector growth and development. This is applicable at two levels. First, coming out of trade negotiations by the Regional Negotiating Machinery (RNM) and implementation of FTAA, WTO, and other trade agreements, as well as steps to move towards a common market and single economy, OECS countries and ultimately the wider Caribbean will need to develop or revise legislation, regulations, and administrative procedures to participate in and benefit from these new trading regimes and relationships. Second, recent investor and business road map studies performed under the 2000-2004 USAID Caribbean Regional Program, as well as studies by other local and international institutions, identify a number of legal and administrative infrastructure changes needed to create an environment conducive to new business investment and increased trade, even before considerations related to new trade agreements are factored in.

Some updating of laws and governing structures to address changes in the business environment have occurred in the region. However, revisions of laws pertaining to trade and other commercial matters, and the development of the capacity to implement the new laws, need continuous attention and support.

### **Competitiveness**

On the business front, the manufacturing sector continues to be adversely affected by competitiveness issues related to high unit production costs and relatively small volumes, with the overall situation being exacerbated by the prospect of increased competition resulting from ongoing trade liberalization. In recognition of the difficulties facing manufacturing and commodity production, the region should make a stronger thrust towards the development of services and higher value-added specialty products. This direction provides increased opportunities for product differentiation and utilization of the region's human resources and creativity. Even though tourism will continue to serve as one of the region's main business activities, the competitiveness of the region within the global market and the quality of the tourism

product will need to be improved. This improvement is especially important as the region prepares to host the World Cup Cricket in 2007, an event that will result in a tremendous influx of first-time visitors to the region, as well as creating awareness of its offerings among over a billion persons via television and other communications links.

While overall progress is taking place in the development of market-based economies in the region, the private sector needs to become more dynamic, proactive and competitive. The great need in this regard is to help the region unlock its entrepreneurial spirit and to encourage shifting from old paradigms to new ones, such as the need to continuously innovate so that the region's goods and services are competitive regionally as well as internationally. Advocacy organizations, self-regulating organizations, and other professional associations must be further developed so they can play a role in encouraging and strengthening public-private dialogue and policy debates that promote a supportive and enabling environment for investment and growth. Presently, business associations lack the ability to actively and positively influence the business environment in a significant way.

The low levels of business experience within the region's private sectors are exacerbated by the inability of most enterprises to independently produce coherent business plans, conduct market research, make financial forecasts, and other analyses required by potential lenders. However, access to current market information, industry trends, buyer and supplier networks, and accepted standards is vital to creating and managing competitive businesses. Managers and entrepreneurs in the CARICOM nations commonly do not have access to existing market information or the skills required to do research directly applicable to their business. This deficiency will become increasingly important as the region surges forward to embrace a single market and single economy among its 14 countries.

## Implementing Sustainable Tourism Projects in the USAID Context

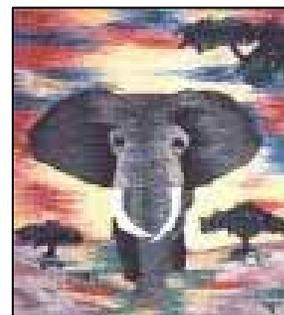
### Module 3: PROJECT ASSESSMENT-IS TOURISM THE RIGHT TOOL?

**Duration:** 2 hours 15 min

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Explore examples where tourism fits into a Mission's Strategic Objectives
- Utilize SWOT of Tourism Related Issues
- Identify corresponding intervention areas based on identified issues
- Make an initial go/no go decision on tourism as a means of meeting a Strategic Objective and Intermediate Result (IR)



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	Feasibility Analysis
3.	Tourism Assessment Process (TAP)
4.	Phase 1: Preparation – Destination Review <a href="#">[Handout 3-1: Getting Started]</a>
5.	Phase 2: Assessment –Tourism Stakeholders Consultation
6.	Phase 2: Assessment – Stakeholder Involvement
7.	Phase 2: Assessment: Stakeholder Issue Identification: <a href="#">Exercise 3-1 – Samburu Ecolodges, Kenya</a> <a href="#">[Handout 3-2: Samburu Ecolodges project background]</a>
8.	Phase 2: Assessment – Tips – SWOT
9.	Phase 2: Assessment – Tips – Topics for SWOT Analysis
10.	Phase 2: Assessment – Tips – Integrating the Assessment Process
11.	Phase 2: Assessment – Tips – Coordination with Other Donor Agencies
12.	Phase 2: Assessment – Topic 1 – Attractions
13.	Phase 2: Assessment – Topic 1 – Attractions...SWOT Insights
14.	Phase 2: Assessment – Topic 2 - Infrastructure and Services
15.	Phase 2: Assessment – Topic 2 - Infrastructure and Services...SWOT Insights
16.	Phase 2: Assessment – Topic 3 - Market Demand
17.	Phase 2: Assessment – Topic 3 - Market Demand...SWOT Insights
18.	Phase 2: Assessment – Topic 4 - Supply and Competitiveness
19.	Phase 2: Assessment – Topic 4 - Supply and Competitiveness...SWOT Insights
20.	Phase 2: Assessment – Topic 5 - Human and Institutional Capacity
21.	Phase 2: Assessment – Topic 5 - Human and Institutional Capacity...SWOT Insights

## Implementing Sustainable Tourism Projects in the USAID Context

22.	Phase 2: Assessment – Topic 6 - Socio-Cultural and Economic Considerations
23.	Phase 2: Assessment – Topic 6 - Socio-Cultural and Economic Considerations...SWOT Insights
24.	Phase 2: Assessment – Topic 7 - Environmental and Biodiversity Footprint
25.	Phase 2: Assessment – Topic 7 - Environmental and Biodiversity Footprint...SWOT Insights
26.	Phase 2: Assessment – Topic 8 - Governance: Institutional and Legal Framework
27.	Phase 2: Assessment – Topic 8 - Governance: Institutional and Legal Framework...SWOT Insights
28.	Phase 2: Assessment – Cost-Benefit Analysis
29.	Phase 2: Assessment – Cost-Benefit Factors
30.	Phase 2: Assessment – Virtuous Cycle of Tourism Income Generation Mechanisms
31.	Phase 2: Assessment – Calculating Economic Benefits
32.	Phase 2: Assessment – Calculating Economic Costs
33.	Phase 2: Assessment – Calculating Unquantifiable Costs and Benefits
34.	Phase 2: Assessment – Assessing the Overall Results
35.	Phase 3: Recommendations
36.	Making the Go/No Go Decision: <a href="#">Exercise 3-2 - Mozambique</a> <a href="#">[Handout 3-3: Mozambique Tourism Program Statement of Objectives, edited portions]</a>
37.	Recap

### Handouts

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Handout 3-1: Tourism Assessment Process – Getting Started

Handout 3-2 (Exercise 3-1): Samburu Ecolodges project background

Handout 3-3 (Exercise 3-2): Mozambique Tourism Program Statement of Objectives, edited portions



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# Implementing Sustainable Tourism in the USAID Context

Arusha, Tanzania

February 2006



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# **MODULE 3: PROJECT ASSESSMENT – IS TOURISM THE RIGHT TOOL?**





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## Objectives

**By the end of the session, participants will be able to:**

- Assess the feasibility of tourism development
- Identify corresponding intervention areas based on important issues
- Make an initial go/no go decision on tourism as a means of meeting a Strategic Objective and Intermediate Result (IR)



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## Feasibility Analysis

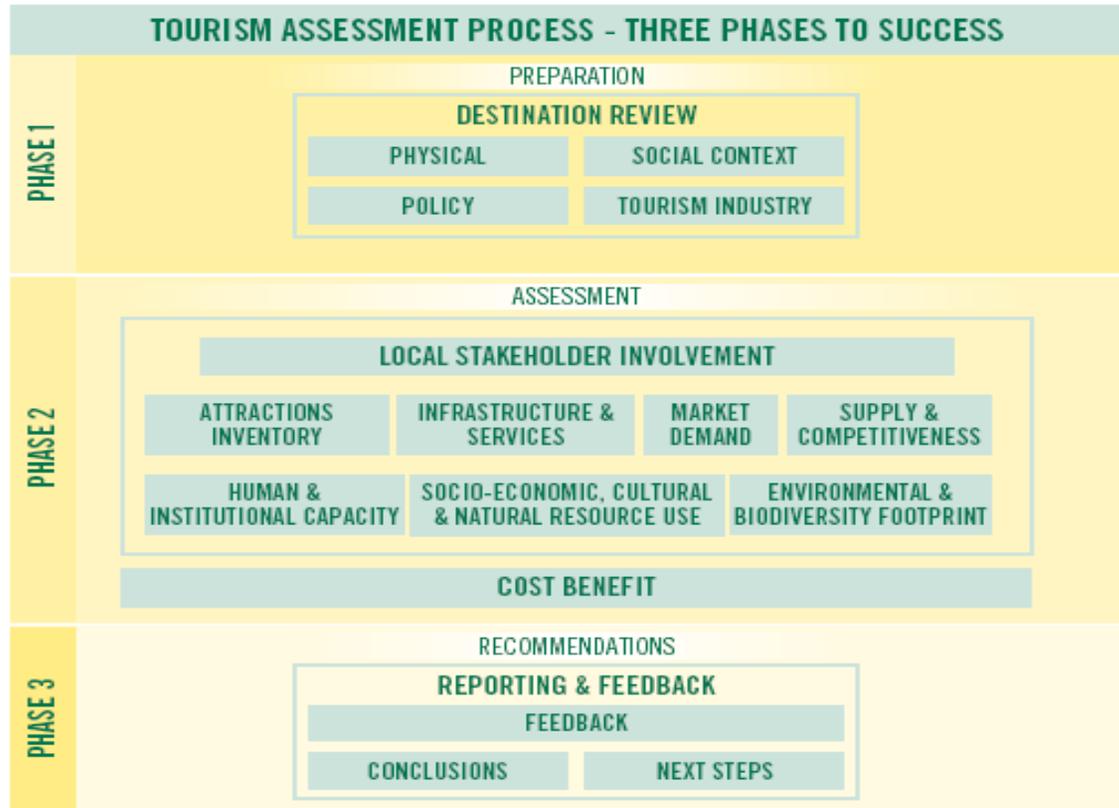
Is the intervention area:

- Economically viable?
- Technically feasible?
- Politically realistic?
- Socially acceptable?
- Ecologically viable?





# Tourism Assessment Process (TAP)



Note: USAID has added “Governance” to the list of Phase 2 Assessment topics.



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## Phase 1: Preparation

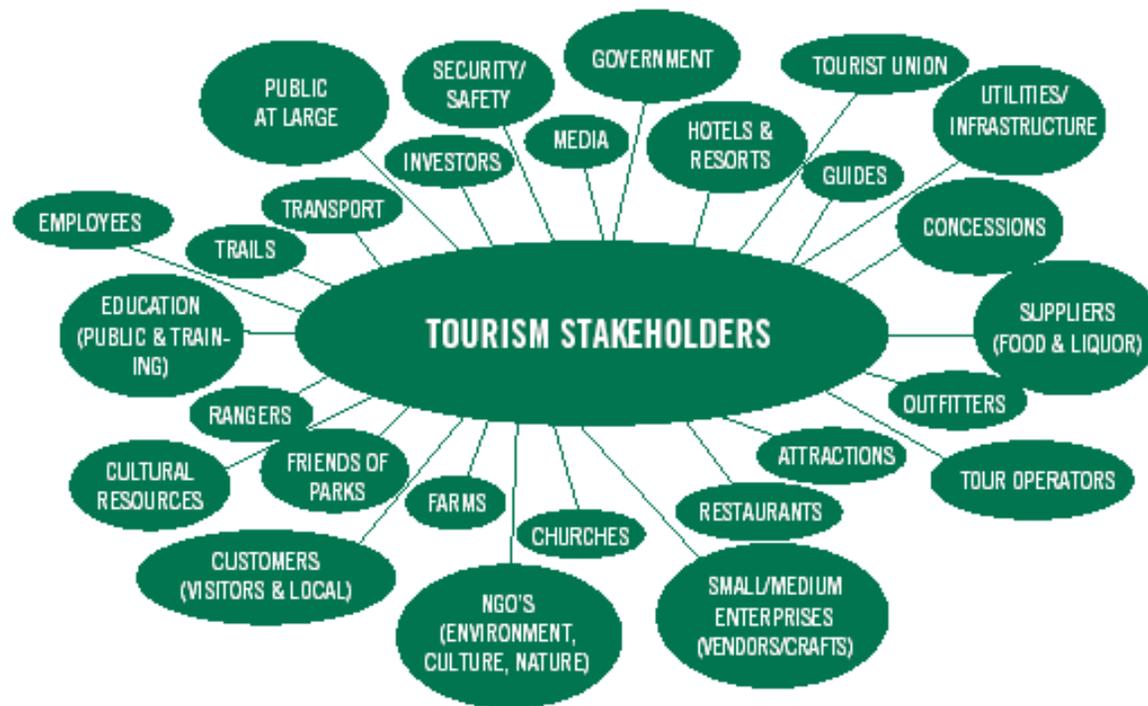
### Destination Review

- Physical – geography, environment, biodiversity, land use, etc.
- Social – population profiles, history, cultural backgrounds, etc.
- Policy – political, financial and economic climate
- Tourism industry – existing attractions, markets, facilities, trends, etc.
- Identify potential new attractions/sites.



## Phase 2: Assessment

### Tourism Stakeholders Consultation



## Phase 2: Assessment

### Stakeholder Involvement

- Public meetings
- Workshops
- Awareness materials
- Individual consultations





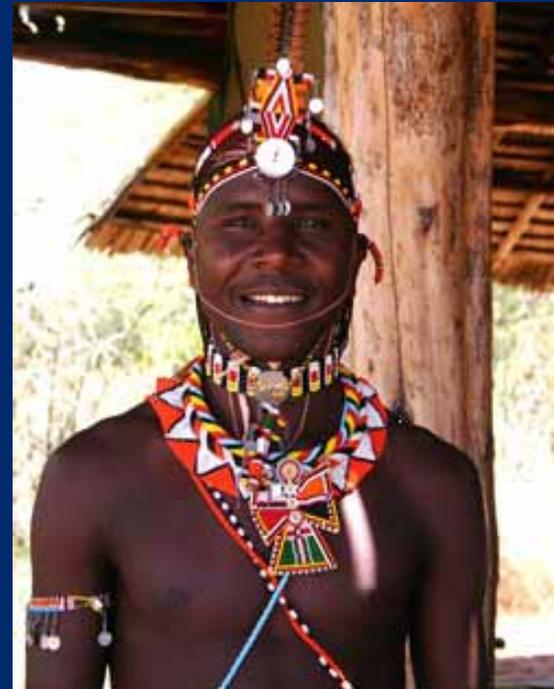
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## Phase 2: Assessment

### Stakeholder Issue Identification: Exercise 3-1

#### Samburu Ecolodges, Kenya

- Government
- Local community
- Tourism industry
- NGOs





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## Phase 2: Assessment - Tips

### SWOT

- Assess **Strengths** and ways to enhance them
- Assess **Weaknesses** and ways to overcome them
- Assess **Opportunities** and ways to maximize them
- Assess **Threats** and ways to minimize them



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## Phase 2: Assessment - Tips

### Topics for SWOT Analysis

- Existing and potential attractions
- Supporting infrastructure and services
- Market demand
- Overall competitiveness
- Human resource and institutional capacity
- Socio-cultural and economic considerations
- Environmental and biodiversity considerations
- Governance: institutional and legal framework



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## Phase 2: Assessment - Tips

### Integrating the Assessment Process

- Integrated or rural development plans (including transportation, energy, water/sanitation, and other major infrastructure)
- Regional natural resource management plans
- Integrated coastal zone management plans
- Economic, planning and trade strategies
- National and regional tourism strategies and plans
- Other donor agency programs

## Phase 2: Assessment - Tips



EuropeAid Co-operation Office



**DFID** Department for International Development



**ADB** Asian Development Bank  
Fighting Poverty in Asia and the Pacific



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## Phase 2: Assessment

### Topic 1 – Attractions

- Aesthetic/scenic value
- Biodiversity/rarity value
- Cultural/historical value
- Potential draw/product development
- Uses and activities
- Community participation
- Control/access





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## **Phase 2: Assessment**

### **Topic 1 – Attractions: SWOT Insights**

- How unique is the attraction (locally, nationally, regionally, globally)?
- Is the attraction fully developed?
- What audience will consider this an attraction?
- Is this a primary or secondary attraction?



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## **Phase 2: Assessment**

### **Topic 2 – Infrastructure and Services**

- Transportation infrastructure and services
- Telecommunications infrastructure and services
- Available public services (water, sanitation, waste management, energy, health, security)
- Health of surrounding areas
- General land use and availability
- Availability of fresh food and beverages
- Architectural opportunities to integrate green design



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## **Phase 2: Assessment**

### **Topic 2 – Infrastructure & Services: SWOT Insights**

- Are available services of acceptable quality, efficiency, reliability, and safety?
- What is the potential to upgrade/develop/improve efficiency?
- Where are the gaps?
- Cost?
- Impact on competitiveness?



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## Phase 2: Assessment

### Topic 3 – Market Demand

- Tourism trends + profiles
- Existing + future travel markets
- Travel motivation + behavior





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## **Phase 2: Assessment**

### **Topic 3 – Market Demand: SWOT Insights**

- Use already available local data
- Consult with local experts to determine accuracy
- Visitor surveys



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## Phase 2: Assessment



### Topic 4 – Supply & Competitiveness

- Structure, size and health of tourist facilities and services in the focus region
- Potential markets and opportunities for partnerships and collaborations



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## **Phase 2: Assessment**

### **Topic 4 – Supply & Competitiveness: SWOT Insights**

- Who are your competitors?
- How does your product compare to competitors?
- What are your (and their) competitive advantages?
- What are the gaps in competitor offerings?



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## Phase 2: Assessment

### Topic 5 – Human and Institutional Capacity

- Institutional support
- Labor supply and training needs
- Capacity of the destination to engage in tourism development





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## **Phase 2: Assessment**

### **Topic 5 – Human and Institutional Capacity: SWOT Insights**

- What knowledge and skills already exist?
- What are the gaps between existing and needed skills?
- What institutional support structures already exist?



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## Phase 2: Assessment

### Topic 6 – Socio-Cultural & Economic Considerations

- Community attitudes and expectations
- Development needs and priorities





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## **Phase 2: Assessment**

### **Topic 6 – Socio-Cultural and Economic Considerations: SWOT Insights**

- What are resident attitudes toward tourism development?
- What are the key social, economic and conservation issues?



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## **Phase 2: Assessment**

### **Topic 7 – Environmental and Biodiversity Footprint**

- Flora and fauna
- Functional ecosystems; ecological services vital to local economy
- Physical landscapes
- Identified important biodiversity areas and wildlife corridors
- Water and energy sources
- Waste management systems



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## Phase 2: Assessment

### Topic 7 – Environmental and Biodiversity Footprint: SWOT Insights

- What are the positive and negative impacts on environmental quality, natural resources and ecosystem services?
- What are the cumulative effects over time?
- Are there examples of similar developments to compare to?
- Are the impacts controllable, likely, long-term, wide-spread?



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## **Phase 2: Assessment**

### **Topic 8 – Governance: Institutional & Legal Framework**

- Capacity
- Roles
- Decision-making
- Policy
- Regulations and enforcement
- Access to resources (land tenure/property rights)



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## Phase 2: Assessment

### Topic 8 – Governance: Institutional and Legal Framework SWOT Insights

- Is there a national strategy for tourism development/master plan?
- Is tourism a priority for the country and what impact is tourism expected to achieve?
- What institutions take a lead role in supporting tourism national and/or regional level?
- Do these institutions have complementary or competing authorities?
- Are there land tenure and/or resource rights issues?



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## Phase 2: Assessment

### Cost-Benefit Analysis

- Measurable costs and benefits (financial and economic)
- Immeasurable but considered (socio-cultural, environmental)





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## Phase 2: Assessment

### Cost-Benefit Factors

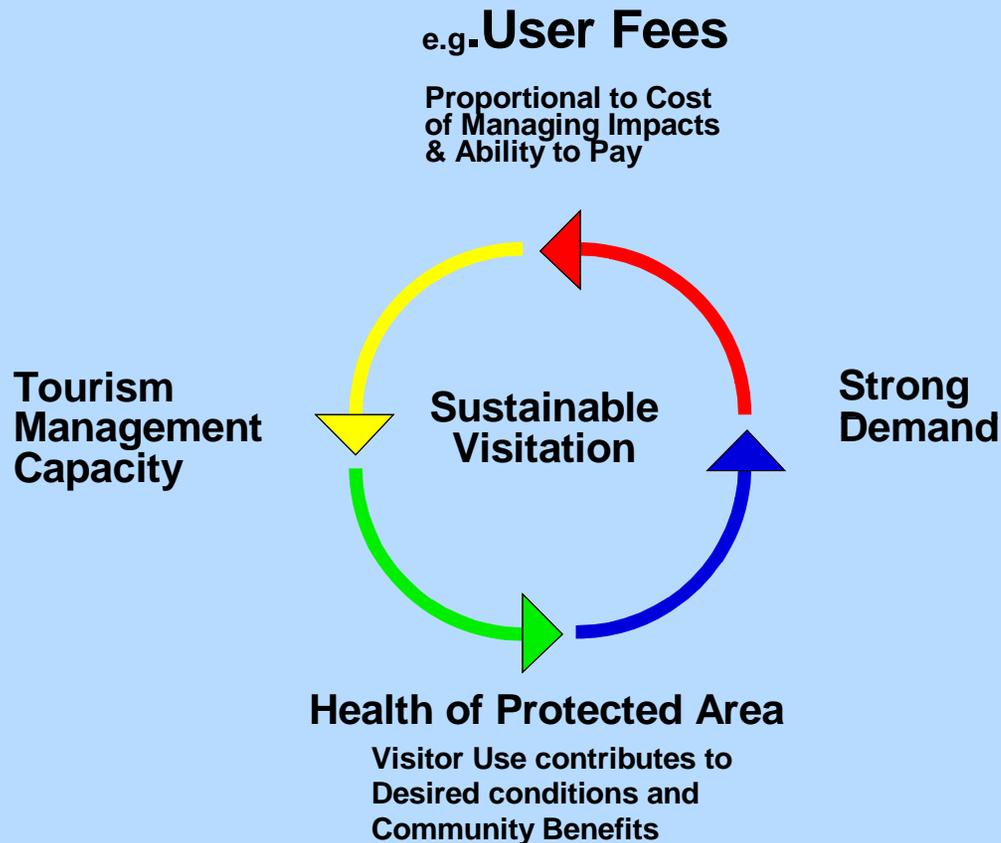
- Potential to develop attractions and activities
- Infrastructure and public service needs
- Potential market demand
- Overall potential competitiveness of the destination
- Socio-cultural impacts and opportunities
- Potential impacts on the natural environment
- General estimates of potential impacts on the local economy
- Enabling environment (policy/legal reform costs)
- Training Costs



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## Virtuous Cycle of Tourism Income Generation Mechanisms

*Positive feedback loop between tourism impacts and conservation*



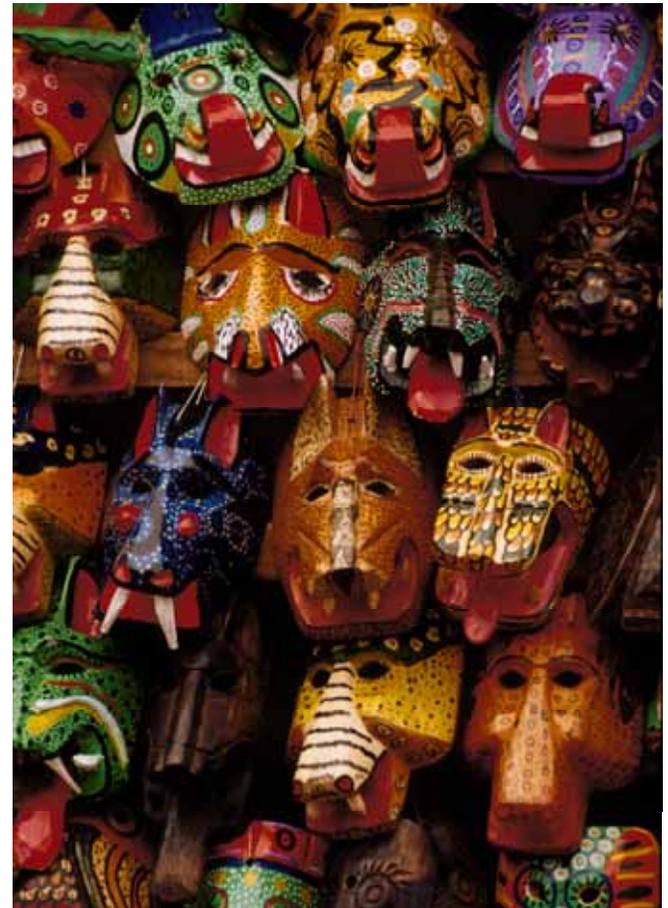


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## Phase 2: Assessment

### Calculating Economic Benefits

- Tourist daily expenditures
- Local income
- Tax revenues
- Other sources of income





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## Phase 2: Assessment

### Calculating Economic Costs

- Planning
- Infrastructure and services
- Management
- Other



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## Phase 2: Assessment

### Calculating Unquantifiable Costs & Benefits

- Socio-cultural
- Environmental
- Biodiversity





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## Phase 2: Assessment

### Assessing the Overall Results

In order to recommend tourism, the net benefits should be positive...

... but this may not be a simple “yes or no” answer.



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## Phase 3: Recommendations

- Share results of the assessment and cost benefit analysis
- Obtain feedback from stakeholders
- Revise recommendations as necessary



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## Making the Go/No Go Decision: Exercise 3-2 Mozambique

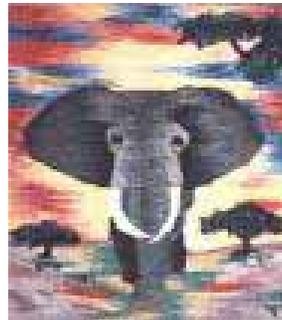




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## RECAP

- The Tourism Assessment Process (TAP) is a tool to help determine feasibility of tourism for development
- SWOT analyses provide the basic framework for assessment
- A cost-benefit analysis measures the overall viability
- Stakeholder participation is a key to assessment and project success



## Handout 3-1. Tourism Assessment Process: Getting Started



INFORMATION NEEDED	USE	POTENTIAL SOURCE
Geography, Climate, and Topography	Planning logistics, and understanding of physical attributes that may relate to tourism attractions and activities	Internet, travel guide books, topographical maps, national or regional tourism offices
Socio-Economic, Political, and Cultural Context	Defining the general context within which the team will be working	Government websites, travel guide books, newspapers, economic, sociology, and anthropological journals and magazine articles, history books
Tourism Policies, Master Plans, and Marketing Strategies	Understanding of government strategic approach to tourism development	Government investment promotion websites, tourism board or economic development office websites
Environmental, Biodiversity, and Natural Resource Use Issues (see below for further information on the importance of this area)	Preliminary understanding of priority conservation, land and resource use issues	Local conservation organization publications and websites, international organizations i.e. Conservation International, World Wildlife Fund, and The Nature Conservancy; Natural Resource and Protected Area Management Plans – check National Park Administration, Forestry Dept. and Department of Interior websites
Market Structures	General understanding of existing tourism plant, key market segments, products offered, and overall trends	World Tourism Organization statistical references, government websites, travel guide books, tourism and hospitality management publications, local tourism association websites
General Institutional Support	List organizations currently involved in tourism development	Government, tourism boards or administration, investment promotion offices, park and wildlife services, local tourism association websites

## HANDOUT 3-2

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### EXERCISE 3-1: SAMBURU ECOLOGES – KENYA

**Ecotourism Lodges.** AWF provided assistance to the local Namunyak community to become an equity shareholder in a permanent tented camp that had been built on land originally leased from them. The community has gone on to purchase the camp from the original owner who continues to manage the facility. At another community nearby, AWF has provided capital for a group to develop their own 'star beds' luxury camp along the banks of the Ewaso Nyiro. Both of these communities have set aside large areas of their land for conservation and tourism.

Imagine sleeping out on the African plains in a warm, luxurious bed. Above you billions of stars illuminate the African night sky. Below you flows a rapid river, attracting Africa's abundant wildlife. A light East African breeze touches your cheek, rustling the leaves of the phoenix palms above you. The sounds of the African night surround you. Trumpeting elephants, the musical braying of zebra, the sound of water flowing through the carved out banks of the Ewaso Nyiro River.

**A dream?** Yes, but one experienced by over 600 fortunate tourists visiting Kenya every year thanks to a unique partnership brokered by AWF called **Koiya Starbeds**. Opened for business in March 2002, Koiya Starbeds is one of the most unusual lodging experiences in Africa, and is one of AWF's most successful conservation enterprises on the continent. It is serving as a model for ecotourism development in the future.

The Laikipia region, a major part of AWF's [Samburu Heartland](#), is composed primarily of private ranches and livestock-producing communities. Laikipia has no formal protected areas, so community-based conservation is key to the survival of wildlife here. The Samburu Heartland is home to the second largest population of elephants in Kenya (over 3,000). It is the last stronghold of the highly threatened Grevy's zebra and the area hosts the largest number of black rhinoceros in the country. It is also home to unique "northern specialty" species like gerenuk, beisa oryx, and Somali ostrich. In recent years, Laikipia has even seen the return of the African wild dog, one of the continent's most endangered predators.



Koiya Starbeds is a true partnership between the community, the private sector operator, and AWF. It has been successful because each partner concentrates on what it does best. The Koiya community (population 1,500 people) owns the camp through the Koiya Community Trust. It provided the land for the camp and set aside a 500-acre community conservation area as part of a deal for the camp. This area is now off-limits to grazing.

The community's ownership of the venture, and wages from the community members who work at the camp, provide a strong incentive to conserve the land and its wildlife.

The African landscape is littered with ecotourism enterprises that did not work out or failed to deliver appropriate benefits for wildlife and local people. One important lesson AWF has learned is that such ventures need to be successful businesses. The Koiya community did not have the capacity to run a safari camp, so AWF engaged a responsible, experienced private sector operator to run it. AWF approached the adjacent Loisaba Wilderness, a private 61,000 acre ranch with several successful lodges and camps, and brokered a management agreement. Under Loisaba's management, the camp is professionally run and staffed. Loisaba train locals on the various aspects of safari camp management, so that managerial capacity is built over time.

Koiya Starbeds has produced solid benefits for wildlife and the community alike. The land within Koiya's conservation area has recovered remarkably well from previous overgrazing. According to Giles Davies, AWF Enterprise Director, the Koiya conservancy land "is clearly healthier than nearby land open to grazing. It supports noticeably higher numbers of wildlife, including Grevy's zebra, gerenuk, and impala." It has also created clear socio-economic benefits for the community. Whereas the community had previously depended largely on livestock grazing prior to the project, now the community earns more than \$20,000 in profit each year -- a sum that goes a long way in Laikipia. It has enabled the community to fund critical healthcare, education and water projects. The Koiya Bursary Fund, funded with project proceeds, has allowed over 30 students to go on to secondary and vocational school, and for the first time in Koiya community, a student is attending university from funds generated by Starbeds. As Starbeds showcases their culture, it is helping the Laikipiak Maasai sustain their traditions. Finally, the project has helped open communal resource use decisions to greater public comment and is teaching community members how to manage a business sustainably. Vice-chairman Edward Nogle sums up the community's impression of the Koiya project by stating "Starbeds has done wonders for the Koiya community. It has unified group ranch members, and it has also brought about beneficial changes to our life style. Today at Koiya, a man is willing to allow his wife to go and sell her bead work while he stays at



home to take care of the children. This has never happened before in the history of Koiya. Above all, members of the community are now able to send their children to secondary school and college because they are assured of school fees that come from revenues generated by the Starbeds"

Ultimately, the project is a success because it is a fantastic place to stay and provides its guests with unforgettable experiences. It is secluded and intimate. It includes only three Starbed platforms, two doubles and one twin, which can sleep between 6 and 8 people. The rooms themselves are half-covered platforms that are cantilevered over a game-rich section of the Ewaso Nyiro River. They are set at mid-tree level, giving them a "tree house" feel, and each is sighted to ensure complete privacy. They are sturdily constructed of thatch, coastal reed matting, timber and sculptured acacia

branches that were collected from elephant damage. A comfortable bed fashioned on the axel and wheels of old Land Rovers is rolled out onto the platform in the evening, so guests can sleep underneath the stars - under mosquito netting of course. The platforms are, indeed, "the biggest bedrooms in the world."

"It was unbelievable. I didn't sleep a wink -- a heaven full of the brightest stars I have ever seen and an elephant eating the grass under my deck!" one guest noted in the Koija guestbook.

Koija Starbeds is a small, but obviously successful piece of the overall conservation puzzle in Laikipia. It is a model for future efforts in the region and else-where in Africa. Given its solid business foundation and community support, AWF expects the enterprise to continue benefiting wildlife and people and delivering exceptional experiences to its guests for some time to come.

For more information on the Starbeds project, contact Ben Mwongela at [bmwongela@awfke.org](mailto:bmwongela@awfke.org).

### **USAID/MOZAMBIQUE TOURISM PROGRAM – Statement of Objectives**

#### **PURPOSE**

USAID/Mozambique is considering the design and implementation of a tourism program that contributes to poverty reduction both directly, by generating measurable economic benefits (jobs and investment), and indirectly, by demonstrating the positive effects of economic liberalization, and which can be replicated in other locations and in other sectors of the economy.

#### **BACKGROUND**

##### **USAID Mozambique:**

USAID/Mozambique has a new country strategic plan (CSP) for the period 2004 to 2010. The plan has several Strategic Objectives (SOs) where USAID will focus its efforts, one of which is SO7: Labor Intensive Exports Increased. SO7 is concerned with creating a favorable operating environment for business and has several activities underway that are designed to remove constraints to private sector investment and employment. Examples of constraints to business are pervasive red tape and corruption, unnecessarily restrictive labor laws, low human skills and capacities, insecure land tenure, and poor infrastructure.

The SO7 program combines general policy analysis, advocacy and implementation at the national level with more focused work in specific sectors of the economy. USAID directly works to achieve poverty reduction through economic growth utilizing a program of reforms to the business enabling environment, with success to be measured by increased investment and employment in target areas.

##### **Government of Mozambique:**

The overall objective of the Government of Mozambique's development program is a reduction of poverty to be achieved through rapid and sustained economic growth.

Tourism is a priority sector for the Government of Mozambique, which recently adopted a *Strategic Plan for the Development of Tourism (2004-2013)* and updated the national tourism law.

**Tourism sector:**

Tourism is the fastest growing sector of the Mozambique economy, partly because tourism is more forgiving of higher cost structures and partly because of Mozambique's unique natural endowment - Mozambique has great potential for economic growth, in large part because of a long and pristine coastline. As a sector, it offers significant labor-intensive long-term growth potential, and is less sensitive to modest currency overvaluation than commodities.

Key aspects of the tourism sector situation include:

- Coastal areas are world class, and complement regional tourism marketing efforts.
- Rich history and culture, with Ilha de Mocambique, Ibo, and other cultural sites.
- Healthy, intact eco-systems and biodiversity, with several large protected areas.
- Donor support, with potential to leverage USAID/Mozambique's efforts with large World Bank/IFC program.
- Several existing frameworks for private tourism investment – Spatial Development Initiatives (SDIs), Transfrontier Conservation Areas (TFCAs), Elephant Coast Development Authority, etc.
- Close ties to Johannesburg hub, with South Africa generating most tourist arrivals nationally for the near term; although in the north, the opening of the Nacala airport could increase overseas tourist arrivals via Malawi and Tanzania or directly from Europe.
- Existing and successful cruise ship market.
- Weak financial services sector, making access to capital and cost of capital a constraint.
- South Africans presently dominate investment in Mozambique's tourism sector.
- Transportation and communications infrastructure is limited (in extent and capacity), particularly in the north where geographically focused activities will take place.
- Formal land tenure systems are prone to red tape and corruption.
- Investors seeking land for development are faced with complicated and time consuming procedures, which vary unpredictably depending on location, size, and other factors.
- Long-term concessions, once granted, are not recognized by the banking sector as collateral for purposes of getting financing.

- Human skills and capacities are weak in the public and private sectors. In particular, levels of education, skills training, and public participation for women are low compared with those for men.
- There are a number of training and capacity building programs focused on the tourism sector, although their effectiveness may be questioned.
- Reliable and accurate statistics are rare in Mozambique.
- Summer temperatures and humidity are high.
- Malaria and other tropical diseases are a concern, and seasonal rains interfere with overland and air travel, occasionally for extended periods.
- Portuguese is the official language and proficiency is essential, particularly outside of Maputo.

## Implementing Sustainable Tourism Projects in the USAID Context

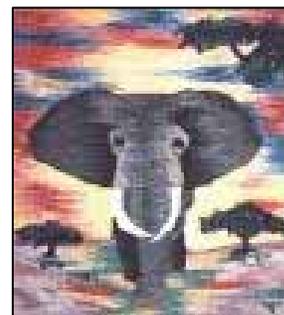
### Module 4: PROJECT DESIGN – ECONOMIC GROWTH

**Duration:** 3 hours 45 min

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Understand current USAID approaches to achieving economic growth and poverty reduction
- Collaborate on designing an effective tourism intervention that addresses economic growth, competitiveness, business development, and other infrastructure development and financing needs
- Establish an effective set of EG-related indicators for sustainable tourism



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	USAID Framework for Economic Growth
3.	USAID Economic Growth and Poverty Reduction Program Areas
4.	What basic levels of intervention does USAID utilize to address issues?
5.	Considerations for Interventions at All Levels:
6.	Enabling Environment: Potential Enabling Environment Level Issues Affecting Tourism
7.	Enabling Environment: Major Intervention Areas Relating to Enabling Environment
8.	Enabling Environment: Sample Policy and Legal Environment Intervention Areas
9.	Enabling Environment: Sample Governance & Sectoral Planning Intervention Areas
10.	Enabling Environment: Sample Infrastructure Intervention Areas
11.	Enabling Environment: Sample Financing/Capital Intervention Areas
12.	Enabling Environment: Sample Social Issues: Gender
13.	Enabling Environment: Sample Social Issues: Health and Safety
14.	Enabling Environment: Sample Social Issues: Education
15.	Enabling Environment: Sample Social Issues: Poverty Reduction
16.	Enterprise Level: Competitiveness at a Firm Level Requires Creating a Unique and Sustainable Competitive Position
17.	Enterprise Level: Potential Enterprise-level Issues Affecting Tourism
18.	Enterprise Level: Cluster-Based Approach to Competitiveness and Economic Growth
19.	Enterprise Level: Enterprise-level Interventions
20.	Can both enabling environment and enterprise-level interventions be used to address an issue?
21.	Tourism Enterprises: <u>Exercise 4-1</u> What are some of the issues and interventions at the <b>Enabling Environment and Enterprise level</b> that could affect the success of tourism?

## Implementing Sustainable Tourism Projects in the USAID Context

<b>22.</b>	Participant instructions for Exercise 4-1
<b>23.</b>	Categories of USAID EG Performance Indicators for Tourism
<b>24.</b>	Sample EG/PR Performance Indicators for Tourism: Community and Destination Economic Benefits
<b>25.</b>	Sample EG/PR Performance Indicators for Tourism: Maintaining Economic Benefits
<b>26.</b>	Sample EG/PR Performance Indicators for Tourism: Tourist Satisfaction
<b>27.</b>	Sample EG/PR Performance Indicators for Tourism: Tourism and Poverty Reduction
<b>28.</b>	Economic Growth Intervention: <u>Exercise 4-2</u> Small groups; choose and develop a sustainable tourism development activity from one of three countries
<b>29.</b>	Recap

### Handout

---

[Handout 4-1: \(Exercise 4-1\) Sample Enabling Environment-Related and Enterprise-Level Economic Growth Interventions](#)



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# Implementing Sustainable Tourism in the USAID Context

Arusha, Tanzania

February 2006



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# **MODULE 4: PROJECT DESIGN – ECONOMIC GROWTH & POVERTY REDUCTION**





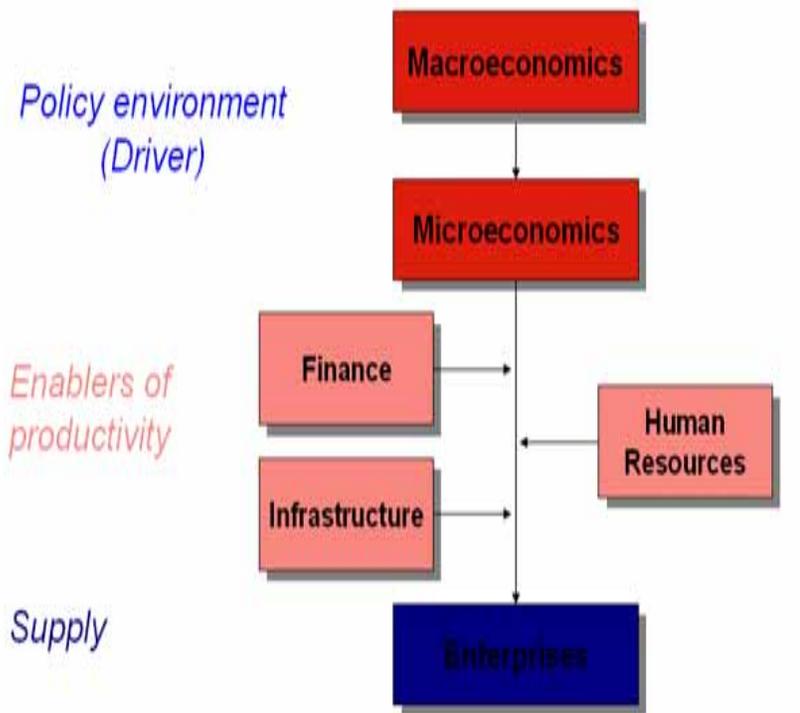
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## Objectives

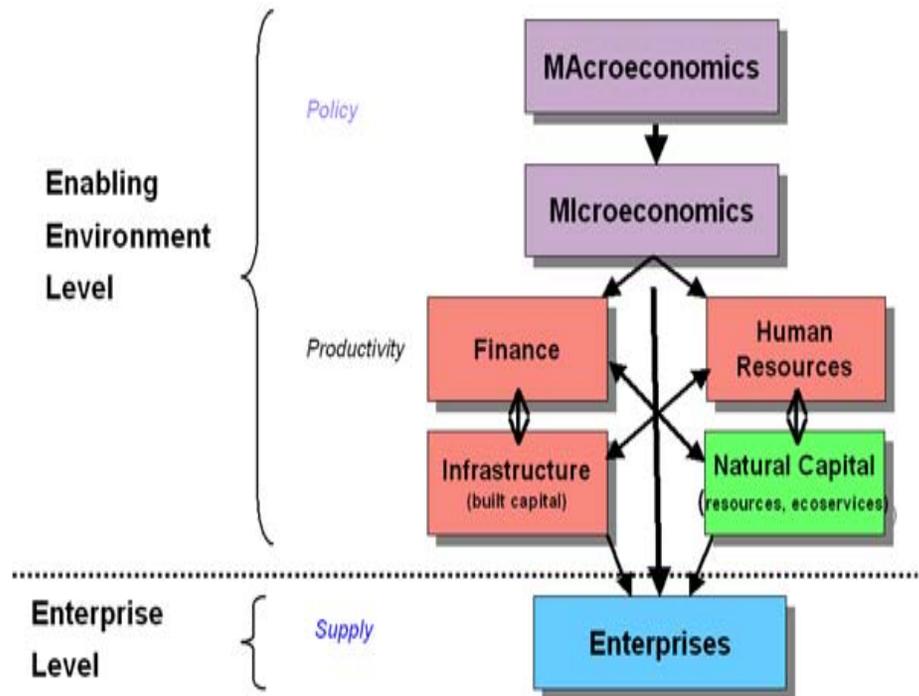
**By the end of the session, participants will be able to:**

- Understand current USAID approaches to achieving economic growth and poverty reduction
- Collaborate on designing an effective tourism intervention that addresses economic growth, competitiveness, business development, and other infrastructure development and financing needs
- Apply the theory to what has been learned about Tanzania and the field experiences in Maasai Steppe
- Establish an effective set of EG-related indicators for sustainable tourism
- Apply module to three potential tourism projects

# USAID Framework for Economic Growth



Source: USAID Overview Course – Economic Growth Training, 2005



\*Modified from USAID Overview Course – Economic Growth Training, 2005



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## **USAID Economic Growth and Poverty Reduction program areas**

- Development Credit
- Energy
- Enterprise/Micro-Enterprise Development
- Economic Policy
- Financial Markets
- Agricultural production and marketing
- Information and Communication Technology
- Legal and Institutional Reform
- Privatization
- Social Safety Nets
- Engineering
- Trade and Investment
- Urban Programs



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## What basic levels of intervention does USAID utilize to address issues?

- Enabling environment level
  - Macro and micro economic policy interventions
  - Production/capital inputs (infrastructure, finance, human and natural resources)
- Enterprise level



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## Considerations for interventions at ALL levels

- What tourism-related intervention could be used?
- How would you incorporate cross-cutting (social) issues?
- With whom could you collaborate?
- What performance indicators could be measured?
- What tools/mechanisms could be used?



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## Enabling Environment

Summary of potential Enabling Environment-level issues affecting tourism:

- Fiscal policy, monetary policy, exchange rates
- Trade policy, customs, immigration and labor regulations
- Legal, institutional, investment frameworks
- Customs, immigration and labor regulations
- Commercial law and regulations
- Access to communications, infrastructure, utilities
- Working capital, credit, micro & rural finance, capital markets
- Regional/sectoral development strategy
- Social issues (work force, health, gender and youth)



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## Enabling Environment, cont.

Major Enabling Environment intervention areas:

- Policy and Legal Environment
- Governance and Sectoral Planning
- Infrastructure
- Financing/Capital
- Social Issues





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## Enabling Environment, cont.

Sample Policy and Legal Environment intervention areas:

- Stable policy environment (monetary, fiscal, trade)
- Competitive environment for tourism investment
- “Open sky” policy
- Tourist-friendly customs and immigration policy
- Efficient and transparent commercial regulation



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## Enabling Environment, cont.

Sample Governance and Sectoral Planning intervention areas:

- National or Regional Tourism Strategy, Master Plan for Tourism Development
- Institutional strengthening of National Tourism Promotion Agency, National and Regional Tourism Organizations, Tourism Chambers
- Advocacy training for CBOs, NGOs, and other Tourism Stakeholders
- Facilitation of multi-stakeholder destination planning and management



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## Enabling Environment, cont.

Sample Infrastructure intervention areas:

- Access to destinations and attractions
- Private financing and ownership of utilities
- Internationally competitive communications and information technology
- Basic services for visitors, workers and local community (health, etc)



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## Enabling Environment, cont.

Sample Financing/Capital intervention areas:

- Removal of barriers for an efficient financial system
- Easing access to capital (microcredit, credit, investment, collateral)
- Public financing mechanisms



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## Enabling Environment, cont.

Sample Social intervention issues – Gender:

- Tourism requires support of the full community for success.
- Tourism enterprises can bring marginalized groups into the formal economy.
- Women and children will benefit particularly from improvements in health, safety and education.
- Women and children are a majority of the poor. Pro-poor tourism activities may contribute to gender equity.
- ***If not done properly, the arrival of tourists into the community can alienate these groups further.***



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## Enabling Environment, cont.

Sample Social intervention issues – Health and Safety:

- An important part of the tourists' decision-making process.
- Impacts foreign countries' "Travel Advisory" decisions.
- Development of tourism brings funds into the community for spending on health and safety services.
- Tourist demand often brings about additional private sector interest in developing the health and safety services.
- ***Without proper preventive measures, tourism may increase crime and health risks.***



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## Enabling Environment, cont.

Sample Social intervention issues – Education:

- Tourist businesses and workers require training and education for skills in customer service, IT, languages, management, etc.
- Development of tourism brings funds into the community for spending on education and training services.
- Attention to equity in recruitment for education and training to fill specialized positions will bring benefits to women and marginalized groups.



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## Enabling Environment, cont.

Sample Social intervention issues – Poverty Reduction:

- Tourism brings customer to the product/service provider allowing direct sales from poor to tourists (informal economy)
- Poor areas often have an advantage in tourism
- Tourism is extremely labor intensive and can include the poor
- Tourism taxes can be used to help the poor

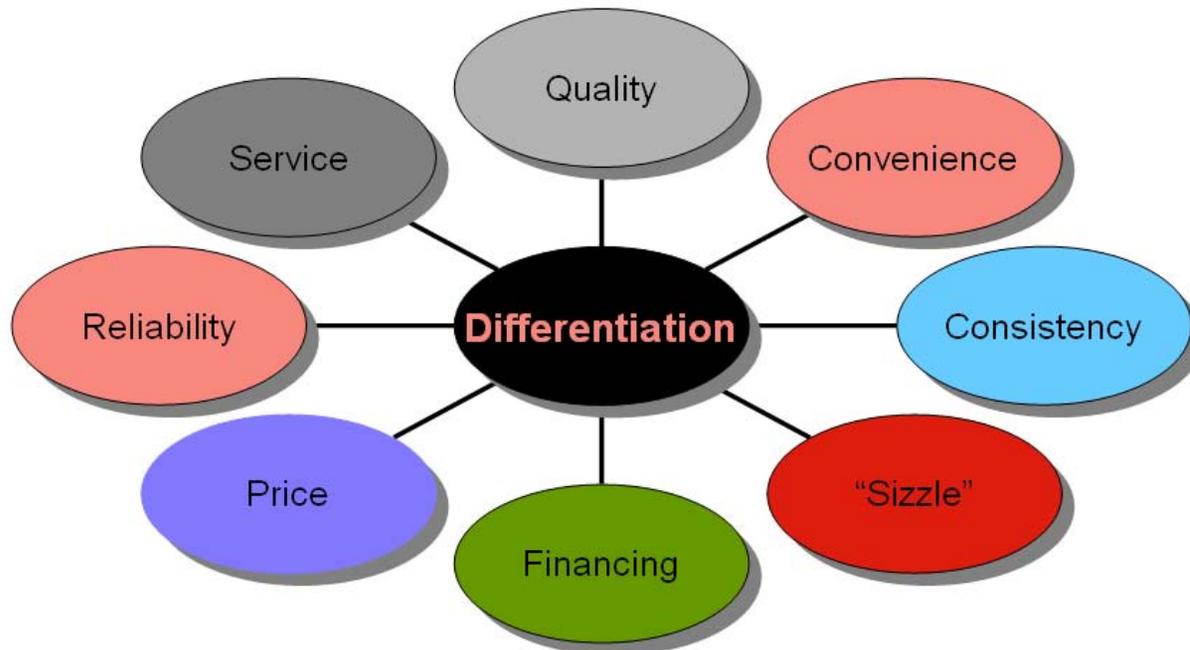


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## Enterprise Level

Competitiveness at a firm level requires ..... creating a  
**unique and sustainable** competitive position

Factors of competitive differentiation





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## Enterprise Level

Summary of potential Enterprise-Level issues affecting tourism:

- Meeting requirements for credit
- Access to markets (domestic and international)
- Access to technology (telecommunications)
- Business management
- Availability and cost of skilled labor (capability, language)
- Availability and cost of other inputs (locally produced, imported)
- Competitiveness/attractiveness of product offering (quality and price)
- Partnerships and collaboration



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## Enterprise Level, cont.

### Cluster-Based Approach to Competitiveness and Economic Growth

- A cluster is a value chain of related enterprises, plus supporting organizations such as trade associations, universities, vocational schools, financial institutions, and local and national level government agencies.
- Individual clusters are defined by the linkages among the firms, industries and economic infrastructure typically of a particular region.
- Firms in a particular region, even from different industries, are typically related to each other through buyer-seller relationships and shared economic factors.
- Factors include workers, financial capital, technology, infrastructure, natural resources, institutions, legal environments and policy regimes.

*Source: Mitchell Group, Promoting Competitiveness in Practice: An assessment of cluster-based approaches, 2003.*



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## **Enterprise Level, cont.**

Enterprise-level interventions:

- Organizational Development & Business planning
- Marketing and Promotion
- Product Development
- Value chain & cluster development
- Training & Capacity Building for Enterprise and Input Suppliers
- Financing



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## Can both enabling environment and enterprise-level interventions be used to address an issue?

*Yes, and they often are combined since economic issues are rarely one-dimensional.*





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## Enabling Environment: Exercise 4-1

What are some of the issues at the *ENABLING ENVIRONMENT & ENTERPRISE* level that could affect the success of tourism?





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## Enabling Environment: Exercise 4-1

**What are some of the issues and interventions at the *ENABLING ENVIRONMENT & ENTERPRISE* level that could affect the success of tourism?**

- Group Exercise – 2 groups
- Based on the information presented in Tanzania and the Maasai Steppe over the past few days, identify the macro (one group) and enterprise level (second group) issues that need to be addressed
- Present back to plenary

## Categories of USAID EG Performance Indicators for Tourism



- 1) Community and destination economic benefits
- 2) Maintaining economic benefits from tourism
- 3) Tourist satisfaction
- 4) Tourism and poverty reduction

## **Sample EG/PR Performance Indicators for Tourism**

### **1) Community and destination economic benefits:**

- Tourism employment (relative to total in region)
- Tourism wages (relative to average wage in region)
- Number indigenously owned tourism businesses
- [In-country] Spending per tourist
- Revenues generated by tourism
- GDP and % of tourism's contribution (national level or community level)

## Sample EG/PR Performance Indicators for Tourism

### 2) Maintaining economic benefits from tourism:

- Tourist arrivals by month (seasonality also captured)
- Occupancy rates by month
- Remittances abroad of profits, or salaries of expat staff
- Number of local employees in tourism by job type and level
- % of full-time year round jobs (unemployment in off-season)
- % of employees certified (qualified)
- % of labor imported from outside region
- Multiplier ratio for tourism dollars (how much of each dollar spent stays in the destination, how many times it is re-spent)



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## Sample EG/PR Performance Indicators for Tourism

### 3) Tourist satisfaction:

- Level of satisfaction on exit (based on questionnaires)
- % of return visitors
- Changes in average price per room
- Ratings by guidebooks/travel sites



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## Sample EG/PR Performance Indicators for Tourism

### 4) Tourism and poverty reduction:

- Total number of workers in community, % of workers directly employed by tourism, % full time
- Number of local tourism related MSMEs operating
- Ratio of pay of top- to lowest-paid tourism workers (and % of workers by ratio)
- Annual contribution by tourism to community projects
- Increase in individual and/or household incomes



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## **Economic Growth Intervention: Exercise 4-2**

**3 small groups; choose and outline a sustainable tourism development activity from one of three countries  
(Rwanda, Mongolia, Serbia)**

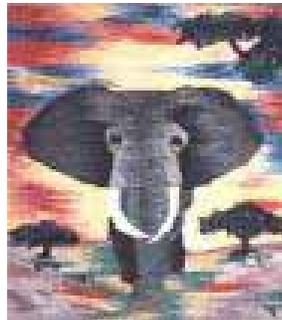
- **What are the issues?**
- **What tourism-related intervention could be used for each issue?**
- **How would you incorporate cross-cutting (social) issues?**
- **With whom could you collaborate?**
- **What performance indicators could be measured?**
- **What tools/mechanisms could be used?**



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## RECAP

- Economic growth can be achieved through interventions at the enabling environment level and directly at the enterprise level.
- Sample projects use interventions at both levels to address issues and meet strategic objectives.
- Tourism's impact on economic growth and poverty reduction can be measured with a set of indicators for sustainable tourism.



## HANDOUT 4-1

---

### EXERCISE 4-1: SAMPLE ENABLING ENVIRONMENT-RELATED AND ENTERPRISE – LEVEL ECONOMIC GROWTH INTERVENTIONS

#### Enabling Environment:

Sample Policy and Legal Environment intervention areas:

- Stable policy environment (monetary, fiscal, trade)
- Competitive environment for tourism investment
- “Open sky” policy
- Tourist-friendly customs and immigration policy
- Efficient and transparent commercial regulation

Sample Governance and Sectoral Planning intervention areas:

- National or regional tourism strategy, master plan for tourism development
- Institutional strengthening of national tourism promotion agency, national and regional tourism organizations, tourism chambers
- Advocacy training for CBO's, NGO's and other tourism stakeholders
- Facilitation of multi-stakeholder destination planning and management
- Land use management planning

Sample Infrastructure intervention areas:

- Access to destinations and attractions
- Private financing and ownership of utilities
- Internationally competitive communications and information technology
- Basic services for visitors, workers and local community (health, etc.)

Sample Financing/Capital intervention areas

- Removal of barriers for an efficient financial system
- Easing access to capital (microcredit, credit, investment, collateral)
- Public financing mechanisms

#### Enterprise-level interventions:

- Organizational development and business planning
- Marketing and promotion
- Product development
- Value chain and cluster development
- Training and capacity-building for the enterprise and its input suppliers
- Financing

## Implementing Sustainable Tourism Projects in the USAID Context

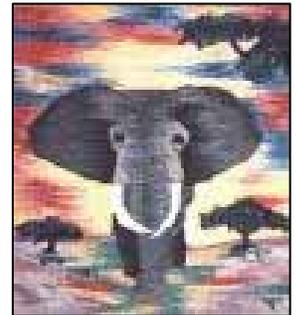
### Module 5: PROJECT DESIGN: NATURAL RESOURCE MANAGEMENT, BIODIVERSITY CONSERVATION, & CULTURAL HERITAGE INTERVENTIONS, TOOLS AND APPROACHES

**Duration:** 3 hours

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Understand current USAID approaches to natural resource management and biodiversity conservation
- Collaborate on designing an effective tourism intervention that addresses NRM and biodiversity needs
- Establish a set of NRM-related indicators for sustainable tourism



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	Integrated NRM graphic
3.	What are the major USAID program areas relating to environment and natural resource management?
4.	USAID Biodiversity Earmark <a href="#">[Handout 5-1: Biological Diversity and Tourism – Development of Guidelines for Sustainable Tourism in Vulnerable Ecosystems]</a>
5.	Interaction Between Tourism and the Environment
6.	Interaction Between Tourism and the Environment graphic
7.	What basic levels of intervention does USAID utilize to address issues?
8.	Policy and Governance: National Policy and Institutional Governance Issues Affecting Tourism
9.	Policy and Governance: Major Intervention Areas Related to National Policy and Institutional Governance
10.	Policy and Governance: Conservation Finance/Revenue Generation
11.	Policy and Governance: Community-Based Natural Resources Management
12.	Policy and Governance: Community-Based Natural Resources Management (cont.)
13.	Policy and Governance: Land Management
14.	Policy and Governance: Land Management (continued)
15.	Policy and Governance: Coastal Zone Management and Tourism
16.	Policy and Governance: Coastal Zone Management and Tourism (continued)
17.	Policy and Governance: Cultural Heritage Preservation
18.	Policy and Governance: Cultural Heritage Preservation (continued)
19.	Policy and Governance: Tourism in Protected Areas

## Implementing Sustainable Tourism Projects in the USAID Context

20.	Policy and Governance: Tourism in Protected Areas (continued)
21.	Policy and Governance: Environmental Regulation of Tourism Operations
22.	Policy and Governance: Environmental Infrastructure for Tourism Operations
23.	Policy and Governance: Environmental Infrastructure for Tourism Operations (cont.)
24.	National Level: <a href="#">Exercise 5-1</a> What are some of the <b>National Policy and Governance-related issues and interventions</b> that could affect the success of tourism?
25.	Site Level: Site-Specific Issues Related to Tourism
26.	Site Level: Major Site Level Intervention Areas
27.	Site Level: Corporate Environment and Social Responsibilities
28.	Site Level: Community-Based Tourism
29.	Site Level: Community-Based Tourism (continued) <a href="#">[Handout 5-2: Meeting the Global Challenge of Community Participation in Ecotourism – Case Studies from Ecuador]</a>
30.	Ec lodge photographs
31.	Site Level: Destination Planning and Management
32.	Site Level: Tourism Activities in Natural Areas
33.	Site Level: Tourism Activities in Natural Areas (continued)
34.	National Level: <a href="#">Exercise 5-2</a> What are some of the <b>Site-Specific</b> related environment and natural resource issues and interventions associated with tourism development?
35.	Project Example: Biodiversity Conservation and Economic Growth – Bulgaria
36.	Project Example: Biodiversity Conservation and Economic Growth – Bulgaria (continued)
37.	Categories of NRM Performance Indicators for Tourism
38.	Sample Environmental/Cultural Performance Indicators: Conserving Built and Living Cultural Heritage
39.	Sample Environmental/Cultural Performance Indicators: Protection of Valuable Natural Assets
40.	Sample Environmental/Cultural Performance Indicators: Managing Scarce Natural Resources, Energy, Water, and Solid Waste
41.	NRM and Cultural Conservation Intervention: <a href="#">Exercise 5-3</a> Choose and develop a sustainable tourism development activity from one of your countries
42.	Recap

### Handouts

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Handout 5-1: *Biological Diversity and Tourism: Development of Guidelines for Sustainable Tourism in Vulnerable Ecosystems*, Convention on Biological Diversity, Canada (2002)

Handout 5-2: *Meeting the Global Challenge of Community Participation in Ecotourism – Case Studies and lessons learned from Ecuador*, The Nature Conservancy, Washington, DC (2003)



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# Implementing Sustainable Tourism in the USAID Context

Arusha, Tanzania

February 2006



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**MODULE 5:  
PROJECT DESIGN –  
NRM, BIODIVERSITY CONSERVATION &  
CULTURAL HERITAGE INTERVENTIONS,  
TOOLS & APPROACHES**





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## Objectives

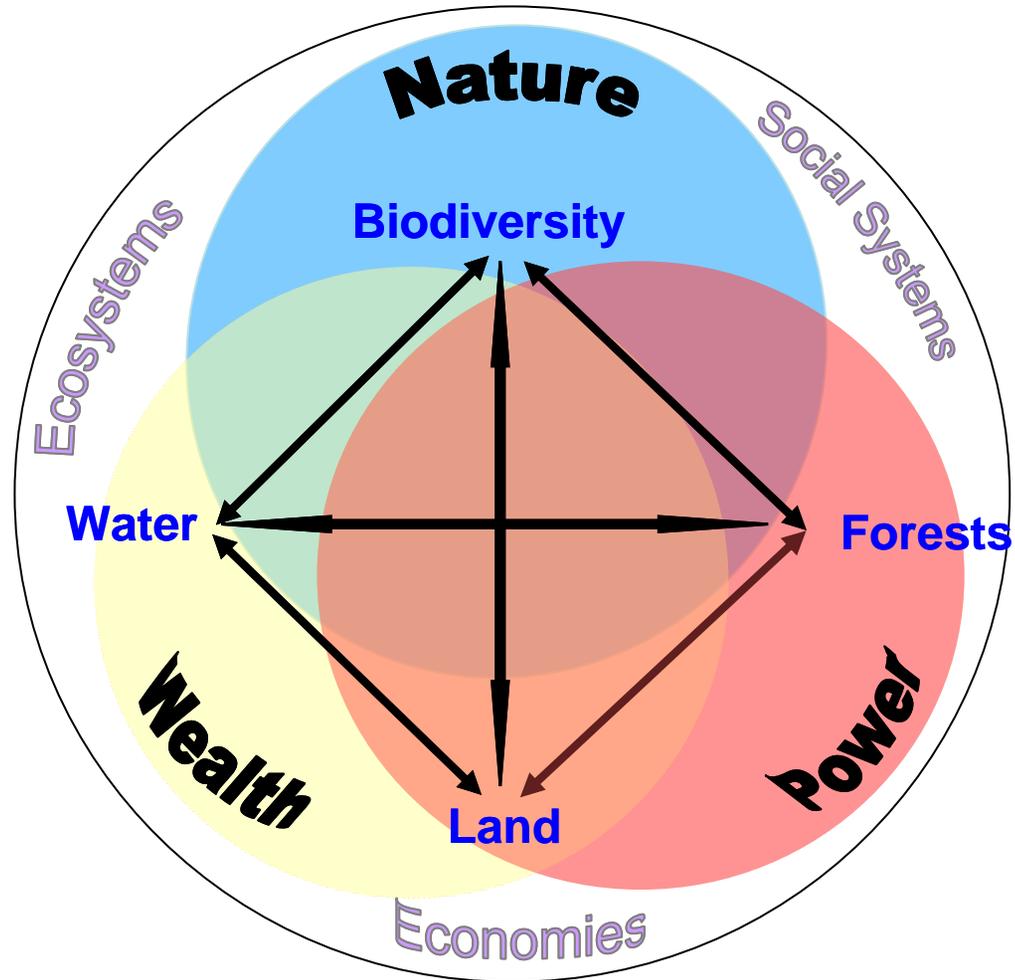
**By the end of the session, participants will be able to:**

- Understand current USAID approaches to natural resource management and biodiversity conservation
- Collaborate on designing an effective tourism intervention that addresses NRM and biodiversity needs
- Establish a set of NRM-related indicators for sustainable tourism



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# Integrated Natural Resources Management





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## **What are the major USAID program areas relating to environment and natural resource management?**

- Biodiversity
- Forestry
- Land Management
- Water and Coastal Resources
- Pollution Prevention
- Environmental Policy Development
- Environmental Research
- Biotechnology
- Climate Change
- Energy

## **USAID Biodiversity Earmark (priority of US Congress)**

Criteria for counting project costs toward the Biodiversity earmark:

- Program must have an explicit biodiversity objective
- Activities must be identified based on an analysis of threats to biodiversity
- Program must monitor associated indicators for biodiversity conservation
- Site-based programs must positively impact biologically significant areas



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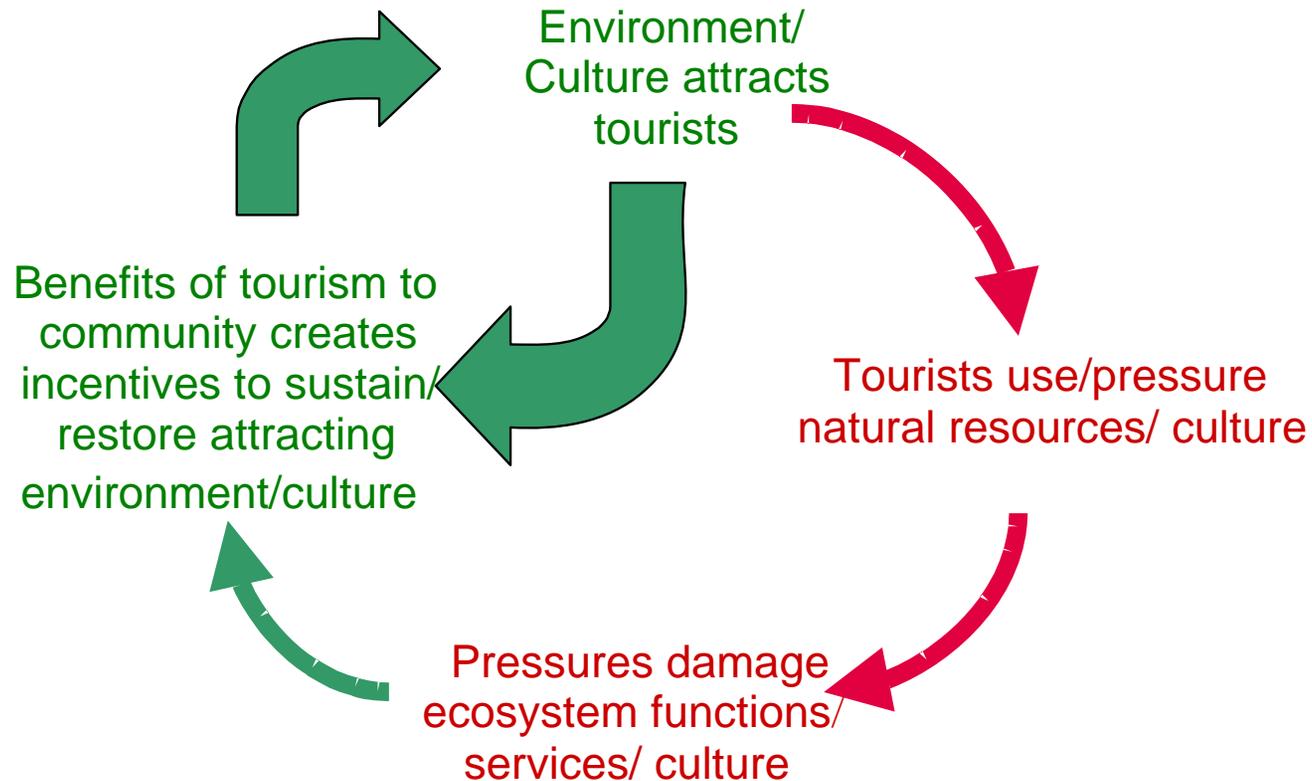
## **Interaction between Tourism and the Environment/Culture**

- Environment can attract tourists
- Tourists can put pressure on natural resources
- Tourists can damage ecosystems
- Tourism can provide incentives to restore/sustain environment



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## Interaction between Tourism and the Environment/Culture





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## What basic levels of intervention does USAID utilize to address issues?



- National policy & governance level
- Site level



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## Policy and Governance – Issues

Summary of national policy and governance Issues affecting tourism

- Revenue for operations and maintenance
- Access to resources
- Appropriate and compatible use of land and marine resources
- Impacts on indigenous cultures and local communities
- Impacts on biologically diverse areas
- Facility siting, design and construction
- Availability of utility services (water and electricity supply, and wastewater and solid waste management)

## Policy and Governance – Interventions

Major intervention areas related to national policy and governance

- 1) Conservation financing and revenue generation
- 2) Authority and support for CBNRM
- 3) Land management
- 4) Coastal zone management
- 5) Cultural heritage preservation
- 6) Protected area management
- 7) Environmental regulation of tourism operations
- 8) Infrastructure for tourism operations and/or environmental sustainability



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## **Policy and Governance Interventions**

### **1) Conservation Finance/Revenue Generation & Use**

- Legal authorization to collect
- Mechanism design (cost-effectiveness & social functionality)
- Mechanism implementation
- Allocation of revenues for sustainable management



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## **Policy and Governance Interventions**

### **2) Community-Based Natural Resources Management**

- Legal authorization of group and/or individual resource tenure/access
- Institutional support to formalize/register tenure/access
- Co-management plans (communities, government, private sector)
- Community capacity building for implementation



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## **Policy and Governance Interventions**

### **3) Land Management**

- Land use planning and zoning
- Resource rights (individual and community access/tenure)
- Guidelines for siting and design
- Public access
- Management of public lands in tourism destinations
- Licensing for recreational use of public lands



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## **Policy and Governance Interventions, cont.**

### **4) Coastal Zone Management & Tourism**

- Determination of the management area (site and ecosystem approaches)
- Inter-agency coordination
- Mitigation of conflicting uses
- Ecological profiling and mapping
- Access rights
- Integrated Coastal Zone Management



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## **Policy and Governance Interventions**

### **5) Cultural Heritage Preservation**

- Education on links between research, conservation, and tourism
- Development of standards and regulations
- Site restoration, monitoring; “voluntourism”



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## **Policy and Governance Interventions**

### **6) Tourism in Protected Areas**

- Institutional strengthening of responsible authority(ies)
- Official designation and delineation of boundaries
- Concession agreements for tourism operators
- Partnerships with gateway communities



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## **Policy and Governance Interventions**

### **7) Environmental Regulation of Tourism Operations**

- Environmental impact assessment system
- Standards development and enforcement
- Permit system for on-site waste management, etc.
- Monitoring requirements for environmental quality



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## **Policy and Governance Interventions**

### **8) Environmental Infrastructure for Tourism Operations**

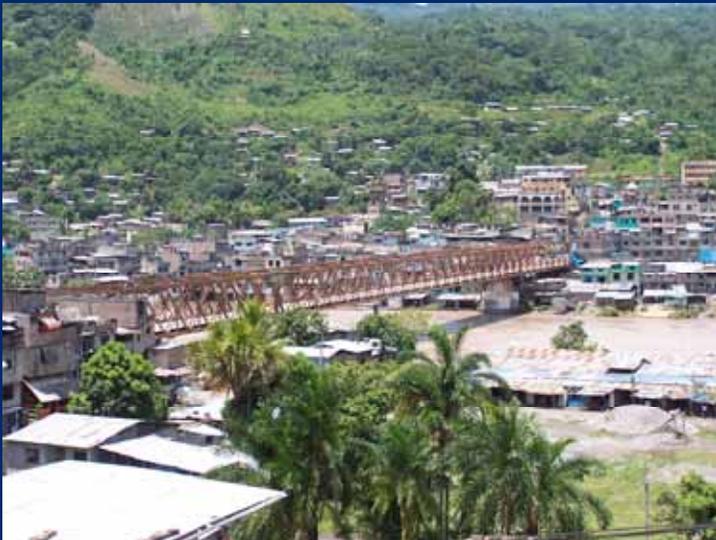
- Water supply and treatment infrastructure
- Wastewater treatment, reuse and disposal
- Solid waste recycling and disposal



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## National Level: Exercise 5-1

What are some of the *NATIONAL POLICY* and *GOVERNANCE*–related environment and natural resource issues and interventions that could affect (positively or negatively) the success of tourism?





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## Site Level

Summary of Site-Specific Issues Related to Tourism:

- Scale of tourism operation
- Ownership and control
- Current and future use of resource
- Resource management responsibilities
- Quality and availability of tourism product
- Infrastructure requirements
- Social and cultural impacts
- Marketing and access to markets



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## **Site Level Intervention areas**

- 1) Corporate environment and social responsibilities
- 2) Community-based tourism
- 3) Destination planning and management
- 4) Tourism activities in natural areas



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## Site Level Interventions

### 1) Corporate environment & social responsibilities:

- Industry association capacity-building
- Development of alliances and partnerships
- Education and awareness programs
- Training



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## Site Level Interventions

### 2) Community-based tourism:

- Community capacity-building
- Managing economic and social impacts on the community
- Product development and cultural attractions
- Business planning
- Ensuring benefits to the community



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## Site Level Interventions

### 3) Destination Planning & Management:

- Infrastructure
- Linking sites and attractions
- Commons/public resource management
- Cumulative impacts assessment and management
- Market diversification



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## Site Level Interventions

### 4) Tourism Activities in Natural Areas:

- Zoning for visitor use
- Visitor site planning and design
- Sustainable infrastructure design
- Revenue-generating mechanisms
- Visitor impact monitoring and management
- Guiding and visitor interpretation

Source: Ecotourism Development: A Manual for Conservation Planners and Managers (The Nature Conservancy).



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## National Level: Exercise 5-2

What are some of the *SITE-SPECIFIC* related environment and natural resource issues and interventions associated with tourism development?





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## **Project Example: Biodiversity Conservation and Economic Growth - Bulgaria**

**SO:** Special initiatives: poverty reduction and economic growth

**Program:** Biodiversity Conservation & Economic Growth (Phases I & II)

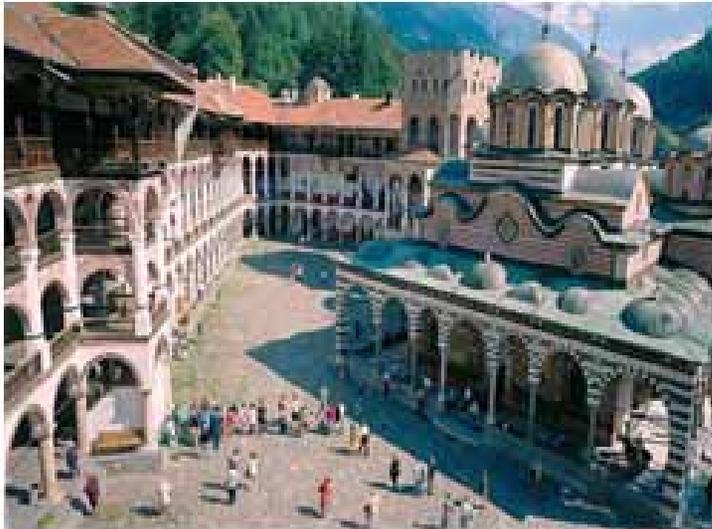
**Intervention Area:** Protect and conserve cultural and natural resources, deregulation of industry, private/public, coordinate governmental policies, foster public awareness, develop effective marketing.





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## Project Example: Biodiversity Conservation and Economic Growth - Bulgaria



USAID/BCEG Project

- **Tools/Mechanisms Used:**  
Triple bottom line approach, framework development, active policy dialogues, linkages, best practices, evaluation.
- **Partners/Collaborators:**  
Ministries of Environment and Water, Economy, Agriculture and Forests, Rila and Central Balkan National Parks, Strandja Nature Park, UNDP, World Bank, Bulgarian Society for the Conservation of Birds, Pirin Tourism Forum



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## **Categories of USAID NRM Performance Indicators for Tourism**

- 1) Conserving built and living cultural heritage
- 2) Protection of valuable natural assets
- 3) Managing scarce natural resources, energy, water and solid waste



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## Sample ENV/Cultural Performance Indicators

### 1) Conserving built and living cultural heritage:

- Number and type of new legislation or amendments to preserve structures
- Percentage of eligible sites or structures
- Amount of funds allocated to the restoration, preservation and maintenance of cultural assets on a yearly basis
- Voluntary contributions
- Tourism contribution to conservation
- Number of sites restored



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## Sample ENV/Cultural Performance Indicators

### 2) Protection of valuable natural assets:

- Health of population of key species (counts/sightings) in tourist areas
- Level of contamination of bodies of water in marine destinations
- Funds allocated for management and monitoring
- Tourism contribution to protection and maintenance
- Percentage of budgets self-generated from sustainable sources
- Number of rangers trained in visitor management
- #/Area of conservation management plans integrating tourism use
- Development of visitor management infrastructure (numbers of trails created, visitor centers built, mooring buoys installed and maintained, etc.)
- Reductions in damages\* (careful to avoid counting error)



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## Sample ENV/Cultural Performance Indicators

### 3) Managing scarce natural resources, energy, water & solid waste:

- Per capita consumption of energy from all sources (overall and by tourism sector)
- % of businesses participating in energy conservation programs or applying techniques
- % of energy consumption from renewable resources
- Water use - total volume, volume per tourist, volume recycled
- % of water use reduction
- % waste water or grey water recycled
- Utility/infrastructure benefits to community
- # of EMS/Audits
- Water quality monitoring results



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## **NRM and Cultural Conservation Intervention: Exercise 5-3**

**Small groups; choose and develop a sustainable tourism development activity from one of your countries:**

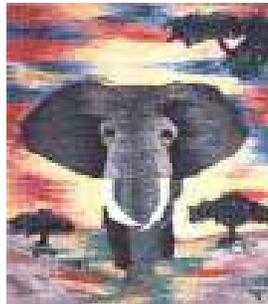
- Break into 3 groups to focus on country level issues and interventions (Rwanda group, Montenegro group and Tanzania Group)
- What are the issues?
- What tourism related intervention could be used for each issue?
- How would you incorporate cross-cutting (social) issues?
- What performance indicators could be measured?



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## RECAP

- Tourism's contribution to natural and cultural heritage conservation can be improved through interventions at the national policy level and directly at the site level.
- Sample projects show that tourism can be effective in addressing a variety of NRM issues including biodiversity conservation in protected areas, community support, and land use planning.
- Tourism's impact on natural resources, biodiversity, and culture can be measured with a set of performance indicators specific to sustainable tourism.





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## Some additional country examples...

- Red Sea
- Mexico
- Tanzania



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## Project Example: Red Sea Sustainable Tourism Initiative



**SO:** Approaches to sustainable tourism development

**Program:** Red Sea Sustainable Tourism Initiative (RSSTI) Project

**Intervention Area:** Strengthen tourism environmental policy, monitoring and planning capacity, develop and adopt a land use zoning policy and management system in the Southern Red Sea Zone



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## Project Example: Red Sea Sustainable Tourism Initiative, cont.

**Tools/Mechanisms Used:** Best practices, conducting environmental impact assessment and monitoring, the design of environmental management systems, and the promotion of sustainable tourism awareness.

**Partners/Collaborators:**  
Egyptian Tourism  
Development Authority (TDA)





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## Project Example: Conservation and Sustainable Development in Mexico

**SO:** Critical Ecosystems and Biological Resources Conserved

**Program:** Strategic Planning & Monitoring for Conservation & Sustainable Development

**Intervention Area:** Develop regional conservation strategy, monitor critical areas of the Lacandon forest, train indigenous communities.



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## Project Example: Conservation and Sustainable Development in Mexico, cont.



### **Tools/Mechanisms Used:**

Training programs, geographic database, business diversification, facilities management, environmental monitoring system.

### **Partners/Collaborators:**

Local governments and government agencies, local NGOs



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## Project Example: Tanzania Coastal Management Partnership

**SO:** Coastal and wildlife resources conservation

**Program:** Coastal Resource Management II: Tanzania Coastal Management Partnership

**Intervention Area:** Promote local investment in coastal areas, conduct community outreach and training, ensure stakeholder involvement, identify priority culturally and biologically diverse areas for tourism development, promote community-based goods.





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## Project Example: Tanzania Coastal Management Partnership, cont.



### **Tools/Mechanisms Used:**

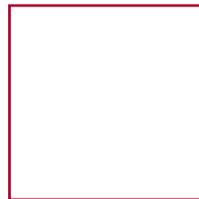
Public/private, industry-driven promotion network, development of collaborative agreements, streamlined investment guidelines, training programs.

### **Partners/Collaborators:**

GreenCOM: Tanzania, National Environmental Management Council of the Vice President: Tanzania, University of Rhode Island Coastal Resources Center (URI/CRC)



**Biological Diversity  
and Tourism:  
Development  
of Guidelines for  
Sustainable Tourism in  
Vulnerable Ecosystems**



CBD



UNEP





## Foreword

The rapid and often uncontrolled growth of tourism, while contributing to economic growth, also has a major impact on the environment and traditional cultures. In order to promote sustainable tourism, the Conference of the Parties to the Convention on Biological Diversity in 2000 accepted an invitation to participate, with regard to biological diversity, in the international work programme on sustainable tourism development under the Commission on Sustainable Development process. The primary mandate in the invitation was to contribute to the development of a set of international guidelines for activities related to sustainable tourism development in vulnerable ecosystems. To assist in the development of such guidelines, the Secretariat was requested, inter alia, to convene an international workshop.

The Workshop on Biological Diversity and Tourism was subsequently held in Santo Domingo in June 2001. The Workshop resulted in the "Draft International Guidelines for Activities Related to Sustainable Tourism Development in Vulnerable Terrestrial, Marine and Coastal Ecosystems and Habitats of Major Importance for Biological Diversity and Protected Areas, including Fragile Riparian and Mountain Ecosystems". Although the primary focus of the guidelines is vulnerable ecosystems and habitats, they are also appropriate for tourism and biological diversity in all geographical locations and tourist destinations. The draft Guidelines (the full text is available on the Convention website at <http://www.biodiv.org>), were submitted to the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) at its seventh meeting and, in accordance with SBSTTA recommendations, have been forwarded to the tenth session of the Commission on Sustainable Development and to the World Ecotourism Summit and its preparatory meetings.

The guidelines are an evolving tool and their development and further refinement an ongoing process; they should and could be adapted to different realities and ecosystems. This brochure is an attempt to retain and diffuse the core set of principles and elements proposed by the draft international guidelines. It was conceived as a practical tool providing technical guidance to policy makers and managers with responsibilities covering tourism and/or biodiversity, whether in national or local government, the private sector, indigenous and local communities, non-governmental organizations and other organizations, on ways of working together with key stakeholders involved in tourism and biodiversity.

Finally, in order to reflect the true richness of local biological and natural resources, as perceived, described and interpreted by indigenous and local communities, the brochure is illustrated with images of biological diversity as portrayed in native art. We hope that, in this way, the reader will gain an image of tourist destinations and the value and beauty of their biological diversity that is different from that conventionally conveyed in tourism-related materials.

Hamdallah Zedan  
Executive Secretary, CBD

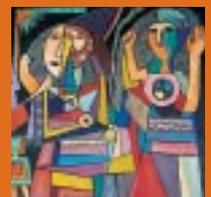


## Introduction

Tourism is one of the world's fastest growing industries, but while bringing pleasure and incomes to millions, tourism is also putting more and more stress on fragile ecosystems. Its social, economic and environmental effects are immense and complex, not least because tourism often involves visits to sites of natural and cultural importance. Tourism is also a fiercely competitive global market, with incentives for putting short-term earnings before long-term environmental health.

Sustainable tourism can generate jobs and revenues, thus providing an incentive for preserving natural areas. It can also raise public awareness of the many products and services provided by natural ecosystems and biological resources and respect for traditional knowledge and practices. Sustainable tourism clearly has the potential to reconcile economic and environmental concerns and give a practical meaning to sustainable development.

The CBD guidelines focus on making tourism and biodiversity more mutually supportive, engaging the private sector and local and indigenous communities, and promoting infrastructure and land-use planning based on the principles of conservation and sustainable use of biodiversity. They set out what the proponent of a new tourism investment or activity should do to seek approval, how the authorities should manage the approval process, and how to sustain the transition to sustainable tourism through education and capacity building.



The CBD guidelines focus on making tourism and biodiversity more mutually supportive.





**4** Governments need to establish a management process for tourism activities that engages all stakeholders.



The ecology of the site and its surroundings and the plants, animals, and ecosystems that could be affected should be analyzed.

## Sustainable tourism proposals

Government agencies, private firms and other proponents of tourism projects and activities should be required to submit proposals through a formal notification process. They should provide full and timely advance notice to relevant authorities and all interested stakeholders – including indigenous and local communities – in order to receive "prior informed approval".

The required information could include the project's geographical location and a description, proximity to human settlements, and the applicable laws and regulations. The proposed activities and how they may affect social and economic conditions of local communities should be analyzed. The ecology of the site and its surroundings and the plants, animals, and ecosystems that could be affected should be analyzed, as should any possible transboundary implications.

All of this information should be made available to the public for comment. After reviewing the proponent's notification, the authorities may ask for additional information or ask other agencies to conduct further research. The final step will be to approve the project, with or without conditions, or reject it.

## The government's role

Governments need to establish a management process for tourism activities that engages all stakeholders, including the private sector, indigenous and local communities, and non-governmental organizations. This process will normally be at the national level, but can also be

undertaken at the local or community level. A consultative process should be established to ensure effective dialogue and information sharing amongst all stakeholders and partners.

The CBD guidelines set out a 10-step management process:

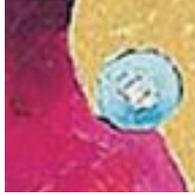
**1) Gather baseline information.** This information is essential for taking decisions and assessing their consequences. It should include local and national data on current socio-economic and environmental conditions, including trends within the tourism industry and how these are affecting local communities. Information is also needed on biodiversity destruction and resources, including sites of particular cultural or environmental importance, and national, subnational and local action plans and reports on biodiversity and sustainable development. Both scientific information and traditional knowledge should be gathered.

This information should be collected from the full range of stakeholders and compiled on the basis of the ecosystem approach (under which species and landscapes are viewed primarily as an integral part of their encompassing ecosystem). The government needs to assign a multi-disciplinary team of experts to collate and synthesize the information and consult with stakeholders. The team can draw on such international resources as the Convention's clearing-house mechanism and on networks such as the World Network of Biosphere Reserves, World Heritage sites and the Ramsar wetlands sites.





**6** Once a project is approved, any damage to biodiversity must be avoided or minimized.



The vision can be expressed as a set of economic, social, and environmental goals.

- 2) Develop an overall vision.** Based on the review of baseline information and on the country's sustainable development plans, a long-term vision for sustainable development should be elaborated. The vision can be expressed as a set of economic, social, and environmental goals. Depending on the country's priorities, these goals could set targets or standards in such areas as land-use zoning, ecosystem functioning, biodiversity conservation and sustainable use, poverty alleviation, and the participation of indigenous and local communities.
- 3) Set specific objectives.** To help realize this vision, the government will need to set shorter term objectives. These may include clear targets and timetables in order to ensure that any tourism development has acceptable environmental impacts while meeting real market demand. Examples may include adopting legal and other measures needed for establishing and supporting conservation areas, setting aside a certain amount of land to meet the requirements of the biosphere reserve concept, strengthening protected area networks, employing economic policy tools and encouraging the private sector to actively support conservation efforts. Targets may be either performance based or process based.
- 4) Review legislation and controls.** Measures for land-use planning, environmental assessment, building regulations and tourism standards may have to be developed or updated. This review could explore approval and licensing procedures for tourism development and activities, incentives for sustainable tourism, the application of economic instruments for the management of tourism and biodiversity, and the planning and siting of tourism facilities. It could also address what is needed to increase land-management and ownership by indigenous and local communities and to improve decision-making on issues related to tourism development.
- 5) Assess the potential impacts of new projects.** Before a proposed tourism development or activity proceeds, the environmental, social, cultural, and economic effects – both positive and negative – should be comprehensively assessed. Options for managing potential effects should also be explored. Experts can evaluate the adequacy of impact assessments submitted by project proponents. If the information or assessment is not up to standard, then further studies may need to be undertaken. Indigenous and local communities should be fully involved in impact assessments, which should also take advantage of traditional knowledge.

Negative environmental impacts can involve land-use change, consumption or destruction of local natural resources, damages and alterations to habitats and ecosystems, contamination and pollution, production of waste and the introduction of alien invasive species and pathogens. Socio-economic and cultural impacts should also be considered, including social degradation of local communities and changes in traditional practices and lifestyles and in incomes and jobs. Positive impacts can include the generation of revenues for maintaining natural areas, financing needed infrastructure and services, creating jobs and wealth, and diversifying the economy.
- 6) Manage the environmental impacts.** Once a project is approved, any damage to biodiversity must be avoided or minimized. To be sustainable, tourism should be managed within the carrying capacity and limits of each ecosystem and site. Critical issues can include siting, traffic flow, behavior controls, safeguards for the most ecologically sensitive areas, and limitations on numbers of visitors and their impacts.

Pollution and waste can be prevented and minimized. Facilities, services and technologies can be designed according to the principles of eco-efficiency and cleaner production. Measures can be



8

Management must be adaptive, accept the need for some "learning-by-doing", and monitor and respond to ongoing feedback.



**Affected local and indigenous communities and other stakeholders must be consulted and involved.**



taken to ensure the conservation of landscapes and natural and cultural heritages. Contingency plans can be prepared for environmental emergencies. Best practices and lessons learned can be shared, education and public awareness promoted, local communities involved, appropriate behaviors encouraged.

- 7) Ensure decision-making is transparent and accountable.** Affected local and indigenous communities and other stakeholders must be consulted and involved, and approached for prior informed consent. Formal legal mechanisms are needed for approving tourism development proposals, notifying the public about the decision, and monitoring compliance with the agreed conditions.
- 8) Implement the decision.** The project developer or operator will be responsible for complying with all the conditions set and must notify the designated authority of any failure to do so. Any revisions or changes to an approved project, including additions or variations of activities, must be approved by the designated authorities. Local stakeholders should be given an ongoing opportunity to express their wishes and concerns to those managing tourism facilities and activities, based on clear, adequate and accessible information. For their part, governments or designated authorities will need to monitor compliance. Communities and other interested stakeholders may also monitor compliance and report their findings to the designated government authorities.
- 9) Monitor impacts and compliance.** Developers and operators of tourism facilities and activities should be required to report periodically. A monitoring and reporting system should be put in place prior to the start-up. Indicators to cover all aspects of biodiversity management and sustainable tourism,

including socio-economic and cultural aspects, should be identified and monitored both nationally and for individual sites.

Monitoring should cover efforts to protect endangered species, keep out alien invasive species, comply with national and international rules on access to genetic resources, and prevent the unauthorized removal of genetic resources. Also vital are general environmental and biodiversity conditions and trends and tourism trends and impacts. Management measures may need to be adjusted, as appropriate, where adverse impacts on biodiversity and ecosystems are detected.

- 10) Pursue adaptive management.** The complex and dynamic nature of ecosystems and our lack of complete knowledge or understanding of their functioning means that decisions cannot simply be taken and forgotten. Non-linear processes, time lags between cause and effect, and general uncertainty cloud the picture. Management must be adaptive, accept the need for some "learning-by-doing", and monitor and respond to ongoing feedback.

Adaptive management should take the precautionary principle fully into account. There is also a need for flexibility in policy-making and implementation. Long-term, inflexible decisions are likely to be inadequate or even destructive. Ecosystem management should be envisaged as a long-term experiment that builds on its results as it progresses.

Implementing adaptive management in relation to tourism and biodiversity will require the active cooperation and close interaction of tourism managers and biodiversity managers. Adaptive management can also be undertaken by all those who have management control over any specific site, including local government, indigenous and local communities, the private sector, non-governmental organizations and other organizations.



**10** Sustainable tourism also needs to be supported by capacity-building activities.



## Ensuring a permanent transition

To work effectively over time, the procedures outlined above need to be supported by long-term **public education and awareness raising campaigns**. These campaigns should inform both professionals and the general public about the impacts of tourism on biological diversity and about good practices in this area. They should be tailored for various audiences, including tourists, tourism developers and operators, and policy-makers and government officials. The private sector could play an active role in promoting awareness.

Sustainable tourism also needs to be supported by **capacity-building activities**. Such activities should aim to strengthen the capacities of governments and all stakeholders for implementing the CBD guidelines on sustainable tourism. They can be carried out at the local, national, regional and international levels. Building capacity can include strengthening human resources and institutional capacities, transferring know-how, developing appropriate facilities, and training on biodiversity, sustainable tourism, impact assessment and impact-management. Tourism and environmental professionals need a wide range of skills, and local communities need decision-making abilities, skills and knowledge in advance of future tourist in-flows. Information exchange and collaboration regarding sustainable tourism implementation through networking and partnerships between all stakeholders affected by, or involved in tourism, including the private sector, should be encouraged.





For more information please contact:



Secretariat of the Convention  
on Biological Diversity

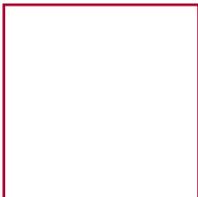
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# Meeting the Global Challenge of Community Participation in Ecotourism: Case Studies and Lessons from Ecuador

by

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President  
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# Meeting the Global Challenge of Community Participation in Ecotourism: Case Studies and Lessons from Ecuador

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# Meeting the Global Challenge of Community Participation in Ecotourism: Case Studies and Lessons from Ecuador

## Introduction

Ecuador represents one of the most exciting countries in the world for investigating appropriate community participation in ecotourism development. A wide range of community groups including indigenous people, Afro-Ecuadoreans, and mestizos are all involved in developing ecotourism projects in a diverse variety of ecosystems from the Amazonia to the high sierra to the coast of Ecuador. One inventory found 30 indigenous-controlled ecotourism projects in the Amazonian region of Ecuador alone (Wesche, 1997). The sophistication of community ecotourism projects ranges from village-based initiatives to small-scale joint ventures with the private sector to a multi-million dollar private sector development where transfer to local, indigenous ownership is being planned in 15 years.

This paper investigates the role of community participation in the development of ecotourism in Ecuador from social, political, and conservation perspectives. Ecuador is a living laboratory of ecotourism and community development issues that provides an excellent base to study and learn about how communities in tropical zones will adapt ecotourism to their needs. It is an important testing ground for incorporating community business and human development needs into national tourism laws and regulations. The future of community participation in ecotourism development in Ecuador will also provide important lessons about how directly ecotourism can be linked to the conservation of biodiversity. The issues identified in this paper and the recommendations provided, offer direct guidance on the development of ecotourism with the full participation of local communities. The lessons learned from the past will help create more sustainable projects in the future.

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... Ecuador is a living laboratory of ecotourism and community development issues that provides an excellent base to study and learn about how communities in tropical zones will adapt ecotourism to their needs...

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## Report Methods and Objectives

This report reviews the results of a nine-month investigation and planning initiative. The author traveled to Ecuador three times between September, 1996 and June, 1997. The communities and projects visited in the nine month project period were: Kapawi (Achuar territory in the Suroriente), Quehueri'ono (Huaorani territory in the central

Oriente, adjacent to Yasuni National Park), Puerto Rico and Alandaluz (mestizo region on the coast, adjacent to Machalilla National Park), Playa de Oro (Afro-Ecuadorean region on the coast, adjacent to Cotacachi Cayapas National Park), Zabalo (Cofan territory in the Nororiente, within the Cuyabeno Wildlife Reserve), and Siecoya (Secoya territory in the Nororiente, adjacent to the Cuyabeno Wildlife Reserve). The director of the RICANCIE project (known by many as the Capirona project, a Quichua region in the Upper Napo) was interviewed in Tena. These projects represent excellent examples of the variety of ecotourism projects currently being carried out by indigenous and local peoples, international non-governmental organizations, and by private enterprise in Ecuador. All of them feature a strong orientation towards finding appropriate means to use ecotourism as a sustainable development tool in their region.

*Courtesy of David Atkinson*

The initial goal of these visits was to investigate how Ecuadorean public and non-governmental organization (NGO) policy could be improved in the field of ecotourism. The visits resulted in a recommendation by Megan Epler Wood that The Nature Conservancy, The Ecotourism Society, CARE-Subir, and the Ecuadorean Ecotourism Association (EEA) co-host a forum on community participation in ecotourism. The

*National Forum on Community Participation in Ecotourism* was held in June, 1997 in Quito, Ecuador.

The results of this report can be implemented by local and international non-governmental organizations as well as local and international development agencies to better address funding needs and ecotourism development assistance requests in the future. The case study information and background on ecotourism development and Ecuador should be instructive to students, the private sector and local communities. The results of the National Forum point the way for governments to integrate community ecotourism enterprises into national tourism policy.

### **Global Ecotourism Development Issues**

#### ***Rapid Growth of Unplanned Tourism***

Many regions of the world, including Nepal, Belize, Ecuador, and Costa Rica, are experiencing rapid, unplanned growth of ecotourism in remote, rural zones. The potential for negative impacts from unplanned tourism is great. Local communities are often inappropriately exploited and do not receive adequate benefits from tourism. The social and environmental impact of tourists moving through local communities without active community participation and management are well known. This type of tourism has led to serious degradation of the local environment in Nepal where firewood was collected in unsustainable quantities to keep cooking fires burning for trekkers; divisiveness and even drug trafficking within communities in Belize, where an unprecedented amount of tourism dollars came into the hands of local leaders without proper controls in place; and serious land speculation on the coast of Costa Rica where local landowners have been quickly bought out by foreign developers.

Researchers have been studying the impact and implications of the rapid rise of backpacker tourism in the Ecuadorean Amazon (known as the Oriente) for some time (Drumm, 1991; Smith, 1993). The tourism boom has attracted many unqualified guides to the region who sell their services in key, gateway communities. These guides enter indigenous territories without permission, at times hunting and fishing or even trafficking in endangered species. Indigenous guides often lack the appropriate hospitality training and language skills to lead foreign tourists and are, therefore, shunted aside by these canny outsiders who pay little, if anything for the right to use indigenous land for their “ecotours.” Confrontations have resulted and tourists have been caught in dangerous situations. The lack of proper regulations controlling guides has become a major issue in Ecuador. The current tourism law does not actively recognize “native guides” nor the important knowledge they possess of native ecosystems.

### ***Rapidly Emerging Role of Indigenous Communities in Ecotourism***

In the 1990s, numerous indigenous groups in the wilderness peripheries of less developed countries have adopted ecotourism as part of their development strategy (Wesche, 1997). Indigenous people have found tourism to be an attractive development alternative because it sells traditional knowledge and permits the commercial utilization of natural resources without outright exploitation and immediate destruction. Wesche points out that ecotourism reduces the problem of market distance that many indigenous communities have by attracting visitors to remote areas. It also gives indigenous communities much needed international support from environmental and community development organizations when they face tough decisions about the exploitation of their natural resources.

Indigenous communities have also become more organized and are able to develop ecotourism on their own terms. This is a form of self-defense because there is a need to protect their communities, traditional economies, and remaining wild places from the tourism mass culture which can bring “competition and polarization among families, a spread of the consumer monoculture, privatization of common resources, and infrastructure that facilitates industrialization of indigenous resources” (McClaren, 1996).

### ***The Battle over Unsustainable Uses of Biodiverse Resources***

The history of development in rain forest zones is replete with difficulties and examples of unsustainable development. School children around the world have been educated to understand that the rain forest cannot sustain ordinary agriculture. Cattle ranching leads to desertification of once lush rain forest zones. Clear cutting on a massive scale can leave permanent and non-renewable scars the size of Massachusetts or Denmark in the Amazonian or Indonesian landscape. These types of development continue worldwide on a grand scale throughout the tropical rain forest belt.

Oil development is a special case that has led to much national and international conflict in Ecuador. In this study it is not possible to document the long, bitter trail of arguments over the appropriateness of oil development in the Ecuadorean Oriente. However, it is important to state that oil development has been taking place for 30 years in the region. Well-documented cases of watershed contamination are on file in international courts. Nonetheless, the latest trend in Ecuador seems to be to accept oil extraction as a necessary consequence of international development that underwrites approximately 45% of the Ecuadorean national budget. The editors of one environmental magazine summarized the issue this way, “the extraction of oil and conservation are two necessary activities for the country that are no longer in direct contradiction. To speak of

petroleum resources is to talk of the foundation of the economy of the country. To be against this activity would be acting against all of Ecuador” (*Ambiente Aventura*, 1997).

Because oil is the primary source of development in the region, it is highly important to understand that local communities throughout the Ecuadorean Oriente are often faced with difficult decisions between supporting the expansion of the oil industry or fighting to protect the environmental sanctity of their territories. The immense social disruption this process has caused, has led to much internal conflict and the increasing loss of traditional beliefs in Amazonian communities. Indigenous people are being asked to choose between their traditional lifestyle and oil.

While ecotourism cannot generate the same amount of revenues that oil will provide in the next 20 years for the national budget of Ecuador, it can offer an alternative form of development for local people. At present, some of the primary issues for the Ecuadorean Oriente are the incompatibility of oil development with ecotourism development, the urgent need for zoning, and the potential role ecotourism can play as a long-term economic development model for local people.

### ***NGO Role in Ecotourism Development***

Non-governmental organizations have played an increasing role in supporting ecotourism projects in developing countries. These projects are usually formulated with the help of international development agencies and are often called “Integrated Conservation Development Projects (ICDPs).” Ecotourism is usually a small component of very large, multi-million dollar development grants. These grants come from Europe, North America, Australia, and New Zealand to assist in community development of sustainable alternatives, including small scale forestry; bioprospecting; the development of microindustries such as crafts or the harvest of sustainable native products such as chicle, tagua or brazil nuts; and the design of environmentally responsible tourism products.

There is presently a huge demand, especially in Latin America, for assistance in the development of local ecotourism products. The Nature Conservancy’s Latin America and Caribbean Division presently works with 60 local NGO affiliates, 36 of which have requested assistance with ecotourism feasibility studies and nine of which already have developed some tourism infrastructure (Epler Wood, 1997). This is just one small example of what is well known throughout Latin America —ecotourism has been chosen by thousands of local communities in the region as their preferred development alternative. There is much concern throughout Latin America that local communities are entering into the ecotourism market without understanding how to commercialize their product. In turn, this is leading to an oversaturation of ecotours and lodges, many of

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... ecotourism has been chosen by thousands of local communities in the region as their preferred development alternative ...

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which are poorly run, and lack proper safeguards for the environment tourists and local cultures.

The NGO community has a role to play in assisting local communities in the design of viable sustainable development projects. The problem is that inadequate expertise and understanding of the ecotourism product has led to inappropriate assistance patterns.

In Ecuador, there are numerous examples of inappropriate NGO assistance in the field of ecotourism. One of the primary issues has been the lack of cooperation with the highly skilled private sector which already offers ecotourism in the country. Misunderstandings between ecotourism companies and NGOs offering ecotourism development products are omnipresent in Ecuador. Another concern is that NGOs are underwriting projects and creating unfair competition when they invest in ecotourism infrastructure, or especially if they use their tax-free status to deliver an ecotourism product. In addition, conservation NGOs frequently invest in zones that have been targeted for the conservation of biological diversity. In most cases, business and tourism planning occurs too late, leading to business failure. Other examples include ecotourism projects in which the intent to foster community management is handled in an extremely bureaucratic, top-down manner.

## Ecuador as an Ecotourism Destination

Ecuador has been a well-known nature tourism destination for over 20 years because of the early popularity of the Galapagos Islands. The Galapagos Islands, a national park, are without a doubt the foundation of the nature tourism industry in Ecuador. A variety of Ecuadorean tour operators, such as Metropolitan Touring and Canodros, have flourished because of this unique destination. Training programs are required for Galapagos guides who must be certified to work on the tourism ships serving the archipelago. This has built a strong cadre of experienced Ecuadorean guides who have gone on to work in all parts of the tourism and ecotourism business, as well as in the field of conservation. In the 1980s, the Ecuadorean nature tourism industry began to diversify, and with the growing interest in ecotourism worldwide, former Galapagos tourism professionals and tourism companies began to look to the mainland for new tourism destinations.

Because of the Galapagos Islands, Ecuador quickly became one of the leading ecotourism destinations in the world in the 1990s. But it is extremely difficult to track how fast the ecotourism market has grown there. Statistics on the growth of ecotourism worldwide are unreliable. Ecotourism, according to The Ecotourism Society, is responsible travel to natural areas that conserves the environment and sustains the well-being of local people. This definition suggests that ecotourism must result in important economic and environmental benefits. However, measuring benefits from ecotourism will never be part of the standard process of measuring tourism arrivals (World Tourism

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... Ecotourism, according to The Ecotourism Society, is responsible travel to natural areas that conserves the environment and sustains the well-being of local people

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Organization, 1997). At present, the only data available on ecotourism arrivals relies entirely on how many travelers visit natural areas. Such measurements are best obtained from park services and protected area systems, not from tourism ministries or international organizations. For example, one recognized and fairly reliable measurement of ecotourism's rapid growth rate is the well-known statistic that tourism to national parks and reserves in Costa Rica grew from 63,500 to 273,400 foreign visitors, more than quadrupling between 1985 and 1991.

Reliable counts of ecotourism visitors in Ecuador are difficult to obtain. Official government statistics (CETUR) from 1990 suggested that under 25,000 foreign visitors traveled to the Galapagos Islands. According to the same government sources, the number of foreign visitors to the Amazon region was under 3,000. These statistics were investigated by Andy Drumm for FEPROTOUR-NATURALEZA, as part of an U.S. Agency for International Development (AID) study in 1991. It was found that nearly 50,000-60,000 foreign visitors were probably visiting the Galapagos Islands and that some 24,000 tourists traveled to the Oriente region for an average of 5 days in 1990 (Drumm, 1991). The report states, "while no figures exist for the Oriente as a whole, the Subsecretaría Forestal y de Recursos Naturales Renovables (of Ecuador) has monitored more than a 50 percent increase in visitors to protected areas in the region between 1987 and 1990. More revealing is that over half of all tour operators in the Oriente started within the last five years" (ibid.). The same author documented, in an addendum, that "a 40% increase in hotel and lodge capacity took place in the Oriente in 1991 with more planned," calling the rapid development, the "*Nature Tourism Gold Rush*" (ibid.). No extensive investigation of the market for ecotourism in Ecuador has taken place since 1991, yet observations by the author and other specialists (Wesche, 1997; Higgins, 1996) clearly indicate that nature tourism in the Oriente continued to grow rapidly until 1995 when the border war with Peru caused a decline in tourism to Ecuador and to the Oriente in particular. A slow recovery started to take place in 1997.

### **Linking Conservation to Ecotourism Development in Ecuador**

The tourism boom in the Oriente of Ecuador could not be sustained. But once a "gold rush" begins, declines in tourism growth rates cause great disruption. Instability of earnings for local people is a well-known peril caused by too much dependency on the tourism economy. In one well-documented example from the Cuyabeno region of the Oriente, local community earnings were reduced by nearly 50% due to the border war with Peru (Wunder, 1996). Boom and bust cycles are of great concern for the region and for the nation, particularly when the affected businesses are part of a sustainable development strategy that is linked to conservation goals.

More stable linkages between ecotourism development and conservation goals in the Oriente and throughout Ecuador could yield important results. Ecuador is one of the most biologically diverse countries on earth (Conservation International, 1997). A large percentage of the biological diversity is found in the Oriente where the majority of the land is the territory of indigenous people including the Quichua (over 60,000), the Achuar (3,000), Huaorani (1,700), Shuar (approximately 40,000), Cofan (500), Siona (300), and the Secoya (200) (adapted from Paymal and Sosa, 1993). As early as the 1970s, many of these indigenous people and their mestizo neighbors were antagonistic to the development of nature tourism in their regions because enterprises were developed without local involvement (Wesche, 1997). Since the *Nature Tourism Gold Rush* took off, indigenous federations have taken a more proactive stance and communities throughout Ecuador have expressed strong interest in involvement in ecotourism as a form of community development. In 1993, CONFENIAE (the Confederation of Indigenous Peoples' Organizations of the Amazon Basin) published guidelines for the management of ecotourism in the indigenous territories of Amazonia (Troya, 1996). However, too many communities began to have false hopes that ecotourism would be a quick fix for their development needs. The "bonanza of ecotourism created illusions of the ease by which money could be earned" (Wunder, 1996). This problem was aggravated by non-governmental organizations that made large investments in projects without proper feasibility analysis and by private sector entrepreneurs who made commitments, but quickly found difficulties in delivering consistent benefits in the face of a fluctuating economy.

Disappointment within communities failing to benefit from ecotourism led to cases of greater local acquiescence to oil development on indigenous lands (Huaorani and Secoya territories) and more unsustainable farming and logging practices (Quichua territories). However, community representatives at the *National Forum on Community Participation* clearly stated that hopes for greater benefits from ecotourism remain high.

Most of these communities directly link ecotourism benefits with sustaining a traditional life in undisturbed rain forest zones. Few communities see ecotourism as a way to achieve western-style development. Most tourism earnings in the Cuyabeno region were invested in education, health services, radios, outboard motors and clothing. The social impact of ecotourism appear to be marginal compared with other factors (Wunder, 1996). However, indigenous communities located close to westernized mestizo communities may be tempted to build stores, buy boom boxes and drink more alcohol. Interaction between foreign women and local men can also cause community conflicts (Tapuy, 1996). Although no strategy for sustainable development can be perfectly linked to conservation strategies, efforts designing ecotourism programs that work in harmony with traditional community needs and decision making processes is critical in order to achieve the conservation of biological diversity in Ecuador in the next century.

## Ecuadorean Community Participation Case Studies

Results from the author's field investigations were not initially envisioned to be case study reports. However, to further illustrate how ecotourism is developing at the community level in Ecuador, brief descriptions of the following projects will be provided: Kapawi, Zabalo, Siécuya and Quehueri'ono. Brief observations are also provided on two coastal community projects located at Playa de Oro and Puerto Rico.

### *Kapawi*

Kapawi<sup>1</sup> represents an important experiment in ecotourism, rain forest conservation, and community participation. Unlike many community-oriented ecotourism projects, Kapawi is targeting the high-end market, with an all-inclusive price of nearly \$300 per person, per day, cost that includes transportation from Quito. Twenty double bungalows, each with private bedroom, sun-heated showers, and electricity provided by a photovoltaic system, are located in a remote section of the Southern Ecuadorean Amazon on the Pastaza River, 100 miles east of all development, in a roadless area accessible only by river and light aircraft. This region is characterized by a high level of biological diversity with some 20,000 plant species and over 400 species of birds (Rodríguez, 1995).

Kapawi began operation in April, 1996 with a stunning initial investment of USD \$1.8 million. It is located within Achuar territory and was formulated from its inception as a partnership project with OINAE (Indigenous Organization of Ecuadorea **Kapawi lodge** Nationalities). The Achuar continue to live in a nearly self-sustaining manner, earning their livelihood from small farms, hunting, fishing, and gathering in the rain forest. Logging, oil exploitation and intensive agricultural projects had not been developed in the area when the Kapawi project was initiated in 1994 (Koupermann, 1997). However, the Achuar had started to change their way of life over the last 20 years, as a result of the influence of missionaries, the government, and interaction with other cultures, such as the Quichua. While one scientist estimated that the need for monetary income is probably less than \$300 per family, per annum (Rodríguez, 1996), the ability to earn any income is severely limited because of the lack of fertility of soils and the absence of any transportation system within their territory. This lack of access to a market economy started to cause social disruption, particularly among the young people who attempted an

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<sup>1</sup> Extensive information is available on Kapawi thanks to the reports provided by Project Manager, Daniel Koupermann.

unproductive entry into cattle, chicken and pig farming (Koupermann, 1997; Rodríguez, 1995).

Canodros, a well-known Galapagos tour operator, interested in expanding tourism destinations, showed great interest in an Amazonian rain forest location. The company chose the Kapawi site and, with the guidance of Daniel Koupermann, offered the Achuar the following arrangement designed with the specific goal of creating a sustainable development alternative for the region.

- Investment in the infrastructure of the ecolodge at the Kapawi lagoon.
- Build and operate the ecotourism lodge and create a marketing network for 15 years. After this period, Canodros will withdraw all investment and the Achuar will manage the entire operation.
- Train the Achuar in all activities required to manage and market the lodge.
- Employ a majority of Achuar people.
- Payment of a monthly rent of \$2,000 USD for the use of the territory with an annual increase of 7%.
- Establish a \$10 entrance fee per tourist, payable to OINAE.
- Establish joint initiatives to improve the health and education systems in the Achuar territory while at the same time researching for other economic options for the Achuar (Koupermann, 1997).

The Achuar accepted and agreed to contribute all building materials, free airstrip access, and to restrict hunting in the areas designated for ecotourism. Sixteen communities now participate in the project, deriving some 45% of their total income from employment in and selling products to the ecotourism project. In addition, the Kapawi project has leveraged USD \$190,000 in investment in community development contributions by NGOs, including the contribution of short wave radios and funds to prepare a full-fledged management plan for the Kapawi Ecological Reserve.

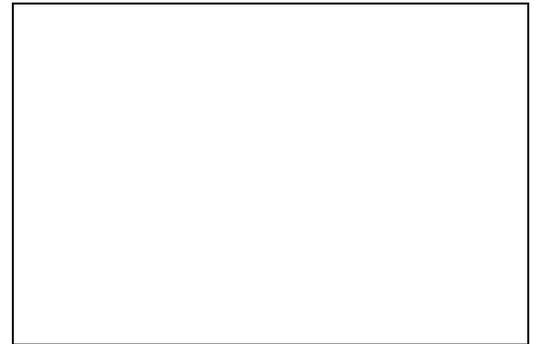
The management of the Kapawi ecotourism project stresses the avoidance of cultural and ecological impacts. The sustainable design of the resort itself features extensive use of Achuar architecture which evolved in harmony with the conditions imposed by the tropical rain forest. The building of the bungalows was carried out by Achuar employees who followed traditional concepts of architecture. Some modern construction elements were introduced (such as solar powered electrical systems, sanitary installations, and such non-traditional materials as wires and cement), without eliminating the benefits of the traditional design. An extensive system of hikes and river trips prevents the overuse of trails. Upon arrival, tourists receive a thorough briefing on Achuar customs and an

outstanding booklet on Achuar cultural beliefs. Strict advice on behavior when visiting Achuar villages is carefully conveyed in advance of community visits (ibid.).

Nearly two years after its founding, Kapawi's most severe problems are caused by unreliable and costly transportation to their remote Río Pastaza site. The cost of transportation by light aircraft raises the overall price of the resort by about \$100 per night, making it more expensive in comparison to its more accessible competitors. Community participation goals appear to be on track. One important point of advice is offered by Daniel Koupermann regarding the tourism company's work with the Achuar. He states, "it is fundamental to avoid charity, since it destroys the indigenous gift economy. Giving a gift without expecting a favor in return can damage the entire social network of indigenous groups in Amazonia. Respect for indigenous traditions requires continual interactions between the tourism enterprise and the communities" (ibid.).

### ***Zabalo***

Case studies on the Cofan of Zabalo are becoming fairly abundant in ecotourism literature (Borman, 1995; Wunder, 1996; Tidwell, 1996; Wesche, 1997; Drumm, in press). The Cofan project is one of the longest running community-based ecotourism projects in the world, and has been in existence for 20 years. It is led by Randall Borman, an American missionary's son who grew up with the Cofan, left to be educated in the United States and returned to Ecuador to marry a Cofan woman and raise a family., Borman initially resided in the Cofan community of Dureno, an oil impacted town close to Lago Agrio, on the Aguarico River. In 1984, Borman and his extended family of some 100 Cofan moved to Zabalo, a five hour speed boat ride up the Aguarico from Dureno, where, in the late 1980s, they gained tribal ownership rights from the Ecuadorean government.



In 1992, Zabalo became involved in resisting Petroecuador's efforts to p1Cofan guide with tourists in Zabalo ©Andy Drumm oil in Cofan territory and ultimately won the right to manage their own resources. After winning the freedom to determine their own destiny, the Cofan of Zabalo worked hard to protect their natural resources by creating a system of land-use that prevents overhunting. The community sets its own limits for hunting zones at community meetings. The limits are often quite strict and include restrictions such as only two peccaries per family, no woolly monkey hunting, and no macaw or hoatzin hunting. Areas that are used for ecotourism are located within the no hunting zones. Community-set fines are levied against transgressors and the fines increase with each subsequent infraction (Borman, 1997).

The system for managing ecotourism at the community level in Zabalo is unique among community enterprises studied in the Cuyabeno region (Wunder, 1996). Until

1992, the Zabalo experience was exclusively sold through Borman to Wilderness Travel, a North American outbound tour operator. After experimenting with several private business profit sharing approaches, Borman established a community company in 1992 with ten Cofan community associates. All associates must work on the enterprise and, in return, they earn a percentage of the profits. In addition, there are several other ways that community members can take advantage of benefits derived from ecotourism without becoming full-time associates. For example, the community completed four new tourist cabins in 1997 which were built as a part of a minga, or communal work party. The community must pay a caretaker to maintain the cabins, but receives all profits from the rental of the cabins which are paid to them by Borman and his company. Community members also make and sell crafts in a small cooperative craft store located on the Aguarico. The store is visited twice weekly by boats from Transturi, the Amazon division of Metropolitan Touring. Short guided walks and a visit to a small, traditional arts museum can also be purchased for a fee at this site, located across the river from Zabalo.

Total profits from these businesses are more substantial than any other community-based ecotourism project in the Cuyabeno region, earning an estimated benefit of \$500 per year, per community resident (Wunder, 1996). Borman and his Cofan business partners entered into a joint venture with Transturi in 1992, called Aguarico Trekking, to give the Cofan a more dependable number of visitors. After banner years in 1993 and 1994 (the years documented by Wunder), this venture has foundered and profits have declined. Although overnight visitation was low in 1996 and 1997, the craft cooperative has remained successful. Like all businesses, diversification of income streams within the community provides a stable economic base, even in years showing lower profits. At present, the Cofan are again seeking to increase overnight tourist stays with their new cabins and by installing running water.

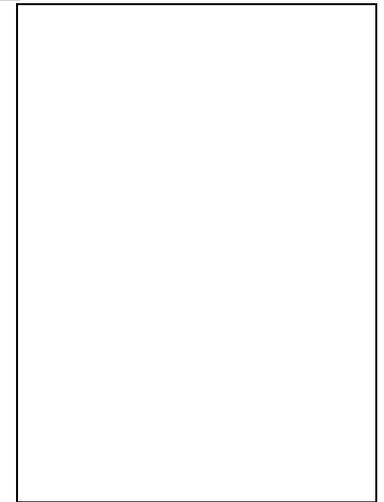
The lessons learned from the Borman case study are important to the future of community participation in ecotourism. The success of Zabalo can, of course, be attributed to Borman's leadership and his knowledge of the international business world. The formulas he has created for community ecotourism business are quite valuable. He points out that many communities do not necessarily have a community ethic. Establishing cooperative enterprises where all the work is shared can be a problem. He has found that this system undermines a natural incentive to work, largely because benefits are too diffused to motivate each individual community member. The creation of a small community business partnership serves to reward those who work the hardest, while not undermining the larger community's ability to benefit from cooperative enterprises, such as sale of crafts and cabin management. The formula of mixing cooperative approaches with community business partnerships is being successfully implemented in other parts of the world. For example, the Il Ngwesi lodge run by a Masai business partnership in Kenya (Epler Wood, in press) has used this model.

## *Siecoya*

The Siecoya site is populated by ten Secoya families who left a more densely populated Secoya center, San Pablo, in 1983 to gain territorial rights. Cesar Piaguaje, a Secoya who was educated in missionary boarding schools, led the relocation and was the “dirigente” (elected leader) of the new Siecoya village until 1988. Siecoya is also located on the Aguarico, about two hours west from Zabalo, and closer to the oil town, Lago Agrio. Piaguaje founded a community tourism enterprise in 1988, that concentrates on guided walks for tourists through the Cuyabeno rain forest. The community fund is paid a fee which has increased from \$1.50 per tourist in 1988 to \$2.00 in 1997. In the last annual report, the community fund was valued at \$200; 80% of this amount was earned through the tourism program (Piaguaje, 1997).

The most interesting aspect of this project is the lack of support for ecotourism as an option for community development in Siecoya. The earnings from ecotourism are small compared to Zabalo. Even more relevant, however, is that the Secoya territory is being tested for oil, because it is located very close to the existing pipeline in Lago Agrio. The nearby Secoya community in San Pablo has received payments from the oil industry, and dozens of Secoya were employed by the oil companies in 1997 as part of the testing process. Community members in Siecoya referred to the ecotourism project as a “failure”. The lack of commercial channels to sell ecotourism products has led the community to lose confidence in Cesar Piaguaje’s efforts to make ecotourism a viable economic alternative for the community. As a result, Piaguaje spends more and more time in Quito and Lago Agrio, away from his family, trying to find vendors for the Secoya tourism product.

The Secoya project is typical of what many community ecotourism projects are facing: a lack of understanding of the international travel market, inadequate linkages to the existing inbound travel sector in Quito, and an inability to make direct contact with that sector of the travel market that may be interested in visiting their projects. Community representatives from throughout Ecuador present at the *National Forum on Community Participation in Ecotourism* expressed strong concerns about reaching an adequate market for their projects, a problem that is rapidly becoming pandemic throughout the tropics.



Cesario Piaguaje -  
Secoya shaman from  
Siecoya in traditional dress  
(Father of Cesar Piaguaje) ©Andy Drumm

### *Quehueri'ono*

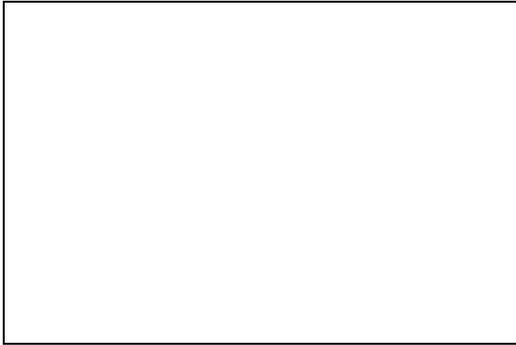
A small-scale, start-up enterprise in the central Oriente is being advanced by TROPIC Ecological Adventures (an inbound tour operator in Quito), in partnership with the Huaorani community located at Quehueri'ono. The Huaorani are the least acculturated of all indigenous people in Ecuador, and have only recently stopped attacking outsiders visiting their territory (Kane, 1995). A small population of Huaorani have never been contacted by acculturated members of the tribe, nor by white or mestizo outsiders (Enomenga, 1996). As a result of oil exploration in

Huaorani territory and persistent work by missionaries, many Huaorani have opted for a non-traditional life, located near missionary centers. However, one leading Huaorani ist, Moi Enomenga, has spoken out consistently against oil exploration on Huaorani land and has worked with international organizations to prevent road construction in the one million hectare wilderness that is the Huaorani home. He and a small population of about one hundred supporters and family members moved away from a missionary area to Quehueri'ono where they proudly maintain their traditional hunting and gathering existence.

TROPIC assists the community with all aspects of planning and training. A series of planning and orientation meetings were held over a period of nine months before launching the ecotourism project. The meetings provided training on the practices of ecotourism and conservation, potential environmental and cultural impacts, and management (Drumm, in press). The only guest cabin was built about 45 minutes from the village to avoid intrusion of village life. Huaorani guides always accompany visitors and local canoe drivers must be employed. Cooks are trained to prepare meals for tourists, but no hunted food is used in order to avoid increased hunting pressure on local wildlife. A fee is paid to the president of the community for each visitor per night and the money is distributed evenly among all the families (ibid.).

This project offers an interesting view of how ecotourism can help underwrite the minimal costs for education and communication required by an indigenous community that chooses to maintain a hunting and gathering existence. The traditional customs of the Huaorani place great value on the preservation of their vast rain forest territory. Discussions with community members indicated their eagerness for more tourists and for the resulting economic benefits. TROPIC is taking a "go slow" attitude with the community and recommending that low numbers for ecotourism should be expected. A limit of eight visitors per month has been mutually agreed upon.

The partnership between TROPIC and the community of Quehueri'ono offers a good model for how a remote Amazonian community can attract the international travel market by successfully forging a long-term partnership with a committed inbound tour operator.



Tourist cabin at Quehueri'ono

©Megan Epler Wood

This has allowed community members to avoid being involved with the marketing side of the business while at the same time receive advice, when needed, on a wide variety of development issues.

### ***Observations of Coastal Ecotourism Projects***

The author only had brief opportunities to visit the coast. Some important observations, however, did result from visits to Playa de Oro in northern Esmeraldas and Puerto Rico in Guayas province. The Playa de Oro project was the result of a significant investment in infrastructure and training by CARE-Subir, an integrated conservation development project funded by AID. In 1997, the project was in its fifth year. At that time, the Playa de Oro ecotourism project did not have commercial representation, and project managers were seeking to attract a local Quito inbound tour operator to represent the site. Simple dormitory-style cabins had been constructed for tourists. But there were no trails, seating or hammocks in the shade or defined swimming areas available for visitors. There was a comfortable dining area with kitchen adjacent to the village. During community meetings, community members were shy and non-verbal. In each case, community members immediately turned responsibility for the meeting over to representatives from CARE-Subir, some of whom were based on site to assist and others of whom were high-level project managers from Quito. In one meeting, budgets required for meeting the standards of an international development agency were reviewed with little comment from the community members who attended. Empowerment seemed to be very low, and efforts to encourage community management seemed to be ineffective. Young men, trained to be guides, gave a mechanical tour around the garden areas of the village. They shared nothing about their culture and offered only superficial knowledge of local flora and fauna. Avoiding this kind of disappointing tourism product after five years of investment on the part of an international development agency and its local NGO partner is a point for discussion in the Issues and Recommendations section.

The lively involvement of the community at Puerto Rico in the projects launched by the lodge, Alandaluz, offers a striking contrast to the project at Playa de Oro. The owner of this private ecolodge, Marcelo Vinueza, has created a sustainable development zone which embraces communities within the immediate vicinity of the lodge. New ideas, community committees, and public works projects appeared to be thriving in Alandaluz's zone of influence. Men and women from the village spoke excitedly to Vinueza about upcoming meetings. To the visible excitement of the residents, some of the profits from the lodge were invested in a community plaza with bamboo cathedral in the center of Puerto Rico. An organic farm, which provides produce to the lodge, employment to local residents, and a future small-scale commercial farming opportunity for the local community is in operation. A recycling "patio" is managed by the community on a profit

making basis. In contrast, the neighboring community of Puerto Lopez suffers from unsanitary disposal of both sewage and solid waste, creating a distasteful environment for residents and tourists. At Alandaluz, all sewage is composted to create a garden environment around the lodge and the village. This project demonstrates the influence that one committed entrepreneur can have on sustainability in a region even if environmental concerns were not previously part of the local ethic.

## National Forum Results

The *National Forum on Community Participation in Ecotourism* was launched by The Ecotourism Society, The Nature Conservancy, CARE-Subir, and the Ecuadorean Ecotourism Association (EEA) to study how to “improve coordination between the government, private non-governmental, and community sectors, and define government policy recommendations for community participation in ecotourism” (Epler Wood, 1996). The EEA administered the entire process which was carried out in two phases. The first phase took place in the form of two regional workshops in the Amazonian and Coastal regions of Ecuador. These workshops resulted in a series of recommended guidelines for ecotourism and for indigenous communities. The second phase was the *National Forum* which had the objective of reviewing, evaluating and discussing the guidelines prepared at the regional workshops. The consensus of this review process was outlined in a document, titled *Políticas y estrategia preliminar para la participación comunitaria en el ecoturismo* (Drumm, 1997).

The final results of the *National Forum* will be used in Ecuador in two ways. They will serve as part of a proposal for the regulations presently being written for national laws governing tourism. In addition, they will serve as a tool for government and non-governmental entities, private sector businesses, and communities in identifying specific needs of local communities as ecotourism is developed throughout the country.

The following summary of some of the conclusions from the document offer insights on appropriate government tourism policies that ensure ecotourism benefits for local communities and, in addition, serve as policy guidelines for Ecuador and other nations.

- ◆ Community ecotourism enterprises need separate designation within tourism laws and regulations allowing them to legally manage tourism without the same regulations and tax structure that apply to standard tourism businesses. All types of community businesses must be recognized under this designation, including cooperatives, community organizations, community businesses, and associations, among others.
- ◆ A special category needs to be created for native guides when licensing guides at the national level. As part of the licensing process, the special knowledge of local

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... The *National Forum on Community Participation in Ecotourism* was launched to “improve coordination between the government, private non-governmental, and community sectors, and define government policy recommendations for community participation in ecotourism” ...

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ecosystems and cultures that local peoples possess must be accounted for and recognized.

- ◆ Tourism zoning at the national level must clearly define areas that are of special value for ecotourism by using a participative process that includes governments, local communities, private businesses and NGOs. Extractive activities, such as oil development and logging, should not be permitted in areas designated as ecotourism zones.
- ◆ The role of NGOs in the development of ecotourism and communities requires careful study and should be given legal recognition as an important element in the development of sustainable community development as associated with ecotourism.
- ◆ The private sector, NGOs, and other institutions and communities seeking to develop an ecotourism enterprise in a community area must sign an agreement with the relevant communities. Such an agreement must include at a minimum: 1) the use of a native guide; 2) a mutually agreed upon tariff to the community that the operator reviews annually.
- ◆ The need for training and guidelines for community-based guides is a paramount objective. The training process should be developed as an exchange between the knowledge of community residents and outside authorities who are specialists in the sciences.
- ◆ Promote and facilitate practicums from university ecotourism programs to allow students to work with and learn from local communities in rural and indigenous areas.
- ◆ A national registry of tourism projects is an excellent national tool that provides access to readily available information on community ecotourism offerings.
- ◆ Economic incentives for communities to undertake a variety of activities in addition to ecotourism will become increasingly important in the long term in order to avoid dependence on the tourism market.
- ◆ Soft loans and other forms of long-term credit are needed by communities to help them establish their own tourism programs.

### Final Issues and Recommendations

Both the background issues addressed in this report and the conclusions of the *National Forum* strongly suggest new government policies are needed and that new funding guidelines for NGOs and international assistance agencies must be made available. Additional studies of how to involve the private sector in the development process without encountering conflict with business objectives should be undertaken.

The following bullet points, created by the author, set out the ecotourism issues observed in Ecuador, both in the field and during the *National Forum on Community Participation*. The recommended solutions should be considered by NGOs, the government, and international donor agencies.

### ***Issue: Understanding Community Capabilities and Providing Infrastructure***

**Funding for the establishment of community tourism infrastructure can be an inappropriate use of funding resources.** Funding towards lodging and the purchase of such items as canoes and motors for tourism in communities can lead to community dependence, lack of community investment in the tourism enterprise, and poorly maintained facilities that do not attract visitors. As observed by Daniel Koupermann (1997), avoiding charity is fundamental to the success of community participation.

#### *Recommendations*

- **A detailed analysis of what the community can supply to the tourism enterprise is needed before investments are made.** More often than not, local communities may have the capability to raise funds and source out the local resources and talent needed for the building of lodges, canoes, purchasing of motors, and creation of local trail systems. The lack of empowerment observed in the Playa de Oro project may, in part, be due to the amount of infrastructure that was provided free-of-charge to the community.
- **The only type of infrastructure specifically unavailable at the community level in Ecuador is good radio systems.** In order for community enterprises to improve management of tourism, radios and even satellite phones should be considered by funding agencies. Such communication systems can also assist with other community needs such as health care, medical emergencies, environmental emergencies, and with providing improved inter-community communication regarding issues of governance and cultural survival.
- **Soft loans and other forms of long term credit are needed by communities to help establish their own tourism programs.** Remote rural communities lack access to credit worldwide. Revolving loans and microlending are proven formulas for improving rural economies. These techniques should be applied in the field of ecotourism.

### ***Issue: Training***

**Communities consistently agree that more funding is needed for training of community members in order to better deliver hospitality and guide services.** While most funding agencies have offered short courses, there is universal agreement that training has not been compatible with community needs because of its short duration and lack of responsiveness to cultural and community concerns.

### *Recommendations*

- **Communities already experienced in the delivery of ecotourism products should be given a much greater role in training programs.** Supplying funding for training to experienced communities, such as the Cofan community at Zabalo, and creating apprenticeship programs that offer hands-on experience to trainees will help to inspire greater interest and commitment to the learning process than the use of foreign consultant trainers. Early experiments in this type of community interchange at Zabalo have been successful.
- **Language training must be considered and incorporated into the native guide training process.** Adequate funding and long-term training is necessary if communities are to have multilingual guides. While all guides need not be multilingual, there is little question that local communities will be much more successful in their ecotourism programs if top-quality community candidates are given access to combined guide/language training programs.
- **Utilize the existing, local ecotourism industry in the training process. Too often experienced local businesses are not asked to assist in the training of people from local communities.** Qualified, local trip leaders from the private sector can provide an important link to communities, and perform the work of outside consultants with much more depth and responsiveness than foreign consultants. Their knowledge of how to work with tourists in the local context, deal with emergencies, trouble shoot, and manage special visitor issues related to the local ecosystem can help the native guides to better understand the entire process of group management.
- **Hospitality training programs must be long-term.** Fifteen days of hands-on training was suggested as a minimum time frame for community members to begin to fully understand the skills needed to deliver tourism services.

### *Issue: Optimal Community Business Structures*

**Establishing cooperative enterprises where all work is shared in local communities can be a problem. It is important that the community creates a system that provides a natural incentive to work.** Clear accounting of funds received, investments made, and

distribution of profits within community tourism projects is also a priority. The creation of small community business partnerships serves to reward those who work the hardest, emphasizes standard business accounting practices, but does not undermine the larger community's ability to benefit from cooperative enterprises, such as the sale of crafts and cabin management.

### *Recommendations*

- **Funding entities must understand the organizational structure of the community, review various models for community tourism ownership before making any investments, insure that an appropriate model for ownership and accounting of funds is implemented by the community itself, and provide on-site training in accounting skills.** One of the most damaging impacts a funding entity can have on a community venture is the insertion of funds before an appropriate community decision making structure is in place. Top-down decision making patterns from the funding entity inevitably begin to overshadow community efforts to manage their own funds. This problem was clearly observed at the project in Playa de Oro. There must be careful consideration by large agencies of how to provide “venture capital” to communities in a form that does not force them to comply with international funding rules and regulations.

### *Issue: Linkages to the Global Marketplace*

**Introducing a commercial venture into any local community, particularly indigenous communities, can raise false expectations and cause stress on local families, particularly if the communities must be responsible for the marketing of that venture once it is established.** While nearly all local communities welcome tourism ventures and need the economic boost such ventures can provide, once introduced, even the smallest amount of business from tourism raises expectations for a steady source of income within communities. Rarely are these expectations met by the flow of tourists who actually reach the communities after the first flush of revenue is received. This problem was observed in Siecoya. Local communities are forced without training into the world of marketing their tourism ventures, e.g. marketing at airports, tourism gateways, on the streets in capital cities, and other highly inefficient, untargeted activities that often remove them from their families for long periods of time. As a result, the principle request for more assistance from community tourism ventures in Ecuador, and probably throughout the world, is for more assistance with marketing of community tourism ventures.

### *Recommendations*

- **Funding assistance given to community tourism ventures must not be undertaken without taking into account the full business planning cycle necessary for any business venture.** Feasibility analysis for the tourism venture, even at the community level, should be undertaken before any investment is made to insure business viability before assistance is provided. Feasibility analysis includes a review of opportunity and costs regionally and locally. An analysis must be undertaken of the investment needs of the venture, market potential, competition, transportation time, food and beverage availability, logistical concerns for making the venture viable (such as radio communications), the potential for partnerships, joint promotions, joint ventures and other vital links to the commercial sector of the tourism industry. Long-term training needs, must also be part of a feasibility analysis for any community tourism venture.
- **Linkages to the local and international ecotourism business community should be established during the feasibility analysis and implementation phase of the project. The business community's expertise should be used to guide the investment process.** Joint ventures between community ecotourism projects and pre-existing ecotourism business ventures have been repeatedly underlined as the most successful approach to insure the success of community ecotourism projects. However, joint ventures cannot be expected to be viable unless the proposed business partner is brought in and involved in the project during the investment and implementation process. The early involvement of TROPIC in the Quehueri'ono venture is one of the primary reasons for its success. To ask the private sector to market or create a joint venture after the fact, when projects have been fully implemented by NGOs with donor funds, is an unreliable approach that will potentially lead to business failure.
- **A national registry of tourism projects is an effective tool for a nation to provide ready access to information on community ecotourism projects.** Efforts to create more accessible information on community ecotourism projects worldwide are still at the earliest stages of research. Indications are that marketing through existing international ecotourism operators will be ineffective, largely because they are serving a rapidly aging market that is interested in more upscale service and accommodations than can be reasonably associated with this type of travel (Weber, 1997; Kutay, 1997). Younger, independent travelers, often from Europe, appear to be a better target. A key new approach could be a regional or national community tourism booking center that makes it easy and reliable for both agencies and individuals to book a community-run tour. For example, Japan has a successful

system for booking community or family-owned lodges at Narita International Airport in Tokyo (Weber, 1997).

### *Issue: Market Data*

**No study exists on the international market for community ecotourism. This leaves many NGOs and private sector joint ventures in Latin America without the data they need to develop a market plan and implement a marketing program.** Community-based enterprises have multiplied rapidly in Latin America. These projects are at risk if they lack proper information on the marketplace. Funding assistance should be reserved until such information exists.

### *Recommendation*

- **A market research analysis is needed to look at the market for community-based ecotourism in Latin America.** Research on a macro scale throughout the region will give local community ecotourism developers access to reliable data. This will enable more accurate market planning and feasibility studies to be developed, even for the smallest enterprises, by giving them access to world-class data.

### *Issue: Expertise in Community Development*

**Community ecotourism ventures are often launched without adequate study and understanding of community structure, community decision making processes, and the type of community development procedures that have been proven to be effective in other forms of community development work worldwide.** Many of the consultants and employees of NGOs hired with donor funds to implement community ecotourism projects may lack expertise in community development procedures. This leads to the lack of community support, and little empowerment in the community tourism venture, and ultimately the loss of faith of communities in the development process.

### *Recommendations*

- **Community ecotourism workshops and guidelines need to be prepared to assist NGOs, donors, aid programs, and local entrepreneurs gain a better understanding of the community development process.** Very little of the literature on this type of development has filtered into the hands of entrepreneurs, NGO representatives and local leaders that are implementing community ecotourism ventures. It would be

highly beneficial to facilitate better cross-fertilization of these communities with those organizations that have years of experience implementing community development programs. An international conference to set guidelines for community participation in ecotourism will be an important step in creating a guidelines document to be used for international reference.

- **More experts with community development experience, including those in the fields of development anthropology and sociology, should be hired to assess the sociocultural setting before community ecotourism project are implemented and to assist on an on-going basis during project implementation.** Proper social and cultural assessment, allow ecotourism development projects to be launched with adequate community support and empowerment. While no project can ever expect to have full community support, talented and inspired leadership at the local level from the outset of the project supported by a broad cross-section of local constituents is more likely to lead to a successful outcome.

### *Issue: Conflicting Land-use Strategies*

**Local communities are coping with conflicting land-use strategies when, in fact, they are the entity least capable of handling the social and environmental issues created by mega-development strategies, such as oil development and logging.** While the government of Ecuador supports oil development for reasons that include its importance to the national economy, it does not require that revenue from these enterprises be used to minimize social and cultural impacts.

### *Recommendations*

- **National levies should be created requiring large developers to pay into assistance programs that help local communities make their own decisions about their socio-economic and environmental future. This process should take place before development, during the development process, and should have processes in place to handle the impact.** Local governments in the developed world often receive impact fees in a carefully negotiated process that helps the community plan for the long term impacts of large-scale development. But in Ecuador and other parts of the developing world, fees are often paid to simply co-opt local leaders, without the proper oversight of government. A more rational process needs to be created in order to assist local communities with decision-making before megadevelopment takes place. A well-planned set of impact fee requirements for socio-economic benefits and environmental protection needs to be prepared through a participative process with local communities and with the assistance of unbiased, outside mediators.
- **Full environmental impact statements should be required. An unbiased team of experts, hired by the government, should review and explain the potential impacts to local communities.** This process should be linked to the above process in order to help communities make decisions about the full range of impacts they are likely to experience. It cannot be expected that local communities can properly read and interpret environmental impact statements.
- **Zoning that protects high-value ecotourism zones from incompatible development practices such as logging and oil exploitation should be established.** Zoning in the Oriente region of Ecuador could help resolve many future conflicts over land-use and help to protect the nation's most valuable natural assets.

### **Conclusions**

There is growing concern among ecotourism specialists that community ecotourism projects are doomed to fail. There is also a great deal of anxiety in the ecotourism business community that community ecotourism projects are not viable business ventures. These concerns are valid if one carefully investigates the overall success rate of community ecotourism programs, not just as business ventures, but as tools for sustainable development. In Ecuador alone, there are dozens of community ecotourism ventures that are presently not attracting enough business to offer a viable, sustainable development alternative to their communities. The terrible truth is that although the majority of these communities are choosing ecotourism over other forms of development,

the viability of their choice may not be supported by the existing interest in the marketplace.

Is more marketing the answer to this problem? Certainly, assistance at the governmental level to provide good, reliable, up-to-date information on community ecotourism programs on the Internet and in printed form, for visitors at major gateways, and through tourism boards, is crucial to advance ecotourism marketing.

Should NGOs invest in more community ecotourism ventures until a better feasibility and market analysis can be performed? In Latin America, it is highly questionable if more funding should go to community ecotourism without a macroanalysis of the market for community ecotourism. No such study has ever been performed, and nothing definitive is known about what types of tourists visit community ecotourism projects. Any feasibility study analysis done for a local ecotourism project cannot proceed without this data. A major study of the existing community ecotourism projects in Latin America and the demographic market they presently attract is needed in order to provide basic data on the future business viability of this type of ecotourism project.

How can NGOs and the ecotourism private sector best join forces to create better sustainable development for local communities? At present, only a small percentage of the private sector is even interested in working on community ecotourism projects because, for the most part, these ventures are not attracting enough business to provide a viable return for even small, regional companies. At times, NGOs are bypassing local businesses by working directly with international ecotourism vendors, particularly those working with educational institutions and student groups, in order to deliver an international market directly to local communities. This is a proven formula, and as long as non-profits are involved in all phases of the delivery of the product, there is perhaps little that can be faulted with this procedure. However, local ecotourism businesses are vital players in the development of successful ecotourism ventures and they must be given incentives to become involved in the sustainable development process. Local companies are the entities that can provide the on-going market linkage between communities and the national and international ecotourism markets. These inbound tour operators and local hoteliers need to be supported and used by the funding community as vital partners in the development of community ecotourism projects.

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... local ecotourism businesses are vital players in the development of successful ecotourism ventures and they must be given incentives to become involved in the sustainable development process ...

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## Implementing Sustainable Tourism Projects in the USAID Context

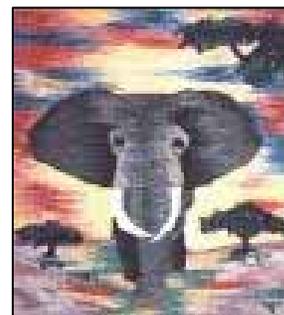
### Module 6: NEXUS – LINKAGES BETWEEN ECONOMIC & ENVIRONMENTAL INTERVENTIONS

**Duration:** 2 hours 45 min

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Understand and apply environmental best practices to sustainable tourism businesses
- Understand and apply sound business practices to ecotourism operations



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	Revisiting the Definitions of Sustainable Tourism and Ecotourism
3.	Environmentally Sustainable Tourism
4.	Program for Environmental Performance Improvement
5.	Environmental Management Assessments
6.	Environmental Management Systems <a href="#">[Handout 6-1: Environmental Management Systems for Caribbean Hotels and Resorts]</a>
7.	Elements of an Environmental Management System
8.	Environmental Management Best Practices
9.	Environmental Management Best Practices (continued)
10.	Impact of Best Practices on Energy and Water Consumption
11.	Ecolabels and Sustainable Tourism Certification
12.	Lessons Learned in Introducing Environmentally Sustainable Tourism Businesses
13.	The Need for Sustainable Tourism Approaches at the Destination Level
14.	Destination Planning and Management:
15.	Market Positioning as an Eco-Destination: Costa Rica
16.	<a href="#">Destination Design: Exercise 6-1</a> <a href="#">Three groups to illustrate a sustainable tourism destination</a>
17.	Ensuring the Economic Viability of Ecotourism Enterprises
18.	Overview of Business Considerations
19.	Ecotourism Enterprise Structures
20.	Creating a Business Partnership with Tour Operators
21.	Preparing a Feasibility Analysis (10 steps)
22.	Basic Rules for Creating a Viable Ecotourism Business
23.	Preparing a Business Plan
24.	Financing an Ecotourism Business

## Implementing Sustainable Tourism Projects in the USAID Context

<b>25.</b>	Ecotourism Enterprises: <a href="#">Exercise 6-2</a> Same groups as earlier exercise to illustrate two or more ecotourism enterprises based on a new handout
<b>26.</b>	Extreme Events and Tourism
<b>27.</b>	Project Example: Jamaica –EAST
<b>28.</b>	Project Example: Ghana – CBEP
<b>29.</b>	Categories of Sustainable Tourism Performance Indicators
<b>30.</b>	Sample Sustainable Tourism Performance Indicators: Sustainable Tourism Businesses
<b>31.</b>	Sample Sustainable Tourism Performance Indicators: Community Well-Being
<b>32.</b>	Sample Sustainable Tourism Performance Indicators: Visitor Well-Being
<b>33.</b>	Nexus Intervention: <a href="#">Exercise 6-3</a> Choose and develop an ecotourism development activity from home country
<b>34.</b>	Recap

### Handout

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Handout 6-1: *Environmental Management Systems for Caribbean Hotels and Resorts: A Case Study of Five Properties in Jamaica*, PA Consulting Group, 2001.



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# Implementing Sustainable Tourism in the USAID Context

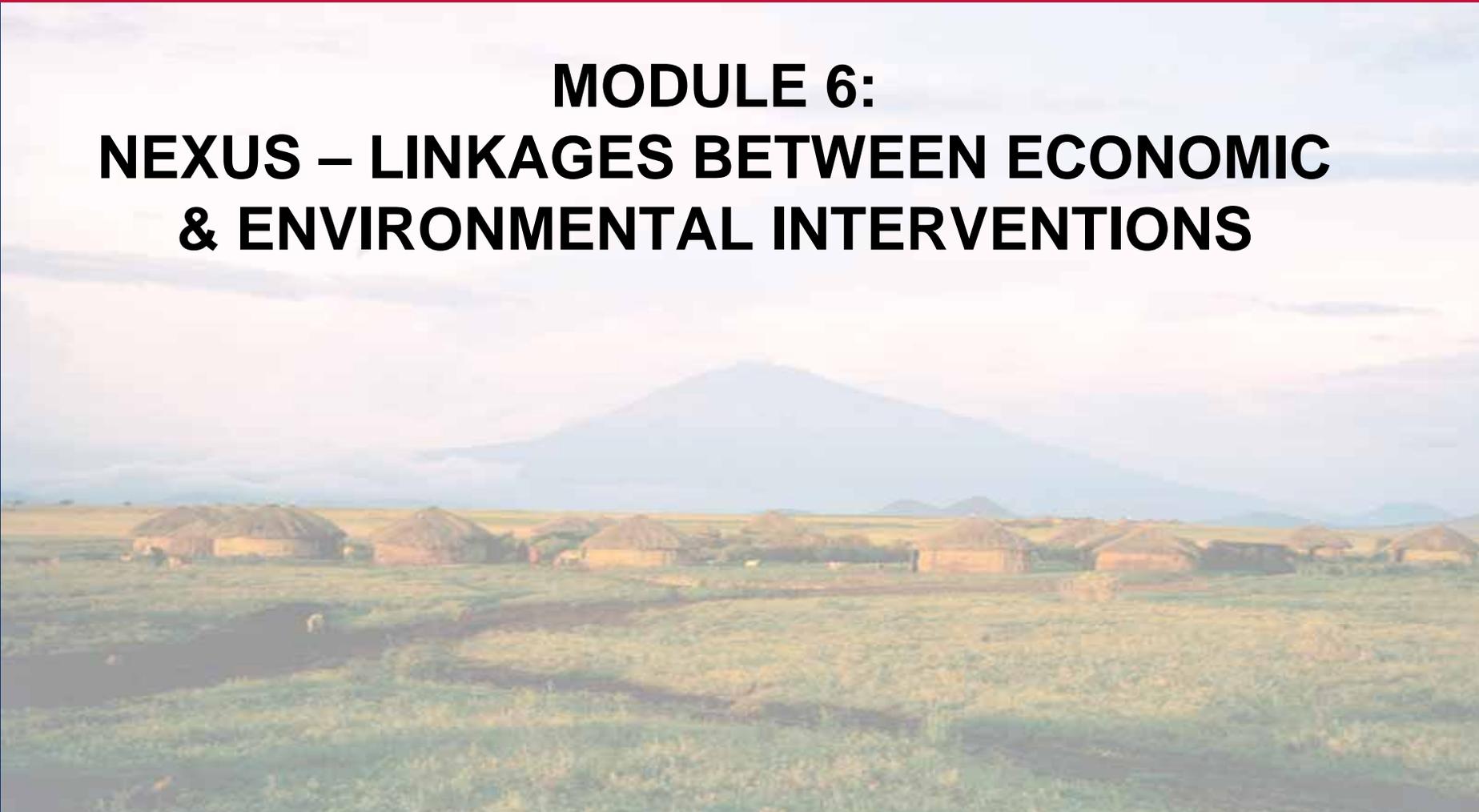
Arusha, Tanzania

February 2006



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# **MODULE 6: NEXUS – LINKAGES BETWEEN ECONOMIC & ENVIRONMENTAL INTERVENTIONS**





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## Objectives

**By the end of the session participants will be able to:**

- Understand and apply environmental best practices to sustainable tourism businesses
- Understand and apply sound business practices to ecotourism operations



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## Revisiting the definitions of sustainable tourism and ecotourism

- Sustainable tourism development meets the need of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes and services, and biological diversity.
- Ecotourism is responsible travel to natural areas that conserves the environment and improves the well being of local people.



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## Environmentally Sustainable Tourism

- Conservation and efficient use of natural resources
- Management of wastes and chemical products
- Environmental education and best practice training
- Reduce impact of tourism operations on ecosystems
- Extend programs to nearby communities, suppliers, vendors, and contractors



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## **Program for Environmental Performance Improvement**

- Environmental management assessment
- Environmental Management System (EMS)
- Environmental management best practices
- Environmental certification



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## Environmental Management Assessments

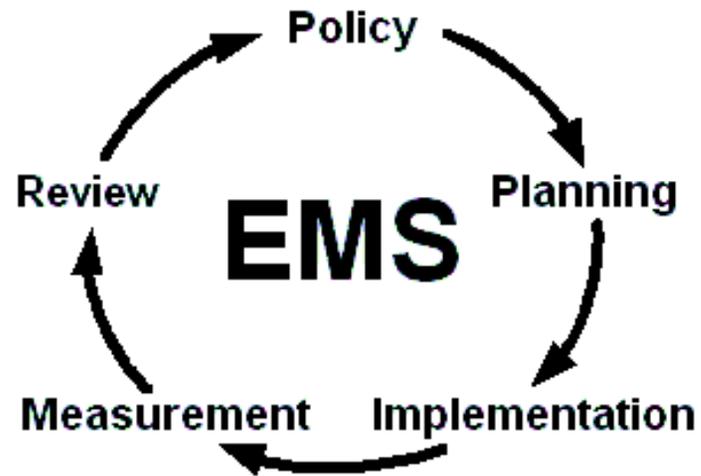
- Environmental Walkthrough Assessment
- Best Practice Assessment
- Detailed Environmental Management Assessment





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# Environmental Management Systems



Source: Environmental Management Systems for Caribbean Hotels and Resorts: A Case Study of Five Properties in Jamaica, PA Consulting Group, 2001.



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## Elements of an Environmental Management System

- Environmental policy statement
- Objectives, targets and action plan
- Organizational structure
- Standard operating procedures
- Environmental purchasing
- Emergency preparedness
- Monitoring and reporting



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# Environmental management best practices:

- Energy
- Water
- Waste

WATER EFFICIENCY  
 SAVE WATER  
 SAVE MONEY



**CONTROL WATER FLOW & REDUCE YOUR COSTS**

Water flow can be regulated for efficient water use by installing:

- low-flow showerheads
- low-flush toilets
- flow aerators, flow regulators or flow restrictors

...or by changing wasteful, costly habits!

**MAXIMUM RECOMMENDED FLOW RATE**

Guestrooms	7.4 liters per minute
Public Buildings	5.7 liters per minute
Staff Changing Rooms	2.8 liters per minute
Kitchen Sink Faucets	2.5 liters per minute
Kitchen Island Wash Sinks	2.8 liters per minute
Baths	4.0 liters per minute

**THE BOTTOM LINE**

A 300 room Red Sea hotel saved 20,000 cubic meters per year of water after installing flow restrictors in guest-room shower heads. The payback period was less than 2 months.

**SAVING MONEY THINKING ENVIRONMENTALLY!**

**Low-flow Showerheads**

Low-flow showerheads reduce water usage to 7-9 liters per minute, providing guests a more comfortable shower using less water.



A satisfied guest using a less amount of water!



Low-flow Showerhead

According to international standards, all showerheads installed in guestrooms, staff changing rooms and public areas should consume less than 9 liters per minute.

**Low-flush Toilets**

The toilet is one of the highest water-consuming devices in a hotel. Many Red Sea resorts have toilets that consume more than 15 liters per flush, while others choose to use ultra-low flush toilets that save the hotel thousands of liters every year.



By displacing some of the water in the toilet tank, the amount of water used per flush is automatically reduced. Each liter you displace equals thousands of liters the hotel will save each year. Simply place a water-resistant object, such as a filled 1.5 liter plastic bottle, inside the tank as a temporary measure. Install low-flush toilets to increase savings.



Reduce 15 liters of flush to only 6 or 7 liters with a low-flush toilet.





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## Impact of Best Practices on Energy & Water Consumption

- The most efficient hotel consumed ~1/12th as much electricity and water per guest-night than the least efficient hotel.
- Hotel star rating and type of guest amenities affect consumption.
- Efficient design, equipment and operations, and effective maintenance and staff participation have by far the greatest impact on performance.



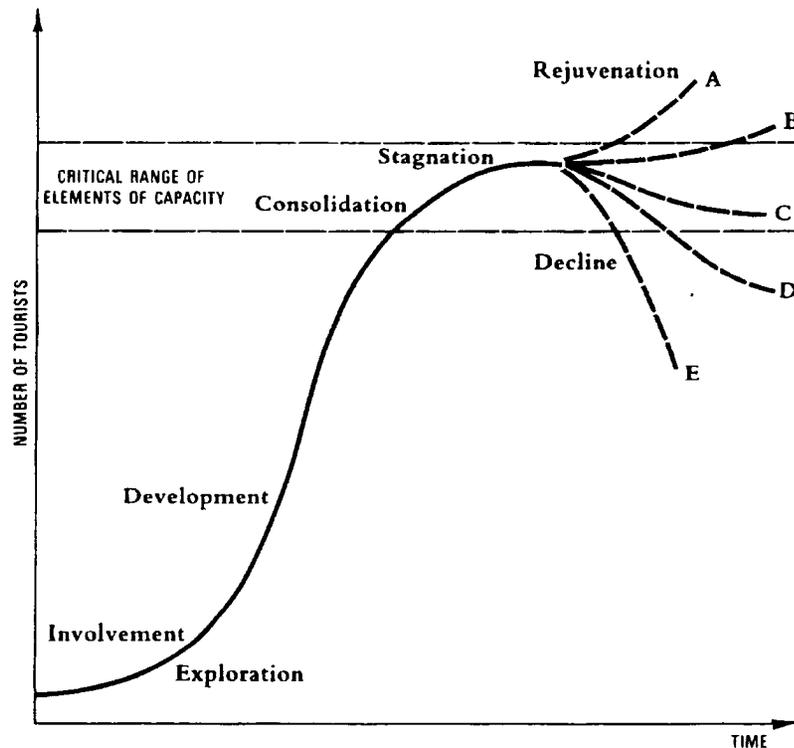


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## **Lessons Learned in Introducing Environmentally Sustainable Tourism Businesses**

- Site and design to minimize impacts
- Environmental management assessments to identify areas of improvement and cost savings
- Environmental Managements Systems to establish a process for continuous improvement
- Sustainable tourism certification to recognize accomplishments
- Procurement that “greens the supply chain”
- Actively engage in community and biodiversity conservation to ensure long term viability

# The Need for Sustainable Tourism Approaches at the Destination Level



Butler's well-known Hypothetical Evolution of a Tourist Area diagram (Butler, R.W. 1980, "The Concept of a Tourism Area Life Cycle of Evolution: Implications for Management of Resources." The Canadian Geographer 24(1), p. 8.



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## **Destination Planning and Management**

- Multi-stakeholder governance
- Positioning in the marketplace
- Organizational development
- Upgrade planning and monitoring capabilities of local communities
- Linkages of tourism circuits



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# Market Positioning as an Eco-Destination: The Costa Rica Example

Stages of Tourism Development in Costa Rica

<b>Stage</b>	<b>Stage 1 Pre-Boom and Slow Growth</b>	<b>Stage 2 Boom and High Growth</b>	<b>Stage 3 Stagnation and Decline</b>	<b>Stage 4 Recuperation and Sustained Growth</b>
<b>Years</b>	1970s - 1987	1987 - 1993	1994 - 1997	1997 - Present



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## Destination Design: Exercise 6-1

**3 Groups to illustrate a sustainable tourism destination.**

**Read about your destination and then:**

- Draw the natural and cultural attractions (coastline, mountains, villages, wetlands, species, forest, ruins, etc.)
- Draw the critical infrastructure (roads, ports, airports, water supply, energy, hotels (?), etc.)
- Identify their target market segments (domestic or international, adventure, history, nature, birdwatcher, family, retiree, etc.)
- Identify vulnerabilities (places where tourism may impact community or nature, potential threats to tourism, etc.)



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## **Ensuring the Economic Viability of Ecotourism Enterprises**

- Understanding business considerations
- Role of conservation managers in the business of ecotourism
- Creating a business partnership with tour operators
- Preparing a feasibility analysis
- Preparing a business plan
- Financing for ecotourism business

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.



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## Overview of Business Considerations

- Protected area management and business planning
- Financial and environmental quality
- Business planning
- Roles of NGOs in ecotourism business development
- Risk factor in ecotourism business development

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.



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## Ecotourism Enterprise Structures

- Selecting an ecotourism enterprise structure
- Assessing potential partners
- Defining partnership expectations

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.





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## Creating a Business Partnership with Tour Operators

- The tour operators' perspective
- Marketing advantages of responsible tourism
- Community expectations
- Partner relationship

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.



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## Preparing a Feasibility Analysis (10 steps)

- Preliminary questions
- Information gathering
- Definition of goals
- Resource inventory
- Market analysis
- Competitive analysis
- Business description and operation
- Sales forecast
- Financial analysis
- Viability assessment

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.



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## **Basic Rules for Creating a Viable Ecotourism Business**

- Business ideas must be market-driven
- A business must make a profit
- All costs must be taken into account
- Judgement is required where information is lacking

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.



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## Preparing a Business Plan

- Address the target audience (funding providers)
- Work with business owners
- Consider social and environmental factors
- Avoid common business plan mistakes

Source: Ecotourism Development – A Manual for Conservation Planners and Managers, The Nature Conservancy, 2005.



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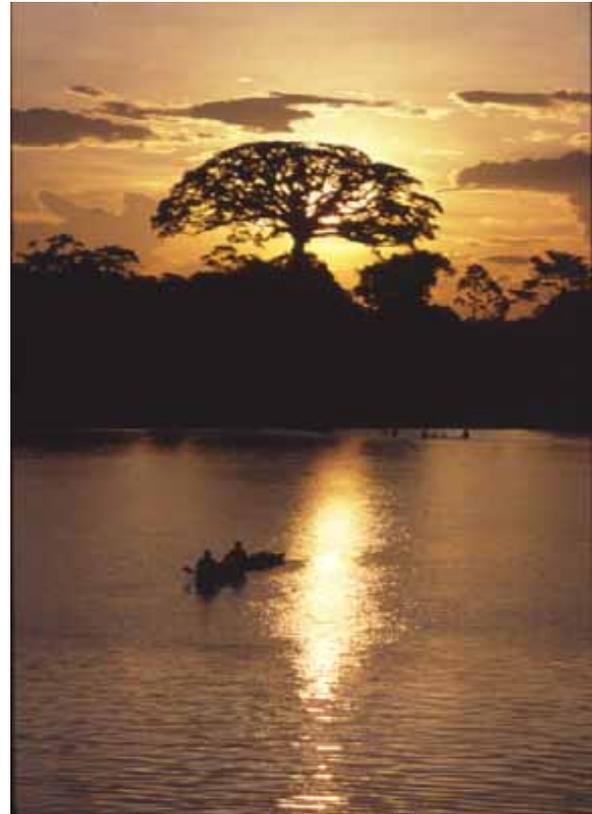
## Financing an Ecotourism Business

### Types of financing

- Equity
- Debt

### Sources of financing

- Self-financing
- Commercial banks
- Grants and donor agencies
- Micro-finance institutions
- Biodiversity enterprise funds
- Non-financial support





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## Ecotourism Enterprises: Exercise 6-2

Same groups as earlier exercise to illustrate 2 or more ecotourism enterprises based on a handout.

Also, answer...

- What are the enterprises? Who is/are the owner(s)?
- How are they linked to the target market?
- Who is the target market?
- What are the environmental best practices?
- What are the business best practices?
- What are the values of the destination we are representing?



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## Extreme Events and Tourism

- Natural disasters (e.g., hurricanes, floods, earthquakes, landslides)
- Epidemics (e.g., SARS, AIDS, malaria)
- Instability in fragile states (e.g., war, terrorism, political oppression)



## **Project Example: Jamaica – EAST**

**SO:** Improved quality of key natural resources in selected areas that are both environmentally and economically significant

**Program:** Environmental Audits for Sustainable Tourism (EAST)

**Intervention Areas:** Expansion of sound environmental management practices in tourism, Environmental management services capacity building

**Tools/Mechanisms Used:** Environmental audits, Training in EMS, Environmental certification, destination management, financing, hurricane recovery

**Partners/Collaborators:** Jamaica Hotel and Tourist Association, Ministry of Tourism and Industry Tourism, National Environment Planning Agency



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## **Project Example: Ghana – CBEP**

**SO:** Economic Growth

**Program:** Community-Based Ecotourism Program (CBET)

### **Intervention Area:**

Development of ecotourism destinations, improvement of resource protection and community awareness

**Tools/Mechanisms Used:** Construction of interpretive centers, ranger stations, huts and trails; performance of Biological Assessment; promotion of attractions; exchange program; training

### **Partners/Collaborators:**

Ghana Tourist Board, Government of Ghana, Forestry Research Institute of Ghana, Nature Conservation Research Center



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## Categories of Sustainable Tourism Performance Indicators



- 1) Sustainable Tourism Businesses
- 2) Community Well-being
- 3) Visitor Well-being



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## **Sample ST Performance Indicators:**

### **1) Sustainable tourism businesses:**

- # of sustainable tourism businesses
- # of businesses certified for eco-friendliness
- % of all tourism businesses certified
- # and % of staff trained in eco-standards
- # of visitors to eco-destinations
- Amount of financial support to NGOs
- # of private-public partnerships with local community



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## Sample ST Performance Indicators:

### 2) Community well-being:

- % of tourism staff with first-aid training
- % of local tourism workers receiving health care
- % of tourism operators who provide transport for women returning from night shifts
- Women/men as a % of all tourism employment
- Average income for women/men working in tourism
- # of harassment incidents reported
- Amount of tourism's contribution to training and education
- Amount of tourism's contribution to ICT infrastructure



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## Sample ST Performance Indicators:

### 3) Visitor well-being:

- # of visits by tourist to local doctors
- # of reports of food poisoning
- # of incidents of crime/violence per month, per year, per type
- # of tourists harmed per month, per year
- # of crime incidents reported to the international press
- Level of expenditure on security (regional, national, enterprise)
- # of police per tourist



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## Nexus Intervention: Exercise 6-3

Small groups; choose and develop an ecotourism development activity from one of your countries:

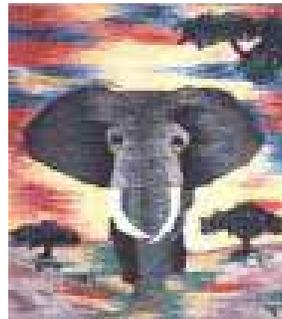
- What are the issues?
- What interventions could be used?
- What performance indicators could be measured?



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## RECAP

- Environmentally sustainable tourism presents a win-win approach to enterprises and destinations
- Ecotourism enterprises must operate like a business, but with special considerations
- Extreme events can have a devastating impact on tourism



### ENVIRONMENTAL MANAGEMENT SYSTEMS FOR CARIBBEAN HOTELS AND RESORTS

#### A Case Study of Five Properties in Jamaica<sup>1</sup>

Prepared by Bill Meade and Joe Pringle, PA Consulting Group<sup>2</sup>

#### Abstract

Hotels and resorts around the world are now adopting environmental management systems as a means of improving resource use efficiency, reducing operating costs, increasing staff involvement and guest awareness, and obtaining international recognition in the travel and tourism marketplace. This article examines the cost savings and performance improvements at five hotel properties in Jamaica that were among the first in the Caribbean to adopt an environmental management system (EMS). The five hotels evaluated in the case study, Sandals Negril, Couples Ocho Rios, Negril Cabins, Swept Away, and Sea Splash have achieved remarkable improvements in environmental performance, and accompanying cost savings, since implementing environmental management systems (EMS).<sup>1</sup> These results are outlined below and serve as direct evidence of environmental performance improvements that result from proactive environmental management.<sup>2</sup> Total cost savings for the five properties is estimated to be \$615,500, or \$910 per room. Between 1998 and 2000, the properties had a cumulative water savings of 41.4 million Imperial Gallons (IG); total electricity savings of 1.67 million kWh; total diesel savings of 169,000 liters; and total Liquefied Petroleum Gas (LPG) savings of 259,000 liters. Expressing overall energy use in terms of kWh,<sup>3</sup> the total energy savings is 5.67 million kWh.

#### Key Words

Environmental management system, EMS, green hotels, sustainable tourism, operating efficiency, water, energy, solid waste, Jamaica, Caribbean, Green Globe.

#### Background

Environmental management in the hotel industry traces its roots to two major initiatives in the 1990s - Agenda 21 for the Travel and Tourism Industry and ISO 14001. Following the Rio Earth Summit in 1992, the World Tourism Organization and the World Travel and Tourism Council published Agenda 21 for the Travel and Tourism: Toward Environmentally Sustainable Development. Agenda 21 defines a broad array of environmental and social impacts associated with hotel operations and the principles for minimizing these impacts. ISO 14001 is the international environmental management system standard promulgated in 1996 by the Geneva-based International Standards Organization. In 1997, the World Travel and Tourism Council's Green Globe created an international standard and certification program for hotels and other

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<sup>1</sup> Published in the Journal of Quality Assurance in Hospitality and Tourism, Volume 2, No. 4 2001, Haworth Press.

<sup>2</sup> PA Consulting Group, 1750 Pennsylvania Avenue, NW, Suite 1000, Washington, DC 20006, Tel. 202-442-2000, e-mail: [tourism@paconsulting.com](mailto:tourism@paconsulting.com).

travel and tourism companies that combines the Agenda 21 principles and the ISO 14001 environmental management system – Green Globe 21.

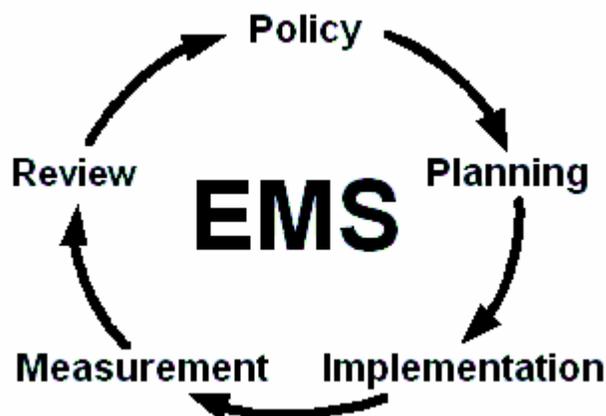
Green Globe is a worldwide certification program dedicated exclusively to helping the travel and tourism industry to develop in a sustainable way. The certification is open to companies and communities of any size, type, or location, and is based on an ISO style of certification. The Green Globe Environmental Management System is similar to that of ISO 14001 and EMAS. It requires an environmental policy, environmental targets and a system to measure performance against those targets, commitment to comply with legal requirements, and communication and documentation procedures. Under the Green Globe 21 standard, facilities must re-certify annually as opposed to every three years with ISO 14001.

There are a number of other international environmental initiatives and eco-labels for the hotel industry. While a discussion of these is beyond the scope of this article, it is important to note that there are many sources of information on best practices for the hotel industry. The distinction of EMS certification schemes such as Green Globe 21 is that they verify that the property has assessed its impacts and designed and implemented a program to minimize those impacts.

An Environmental Management System (EMS) is a systematic framework for integrating environmental management into an organization's activities, products, and services. A critical step in any organization's adoption of an EMS is the identifying those aspects of operations (e.g., use of chemicals in landscaping) and introducing changes in facilities and practices that minimize the impact of the organization on the natural and social environment. The EMS standard distinguishes itself from environmental performance standards in that it focuses on the organizational aspects and the process for determining appropriate levels of environmental performance, rather than prescribing specific technology criteria.

Two concepts that are important in understanding how an EMS works are: 1) continuous improvement and 2) best environmental management practices or “best practices”. The concept of continuous improvement implies that the organization can begin at any level of environmental performance. Through an iterative cycle of setting policies, planning environmental objectives and targets, implementing specific actions, measuring the results, and reviewing the overall effectiveness of the program, the organization will optimize its environmental performance over time (see Exhibit 1).

**Exhibit 1. Environmental Management System**



Best practices represent the preferred actions, from an environmental perspective, to perform a given function or service. Because of the similar nature of hotel and resort operations, international organizations have published guidebooks assisting hotel owners and managers determine the appropriate equipment, supplies and changes in staff activities that constitute “best practices”.<sup>4</sup> It is important to note that the combination of best practices will differ for properties of different size (small versus large), location (city versus beach), type (business versus leisure) and management (international chain versus independently owned and operated).

### Sustainable Tourism in the Caribbean

The Caribbean remains the world’s most tourism-dependent region, with the sector accounting for a quarter of all export earnings, 31% of Gross Domestic Product (GDP) and nearly a half million jobs.<sup>5</sup> Energy and water costs tend to be higher than in the U.S. and other OECD countries. Exhibit 2 illustrates comparative water and electricity costs for selected Caribbean countries. Solid waste management is becoming an increasing issue due to the closure of dumpsites in favor of sanitary landfills and attempts to increase reuse and recycling. Finally, as most of the tourism development is located within sensitive coastal ecosystems, it is no surprise that the Caribbean is also the first region to embrace the concept of sustainable tourism and actively promote environmental management within the hotel industry.

**Exhibit 2. Comparative Cost of Water and Electricity**

<b>Country</b>	<b>Water Prices (\$/m<sup>3</sup>)</b>	<b>Electricity Prices (\$/kWh)</b>
Barbados	2.1	0.15
Jamaica	2.0	0.13
St. Lucia	2.9	0.21
United States average	.36	0.08
OECD average	.86	0.11

In 1997, the Caribbean Hotel Association formed the Caribbean Alliance for Sustainable Tourism (CAST) to undertake collaborative environmental activities in the hotel and tourism sector, to promote effective management of natural resources, to provide access to expertise on sustainable tourism, and to assist hotel and tourism operations in the Caribbean region to achieve the goals of Agenda 21 for Sustainable Tourism. CAST’s Governing Council includes IHEI and Green Globe, as well as a number of prominent hoteliers and active environmental organizations in the region. CAST is also the regional partner for Green Globe 21 EMS Certification.

Also during 1997, the U.S. Agency for International Development launched a new partnership with the Jamaica Hotel and Tourism Association to fund the introduction of environmental management and practices in small hotels (less than 100 rooms). Over three-quarters of all hotel properties in Jamaica, as elsewhere in the Caribbean, are small, locally-owned and operated properties. PA Consulting Group was hired to implement the Environmental Audits for Sustainable Tourism (EAST) program a model for both large hotels in Jamaica, as well as hotels elsewhere in the region.

The EAST program began with a demonstration of audits and EMS in small hotels in Negril, and later in Port Antonio. The program included training in auditing for consultants and EMS for hotel managers. It initiated environmental achievement awards for hotels, and an international exchange program<sup>6</sup> to promote environmental leadership and voluntary compliance with environmental standards. The program, now in its fourth year, has become a model for programs in other Caribbean islands.

### Case Study of Five Jamaican Hotels

The five hotels described here were selected from over 35 hotels in Jamaica that undertaken similar efforts because of their successful results. The five hotels were selected because they had implemented a sufficient number of best practices, had an operational EMS in place, and there was adequate data to evaluate cost savings and changes in environmental performance. Between 1998 and 2000, the properties, ranging from 16-rooms to 250-rooms, underwent an intensive program to improve their environmental performance. The two smallest properties are independently owned and operated, while the largest three are part of Jamaican-owned, multi-property groups. Exhibit 3 provides a summary of the five properties. PA assisted two of the properties – Sea Splash and Negril Cabins – under the EAST project. The owners of the other three properties contracted with PA directly for their EMS services.

#### **Exhibit 3. Summary of Jamaican Hotels in Case Study**

Hotel Name	Location	Number of Rooms
Sea Splash Resort	Negril	15
Negril Cabins Resort	Negril	86
Swept Away Beach Resort and Spa	Negril	134
Couples Ocho Rios	Ocho Rios	172
Sandals Negril Beach Resort and Spa	Negril	223

All five properties underwent the same assistance program and implemented a similar EMS. The assistance program consisted of five steps: 1) assessment, 2) EMS design and documentation, 3) organizational development and training, 4) EMS certification, and 5) performance monitoring. Generally speaking, the programs were implemented over a 1-year period, however, the pace of adoption varied from 9-months to 18-months. In addition to the on-property efforts and results, the properties have received national and international recognition and have participated in international exchange programs.

Step 1 – Assessment. The assessment step involved a detailed diagnostic of current operations and identification of opportunities for improvement. Through an analysis of consumption patterns over a 12-month period preceding the assessment, PA calculated a water and energy use index of consumption per guest night. Baseline water consumption across the five properties varied by a factor of 3.2 times (from 142 IG/GN to 459 IG/GN)), while electricity consumption varied by a factor of 2.6 times (from 15.6 kWh/GN to 41.8 kWh/GN). The assessments focused on no-cost or low-cost recommendations that typically pay back in less than 1 year.

Step 2 – EMS Design and Documentation. This was perhaps the most difficult step in the process. It required the property management to establish objectives, set targets, assign responsibilities, and document all related activities. The larger properties had a benefit of experience in budgeting capital expenditures and documented standard operating procedures for different departments. It should be noted that while all five properties began with similar EMS

Users Manual, each adapted it to fit their needs and other management systems. Maintaining documentation is a requirement of all EMS standards.

Step 3 – Organizational Development and Staff Training. Each of the properties appointed an Environmental Officer to lead the property's efforts, and an environmental committee or Green Team. The Environmental Officers were drawn from a wide variety of departments: Accountant (Sea Splash), Property Manager (Negril Cabins), Director of Administration (Swept Away), Executive Housekeeper (Couples Ocho Rios) and Resident Manager (Sandals Negril). Sandals Negril later hired a dedicated Environmental Management Officer. The responsibility of Environmental Officer is an additional duty for the persons in the other four properties. The Green Teams were similarly composed of representatives from engineering, grounds keeping, food and beverage, housekeeping, accounting and the front office. The larger resort properties included a representative of water sports.

Each of the properties went through a similar program of classroom training for management and on-the-job training for line staff. All five properties now include information on their environmental activities in staff orientation. Housekeeping was uniformly the most difficult area to introduce best practices (e.g., towel and linen reuse program) because of high turnover and the routine nature of the work, whereas engineering was the easiest given their familiarity with equipment and hotel operations and utility consumption targets.

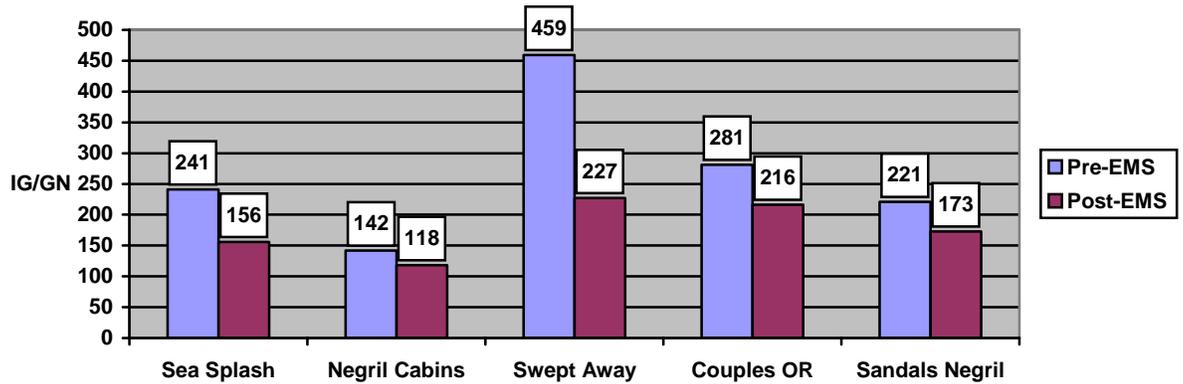
Step 4 – EMS Certification. Green Globe 21 was selected as the EMS certification because of its direct application to the travel and tourism industry and the support from a regional organization (i.e., CAST) to those interested in pursuing certification. For all five properties, it was the Green Globe 21 certification that motivated the management to fulfill all of the requirements of an EMS, especially the documentation. All five properties achieved Green Globe 21 certification, and several have gone through their first annual re-certification. The shortest length of time from assessment to certification was 9 –months (Sandals Negril). The others all took 12-18 months.

Step 5 – Monitoring. The old adage – “you can't monitor what you can't measure” holds true here. Each property developed a monitoring program that evaluated the implementation of their EMS (actions achieved verses planned) and the results in their baseline consumption indexes. Each property prepared a monthly report to senior management that summarizes the EMS program. The properties are now able to compare their “pre” and “post” EMS consumption indexes for both water and electricity. Some have extended their monitoring programs to disposable items (e.g., garbage bags and chemical use).

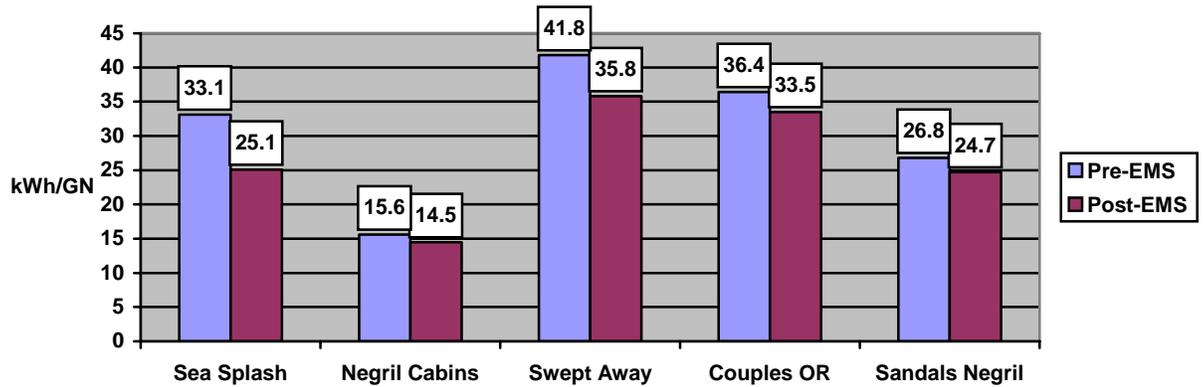
### Performance Improvements

All five properties experienced an improvement in their water and electricity consumption. The greatest improvement in water use was Swept Away (50% reduction), while the greatest percent improvement in electricity use was Sea Splash (24% reduction). Exhibits 3 and 4 illustrate the “pre” and “post” EMS consumption indexes for water and electricity, respectively.

**Exhibit 4. Change in Water Consumption**



**Exhibit 5. Change in Electricity Consumption**



A summary of the results for the five properties is provided below. It should be noted that these savings have accrued over a 2+ year period, and that while the savings are expected to continue, the year to year improvement is likely to decline as the easiest and most economically attractive “best practices” are adopted.

- Sandals Negril (215-rooms) saved approximately 45,000 m<sup>3</sup> of water, 444,000 kilowatt hours of electricity, and 100,000 liters of diesel. In addition, the hotel has achieved a significant reduction in its solid waste stream and realized significant savings of plastic bags and fertilizer. The total investment for the program was approximately \$68,000. Based on the estimated savings of \$261,000, the program yielded an annual return on investment (ROI) of 190% over the first 2 years. The payback period for the initial investment was approximately 10 months.
- Couples Ocho Rios (172-rooms) saved approximately 31,000 m<sup>3</sup> of water and 174,000 kilowatt hours of electricity. The total investment for the program was \$50,000: approximately \$ 20,000 in equipment and \$30,000 in consulting fees. Based on the estimated savings of \$134,000, the program yielded an annual ROI of 200% over the first 16 months. This represents a payback period of just 6 months.

- Swept Away (134-rooms) saved approximately 95,000 m<sup>3</sup> of water, 436,000 kilowatt-hours of electricity, 172,000 liters of liquefied petroleum gas and 325,000 liters of diesel. Based on available data, the total investment for the program was approximately \$44,000. Based on the estimated savings of \$294,000, the program yielded an ROI of 675% over the first 19 months. The payback period for the initial investment was approximately 4 months.
- Negril Cabins (80-rooms) saved approximately 11,400 m<sup>3</sup> of water and 145,000 kilowatt hours of electricity. In addition, the hotel has achieved savings of over \$5,000 on laundry chemicals since August 1998 through its towel and linen reuse programs and efforts to reduce the use of laundry chemicals. The property began composting in October 1998 and has composted over 35 tons of solid waste. By using this compost for its landscaping needs, the property no longer purchases fertilizer. Based on available data, the total investment in the program was \$34,670, and the resulting savings over 2.75 years are estimated to be \$46,000, producing an annual ROI of 48%.
- Sea Splash (15-rooms) has saved approximately 7,600 m<sup>3</sup> of water and 154,000 kilowatt hours of electricity, leading to significant savings in utility costs. The cost of the project at this resort was \$12,259, and the savings since July 1998 are estimated at \$46,000, yielding an annual ROI of 151% over the first 2.5 years of the project.

### Lessons Learned

The main lesson learned from this case study is that a structured process and management system can yield significant improvements in any size hotel property. As expected, the properties tended to focus on fixing leaks, changes in staff practices (e.g., towel and linen reuse programs) and water conserving devices that pay back in a matter of days or months. Higher cost measures (e.g., high efficiency lighting or water saving toilets) tended to be put off until the second year of EMS implementation when some savings were already realized. In addition to the efficiency improvements, the daily monitoring water and electricity meters saved several of the hotels from erroneous utility bills that would previously have been paid directly from accounting.

Another lesson learned is that an EMS program with reinforcing elements will motivate properties to both enter the program as well as stay in the program. The EMS design without a detailed property assessment makes it difficult for the property to establish realistic targets for improvement and to determine the applicability of “best practices”. Similarly, organizational aspects and training are more meaningful when drawn from an EMS that documents job responsibilities, training program, and monitoring program. Certification, by itself, was not viewed as cost-effective without the associated financial savings associated with the assessment recommendations. And finally, measuring the actual results or improvements would not have been possible unless a baseline was established prior to the adoption of an EMS.

A final lesson is that people make the difference. All five properties benefited from strong, and active, support from the General Manager. In the two smaller properties, the owners became more involved in the second year of the programs, and each property’s EMS survived changes in General Manager. The two new General Managers have embraced the EMS approach and have further empowered the Environmental Officer and Green Team to lead the property’s efforts. Each property has a dynamic individual as their Environmental Officer. These individuals became the “environmental champion” for their properties and were, in four of the five cases, required to take on additional responsibilities. Given that the Environmental Officers are from different departments, it indicates that the character of the individual is as important as their

technical knowledge or rank in the hotel. All five properties have found ways to recognize and reward staff for their involvement in their environmental programs. Finally, several of the line staff indicated that they had begun some of the same practices in their homes.

### Implications for Transferring Results to Other Caribbean Hotels and Resorts

Transfer of the “Jamaica experience” is well underway. Other Jamaican hotels, including entire hotel groups, have made the commitment to adopt an EMS. USAID has extended its program to additional small hotels in Jamaica, and small hotels in the Eastern Caribbean. Governments of several countries (e.g., Bahamas and Cayman Islands) have drawn up plans to sponsor their own EMS demonstration programs. For all intensive purposes, EMS has become a part of the Caribbean hoteliers permanent vocabulary.

As the number of Caribbean hotels with a certified EMS increases, new technical support is emerging. For example, several of the hotels profiled in this case study have already reached out to the hotels operating in their area to provide guidance in adopting “best practices”. Hotel training schools are now looking to “green” their curricula by integrating “best practices” into management and line staff training. A training course for “certified” environmental officers is scheduled, and an internship program with hotels in North America is being planned. There is a preliminary plan to establish a Green Hotel Fund that will extend financing for hotels to implement “best practices”.

As today’s best practices become “common practices” in the Caribbean, the role of organizations like CAST become even more important in researching and analyzing new technologies, products and staff practices to feed the continuous improvement cycle. Combining the competitive nature of the industry that recognizes leaders, and the cooperative spirit of hoteliers helping each other solve common problems in same tourism destination make for powerful forces in optimizing the environmental performance of Caribbean hotels.

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### Notes

<sup>1</sup> An environmental management system (EMS) is a systematic framework for increasing operating efficiency and improving environmental performance.

<sup>2</sup> These results reflect only those that were quantifiable given existing data.

<sup>3</sup> The energy content of LPG and diesel is as follows: 1 liter of LPG = 7.09 kWh, and 1 liter of diesel = 10.83 kWh.

<sup>4</sup> Environmental Management for Hotels – Industry Guide to Best Practice, prepared by the International Hotel Environment Initiative, 1993.

<sup>5</sup> *1999 Caribbean/Latin American Profile*, Caribbean Publishing Company and the Caribbean/Latin American Action. 1998.

<sup>6</sup> The Jamaica Hotel and Tourism Association and Fairmont Hotels (formerly Canadian Pacific Hotels) each host as an exchange of environmental officers and members of staff involved in environmental programs.

## **Handout for Exercise 6-1**

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### **Group 1 – Sun, Sea and Sand Island, Caribbean**

An island in the Caribbean approximately 50 miles long, 20 miles wide. Fringing reef and white sand beaches along the north coast, natural bay on the south. Capital city located on bay. Susceptible to seasonal hurricanes.

Eastern half of island mountainous with picturesque ocean and waterfall views. Western half in large landholdings for traditional commodity crops (sugar, bananas, coconut).

Electricity, water and sewer service in capital city only. Airport capable of handling small aircraft only (less than 20 passengers).

Traditional farming and fishing economy, turned to tourism in the past decade. Limited trained personnel for tourism, large unemployment due to end of preferential treatment for commodity crops (e.g., sugar, bananas).

Government has prioritized tourism as development priority, and has encouraged foreign private investment. Investment proposals for cruise ship, all-inclusive resorts, locally owned and operated accommodations.

Land tenure is questionable, lots being sold without title.

### **Group 2 – Ancient City, Middle East**

Archeological ruins of a walled 2000-year old civilization located within the boundaries of modern and rapidly growing city of 5 million people.

Untitled inhabitants residing in parts of the ancient city, direct descendants of ancient civilization. Ethnic minority in country, largely unskilled and semi-skilled workforce. Strong sense of self-governance, recognized by central government.

Rapidly deteriorating structures due to pilferage of building materials. Dilapidated infrastructure (water, sewer, roads).

International recognition of the cultural heritage of Ancient City has resulted in small but growing number of foreign tourists visiting the site on self-guided tours.

Government has planned a new conference and convention center at the site with investors from the Gulf. The development will require clearing of all existing structures and relocation of current inhabitants, further disenfranchising the Ethnic minority.

### **Group 3 – Safari Mountain, Africa**

A rich, biodiverse landscape that traverses two countries in Africa. Mountainous topography with some of the last standing ancient forest.

Recent discovery of endangered primate species in the area has resulted in anthropologists visiting the area. National Geographic special on area has resulted in an influx of international NGOs working to protect the area.

Recently declared National Park in Western Safari, while slash and burn agriculture rampant in the Eastern Safari. Government of Western Safari applied for UNESCO World Heritage Site, Eastern Safari considering logging concession for remaining stands of hardwoods.

Local indigenous people common to both countries, knowledgeable of medicinal plants, and cultural taboo toward hunting newly discovered primate species. Migration from Eastern to Western Safari as land is turned over to lumber companies.

Proposed route of World Bank financed highway linking two countries to run within landscape. Traditional transportation along river traversing the same route.

## **Handout for Exercise 6-2**

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### **Group 1 – Sun, Sea and Sand Island, Caribbean**

Illustrative ecotourism/sustainable tourism enterprises:

- Water sports – scuba diving, snorkeling, sea kayaking, and whale watching – all in the vicinity of the proposed cruise terminal in the south
- Mountain recreation – white water rafting, hiking, mountain biking, camping – access limited to unimproved roads and trails
- Accommodations – hotels, guesthouses, lodges – located on the shores of the North Coast

### **Group 2 – Ancient City, Middle East**

Illustrative ecotourism/sustainable tourism enterprises:

- Concessions for archeological restoration and use – rebuilding structures to accommodate visitors
- Interpretive tours – guide visits to the Ancient City and vicinity – no current capacity to train and certify guides
- Local bizarre (market) and restaurants – locally owned and operated for many generations

### **Group 3 – Safari Mountain, Africa**

Illustrative ecotourism/sustainable tourism enterprises:

- Community based forests – open to visitation but no tourism infrastructure
- International NGO sponsored guided mountain tours – biodiversity/science based programming
- Interpretive river tours – following traditional trading route for local crafts

## Implementing Sustainable Tourism Projects in the USAID Context

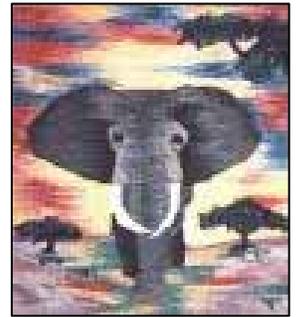
### Module 7: ASSEMBLING A PROJECT

**Duration:** 2 hours

#### PARTICIPANT OBJECTIVES

By the end of the session, participants will be able to:

- Prepare a scope of work and related RFP sections for a new tourism project
- Estimate the budget and period necessary for a chosen tourism intervention
- Design a monitoring and evaluation plan tied to the goals of the intervention



#### SESSION OUTLINE

SLIDE	Description
1.	Participant Objectives
2.	From Concept to RFP/RFA
3.	Country Example: Jordan Tourism Project
4.	Jordan Tourism Project: Program Goal
5.	Jordan Tourism Project: Program Background
6.	Jordan Tourism Project: Project components
7.	Jordan Tourism Project: Intervention areas
8.	Jordan Tourism Project: Illustrative activities
9.	Jordan Tourism Project: Sample Performance Indicators
10.	Period of Performance
11.	Period of Performance – Example Program Duration
12.	Example Budgets <ul style="list-style-type: none"> <li>• Defining budget based on project objectives, available budget, and intervention</li> <li>• Insight on costs to implement various activities</li> </ul>
13.	Jordan Tourism Project: Proposed Staffing
14.	Environmental Considerations: Reg 216
15.	General Procedures: Reg 216
16.	Project Design: <u>Exercise 7-1</u> <ul style="list-style-type: none"> <li>• Write a brief <u>Goal</u></li> <li>• Write a brief <u>Background</u></li> <li>• Define 1-3 <u>components</u> of a tourism project</li> <li>• Outline <u>interventions</u> and some illustrative <u>activities</u></li> <li>• List some <u>performance indicators</u></li> <li>• Determine a <u>period of performance</u> for the project</li> <li>• Determine an <u>estimated budget</u> for the project</li> </ul>
17.	Evaluation Criteria
18.	Recap



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# Implementing Sustainable Tourism in the USAID Context

Arusha, Tanzania

February 2006



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# **MODULE 7: BRINGING IT ALL TOGETHER – ASSEMBLING A TOURISM PROJECT**





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## Objectives

**By the end of the session, participants will be able to:**

- Design a holistic, integrated approach for a new tourism project
- Estimate the budget and period necessary for a chosen tourism intervention
- Select illustrative performance indicators to measure whether interventions will achieve program goal(s)



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## From Concept to RFP/RFA

- Goal
- Background (issues)
- Components, Interventions [and Activities]
- Performance Indicators
- Period of Performance
- Budget
- Staffing
- Environmental Considerations
- Funding Mechanism



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## **USAID Jordan, 2004 - 2009**

### **Strategic Objective: SO10**

- Improved Economic Opportunities for Jordanians

### **Intermediate Results:**

- More transparent, efficient and responsive public sector
- More effective legal and regulatory reform
- Increased depth of private sector growth involvement



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## Jordan Tourism Project

### Program Goal:

*To promote Jordan's competitiveness as an international tourism destination by establishing the proper institutional and regulatory framework that enables a private sector-driven approach that spurs tourism growth while at the same time preserving the nation's historic and natural treasures.*



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## Jordan Tourism Project

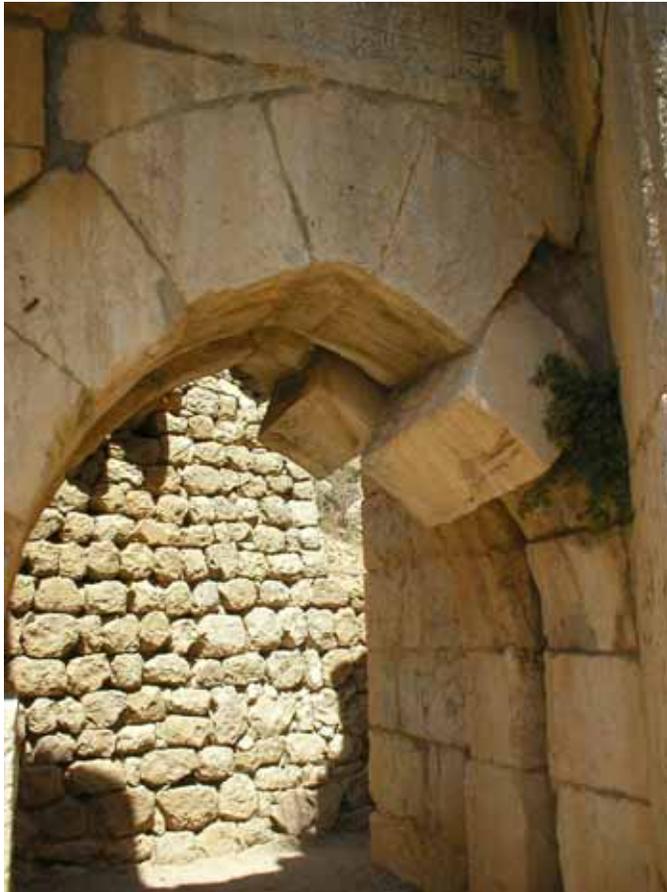
### Program Background:

- *Major challenges facing Jordan*
- *Jordan's economy and tourism's contribution*
- *Tourism in Jordan compared to neighboring countries*
- *Constraints to Jordan's tourism sector development*
- *Past USAID involvement in tourism and other sectors*
- *Past local and international partners in USAID projects*
- *Jordan's tourism institutions*



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## Jordan Tourism Project



### Project Components:

1. Creating an Enabling Environment for Tourism Growth
2. Building a Responsive and Dynamic Tourism Sector and Local Development Opportunities
3. Cross-over Public-Private Activities



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## Jordan Tourism Project

<b>Components:</b>	<b>Intervention areas:</b>
Creating an Enabling Environment for Tourism Growth	<ul style="list-style-type: none"><li>• Legal and Regulatory Reform</li><li>• Institutional Reform</li></ul>
Building a Responsive and Dynamic Tourism Sector and Local Development Opportunities	<ul style="list-style-type: none"><li>• Product and Site Development</li><li>• Association &amp; Enterprise Development</li><li>• Awareness among Jordanians about the importance of tourism</li></ul>
Cross-over Public-Private Activities	<ul style="list-style-type: none"><li>• Human Resources and Quality Assurance</li><li>• Research Capacity</li><li>• Financial Services Integration</li><li>• Grants</li></ul>



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## Jordan Tourism Project

<b>Components:</b>	<b>Intervention areas:</b>
Creating an Enabling Environment for Tourism Growth	<ul style="list-style-type: none"><li>•Legal and Regulatory Reform</li><li>•Institutional Reform</li></ul>
<b>Building a Responsive and Dynamic Tourism Sector and Local Development Opportunities</b>	<ul style="list-style-type: none"><li>•<b>Product and Site Development</b></li><li>•Association &amp; Enterprise Development</li><li>•Awareness among Jordanians about the importance of tourism</li></ul>
Cross-over Public-Private Activities	<ul style="list-style-type: none"><li>•Human Resources and Quality Assurance</li><li>•Research Capacity</li><li>•Financial Services Integration</li><li>•Grants</li></ul>



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## **Jordan Tourism Project**

### **Sample illustrative activities:**

- **Work with the Executive Privatization Commission to create management contracts attractive to private investors;**
- **Use community participation approaches and appropriate survey techniques to determine the target community's development priorities;**
- **Involve rural development authorities in local and regional tourism planning;**
- **Provide support to various stakeholders for the development of product categories, i.e., cultural tourism, culinary tourism, eco-tourism, adventure tourism, religious tourism, architectural tourism, historical tourism, etc.;**
- **Develop cross-sectoral linkages for rural tourism projects.**



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## **Jordan Tourism Project**

Sample Proposed Performance Indicators:

- Growth in number of tourists each year
- Amount of private investment into tourism sector
- Number of new tourism companies registered
- Amount of tax revenue generated from tourism
- Global Competitiveness Index ranking



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## Period of Performance

- Depends upon whether it is a tourism only project, or if tourism is embedded in a larger project
- Can be implemented in phases to allow for adaptive programming
- Duration depends upon capacity of partners and counterparts

***What's your experience?***



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## Period of Performance, cont.

<b>Intervention</b>	<b>Typical Duration (not sequential)</b>
Tourism Strategy	6-12 months
Tourism Master Plan	12-18 months
Tourism Cluster	18-24 months
Tourism Product Development	12-24 months
Industry Demonstration Program	18-24 months
Standards and Certification Program	24-36 months
Training Program	6-18 months
Destination Management Program	12-36 months
Community Based Tourism Program	12-24 months
Protected Area Tourism Program	12-24 months



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## Budget – several examples

<b>Project</b>	<b>Budget</b>	<b>Period of Performance</b>
<b>Jordan Tourism Project</b>	<b>\$17,133,000</b>	<b>36 months</b>
<b>Jamaica EAST</b>		
Phase I	\$ 750,000	18 months
Phase II	\$ 428,000	12 months
Phase III	\$ 1,633,000	24 months
Phase IV	\$ 1,300,000	24 months
<b>Morocco Rural Tourism Project</b>	<b>\$ 3,094,000</b>	<b>36 months</b>
<b>GWU Practicum</b>	<b>\$ 25,000</b>	
<b>Bulgaria BCEG</b>	<b>\$ 3,240,000</b>	<b>48 months</b>
<b>Jamaica REACT</b>	<b>\$ 5,890,000</b>	<b>48 months</b>
<b>Egypt LIFE Red Sea</b>	<b>\$ 12,000,000</b>	<b>48 months</b>



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## Jordan Tourism Project

Staffing proposed:

- Tourism Law and Open Skies Agreements Specialist
- Tourism Investment Promotion Specialist
- Tourism Site Development Specialist
- Tourism Reform Specialist
- Transportation Specialist
- Tourism Governance and Sector Analyst
- Community-Based Tourism Development Specialist
- National Parks Interpretation Specialist
- World Heritage Site Specialist
- Hospitality Quality Assurance Specialist
- Public-Private Partnership Specialist
- Institutional Reform Specialist



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## Environmental considerations – Reg 216

### It is USAID policy to:

- Ensure that the environmental consequences of AID financed activities are identified and considered by AID and the host country prior to a final decision to proceed and that appropriate environmental safeguards are adopted;
- Assist developing countries to strengthen their capabilities to appreciate and effectively evaluate the potential environmental effects of proposed development strategies and projects, and to select, implement and manage effective environmental programs
- Identify impacts resulting from AID's actions upon the environment, including those aspects of the biosphere which are the common and cultural heritage of all mankind
- Define environmental limiting factors that constrain development and identify and carry out activities that assist in restoring the renewable resource base on which sustained development depends.



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## General Procedures - Reg 216

- Preparation of the Initial Environmental Examination (IEE)
- Threshold Decision
- Negative Declaration
- Scope of Environmental Assessment or Impact Statement
- Preparation of Environmental Assessments and Environmental Impact Statement
- Processing and Review within USAID
- Environmental Review after Authorization of Financing
- Monitoring
- Revisions
- Other Approval Documents



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## Goal and Background: Exercise 7-1

**Small group exercise. For a tourism project in your mission:**

- Write a brief Goal (just a statement is ok), and
- Write a brief Background (bulleted list is ok) and
- Define 1-3 components of a tourism project
- Outline interventions and some illustrative activities
- List some performance indicators
- Determine a period of performance for the project
- Determine an estimated budget for the project



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## Evaluation Criteria

- **Appropriateness of interventions to address issues**
- **Realism of budget, period of performance, staffing**
- **Fulfills sustainable tourism objectives (economic, environmental, social)**



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## RECAP

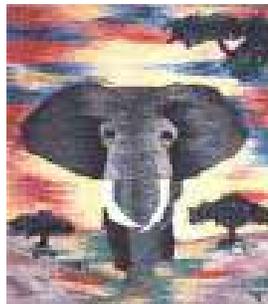
- The Tourism Assessment Process from Module 3 helps set the stage for assembling a tourism project.
- The implementation perspective provides valuable insights and lessons learned in designing tourism interventions.
- Staffing, budget and period of performance needs vary depending on the project, location, previous tourism projects and other factors.
- Performance indicators must be clearly defined, easy to understand, comparable, objective and realistic to measure.
- A Reg 216 Initial Environmental Examination is required for all projects that are not categorically excluded or exempt.



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## Core Delivery Team

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**USAID TRAINING  
SEMINAR  
ON SUSTAINABLE  
TOURISM**

**ARUSHA**

19 - 2 - 2006



# DEVELOPING SUSTAINABLE TOURISM IN TANZANIA

by E. Mwamwaja  
Division of Tourism

Ministry of Natural Resources and  
Tourism

# Tourism, WTO (1993)

- 'activities of persons *travelling* to and *staying* in places *outside* usual environment (a day to one year long) for leisure, business or other (not related to paid activity at destination.)'
- **'Sustainable Development'** -(Brundtland (1987, *Our Common Future*, Rio Earth Summit in 1992)

# Sustainable Tourism -WTO

- *that* meets the needs and wants of present **tourists** and **host** communities while protecting and enhancing opportunity for the future.
- --*managing* all resources (built, cultural, ecological, biodiversity) to fulfill both the economic, social, and aesthetic needs

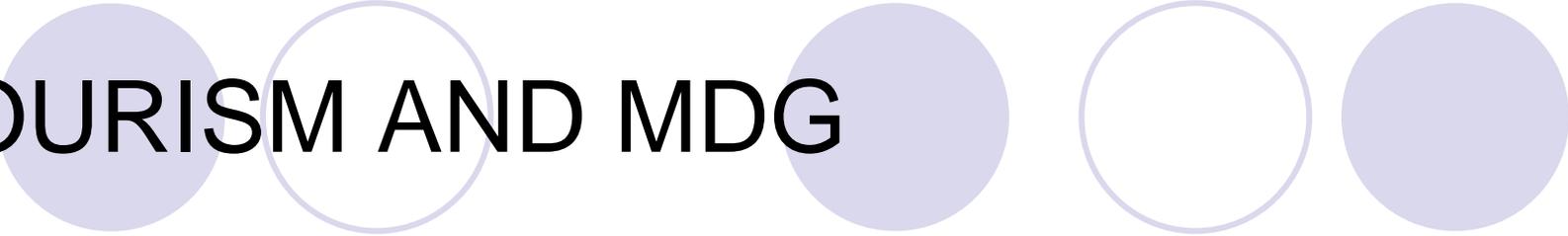
# Tourism Performance in Tanzania

- **Tourism Receipts** –increased from US\$ 259.44 million in 1995 to US \$ 746.02 million in 2004
- **Tourist Arrivals** –number increased from 295,312 in 1995 to 582,807 in 2004
- Supports around 198,557 direct jobs
- targeting one million tourists by 2010.

# Principles of Sustainable Tourism

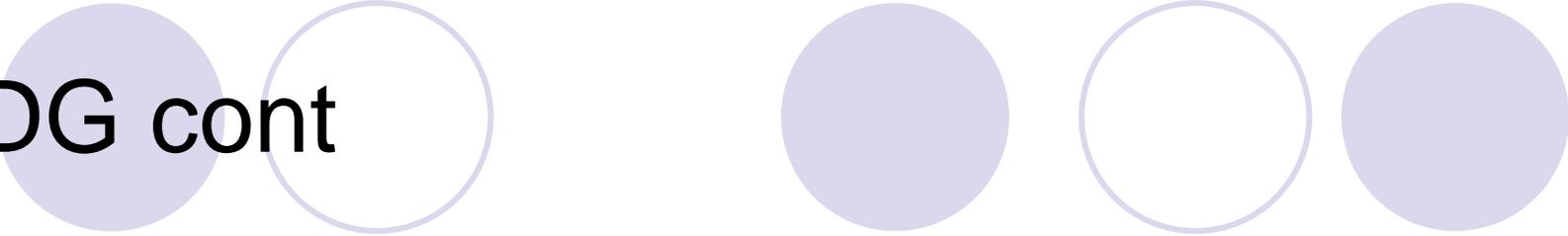
- Using resources sustainably
- Reducing over-consumption and waste
- Maintaining diversity
- Integrating tourism into national/local planning
- Supporting local economies
- Involving local communities
- Consulting stakeholders, the public
- Skills Development and Training
- Marketing tourism responsibly
- Research and Development

# TOURISM AND MDG



- **Recognize** ST as MDGs tools - esp poverty alleviation;
- **Integrate** tourism in national dev't programmes- poverty reduction
- **Good governance-** Stakeholders consulted, given responsibilities;
- Mobilize domestic **resources**, in cooperation with financial institutions, business, private sector to facilitate SMEs;

# MDG cont



- All Players to **act** in a **sustainable manner**- increase employment and opportunities to local people;
- Observe **ethics**-Global Code of Ethics for Tourism-, child exploitation
- **Cooperation**- public and private sectors to ensure infrastructure, political stability, peace and good governance are in place;
- **Prioritize tourism** in dev't assistance programmes – infrastructure, capacity building, technology, markets access, security, travel;

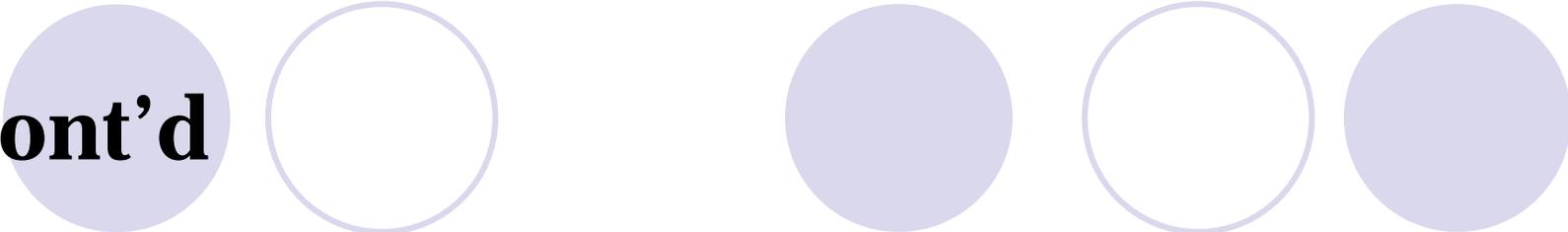
# Achieving STD, Indicators?

## What does a host community gain?

- Are there benefits from economic activity to the community? for how long?
  - employment, infrastructure, social services? improved quality of life
- How are the benefits distributed?

## Decision-Making and Control

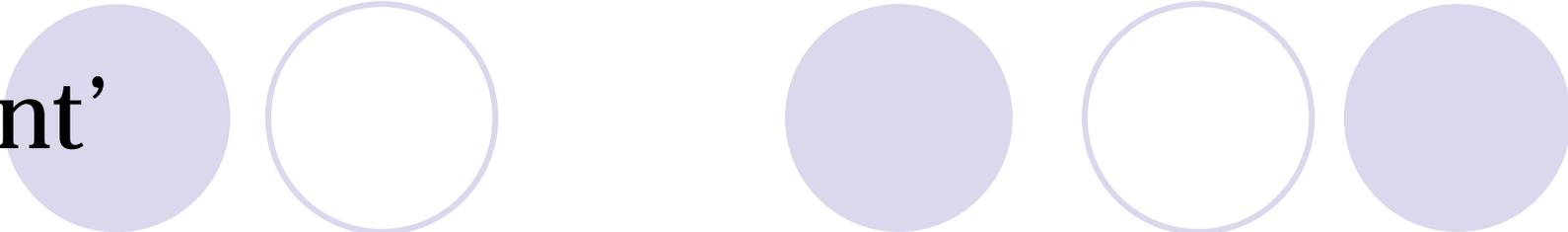
- Is 'every one' involved - planning and decisions



**cont'd**

## **Contributing to Local Economy**

- diversify and stimulate local economies
- are the benefits to local communities flexible over time –take in different groups?
- minimum leakage and maximum linkages - policies?
- are local communities' priorities being neglected because of tourism?



cont'

## **Social dev't**

- strengthened local cultures, community morale and spirit
- does the tourism improve the quality of life?

## **Skills Development**

- training opportunities - skills development.
- less outside workers?

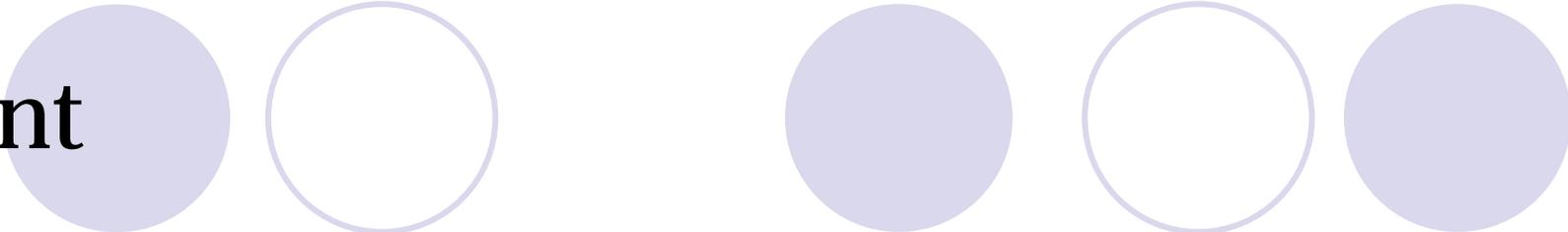
## **Environment/NR**

- protection and management of the environment and rehabilitation
- Is tourism over-dependent on natural resources?

# Is tourism an appropriate tool for SD?

## *Arguing against!:*

- ‘Requires immense resources and commitment.’
- ‘Although provides benefits to local community, too often it has ignored their needs and rights.’
- ‘Characterized by rapid, short-term dev’t – *the ‘boom and bust’ syndrome*’
- ‘one quarter of the world (North) consumes 80% of global resources, the rest (South) share 20%.  
- tourism allows the one quarter to even travel to the South to *consume the remaining 20% as well.*’



cont

- ‘... poor environmental record, negative cultural impact and unsatisfactory benefits - intermittent, low level employment
- ‘...how does one promote private and community interests at the same time?’
- ‘... private companies not to be expected to share profits/power with rural communities simply because it’s a kind thing to do so.’
- ‘...how does one enrich a few and at the same time reduce poverty?’

# ***Tourism a powerful tool for SD***

- STD is a continuous process and requires constant monitoring of impacts, introducing necessary preventive and/or corrective measures.
- Needs stronger political leadership to ensure wide participation and consensus building.
- Raising everyone's interest in promoting sustainable tourism.

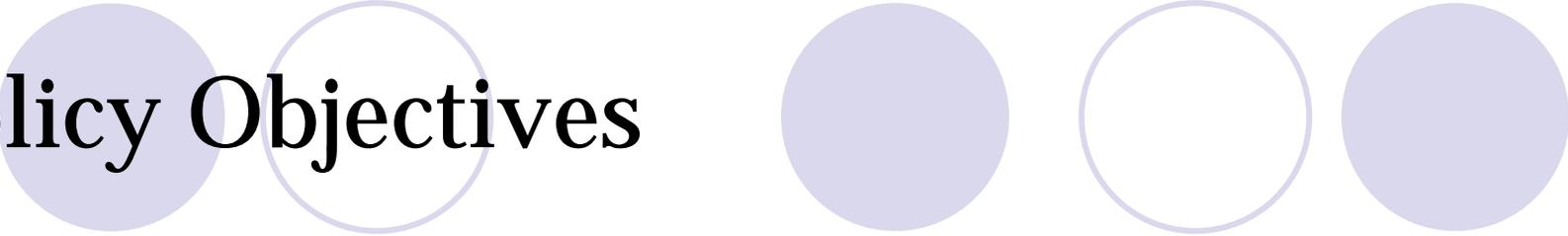


# Tanzania Experience

## The National Tourism Policy-1991, reviewed in 1999

- objectives and strategies necessary to ensure ST in the country
- tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable in the country .
- Low volume, high value tourism

# Policy Objectives

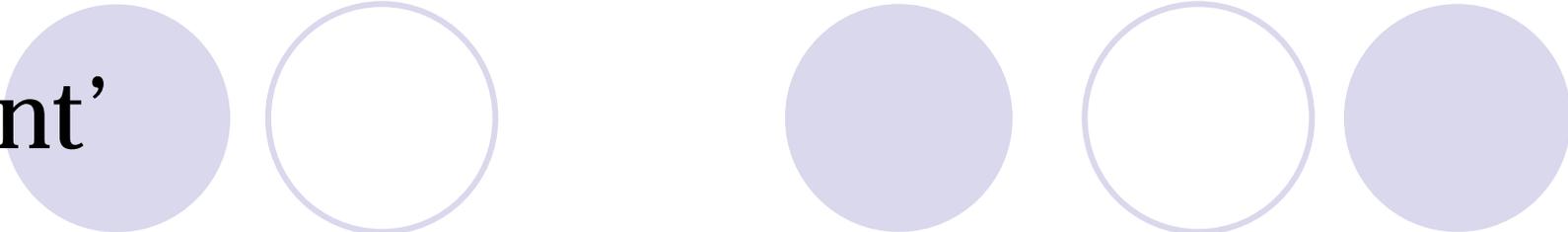


## **Economic :**

- increase revenues - forex and GDP
- create more employment and promote HRD
- promote investment-develop private sector.
- development of the infrastructure, support institutions
- technology, local industries, regional and international tourist linkages

## **Social:**

- cross-cultural exchange, understanding.
- awareness on the importance and role of tourism.
- provide social opportunities for tourists and residents
- establish competitive, transparent and regulatory framework



cont'

## **Environmental:**

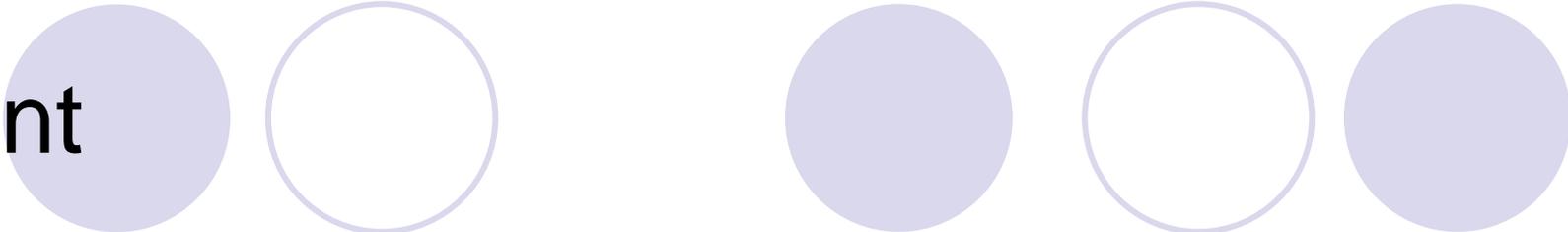
- promote tourism that is ecologically friendly and environmentally sustainable.

## **Cultural:**

- promote cultural values as a form of product diversification
- help promote country's rich cultural and natural heritage attractions
- encourage development of a national identity

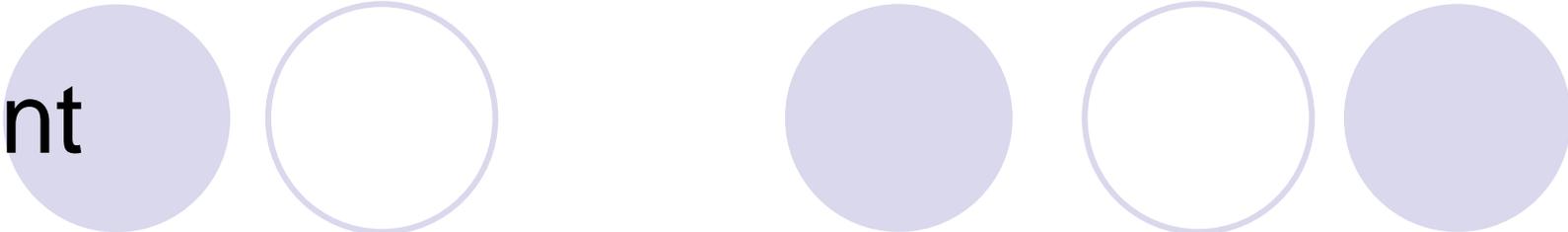
# Implementing STD

- **Government's role:** from provider to that of regulating, promoting and facilitating
- **Ministry's commitment:** ensuring sustainable conservation of natural and cultural resources, and developing its tourism potentials.
- **Communities:** part of receipts returned to the local communities to support development projects such as schools, health centres, water, roads etc. (TANAPA, Game Reserves)  
**CBT:** through Village Development Fund (VDF)  
Youth and Women take part- preparation of meals, sale of souvenirs, work as guides etc



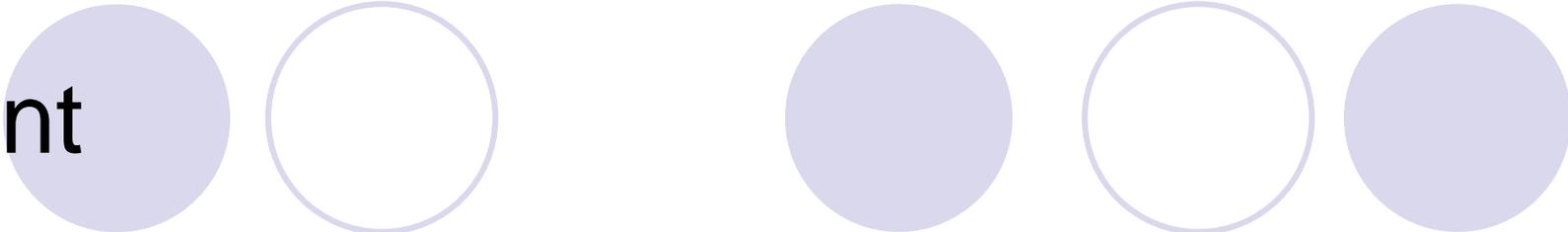
cont

- **Private Sector:** enabling environment for private sector, investment.  
**PPP:** through Tourism Confederation of Tanzania (TCT), a private sector body to represent tourism private sector
- **Product Diversification-** environmental friendly products- cultural tourism, events
  - Develop other circuits
- **HRD (employment)-** HRD policy, improve training standards
  - National College of Tourism



cont

- **Local control:** Strengthening local authorities in the management and control of tourism, including providing capacity building.
- **Conservation:** Develop EIA, Law enforcement-TANAPA, NCAA, Antiquities Division, Wildlife Division- monitor use of natural resources,
  - Design eco-friendly tourism programs (eco-tourism)
  - ST awareness building among tourists and local population



cont

-Communities involved in the management of resources

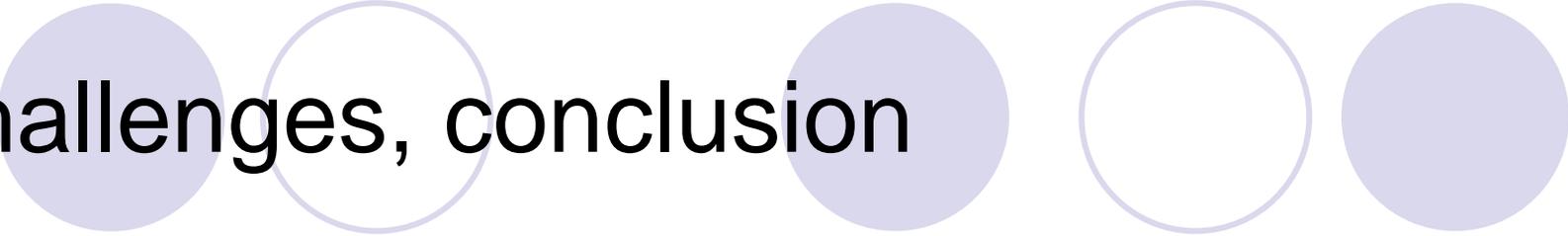
-Priority to neighboring communities-training, employment

## **Financing**

- SMEs –credit guarantee schemes, other

## **Legislation**

- Quality control of tourist facilities, products and services
- Tourism Act –facilitate, regulate sector development and operations

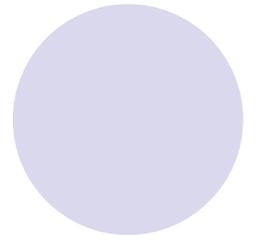
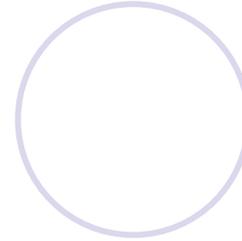
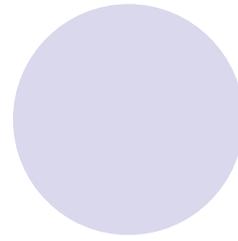
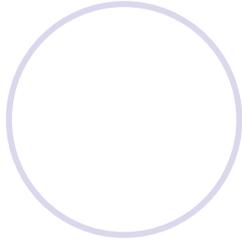
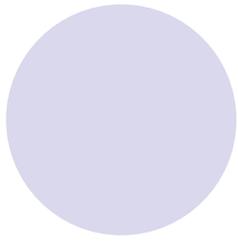


# Challenges, conclusion

- Commitment – national, international
- Power and Control -local communities
- Expanding benefits to communities
- Limiting destruction of the natural resources

We strongly believe that ST is an appropriate tool for Sustainable Development in the Developing countries like Tanzania.

By the end of this training you will have both sharpen your understanding and commitment to sustainable development of the sector.



THANK YOU FOR YOUR ATTENTION

# **Coastal Tourism in Tanzania**

Presented by:

**Ildefons A.Masekesa**

**TCMP – Coastal Tourism**

**Coordinator and**

**Principal Tourism Warden-Marine  
Parks and Reserves Tanzania**

# Tanzania Coastal Management Partnership (TCMP)

- Joint initiative between Vice President's Office through **NEMC**, United States Agency for International Development (**USAID**) and the Coastal Resources Center/University of Rhode Island (**CRC/URI**)
- Initiated to develop and apply a national coastal management framework i.e to conserve coastal biodiversity and improve livelihoods.
- Promoting Sustainable Tourism (coastal tourism) is one of the TCMP activities.

# An overview of Tourism-Tanzania

- Tourism is now the largest industry in the world – it can bring substantial economic benefits to Tanzania
- Tourism industry depends on a clean and healthy environment
- Sustainable tourism can enhance environmental conservation and provide tangible benefits to the communities

# Overview (cont)

- Travel Industry trends– more demands for pristine environments, experiences with nature and lack of pollution and civil society problems
- Tourism receipt increased from US\$ 259.44 million in 1995 to US\$ 746.02 million in 2004
- Tourist arrivals increase from 295,312 in 1995 to 582,807 in 2004
- Accounts for nearly 16% of the national GDP
- Support around 198,557 direct jobs.

# The case for Coastal Tourism Development in Tanzania

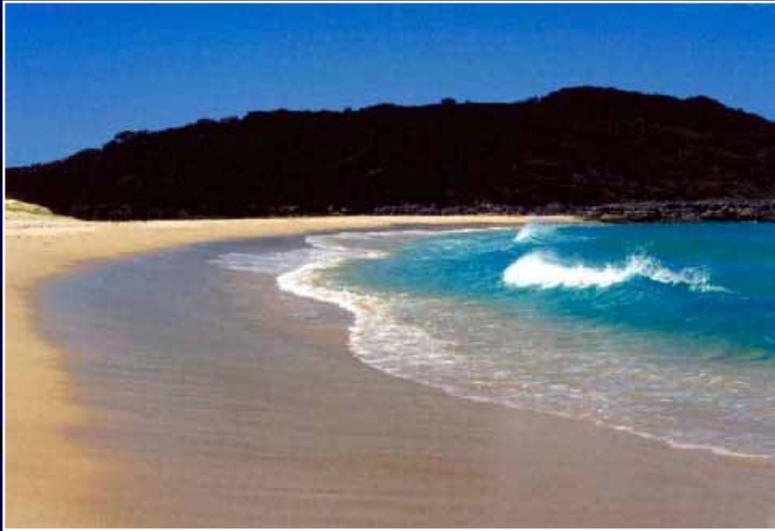
- Tanzania has 1424 km of coastline
- Natural attractions range from the traditional wildlife to the relatively newly discovered marine mammals (dolphin, dugong, whales etc.)
- Cultural attractions
  - historical sites
  - ruins along the coast
  - traditional Swahili life-style

# The case for coastal tourism development (cont)

- National Tourism Policy of 1999 -  
Diversification of tourism products
- Integrated Tourism Master Plan- the coast is  
the priority zone for tourism development
- National ICM Strategy- coordination of  
coastal environment and economic activities  
for improving livelihood
- NSGRP (MKUKUTA) – Pro- poor tourism

# Coastal districts of Tanzania





# ATTRACTIONS



# Coastal areas with high potential for coastal tourism

- Pangani- Saadani- Bagamoyo
- Kilwa
- Mafia Island
- Lindi - Mtwara

# CULTURAL ATTRACTIONS



# Problem Analysis

- **Main environmental problems:**
  - **Pressure on existing infrastructure and services**
  - **Beach erosion from poorly sited hotels**
  - **Localized pollution due to increased waste load**
  - **Degradation of habitats e.g. Due to trampling and anchors**
  - **Collection of trophies, seashells and corals**

# Problem Analysis [cont]

- **Social-economic problems:**
  - **Rural coastal communities are still poor, depend on smallholder farming, small-scale trade, livestock husbandry etc.**
  - **Low level of participation by local communities in tourism planning and management processes**
  - **Unemployment and lack of sufficient knowledge about tourism business**

# Problems[cont]

- **Development Constraints:**
  - **Inadequate access [International & Internal flights]**
  - **poor infrastructure esp. roads**
  - **High costs of internal transport**
  - **Poor services standard**
  - **Poor quality tour and safari guides**
  - **Lack of quality accommodation facilities**



# Efforts to overcome constraints

- Develop Guidelines for Coastal tourism Development
- Develop a comprehensive tourism management plan
- Provide technical advice to the Coastal Tourism investors by using the Guidelines
- Support the CBOs to promote ICM best practices in Bagamoyo and Pangani Districts

## Efforts (Cont)

- Work with FINCA Tanzania to provide loans to the Bagamoyo Tour Guides
- Support MPRU for opening of nature trails and placement of signages on Bongoyo Island Marine Reserve
- Work with Tourism Division to prepare the National Tourism Development Programme

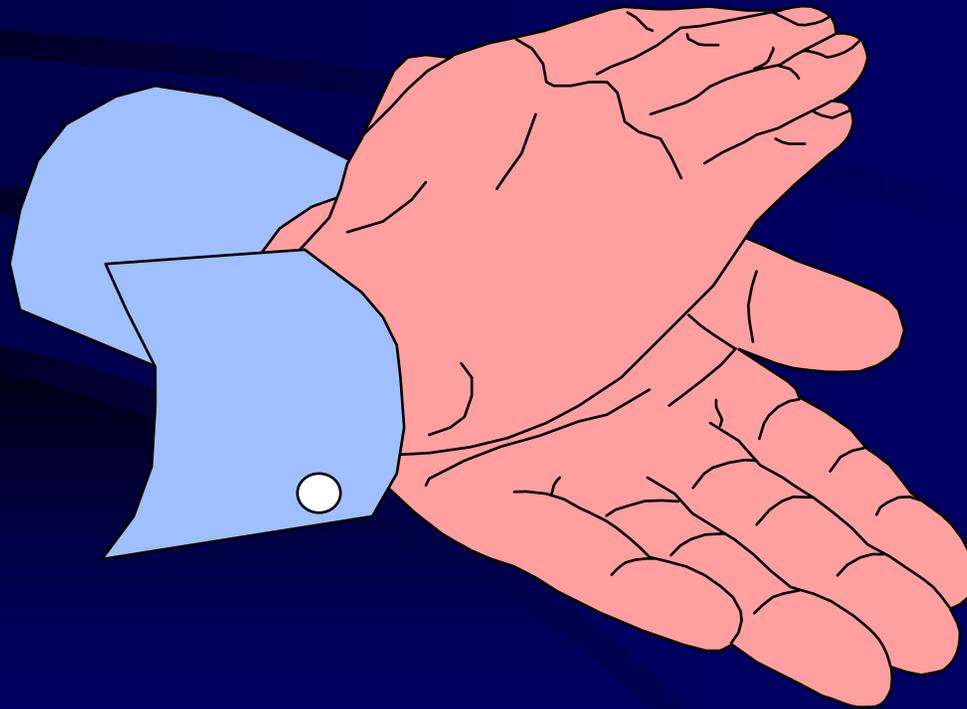
# The way forward

- Continue providing Technical assistance to the new and existing initiatives
- Continue to assist potential investors on the use of the **Guidelines for Coastal Tourism Development**
- Continue to work with the Tourism Division to implement the **National Tourism Policy and Master plan**

# The future of coastal Tourism

- Depends on cooperation between all interested stakeholders
- Has the power to build up the well-being of Tanzanians living along the coast
- Depends upon adherence to the existing guidelines

THANK YOU!



# **SUSTAINABLE TOURISM**

A paper to be presented at the sustainable Tourism course at Ngurndoto Lodge in Arusha, February 19th – 26th, 2006.

**By Antiquities Division**

# SUSTAINABLE CULTURAL TOURISM IN TANZANIA

- Abstract
- Definition
- Tangible and Intangible
- Sustainability
- Problems
- Measures

## **Abstract:**

There has been much emphasis by the World Tourism Organization (W.T.O) on the importance of a country's use of both natural and cultural heritage in her economy and social development through tourism. However, Cultural heritage sites are under pressure world wide due to tourism. In many developing countries, cultural tourism involves built heritage and mostly the living intangible heritage so strongly presented among local communities. According to the host community, essential goals of tourism development include generating higher levels of income, creation of new employment opportunities as well as increasing foreign exchange. Also, it is important to protect the environment and especially their culture.

The major challenge however is the relationship of sustainable conservation in relation to Cultural tourism. Can they co-exist? What are the major measures for sustainable tourism in our host communities.

## Origin

- Concern for the destruction for the environment and thus the resources;
- National including UNCTAD, UNESCO and World Tourism Organization;
- Hue Declaration of the WTO Ministerial meeting in Cultural tourism and Poverty Allevation – June 2004.

## **Definitions**

### **Sustainable Tourism**

- Development meets the need of present tourists and host regions while protecting and enhancing opportunities for the future;
- Development guidelines and management practices are applicable to all forms of tourism, types of destinations and the various niche Tourism;
- Refer to the environment, economic and social cultural of tourism development, and sustainable balance must be established among the three dimensions to guarantee its long sustainability.

# Intangible and Tangible

## Intangible

- Expressions
- Representations
- Practices
- Knowledge

## Tangible

- Monuments
- Groups of buildings
- Sites
- Natural areas

# Domains

- Oral traditions, and expressions including language as a vehicle of the intangible cultural heritage;
- Performing arts;
- Social practices rituals and festival events;
- Knowledge and practice concerning nature and the universe
- Traditional craftsmanship.

# Criteria

## **This intangible heritage is**

- transmitted from generation to generation;
- constantly created by communities in response to
  - Their environment
  - Their interactions with nature and
  - Their history
- and provides them with a sense of identity and Continuity

## **Sustainable Tourism should**

- Make use of environmental resources that contribute a key element in tourism development, maintaining essential ecological processes and helping to conserve cultural heritage;
- Respect the social cultural authenticity of host communities, conserve their built and living heritage and traditional values and contribute to intercultural understanding and tolerance.
- Ensure viable, long term economic operations, providing social economic benefits to all stakeholders that are fairly distributed including stable employment and income earning opportunities and social services to host communities and contributing to poverty alleviation.

# Threats

## Tangible Heritage

- Fragile and delicate nature especially Historic buildings ruins and monuments as regards age and environment;
- Mass tourism
- Aggressive urbanization
- Speculative development
- Nature;
- Conflict
- General neglect

# Intangible heritage

- Overcrowding
- Distortion of local customs
- Loss of native language
- Demonstration
- Loss of traditional industries
- Fragmentation of communities
- Alteration to Religions Codes;
- Rise of social Problems

## **National safeguarding measures**

- Inventory making;
- Adopt a general safeguarding policy
- Establish complement safeguarding bodies
- Foster studies and research methodologies;
- Ensure recognition of and respect of Intangible heritage
- Inform the public of dangers threatening intangible cultural heritage;
- Promote education for protection for natural spaces and places of memory;
- Adopt legal, technical and administrative and financial measures;
- Training institutions for intangible heritage, management and transmission;
- Ensure access to intangible cultural heritage;
- Establish documentation institution.

# ***Ecotourism saving coral reefs – What can make it happen?***



***Sibylle Riedmiller, Chumbe Island Coral Park Ltd  
sibylle@chumbeisland.com***

02/05/2006

# ***Private investment in Marine parks***

## ***Experiences of Chumbe Island Coral Park Ltd. in Zanzibar/Tanzania***



- ***Coral reefs disappearing fast***
- ***A case for private investment in marine conservation, in particular, even more than in terrestrial parks***
- ***Chumbe Island Coral Park: objectives & work done***
- ***Financing Marine park development & operations***
- ***Lessons learned...***
- ***Wish list...***

# ***Coral reefs – Rainforests of the sea - provide:***



- **800 species of reef-building corals & 4000 species of fish<sup>1</sup>**
- **1/4 of total fish catch in developing countries<sup>2</sup>**
- **Invaluable attraction for tourism**
- **New medicines**
- **Coastal protection**

<sup>1</sup>*Birkeland 1997: Life and death of coral reefs.*

<sup>2</sup>*Jameson et al. 1995: State of the reefs: Regional and global perspectives.*

# ***Coral reefs are threatened by:***



***Blast fishing***



***Overfishing***

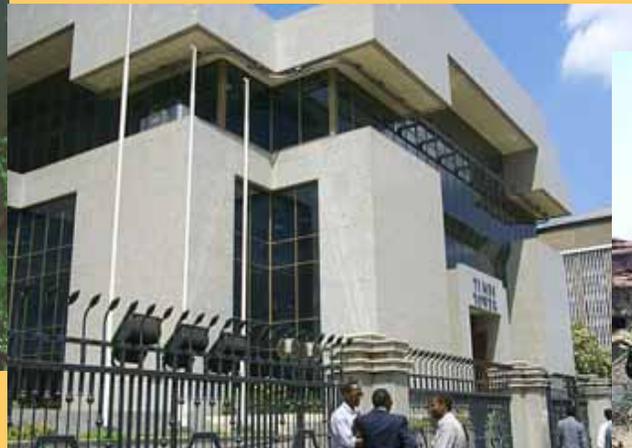
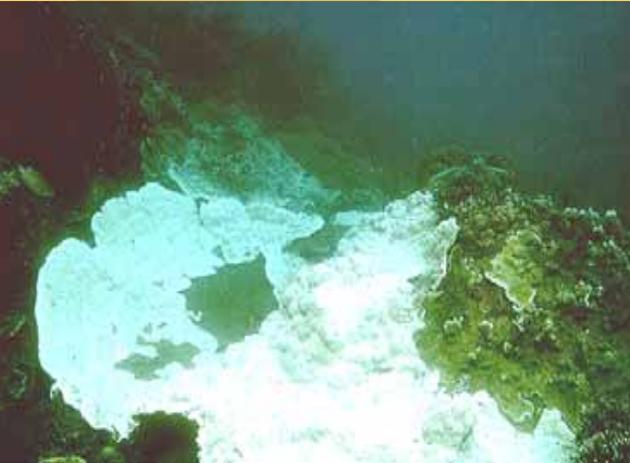


***Aquarium & Curio trade***

***& Fish poisoning***  
***Global warming - bleaching***

***Coastal overdevelopment***

***Marine pollution***



# Reefs are disappearing fast



- **27 %** of world's coral reefs lost in 2000 (1998 coral bleaching alone destroyed 16 % of reefs, half will never recover);
- **32 %** in critical stage or threatened;
- Many Marine parks are **paper parks**;
- **40 countries** with reefs have no parks at all.

# ***Ecotourism is non-destructive use, and:***



- **Increases *economic value* of coral reefs**
- **Builds *local ownership* by attracting local investors, employing local people**
- **Offers *sustainability & long-term benefits***

# ***Ecotourism - the most sustainable option for economic use of reefs***



***This Manta is one meal for few people only.***



***This Manta can provide income for many people over many years...***

***..if benefits are shared?***

# Benefits of Marine Parks over Terrestrial parks...



## Terrestrial parks:

- Often **exclude** local people,
- **'Spill-over'** not beneficial, as harvesting wildlife as 'bush meat' is illegal;
- Instead **human-wildlife conflicts**, e.g. danger to life & damage to crops & livestock;
- **'Benefit sharing'** not automatic & often controversial:
- **Compensate** local people for lost resource use with tourism revenues: often difficult!

# **Benefits of Marine Parks over Terrestrial parks...**



## **'No-take' Marine parks**

- Also **exclude** local people;
- But provide **fish nurseries** & spawning grounds;
- **Re-stock** neighbouring areas,
- **'Spill-over effect'** increases catches there:
- Fishers **benefit directly!**
- Less human-wildlife conflicts,
- Less political pressure for **compensation** from tourism revenues...

**An even stronger case for private Marine Parks!**

# ***Private investment can directly support marine conservation***



Operators **are on the ground**, can build local alliances with other resource users (formal & informal sector);

- May invest directly in marine conservation, e.g. **private Marine parks** like Chumbe Island Coral Park,
- or **manage** small Marine parks, core zones under contract,
- also **support** Monitoring, surveillance, training, marketing.

# ***Chumbe Island - a private nature reserve off Zanzibar***



***Uninhabited coral rag island,  
8 miles south of Stonetown,  
1 km x 200 mtr, 22 ha***

# ***Marine Park & Forest Reserve*** ***(fully protected since 1994)***



***Protected by  
Park rangers  
(former fishers)***

***Sanctuary for  
endangered***  
➤ ***Aders duiker***  
➤ ***Coconut crab***

02/05/2006

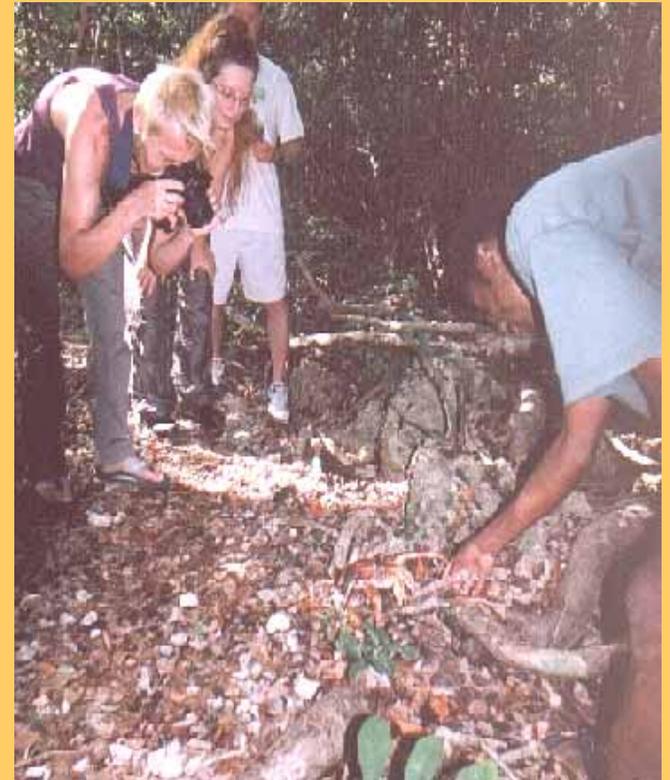
# ***Visitors' Centre & Nature trails***



***Guest management and  
education (max 14  
people per day)***

02/05/2006

***Lowest impact  
Eco-architecture***



# ***Eco-lodge (7 bungalows) with state-of-the-art eco-technology***



- ***Rainwater catchment***
- ***Composting toilets***
- ***Greywater filtration***
- ***Solar energy***



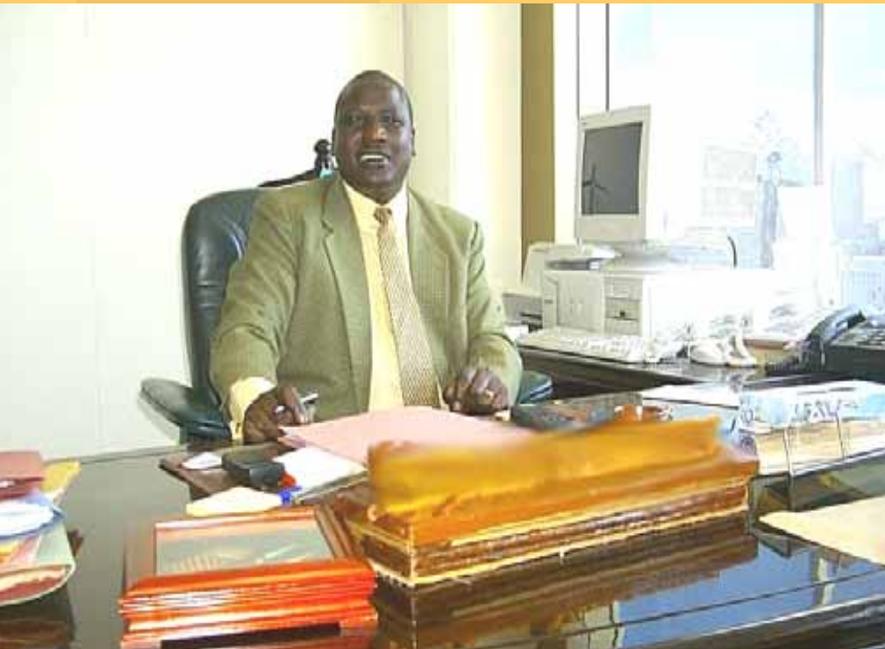
# ***Chumbe Park management staff***



***Third of staff directly employed for Park Management & Education:***

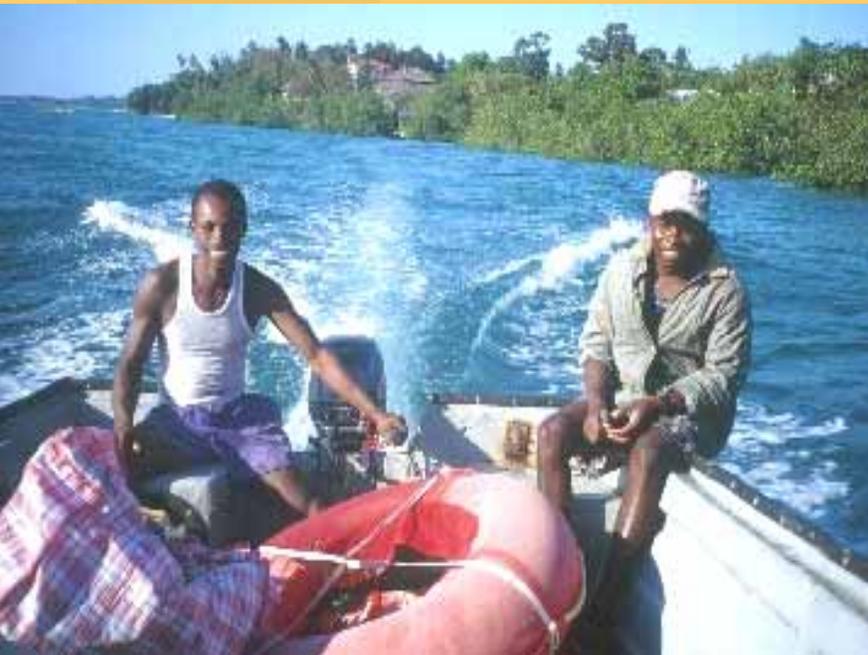
- ***Project Manager, Environmentalist, mostly dealing with Government issues;***
- ***Conservation Coordinator, Marine biologist, supervising Rangers and conservation issues;***
- ***8 Park Rangers, former fishers, for enforcement, monitoring, guidance of visitors and school children;***
- ***Education Coordinator for school programmes.***

# ***Policy, legal and institutional context: opportunities ...***



- ***Up to 1996: No legislation & institutions for marine conservation in Zanzibar***
- ***Economic liberalisation & tourism creating a market for conservation***
- ***Legal base for private MPA: Zanzibar Investment Act 1986, 1988 Fisheries Act, Land lease & Management contracts***<sub>16</sub>

# ***Winning public support for the Marine Park...***



- ***Village meetings (1991/92)***
- ***Training fishers as Park Rangers (from 1992)***
- ***Informal on-the-job training by volunteers***
- ***Park Rangers “educate” fishers & help in emergency***
- ***Education programmes***
- ***Advisory Committee***
- ***Management Plan 1995-2005***

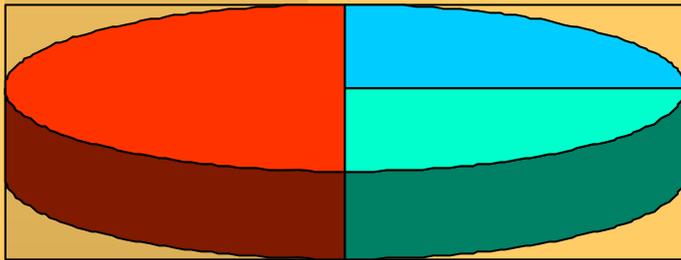
# ***Educational programs***



- ***Awareness tours for Government officials;***
  - ***Workshops for fishermen;***
  - ***School Excursions for snorkelling & nature trails: up to 2005 ca. 1.800 kids, 350 teachers***
- (critical issue: are up-market guests disturbed by school children?)***

# **Funding Marine Park development – Pre-operational phase 1991-98**

**Total 1.2 Mio US\$**



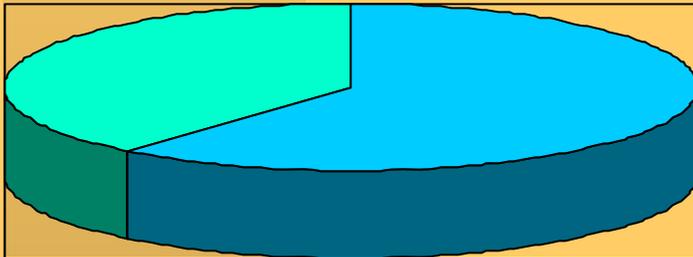
**■ Donor ■ Volunteer ■ Private**

## **Sources of investment:**

- **50% private funds FDI;**
- **25% ca 40 Volunteers (incl. Project initiator and main investor), individuals & agencies SES, BESO, APSO.**
- **25% Donor support for baseline surveys, nature trails, Visitors Centre: GTZ, GTZ-CIM, GTZ-GATE, Forest Stamp Program, Netherlands Embassy, EC-Microfund, etc.**

# ***How the investment was used - Pre-operational phase 1991-98***

***Investment used for:***



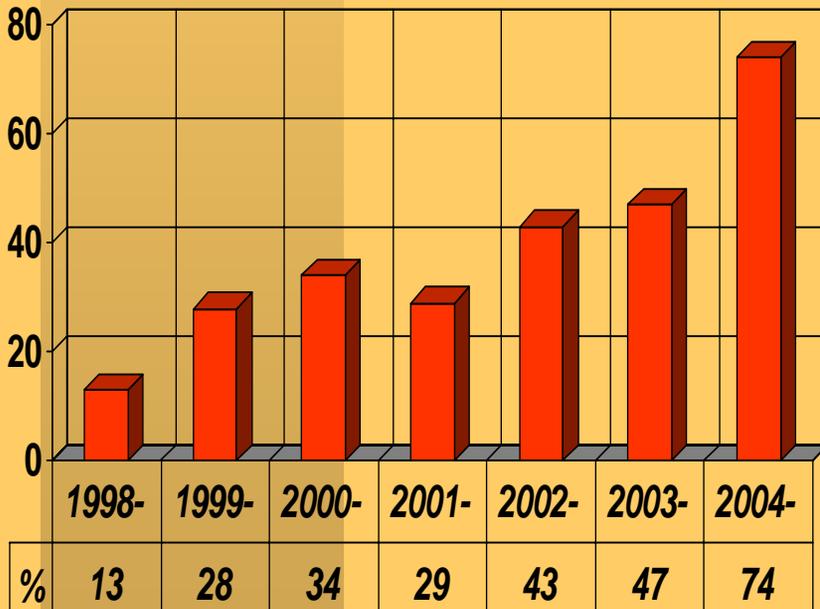
**■ Con & Ed ■ Tourism**

- ***60% Conservation & Education - Negotiating the Park & Management contracts with GoZ (1991-95), baseline surveys, Ranger training & employment (from 1992), Visitors' Centre (1998), Reef & Forest nature trails & education materials (from 1995), rat eradication (1997)***
- ***40% Tourism Infrastructure - Ecolodge & tourism services***

# ***Ecolodge -***

## ***What worked in marketing?***

Occupancy rate % 1998-2005



02/05/2006

### ***Marketing through:***

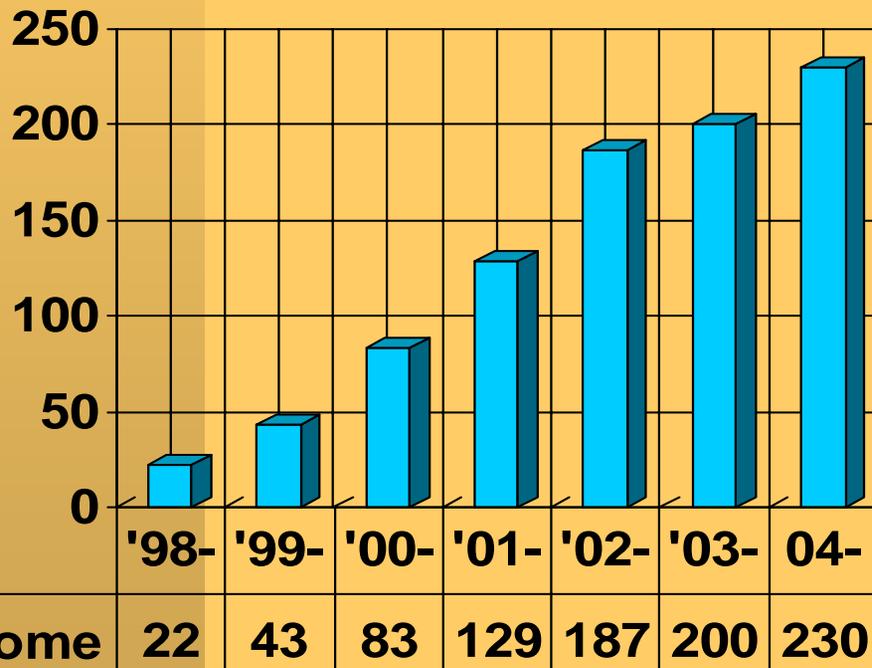
***Internet from 1998***

***International Environmental Awards, e.g.***

- ***1999 British Airways Tourism for Tomorrow Global Award***
- ***2000 UNEP Global500 Award & Chumbe at EXPO2000 (paid by German Aid)***
- ***2001 IH&RA & Condénast Environmental Awards***
- ***2005 TO.DO! & Best Website for Responsible Tourism (Germany)***

# Income from visitors

Income in 1000 US\$



**Ecotourism –**  
main source of income

**Direct donor support for:**

- 1999 Aders' duiker Sanctuary
- 2000-2005 Education Program ~ 5.000 US\$/year

**Indirect support:**

- Volunteer work
- International Environmental Awards, TV documentaries & travel writers, 1998-2003 worth ca. **10 Mio US\$**

# ***Sustainability: Operations covered by Eco-tourism proceeds from 2000***



***Budget ca. 200.000 US\$/yr.***

***Staff: 3 expatriates, 36 Zanzibar.***

## ***Partnerships & Cost control:***

- ***Government, NGOs & Zoos for school programs & protected species sanctuaries***
- ***Volunteers & University researchers for R & M***
- ***Sponsors for nature trails, patrol boats etc.***
- ***Buy & fix equipment on informal markets***

# ***Lessons learned:***



- ***Red tape & corruption delayed operations and multiplied investment costs (x 4)***
- ***Eco-technology costly***
- ***Need to go up-market***
- ***...and for aggressive marketing***
- ***Critical: volatile tourism market, but not threatening sustainability***

# ***The biggest challenges: not the fishermen...***



- ***Government tourism policy favours BIG corporate investors;***
- ***Low security of tenure & contracts;***
- ***No tax relief or other incentives for investment in conservation;***
- ***Red tape & corruption, 'punitive' taxation;***
- ***Competition from over-funded donor aid...***

# ***Why competition from over-funded donor projects?***



## ***Because these:***

- ***Create bureaucracies at central level, taking resource control away from local people;***
- ***Increase costs of management by introducing First World standards;***
- ***Create vested interests that have little to do with local concerns;***
- ***Crowd out local initiatives & local participation.***

# ***Wish list (incentives for the 'right' investors)....:***



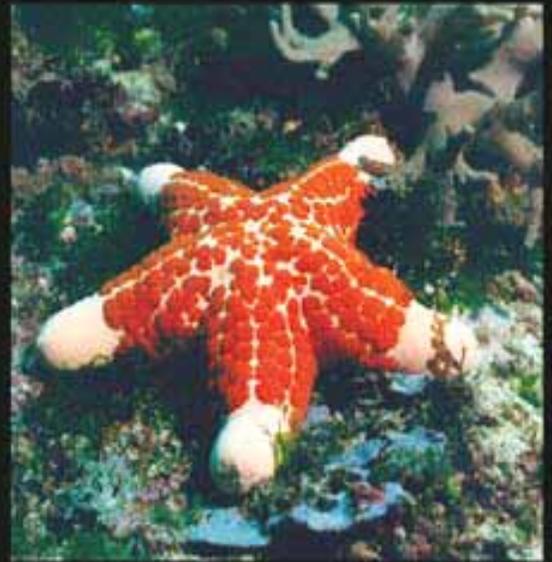
- Conservation should **not** be a State monopoly;
- Donors to help create **incentives** (policy & regulatory) for investment in conservation, rather than subsidizing state bureaucracy;
- Encourage **local** Park management by **genuine** stakeholders of **formal & informal** sectors, including private sector;
- Environmental **certification** better than gvt. regulations.<sup>27</sup>

# ***but also: a change of paradigms needed...***

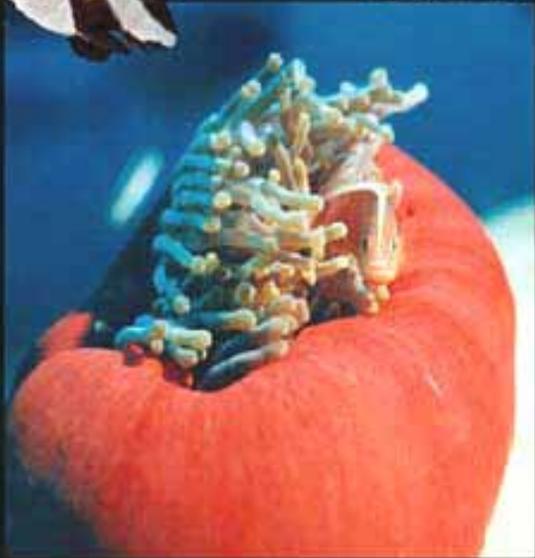


***The private sector – the Bad Guy (to be controlled, regulated & source of funds only)?***

- ***The ‘local community’ – not profit-oriented?***
- ***Private sector profit always incompatible with conservation?***
- ***Government park authorities, donor agencies, NGOs – what are THEIR stakes?***



CHUMBE ISLAND CORAL PARK/ZANZIBAR



# Land Tenure and Property Rights (LTPR)

What it means for  
“Sustainable” in  
Sustainable Tourism (ST)

# LTPR and ST

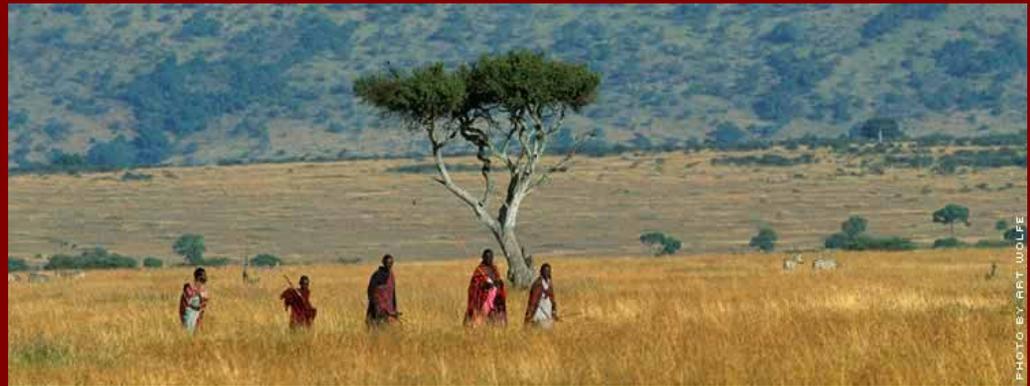
How many tourism projects worldwide do you know that have based both their investment and conservation goals on clearly defined and secure land tenure and property rights?



# LTPR and ST

How many biodiversity conservation approaches have taken into account land tenure and property rights?

Or addressed peoples' access to and use of natural resources after they've been displaced by the formation of parks?



# LTPR and ST



How many natural resources enterprise projects have secured clear and transferable property rights to resources? And for whom?

How much of sustainable natural resources management is based on LTPR?

# LTPR and ST

Let's look at the some specific ST Issues:

- Coastal tourism – who owns the beach and the land backing the beach? Who possess the rights to access and use coastal water resources?
- Ecotourism – who owns the animals/nature/land that is the foundation for the venture? How secure are those rights? What secures those rights? How complex are those rights?

# LTPR and ST

- Cultural Tourism –  
What tenure and property rights were affected by the onset of this aspect of tourism?
- Adventure Tourism –  
who has the rights over access and use to areas that host this aspect of tourism?



# LTPR and ST

Who holds the  
(intellectual) property  
rights to this aspect of  
tourism?



© Andy Drumm/TNC

# LTPR and ST

- Land Tenure is the relationship (legal or customary) among individuals or groups of people with respect to land, water, trees/plants...
- Land Tenure is an institution – rules are made by societies to regulate behavior over land and access.
- Rules of tenure define how property rights to land and natural resources are to be allocated within societies.

# LTPR and ST

## Rules of Tenure (UACT)

- USE
- ACCESS
- CONTROL
- TRANSFER

Land Tenure systems determine who can use what resources for how long, and under what conditions.



# LTPR and ST

Land Tenure Interests

Overriding, Overlapping,  
Complementary, Competing



# LTPR and ST Tenure Types



PRIVATE



COMMUNAL



OPEN ACCESS



STATE

# LTPR and ST

Property Rights – any rights that a person holds in or on land may be considered as property.

Real Property = Immovable Property  
Personal Property = Movable Property

Since there can be a multiple of property rights associate with land and the resources on it/under it, we often refer to a “bundle of rights”.

# LTPR and ST

Property Rights are often simplified to include formal and informal:

**Use rights** – rights to use land for grazing, growing crops, gathering NTFPs, hunting.

**Control rights** – rights to make decisions how the land should be used including decisions on what activities will happen, and who is to benefit;

**Transfer rights** – rights to sell or mortgage the land/resource and convey it to others.

# LTPR and ST

## Customary Rights

- Traditional/held in trust by elders/community committees/kin groups

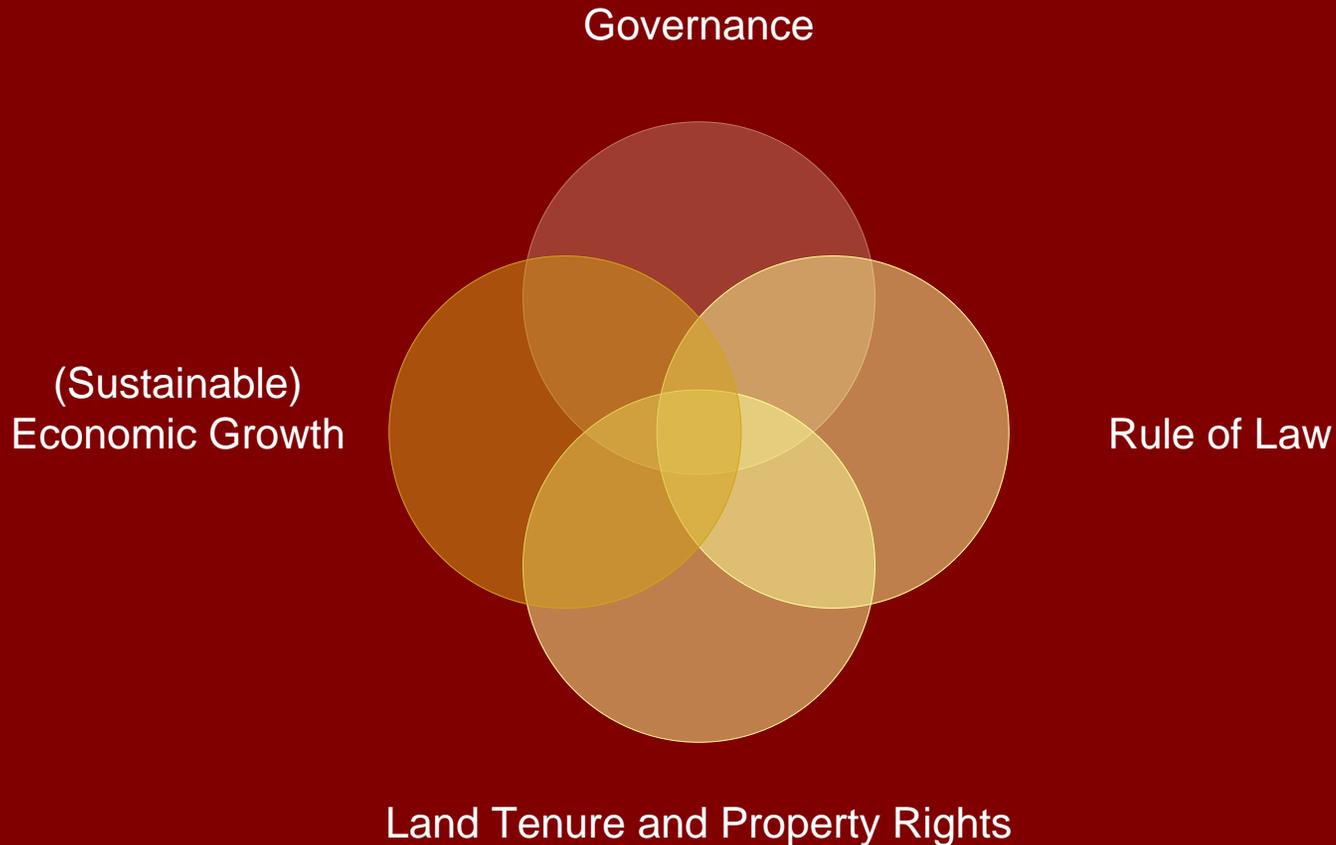
## Statutory Rights

- Described in policy and law



# LTPR and ST

## LTPR as a precursor to ST development investments



## The LTPR Framework

- **Land Tenure and Property Rights Matrix**
- **Land Tenure and Property Rights Country Issues and Donor Interventions Report**
- **Land Tenure and Property Rights Country Ranking and Issues Map**
- **Land Tenure and Property Rights Assessment Tools**

# LTPR Matrix

		LAND AND PROPERTY RIGHTS ISSUES CATEGORIES				
		Violent Conflict/ Instability	Unsustainable Natural Resources Management & Biodiversity Loss	Insecure Tenure and Property Rights	Inequitable Access to land and natural resources	Poorly Performing Land Markets
LT&PR POLICY AND PROGRAM INTERVENTIONS	Key Institutional Arrangements					
	Conflict and Dispute Resolution					
	Legal & Regulatory Framework					
	Redistribution					
	Land Administration					
	Land Use Management & Conservation					

# LTPR and ST

Land Tenure and Property Rights Issues						
	Violent Conflict/ Post-Conflict Instability	Unsustainable Natural Resources Management/Biodiversity Loss	Insecure Tenure and Property Rights	Inequitable Access to Land and Natural Resources	Poorly Performing Land Markets	
Land Tenure and Property Rights Interventions	<b>Key Institutional Arrangements</b>	Rule of law Restoration of safety and security Commitment to protection of human rights Free and fair elections Transparency	Decentralization of NRM services and systems Collaborative/community management systems Institutional coordination Establishment of civil society management capacity National environmental action plans/biodiversity conservation strategies	Specialized community governance structures Judicial reform, courts, and magisterial systems Community governance structures Decentralization of government services and systems Civil society strengthening Notary systems	Constitutional provisions Presidential decrees Decentralization of services and systems	Supportive government service delivery systems Decentralization of notaries Mortgage/credit institutions
	<b>Conflict or Dispute Resolution</b>	Peace and reconciliation commissions Mediation/arbitration Restitution/compensation Resolution of conflicting claims to common resources Compensation	LTPR conflict mediation systems Community conflict commissions Compensation systems Harmonize plural legal systems	Land arbitration systems Alternative dispute mechanisms Legal aid Controlled access to protected area resources Rights adjudication	Local arbitration systems Legal aid Land courts Compensation systems	Land claims courts Tenant/sharecropper conflict resolution systems
	<b>Legal and Regulatory Framework</b>	Civil code Constitutional development reform Judicial reform Land law review commissions	Protected area legislation Forest/pasture law reform Sustainable agriculture policy/legislation Water law reform	Laws to strengthen poverty rights Limits and safeguards to compulsory acquisition Establish magistrates/notaries Strengthen customary tenure Legal aid Land law review commission	Legal reforms strengthening state acquisition and distribution of land and property Legal reforms addressing "open access" issues Land banks/land funds	Laws and regulations to enable transactions Conducive fee structures Land access/use contracts Strengthened notary systems Removal of legal barriers to land ownership and transfer Incentives for subsequent registrations
	<b>Redistribution</b>	Resettlement of soldiers Resettlement of refugees/internally displaced persons Reallocation of state land and property Restitution Land swaps	Ecosystem assessments Easements/expropriation Transfer rights	Redistribution of land rights Restitution Formalization of customary tenure Community title to common property	Improper redistribution/eviction halted Land reform Resettlement Farm redistribution/restructuring Reallocation/privatization of land and property Expropriation Land banks	Market-assisted land reform
	<b>Land Administration</b>	Provisional land titling Land demarcation Reconstruction of property Reconstruction of records	Community title to common property Concessions/community license of common resources to third-party users Environmental and economic valuations	Rights adjudication Land certification/registration Registry development Immovable property registry Reconstruction of property and records	Land-use planning Environmental zoning and management systems	First registration systems Land titling and registration Immovable property register Private sector market information and valuation systems Public access to land information systems
	<b>Land-Use Management and Conservation</b>	Land reclamation Demining Control of unbridled resource exploitation Land suitability assessment	Participatory land-use planning and zoning Land-use monitoring systems Environmental/ecosystem zoning Development and conservation incentives Integrated land/water resources management	(Community) land reserve trusts and conservancies	Land information systems Land survey/demarcation Land titling and registration	Zoning Taxation/tax incentives Town and regional planning Green areas/easements Public-private partnerships

Cross-Cutting LTPR Interventions: Targeted support for gender, ethnic, and social rights; public information and awareness; capacity building.

# LTPR and ST

## The LTPR Assessment

Pre-Assessment – used by USAID Mission to pre-assess LTPR issues

Full LTPR assessment - guides the analysis of LTPR issues in a country, and/or analyzes ongoing LTPR programming in a country

# LTPR and ST

And what's in your next sustainable tourism project?

Will you address LTPR issues before making the Sustainable Tourism Investment? Or

Will you deal with security of tenure and property rights issues as part of your ST investment?



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# **Energy and Sustainable Tourism:**

## **Energy Supply and Use in Off-Grid Ecotourism Facilities**

Pam Baldinger

February 22, 2006



# Objectives

The objectives of this presentation are to provide an overview on:

- Energy, ecotourism, and the bottom line
- Issues USAID field officers must be aware of so they can take energy into account in sustainable tourism project planning and SOWs

# Focus

This presentation will focus on tourism facilities in remote locations, and will cover the following topics:

- Factors affecting energy use in ecolodges and other tourism facilities
- Renewable and non-renewable energy sources and technologies for off-grid facilities
- Factors affecting the selection of energy supply options and technologies
- Impacts of energy systems on the local environment and communities





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## Energy and the lodging industry

- Energy is vital, regardless of the location, type and/or size of operation
- Conventional, grid-connected hotels typically operate with few energy supply concerns or end-use restrictions
- Energy supply, use and efficiency are all major concerns for off-grid facilities
- Energy supply problems in off-grid facilities can be addressed with technology
- Cost of technology-intensive solutions tends to be high





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## Types of energy used in tourism facilities

- **Electricity:** Energy source for electric lamps, motor-driven appliances and electronic devices
- **Thermal energy:** Energy source for heating applications

Conventional hotels are large energy consumers. Energy consumption per guest-night in small Caribbean tourist hotels typically ranges between **20 to 100 kWh/guest-night**.

In the Dominican Republic, electricity costs around **.18/kWh → \$3.60-\$18/night/room**. This makes electricity the second highest operating cost after labor.

***Energy affects economic viability of the facility***





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## Energy use in hotels and ecolodges

- Efficiency benchmark for a conventional tourist hotel in tropical climates = 25 kWh/guest-night
- An ecolodge providing basic services can consume less than 0.5 kWh/guest-night (25 times less electricity than an energy-efficient hotel)



- **Principal energy use objectives for sustainable lodging facilities**
  - *minimize energy consumption (for environmental and economic purposes)*
  - *avoid electrical applications in locations where on-site electricity generation is costly*
  - *minimize the use of fossil fuels for electricity generation or thermal applications*



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## Factors affecting energy consumption in tourist facilities

- Capacity
- Staff housing
- Climate
- Operating cycle of the facility
- Type of operations and guests
- Water needs
- Energy efficiency





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# Exercise

## Start Planning Your Tourism Facility

1. Identify all energy end-uses in this hotel. Create a list of all the major categories/activities that require electrical or thermal energy.
2. Now assume that you plan to build a sister facility in a remote, off-grid location. What could you do to minimize the total amount of energy that the facility would need to use for each of these end-uses? Place a second column next to the first indicating your choices.



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## Energy efficiency → Essential for the survival of remote off-grid facilities

- Principal benefits
  - Greater comfort to guests and staff in remote and off-grid locations
  - Lower reliance on fossil fuels
  - Simpler and less expensive primary and backup energy systems
  - Lower maintenance requirements and operating costs
- Must be integrated into every aspect of the design and operation of the facility



- Buildings, equipment and appliances
  - Passive cooling/heating features
  - High efficiency electrical equipment
- Staff and guests: education and participation



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# Energy supply options for off-grid facilities

- Options include renewable and non-renewable sources of energy
- Renewable: Solar energy, wind energy, hydropower, biomass
- Non-renewable: Diesel, gasoline, kerosene, propane
- Applications in ecolodges
  - Wind, sun, hydropower and fossil fuels for electricity generation
  - Sun, biomass and fossil fuels for thermal applications



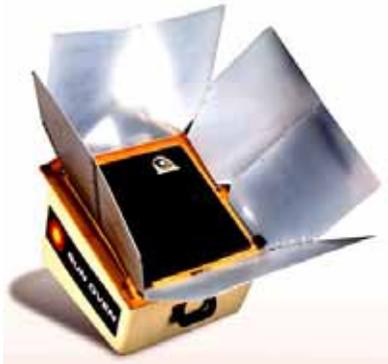


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## Selection of energy supply options

- Selection is difficult and critical; many factors affect the choices
- The energy supply system should ideally
  - rely on renewable energy sources
  - produce enough energy to reliably meet the needs of the facility
  - require no or minimal fossil fuel backup capacity
  - require a moderate investment

\* *Although the initial system cost is an important concern, technical decisions largely based on minimum up-front cost criteria often turn out to be extremely costly in the long-run.*





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# Factors affecting the selection of energy supply options

- Energy needs and end-uses
- Location and features of the site
- Availability and time distribution of renewable energy sources
- Availability of information on renewable energy resources
  - To determine applicability and capacity of the required systems; but
  - Collecting information can be a slow process



# Factors affecting the selection of energy supply options (cont.)

## Typical environmental impacts of various energy systems

Energy system	Environmental concerns
Motor-driven generators	<ul style="list-style-type: none"> <li>•Noise</li> <li>•Air pollution and greenhouse gas emissions</li> <li>•Soil, groundwater or surface water pollution resulting from fuel and oil spills</li> <li>•Disposal of used motor oil, oil filters and batteries</li> </ul>
Photovoltaic systems	<ul style="list-style-type: none"> <li>•Proper disposal of used batteries</li> </ul>
Wind systems	<ul style="list-style-type: none"> <li>•Disruption to bird nesting sites</li> <li>•Disposal of used batteries</li> </ul>
Hydroelectric systems	<ul style="list-style-type: none"> <li>•Soil erosion</li> <li>•Impact to the aquatic or riparian ecosystems</li> <li>•Disposal of used batteries</li> </ul>
Solar thermal (solar water heaters, cookers and space heaters)	<ul style="list-style-type: none"> <li>•None</li> </ul>
Biomass energy systems (water heaters, cooking stoves and space heaters)	<ul style="list-style-type: none"> <li>•Sustainability of the source of biomass</li> <li>•Air pollution and greenhouse gas emissions</li> </ul>
Diesel or kerosene energy systems (water and space heaters, cooking stoves, lamps, refrigeration units)	<ul style="list-style-type: none"> <li>•Soil, groundwater or surface water pollution from fuel spills</li> <li>•Air pollution and greenhouse gas emissions</li> </ul>
Propane energy systems (water and space heaters, cooling stoves, lamps, refrigeration units)	<ul style="list-style-type: none"> <li>•Greenhouse gas emissions</li> </ul>

- Availability and cost of fossil fuels
- Laws and regulations
- Environmental concerns
- Financial assistance for renewable energy projects
- Applicability of the technology to the site



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# Typical Renewable energy systems and technologies for off-grid facilities

- **Electricity generation:** solar panels, wind turbines, small-scale hydroelectric turbines, hybrid systems
  - Other key components of electricity generation systems
    - Batteries
    - Controllers, monitoring devices, inverters
- **Water heating:** solar and biomass water heaters
- **Cooking:** solar cookers, efficient biomass or biogas cooking stoves, fireless cookers/hayboxes
- **Refrigeration:** high-efficiency electric refrigerators/freezers

# Renewable energy systems for off-grid facilities

- Advantages:
  - No net emission of greenhouse gases
  - Renewable sources of energy are available in most locations
  - Generally, technologies are proven, reliable and require minimal maintenance
  - Systems do not require a constant input of consumables (no motor oil, filters, etc)
  - Life cycle costs of wind and hydropower can be very attractive
  - Some systems can be built on site
  - Long service life (15-25 years)

## Typical life cycle cost of electricity generation systems in off-grid locations

Electricity generation system	Life cycle cost of the energy (US\$ per kWh)
Small-scale hydroelectric system	0.05 to 0.15
Wind turbine	0.04 to 0.15
Diesel generator	~0.25

## Renewable energy systems for off-grid facilities (cont.)

- Drawbacks:
  - High initial costs (especially for photovoltaic systems)
  - High-tech components in renewable electricity generation systems
  - Low power output (except in areas with large wind and hydropower resources)
  - Often need some type of non-renewable energy backup system
  - Cost and unavailability in rural markets of high-efficiency appliances
- Most facilities use both renewable and non-renewable sources of energy due to necessity or convenience

# Applicability of energy technologies

- Local track record of the technology
- Technical support
- Operating and maintenance requirements
- **Costs:** take all factors into consideration
  - Equipment, shipping and installation costs
  - Life of the equipment and components
  - Operating and maintenance costs

## Typical capital cost, and operating and maintenance costs of various energy supply options

Energy supply option	Capital cost (US\$ per peak kW)	Operating and maintenance costs (US\$ per 1,000 kWh)
Grid electricity	connection fee (variable)	80 to 120
Photovoltaic system	12,000 - 20,000	5
Small wind turbine system	2,000 - 8,000	10
Small-scale hydroelectric system	1,000 - 4,000	20
Diesel generator	1,000	250

# Impact of the energy systems on the local environment and communities

- Negative impacts
  - Competition for resources
  - Air emissions
  - Soil and water pollution
  - Damage to the ecosystem
- Positive impacts
  - Source of income
  - Technology demonstration and transfer
  - Essential energy services to the community
  - Preservation of ecosystems





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# Case Study



## Sustainable Tourism, Energy and Communities

Energy interventions may aid sustainable tourism projects in ways beyond the obvious electrification of tourism facilities

In Guatemala, local communities, Peace Corps, and USAID wanted to promote community-based ecotourism in the Sepalau Lagoons region. Strategy:

- Water pumping and purification for the community to protect the water reservoir
- Electrification to pump water to a communal washing area and electrify the visitor center

*Results: Improved water quality and community health, improved water resource management, income generation and job creation for more than 250 families, contribution to development of a new tourist route.*





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## Recap

- Sustainable tourism projects should emphasize:
  - Energy efficiency
  - Renewable sources of energy
- There is a wide range of energy options and technologies available for off-grid facilities
- Energy planning must be taken into account in the design phase of the projects to ensure their long-term viability



### For more Information

- USAID EGAT/Energy Team can provide assistance assessing energy options, writing scopes of work, and helping missions deal with energy-related aspects of sustainable tourism projects. **Contact:** Pam Baldinger, [pbaldinger@usaid.gov](mailto:pbaldinger@usaid.gov)



# US FOREST SERVICE international programs

## Natural Resource Based Tourism



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# **CURRENT USAID – FOREST SERVICE PARTNERSHIP COUNTRIES**

---

## **LATIN AMERICA**

- Mexico
- Honduras
- Nicaragua
- Brazil
- Bolivia
- Peru
- Jamaica
- Ecuador
- Dominican Republic
- Haiti

## **MIDDLE EAST**

- Jordan
- Palestinian Authority
- Lebanon

## **EUROPE & NEAR ASIA**

- Russia
- Albania
- Ukraine

## **AFRICA**

- Ghana
- Congo – Brazzaville
- Congo – Kinshasa
- Gabon
- Tanzania
- Liberia
- Guinea
- Madagascar
- Senegal
- Ethiopia
- Kenya
- South Africa

## **ASIA**

- Indonesia
- ASEAN countries
- India
- East Timor
- Sri Lanka
- Vietnam



# SUBJECT AREAS

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## ➤ **Natural Resource Based Tourism**

- ❖ Invasive Species
- ❖ Migratory Species
- ❖ Fire
- ❖ Improved Forestry Practices
- ❖ Protected Areas
- ❖ Ecosystem Services
- ❖ Habitat Management
- ❖ Watershed Management
- ❖ Global Natural Resource Policies & Trade
- ❖ Global Disaster Support
- ❖ Forest Planning and Monitoring





## **RECREATION IS IMPORTANT TO THE US FOREST SERVICE**

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Of the multiple uses of Forest Service lands, by far the biggest contribution to US GDP is through recreation.



## NATURAL RESOURCE BASED TOURISM ACROSS ALL OWNERSHIPS

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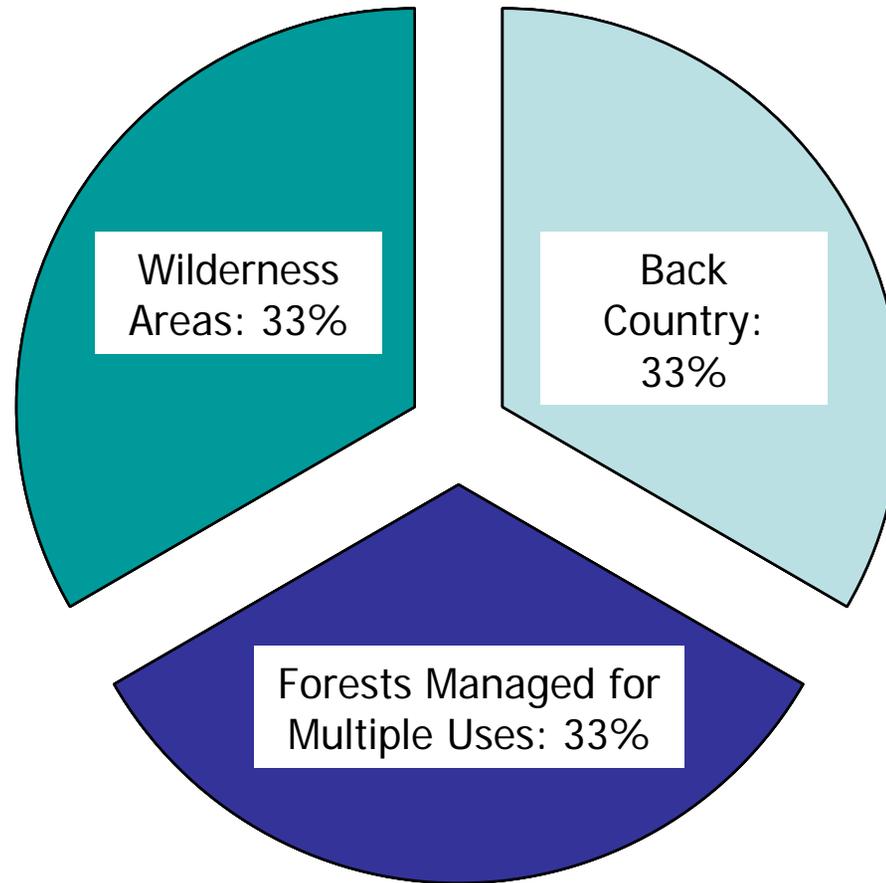
❖ The Forest Service works with private landowners, counties, municipalities, other Federal agencies and States to promote natural resource based tourism.

❖ Examples:

- *Continental Divide Trail (Canada to Mexico)*
- *Front Range Trail (Wyoming to New Mexico)*

# **BREAKDOWN OF LANDS MANAGED DIRECTLY BY THE US FOREST SERVICE**

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**The US Forest Service manages 10% of US land base.**



## **SKI the US Forest Service**

- ❖ 130 Alpine ski areas
- ❖ 115 Nordic areas
- ❖ 60% of the Nation's lift capacity
- ❖ 60% of total US skier visits



## HIKE the US Forest Service

---

- ❖ 125,000 total trail miles (200,000 km)
- ❖ 52,000 miles (83,000 km) open to mountain biking
- ❖ 5,500 miles (8,800 km) of National Recreation trails
- ❖ 6,400 miles (10,304 km) of National Scenic & Historic
- ❖ 78 million visits annually



## EXPLORE the US Forest Service

---

- ❖ 7,600 miles (12,000 km) of Scenic Byways
- ❖ 133 Byways
- ❖ 33 states
- ❖ 105,000 miles (170,000 km) of National Forest Roads
- ❖ Driving for pleasure



## DISCOVER the US Forest Service

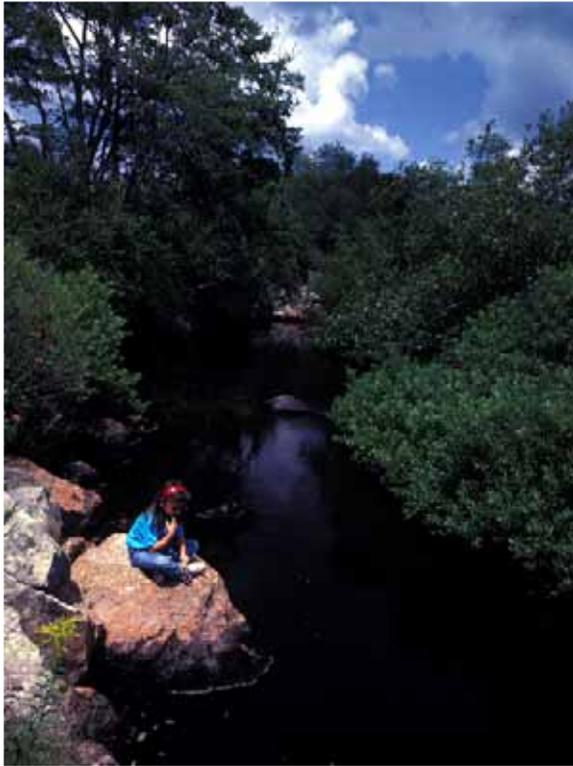
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- ❖ 58 major visitor centers
- ❖ Interpretative sites
- ❖ Diversity of facilities
- ❖ Opportunities to discover and learn

# CAMP the US Forest Service

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- ❖ 4,389 campgrounds
- ❖ 1,496 picnic sites
- ❖ 1,222 boating sites
- ❖ 206 million visits per year
- ❖ 70% of campground capacity operated by private sector





## Forest Service has a wide range of skills that relate to natural resource based tourism:

---

- ❖ Interpretation
- ❖ Concession management
- ❖ Buffer zone management
- ❖ Encroachment issues, community involvement
- ❖ Roads and roads management
- ❖ Indigenous and community relationships
- ❖ Road and trail design management
- ❖ Community planning and integration
- ❖ Cultural and heritage resources
- ❖ Business planning for local entrepreneurs
- ❖ Landscape planning
- ❖ Social and marketing research
- ❖ Law enforcement
- ❖ Wildlife management
- ❖ Policy development



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# Information Communication Technologies (ICT) and Tourism

Arusha, Tanzania

February 2006



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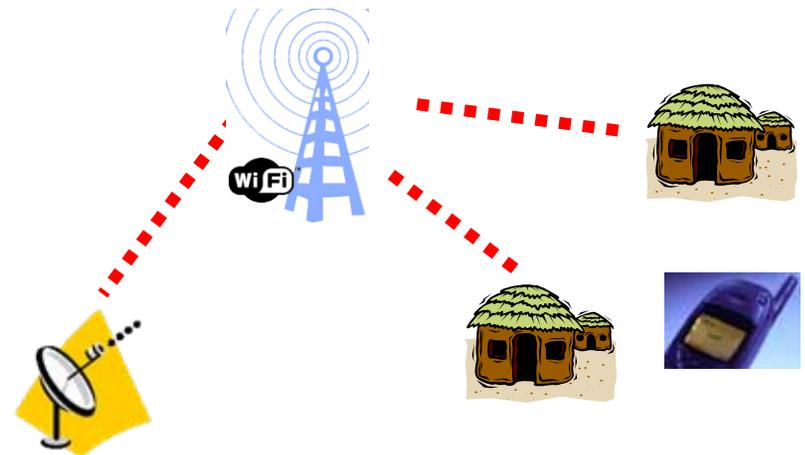
## Objectives

- Importance of ICT to sustainable tourism
- ICT options and how they are changing
- Importance of ICT across all aspects of program
- Ways ICT can hurt a program – or not provide expected outcomes
- Insights regarding integrating ICT into program design



## ICT Today

- Cell phone applications (SMS)
- Digital cameras
- Internet
- Wireless (WiFi and WiMAN)
- VOIP
- GPS & GIS
- Convergence (data, voice, media)
- Digital radio
- Applications *on demand*





## ICT and Tourism

- e-tourism is *the* leading B2C application - 40% of all B2C e-commerce<sup>1</sup>
- 50% of German tourists use Internet to get information on destinations.<sup>2</sup>
- "Internet will account for 25% of travel purchases within the next five years." <sup>3</sup>
- "...Predicted to be the next revolution in travel technology. ... Waiting for the customer to come to you is no longer enough." <sup>4</sup>
- Brand: 80 percent of on-line customers prefer buying from companies they already know. <sup>5</sup>

<sup>1</sup> [www.content-village.org](http://www.content-village.org) and UNCTAD report (see references), p. 149

<sup>2</sup> ITA

<sup>3</sup> World Tourism Organization Business Council

<sup>4</sup> Josef G. Margreiter, President, IFITT

<sup>5</sup> Attributed to Yahoo, March 2005, <http://www.tti.org/Admin/FileLib/4> per 2005



## ICT Touches All Aspects of Tourism

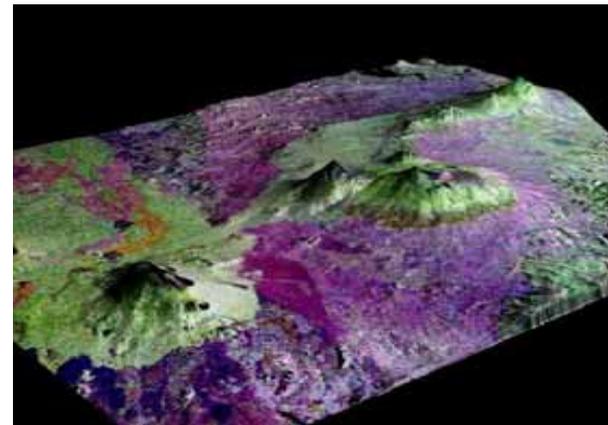
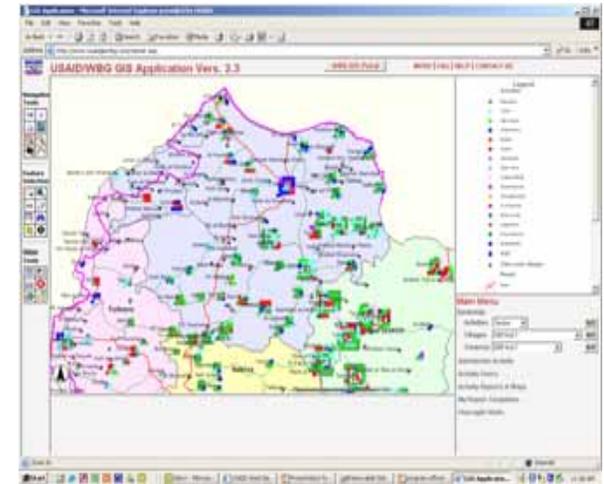
<b>I. Selecting &amp; developing tourism site</b>	<b>Geospatial Information Technologies</b>
<b>II. Marketing</b>	<b>Inbound (Market Research) Outbound (advertising, promotions, etc.)</b>
<b>III. Customer Relationship Management</b>	<b>Home – Destination - Home</b>  <b>Turn prospects into customers</b>  <b>Book - travel, lodging, tours, more</b>  <b>Trip Management: pre, during, post</b>
<b>IV. Operations</b>	<b>Buying, managing services and supplies</b>  <b>Managing value chain</b>
<b>V. Managing &amp; monitoring tourism site</b>	<b>GIS &amp; GPS</b>

I. Selecting, designing, developing destination	→
II. Marketing	→
III. Customer Relationship Management	→
IV. Operations	→
V. Managing, monitoring site and destination	→

# Tourism Site Selection, Management, Monitoring

Geospatial Information Technologies help delineate:

- Boundaries of the proposed tourism attractions
- Location of surrounding communities
- Who has rights to which pieces of land
- Proximity of roads and lodging to proposed sites
- Areas in need of protection
- Location of utilities – water, power
- How land use is changing over time



- I. Selecting, designing, developing destination
- II. Marketing
- III. Customer Relationship Management
- IV. Operations
- V. Managing, monitoring site and destination

# Site Management & Monitoring



## Marketing: All Marketing Channels use ICT in Some Ways

- **ICT is *essential* for marketing any tourism site: both inbound (market research) and outbound marketing (advertising)**
- **The *marketing plan* must drive use of ICT to:**
  - **Get customer's attention (inform & build trust)**
  - **Motivate them to buy**
  - **4 P's: Product, Price, Place, Promotion**
- **ICT tools allow for new marketing techniques:**
  - **Push to partners/prospects (email & SMS)**
  - **Web: hot-links**
  - **One-on-one web customization: photo & video tours, etc.**



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# Example E-Channels: B2C

Site for tours for college educators (cultural tour of Ghana)

The screenshot shows a web browser window titled "ACPA - Ghana Cultural Tour - Microsoft Internet Explorer". The address bar shows the URL <http://www.myacpa.org/pd/cultural-tour/Ghana/>. The website header features the ACPA logo (College Student Educators International) and the text "Professional Development" in a large, stylized font. Below the header is a navigation menu with links: ACPA Home, About Us, Standing Committees, Commissions, State/Int'l Divisions, Membership, Professional Development, Annual Conventions, Publications, Career Connections, Core Councils, Research, Educational Leadership Foundation, Statement of Ethical Principles, and Partnerships. The main content area is titled "ACPA Cultural Study Tour to Ghana" and "June 5 - 17, 2006". It lists the tour locations: "Accra, Kumasi, Tamale, Mole, Bolgatanga and Cape Coast". A paragraph describes the tour: "As college student educators, part of our role is to prepare students for a global society. ACPA's 2006 Cultural Study Tour will help you learn about the student services in the Ghanaian higher education system and the culture. Participants will depart from Washington, D.C. Dulles International Airport, arrive in Accra, visit six regions of the country, and end the tour at old world Accra. The tour will be led by Gregory Roberts, Ed.S., Executive Director and Dr. Jacqueline Skinner, Director of Educational Programs and Publications." A photograph shows a long, narrow, covered walkway with a thatched roof, likely a traditional Ghanaian structure. Below the photo, it says "Join ACPA and colleagues on this culturally stimulating two-week journey to learn and share with college student educators on the other side of the world!". A section titled "Study Tour Features" lists activities: "Participants will hear lectures from university professors and administrators at the University of Ghana, University of Cape Coast, and the Kwame Nkrumah University of Science and Technology on engaging and timely topics such as Religion and Culture in Ghana, Politics in Africa, and The Slave Trade: An African Perspective. They will also tour the Dr. W.E.B. DuBois Center, Aburi Botanical Gardens, Kakum National Park, Mole National Game Park, Cape Coast Castle and the West African Historical Museum. Experience the historical remnants of the slave trade..." The browser's status bar shows "Slide 2 of 2", "Default Design", "English (U.S.)", and "Internet". The Windows taskbar at the bottom shows the Start button, several application icons, and the system clock showing "4:20 PM".

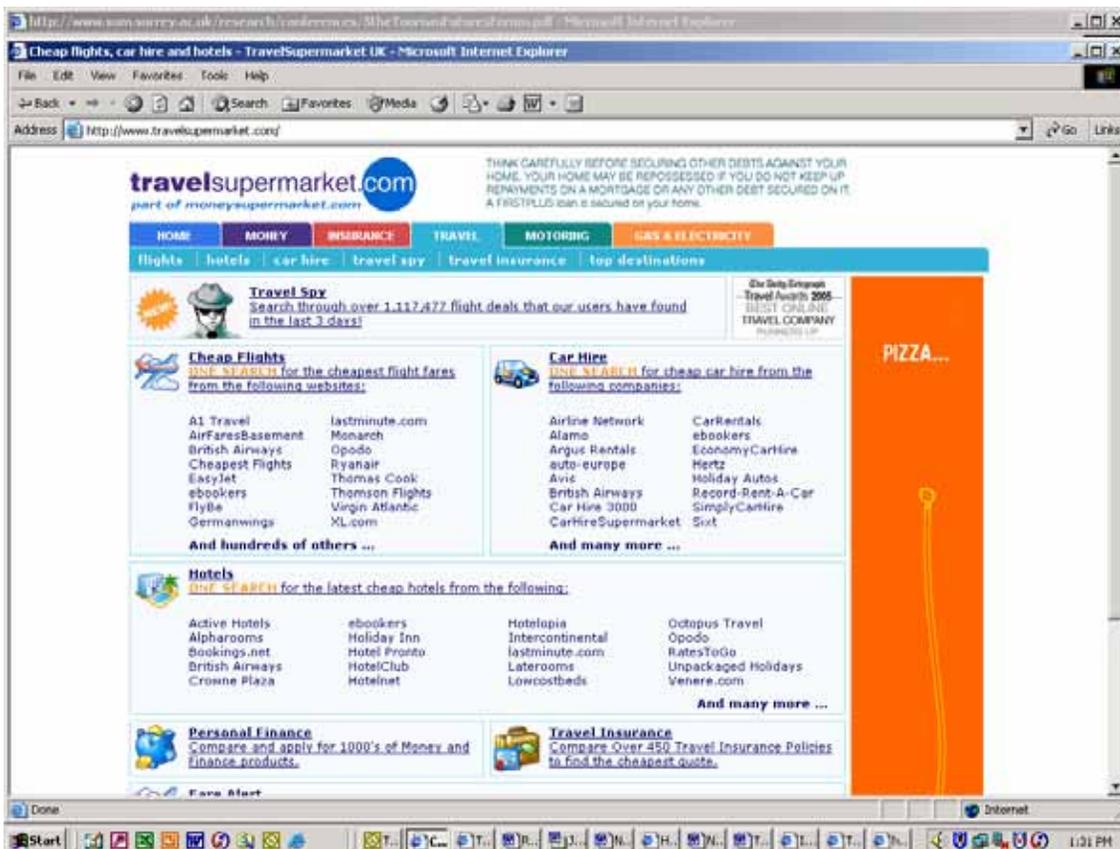
[www.acpa.org](http://www.acpa.org)

# Swiss full service travel site



- Customizable for return users
- 3 languages
- One Click buy option for reservations
- Easy e-newsletter sign up
- Unobtrusive ads for revenue
- Easily found – 6,650 links

# Full Service, Mass Market – Another Market Segment



- British meta-site for tourists
- Links to narrower ones, e.g., hotel chains
- Part of supermarket.com family of websites
- Room for link to your destination's niche?



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## Sites that Leverage Well-Known Brands & Niche Channels

REI Adventures: Adventure Travel to Africa, Wildlife Safari, Kilimanjaro Climb - Microsoft Internet Explorer

Address: <http://www.rei.com/adventures/trips/africa/africaeng.html>

**Adventures**

REI.com | REI-OUTLET.com | REI Adventures | Stores & Events | Gift Registry

Search | Favorites | Media | Contact Us | Call 1-800-822-2296

**AFRICA**

Summit Kilimanjaro or mingle with the beasts on a Serengeti safari. Africa is a stunning, exotic destination—your adventures there will supply memories for a lifetime.

**Tanzania Trips**

	Days	Land Cost	Activity Level
<b>KILIMANJARO AND SAFARI</b> • Climbing • Safari The adventure of a lifetime, times two—a Kilimanjaro climb and Serengeti safari are both included in this trip. <a href="#">View Details</a> • <a href="#">View Slideshow</a>	16	\$4399+ <a href="#">More Info</a>	<a href="#">1</a> <a href="#">2</a> <a href="#">3</a> <a href="#">4</a> <a href="#">5</a>
<b>KILIMANJARO</b> • Climbing Few lifetime adventures can compete with a Kilimanjaro climb—Peter Mato, our head guide on Kilimanjaro (19,340), leads our 6-day trek up the Marangu route. <a href="#">View Details</a>	11	\$2099+ <a href="#">More Info</a>	<a href="#">1</a> <a href="#">2</a> <a href="#">3</a> <a href="#">4</a> <a href="#">5</a>

**Southern Africa Trips**

	Days	Land Cost	Activity Level
<b>DUNES TO DELTA—Botswana/Namibia</b>	16	\$3099	<a href="#">1</a> <a href="#">2</a> <a href="#">3</a> <a href="#">4</a> <a href="#">5</a>

Trips by Destination: Africa, Asia, Europe, Latin America, North America, Pacific, Polar

Trips by Activity: Climbing, Cruising, Cycling, Hiking, Trekking, Multi-sport, Paddling, Rafting, Skiing

Specialty Trips: Family, Weekend, Women's, Volunteer Vacations

Trips by Date: Calendar of Trips

Why Travel with Us: The REI Advantage, Adventure Experts, Exceptional Tourists

Adventure Travel and Adventure Vacations. Explore the World with Mountain Travel Sobek. - Microsoft Internet Explorer

Address: <http://www.mtsobek.com/>

**MOUNTAIN TRAVEL SOBEK**  
THE ADVENTURE COMPANY

Mountain Travel Sobek pioneered small-group adventure travel back in 1969. Choose among more than 100 active adventure vacations to worldwide destinations. What's on your life's to-do list?

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Find a Trip:

Select a Region:

All Destinations:

All Activities:

When do you want to go:

From any  To any

Search

Quick Selection Guide:

**Featured Adventure: Patagonia**  
Scaling granite rock spires, jagged snowy peaks, Golden grasslands. A wealth of wildflowers, Sparkling turquoise lakes, Come explore Patagonia with us.

**Classic Adventures**  
[Trekking to the Himalayas](#)  
[Climb Kilimanjaro](#)  
[Hiking the Alps](#)  
[Exploring Patagonia](#)  
[Mañali Pheasants - Inca Trail](#)  
[The Galapagos Islands](#)  
[Adventuring Costa Rica](#)  
[Alaska Adventures](#)

**What's New at MTS**  
[Just Added](#)  
[Solar Follows](#)  
[Follow the Leader](#)  
[30 Years of the Tat](#)  
[Support Alaska!](#)  
[Upcoming Events](#)

We love sharing our passion for adventure travel with you. So give us a ring (or email) and we'll be happy to help you choose your next adventure vacation.

Call us 1-888-MTSOBEK (687-6235)



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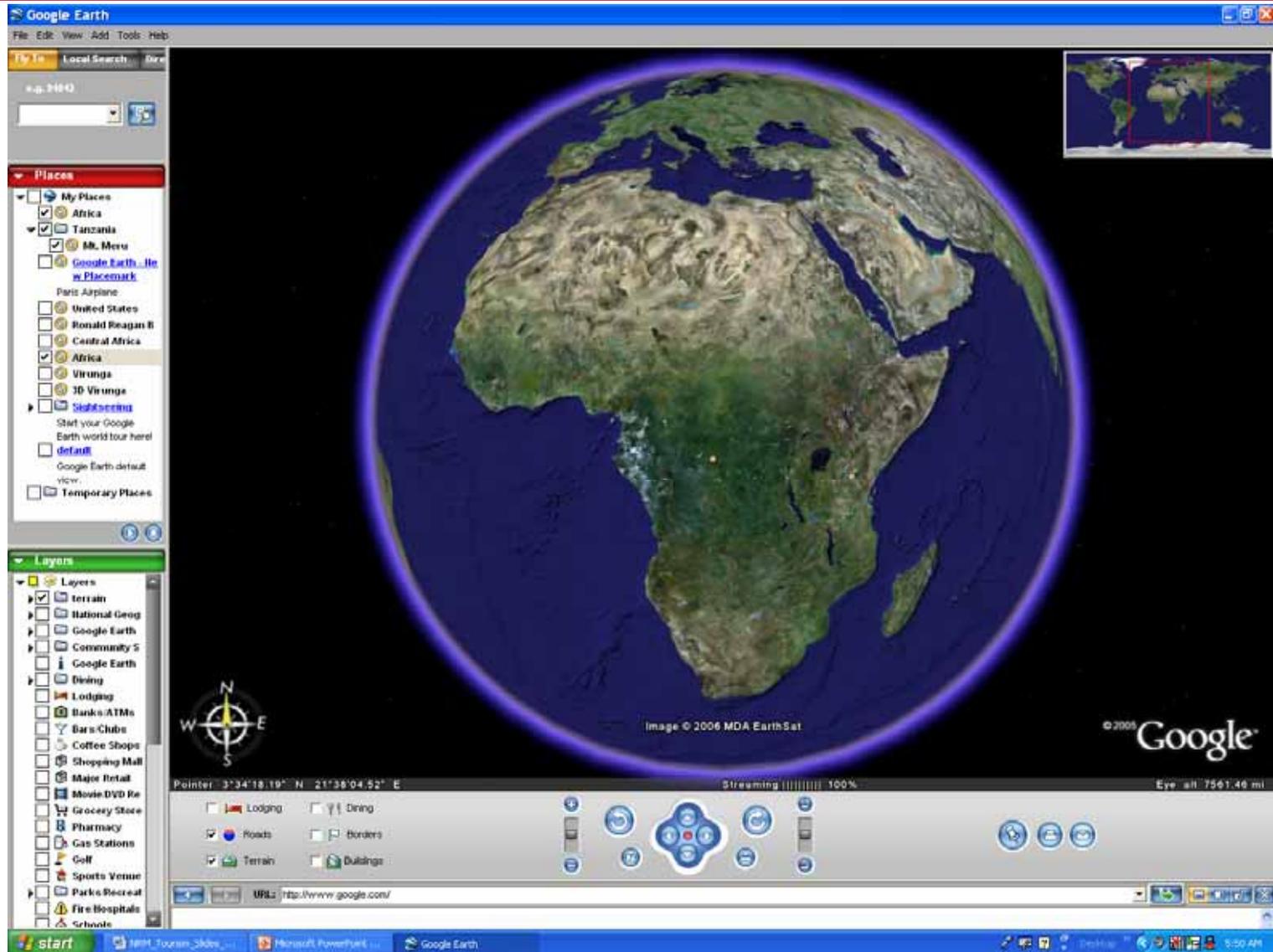


## Costa Rica's Sustainable Tourism brand "No Artificial Ingredients"

- Great use of virtual tour video
- Interactive map to choose sub-regions
- Easy to use
- Keeps all traveler's needs in mind



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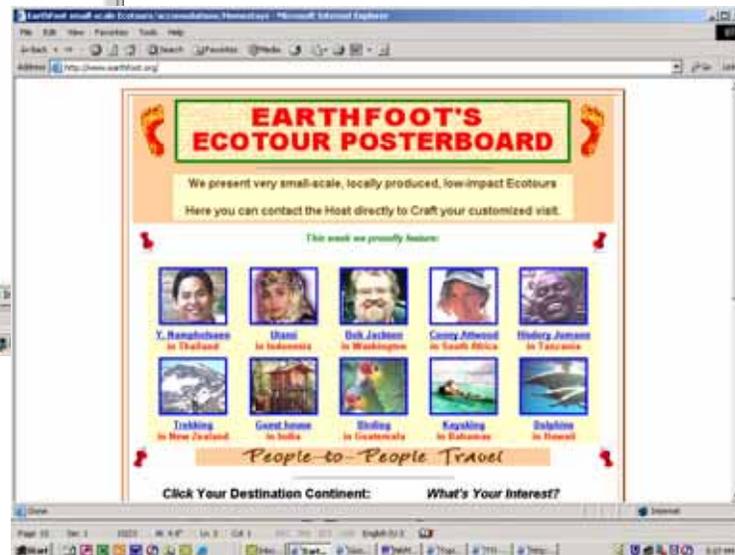
# B2B Sites (Travel Agents Only)

The screenshot shows the Selis website interface. At the top, there is a navigation bar with links for 'Home', 'accommodation', 'theme parks', 'transfers', 'theatre', and 'sightseeing'. Below this is a login section for agents with fields for 'ABA Number' and 'Password', and a 'Log In' button. A central message reads: 'All agents please log in before making a booking. Thank You! We won... Again! Travel Weekly Awards 2006 Best Accommodation Only Company'. Below the message are several travel package cards, including 'Cyprus' (Ispirasa Hotel, Agia Napa, SC 4\* for £4), 'Discover' (a whole new world of ticketing, Selgo & Walt Disney World, E-Ticketing), 'Florida' (Micond Inn & Suites, International Drive, RD 3\* for £7), and 'Villas' (Disney Area Villas, Kissimmee Florida, 3\* for £7). A sidebar on the left lists 'Agent Functions' such as 'New Agent Signup', 'Attraction ticket queries', 'Commission Details', 'Sales statistics', 'View Bookings', 'Order Bookings', 'Discount forms', 'Your Contact Details', and 'E-Ticket Issuance'. Another sidebar lists 'Services' including 'Travel XML Interface', 'API XML', 'Contact Us', 'Affiliate Scheme', 'Bookings Conditions', and 'Group Bookings'.

The screenshot shows the Diaspora Tours website. The header features the text 'DIASPORA TOURS' with a map of Africa and the tagline 'EXPLORE THE CONTINENT'. The date 'January 25, 2006' is displayed. A navigation menu includes links for 'Home', 'About Us', 'Ghana Operations', 'Gambia Operations', 'Terms', 'Site', 'Contact Us', 'Tour Application', and 'Tours'. The main heading is 'Welcome to DiasporaTours.com!'. Below this is a 'Dear Travel Professional:' section with a list of countries: Benin, Burkina Faso, Cote d'Ivoire, Gambia, Ghana, Mali, and Senegal. Each country has a brief description of the travel experience. For example, for Benin: 'Greetings from Diaspora Tours, a Ground Handler and Tour Operator with operations offices located in Banjul, The Gambia and Accra, Ghana and with representatives in Benin, Cote d'Ivoire, Mali, Togo and Senegal. Our goal is to provide the traveller with an introduction to the "REAL AFRICA" at an unbeatable price.' For Gambia: 'We believe that a vacation to West Africa should not only be a "sun and sand" encounter but should take travellers beyond the well-worn paths and should provide a learning experience.' A 'Mali' section includes an image of a savanna landscape and text: 'The itineraries are designed to include opportunities for unique cultural encounters and small, rural village interactions'. The website is viewed in Microsoft Internet Explorer, and the taskbar at the bottom shows the Start button, several open applications, and the system clock at 4:25 PM.

## A site that could be improved...

- Only 3 obscure sites link to this one
- No branding; no contact info
- Difficult to navigate



[www.earthfoot.com](http://www.earthfoot.com)



## Many ways to use ICT poorly for Marketing...

- Focus only on web-site
- Poorly designed sites shatter trust, credibility
- Overlooking importance of links, affiliations, search engines
- Not using tools to monitor, evaluate, such as <http://www.destinationwebwatch.org>
- Not targeting distribution channels: B2C, B2B?
- Using ICT poorly still can be expensive!

*Many “sustainable tourism” locations in emerging markets get low marks on web-based marketing*

I. Selecting, designing, developing destination	→
II. Marketing	→
III. Customer Relationship Management	→
IV. Operations	→
V. Managing, monitoring site and destination	→

## Customer Relationship Management

- Select: Turning prospects into (repeat) customers
- Book: travel, lodging, tours (interactive trip planners)
- Trip Management: Pre, During, Post (end to end)
- B2B or B2C or both?

### Some ICT Tools:

- Outsource reservations, more
- Live Chat to answer questions immediately
- SMS for real-time logistics updates
- On-line customer reviews; feedback via email surveys



I. Selecting, designing, developing destination	→
II. Marketing	→
III. Customer Relationship Management	→
IV. Operations	→
V. Managing, monitoring site and destination	→

# Customer Relationship Management

## Worldhotel-Link.com: Outsourced hotel reservation services

Manages reservation system professionally

Advises on how to describe & photograph tourism sites

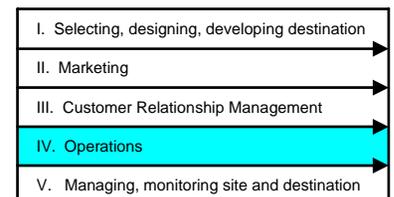
Monitors performance – including how fast and professionally hotels respond to email inquiries





## Tourism Site Operations & ICT

- Critical for good management, survival!
- Applications for:
  - Reservation & guest management
  - Financial management (e-banking, budget vs. actual)
  - Sales and catering, cleaning
  - Property management, maintenance
  - As the tourism business grows: HR, procurement
- PDA's, cell phones (e.g., for cleaning, maintenance crew management)



## Access to ICT in Rural Areas

- First line and back up energy sources
  - Ways to size, place better
- Further: maintenance difficult & rugged conditions
- Ways to compensate:
  - Solar powered rechargers for PDA's, laptops
  - Shared access (via wireless)
  - Off-line/on-line designs
  - Outsource web, reservations, more
  - Backups and offline options



***Turn to our energy team in EGAT/I&E!***



## Tips on Program Design

- **Integrate ICT throughout design and budget**
  - Make it explicit in tender
  - It will probably cost more than you think
  - *e-tourism* advisor: not just IT skills...
- **Indicators: Is my investment in IT worth it?**
  - Tourism without IT in at least sales and marketing is doomed
  - Track source of bookings (via surveys), referrals, building into CRM application and how partnerships/alliances managed

## Pitfalls to Avoid

- Technology *push*: remember reason for using IT: having thriving sustainable tourism destination
- Focusing only on tourist destination website
- Using only IT talent, not experienced with e-business/e-tourism
- Not taking advantage of new ICT-enabled ways to market, sell, manage





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## In Summary...

- ICT essential to use well throughout your tourism activity – from site selection to construction to marketing to operations to monitoring
- Nevertheless, ICT should not be pushing your approach – set your approach – target market, business plan – then design ICT elements
- Many ways to do it wrong so make sure to have pros to help at least as advisors
- Technology is cheaper yet changing fast: Beware of the e-jungle out there!

*EGAT/I&E/ICT team can provide suggestions on your program design and for sources of help, when you are ready*



## The United States Department of the Interior (DOI)

- Nation's principal conservation agency
- Responsible for nation's natural and cultural resources
- Manages over 182 million hectares of federal land
- Over 70,000 employees in 8 technical bureaus



DOI BUREAUS:

**National Park Service**

**Fish and Wildlife Service**

**Bureau of Land Management**

**U.S. Geological Survey**

**Bureau of Reclamation**

**Minerals Management Service**

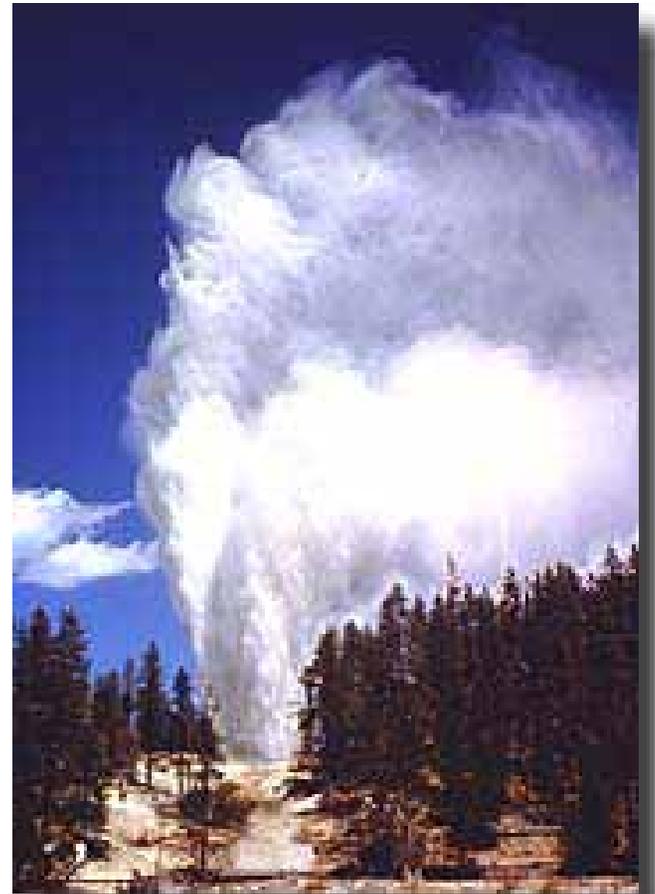
**Office of Surface Mining**

**Bureau of Indian Affairs**



## National Park Service:

Manages  
natural, cultural and  
recreational sites



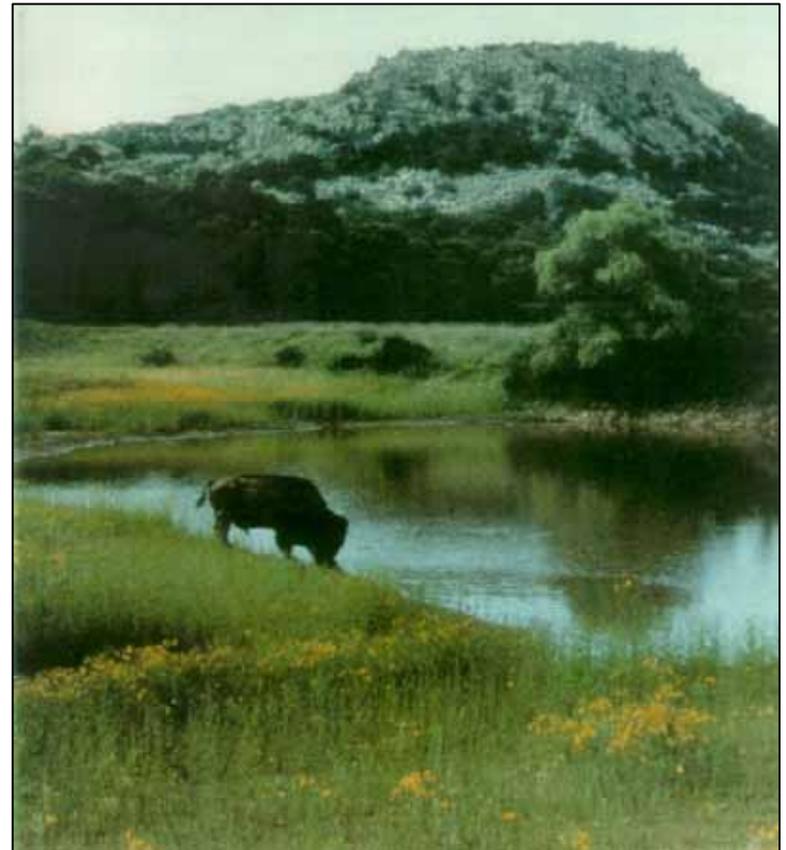
## Fish and Wildlife Service:

- Game refuges for photography, hunting, and fishing tourism
- Endangered species
- Invasive species



## Bureau of Land Management:

Manages multiple-use public lands (e.g., grazing, mineral and oil extraction, timber)



# United States Department <sup>of</sup> the Interior's International Technical Assistance Program

## DOI provides experts in:

Park management

Park Business Plans

Cultural resource management

Guide Training

Community outreach

Resource interpretation

Park infrastructure

Recreation management

Environmental education

Partnerships with private sector

Promoting Tourism

Sustainable Ecotourism

Visitor Services

Concessions Mgmt

Law enforcement

Invasive species control

Fire Management

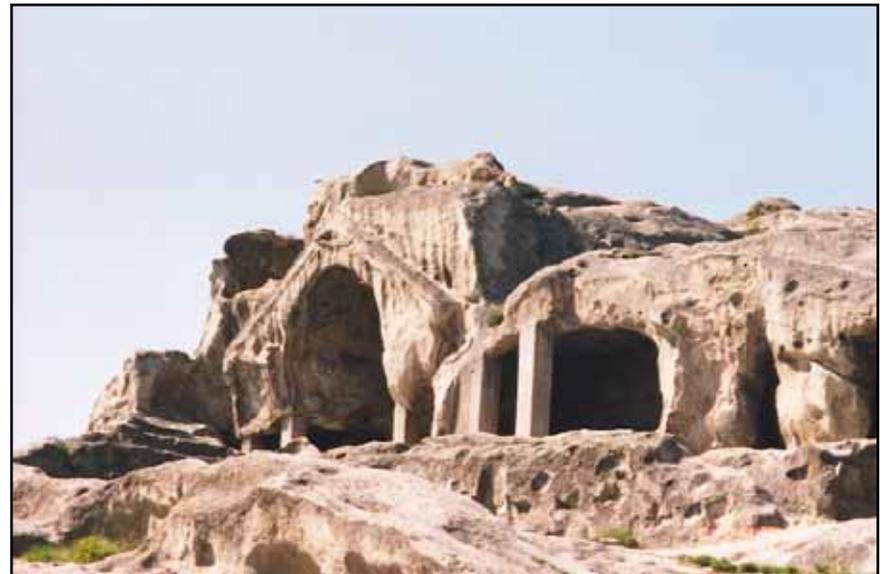
User Fees

Concessions Mgmt

# United States Department of the Interior's International Technical Assistance Program

## OUR PARTNERS

- Foreign Government counterparts
- Local and international NGOs
- Local communities
- Peace Corps
- Private Sector



United States Department <sup>of</sup> the Interior's  
**International Technical Assistance Program**

## ECUADOR

In Andean parks as well as the  
Galapagos Islands:

- Interpretation and interpretive planning;
- Environmental education;
- Sustainable ecotourism;
- Biological monitoring; and
- Marine law enforcement



# United States Department of the Interior's International Technical Assistance Program

## CENTRAL AMERICA

**Belize, Guatemala, El Salvador, Honduras , and southern Mexico**

Regional tourist circuits for

Mayan archeological sites

- Visitor infrastructure;
- Visitor services;
- Interpretation and education;
- Park planning and management; and
- Community outreach



# United States Department of the Interior's International Technical Assistance Program

## INDONESIA

Worked with the Indonesian Ministry of Energy and Mineral Resources to:

- Combat coal seam fires;
- Support efforts to decentralize ministerial functions; and
- Build capacity among local level mine inspectors



# United States Department of the Interior's International Technical Assistance Program

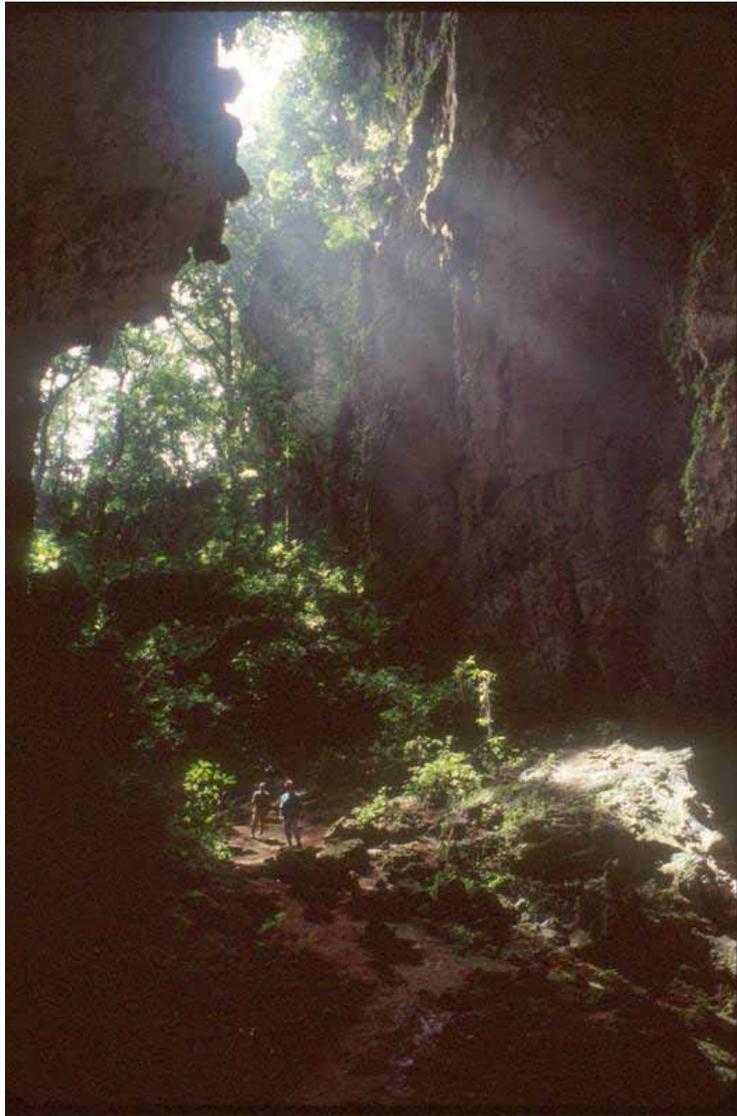
## TANZANIA

Worked with TANAPA, Wildlife Division  
and TCMP:

- Park interpretation
- Roads maintenance
- Fire suppression skills
- Anti-poaching



United States Department <sup>of</sup> the Interior's  
**International Technical Assistance Program**



## **GUATEMALA**

Worked with community and  
NGO on Cave Ecotourism

- Trail Development
- Trails Interpretive Program
- Trails Protection

United States Department of the Interior's  
International Technical Assistance Program



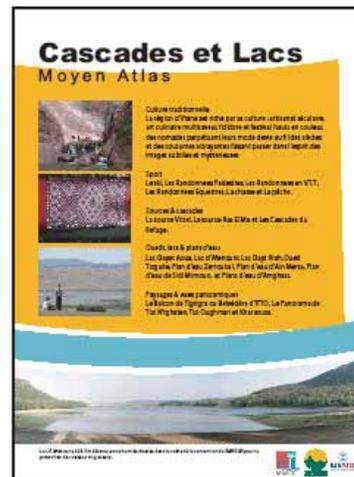
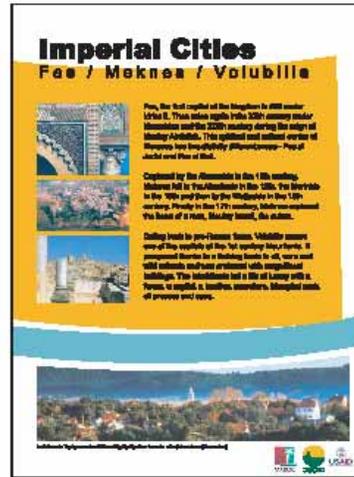
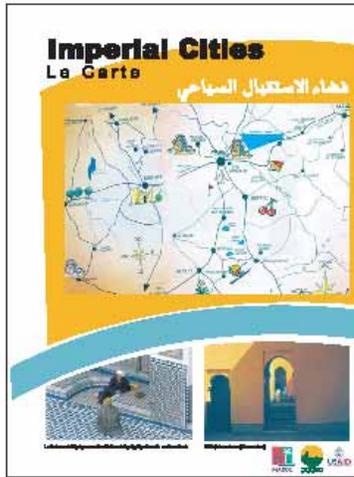
**TANZANIA:**  
directional road  
signs



# United States Department of the Interior's International Technical Assistance Program

## Attachment F - Interpretive Materials

- iii. Interior Interpretive Panel Concepts, PAT Panels 1-4  
Délégation du Tourisme d'Ifrane



# MOROCCO: Cultural Circuit interpretive signs

# Partnering with DOI

- Through InterAgency Agreement
- Depth of applied technical knowledge, international experience, and relevant language skills
- Government-to-Government partnerships.
- DOI covers all salaries and benefits for DOI technical experts
- Two-way Exchanges

United States Department of the Interior's  
**International Technical Assistance Program**

**Thank you!**

**Cynthia Perera**

**cperera@ios.doi.gov**

**U.S. Department of the Interior (DOI)**

**Tel. 202-208-3048**

**<http://www.doi.gov/intl/itap/>**





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# *Red Sea Case Study:* **Financing Marine Management and Sustainable Tourism**

Michael E. Colby  
Natural Resource Economics &  
Enterprise Development Advisor  
USAID/EGAT/NRM

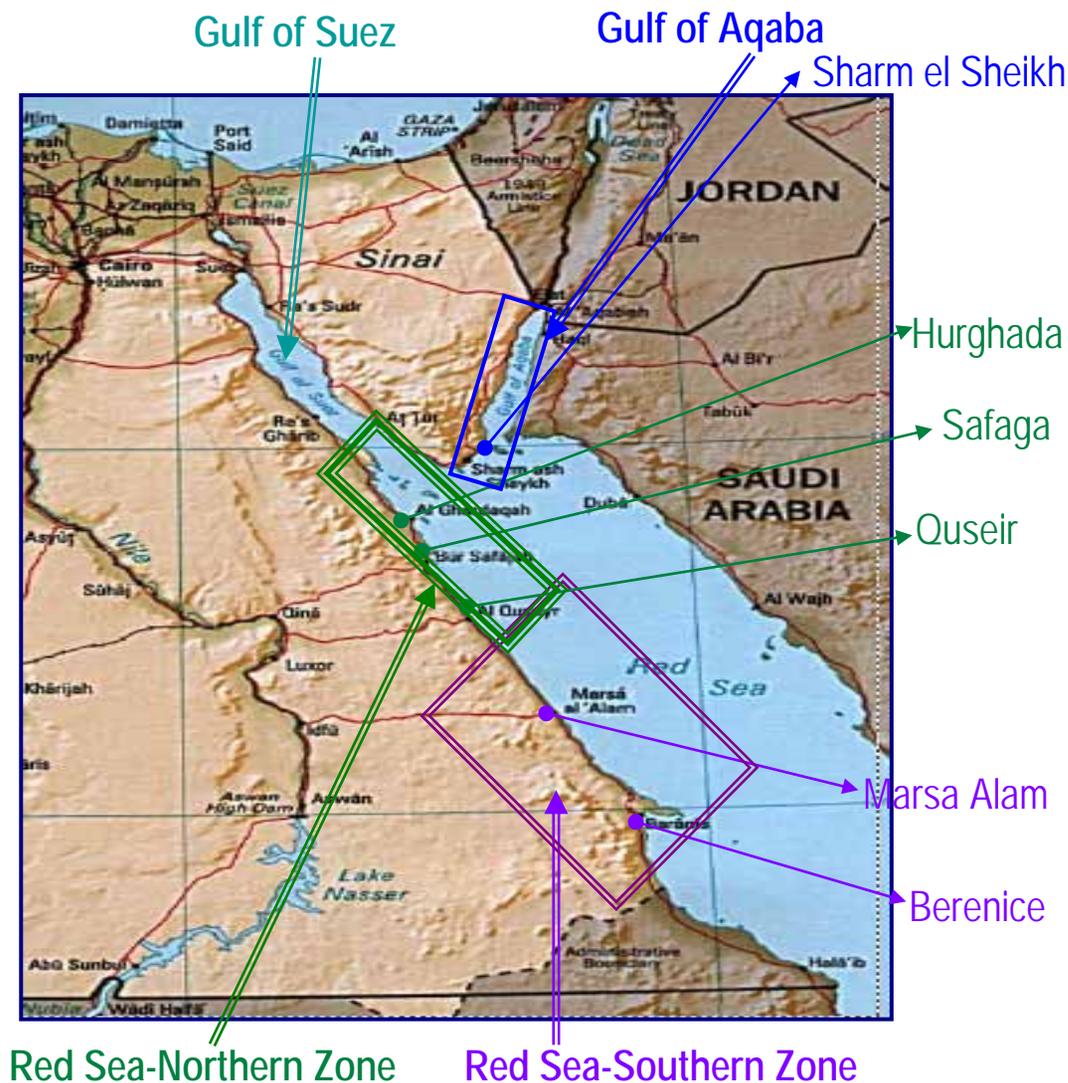
Arusha, Tanzania  
February 22, 2006

# Presentation goals

## Use a large and complex case to demonstrate:

- A *systems* approach to providing sustainable funding for management of marine-based tourism
- Data needs
- Economic tools and methods
- An array of market mechanisms
- Processes to use
- A variety of issues that can come up

# USAID/Egyptian Environmental Policy Program (1999-2003)



# Red Sea Program Goals

## Overall:

*To manage one of the longest, most biodiverse, and most visited coral reef systems in the world for sustainable economic benefits*

**Policy Measure 2.2 = *How to pay for this?***

## **Who was involved:**

- **2 GoE Ministries, 2 Agencies**
- **Red Sea Governorate [and Sinai]**
- **Main Donors - USAID [and EU for Sinai]**
- **Tourism industry value “web”**
- **Tourists & other stakeholders**

# Some Context

1. **Extreme population pressure in Nile Valley (~75M)**
2. **\$3 Billion invested in TDA areas alone by 2000 (\$1/m<sup>2</sup> for land)**
3. **From 11k to ~3M visitors/year in 20 years (1980-2000)**
4. ***Direct* reef-related tourism expenditures ~\$470M/yr**
5. **GoE still planning more development: \$11-\$13B by 2017**
6. **Lack of GoE capacity to manage**
7. **Complex, highly differentiated tourism market**
8. **Economic fragility** (subsidies, terrorism shocks, liquidity crisis)
9. **Boom and bust cycles** (>price variability by country of origin)
10. **Ecological fragility** (golden egg threatens the goose)

# The “Chicken & Egg” Paradox

*Which should come first?*

- **“Chicken”** - declaring protected areas before achieving capacity to manage them
- **“Egg”** - charging visitors to raise resources needed to build that management capacity

*How does one resolve a paradox?*

# Steps to the process

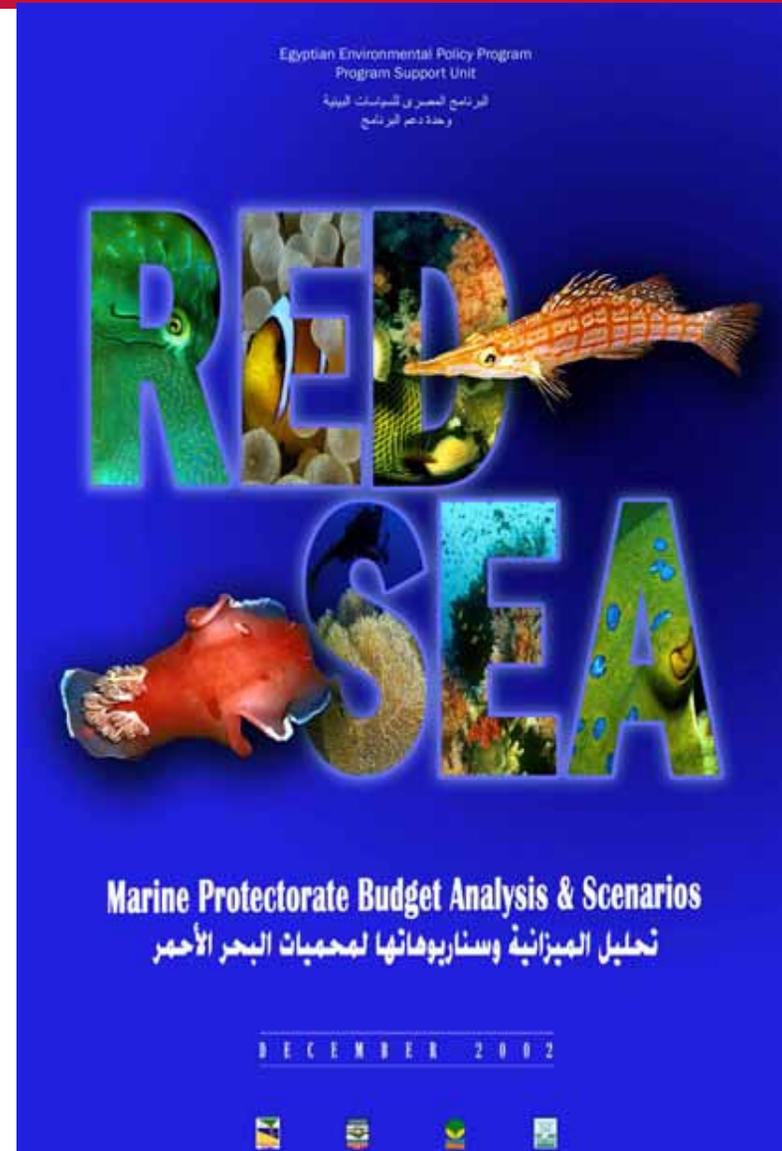
1. Estimate financial needs (budgeting)
2. Data collection and analysis
  - a) Existing revenue collection, distribution mechanisms
  - b) Visitation and revenue statistics
  - c) Willingness of stakeholders to pay
  - d) Ecosystem services valuation
3. Evaluate revenue *generating* mechanisms
  - a) Revenue potential
  - b) Implementation costs
  - c) Systemic issues: social, political, legal, institutional
4. Evaluate revenue *distribution* mechanisms

# Step 1) RSMP Future budget projections

- Past budget analysis
- “Strategic Vision” workshop

*What factor(s) drive costs most?*

- 3 Future budget scenarios:
  - **LOW** = staffing trend (80 by 2007)
  - **HIGH** = staffing goal (250 by 2007)
  - **MEDIUM** = split the difference (165)

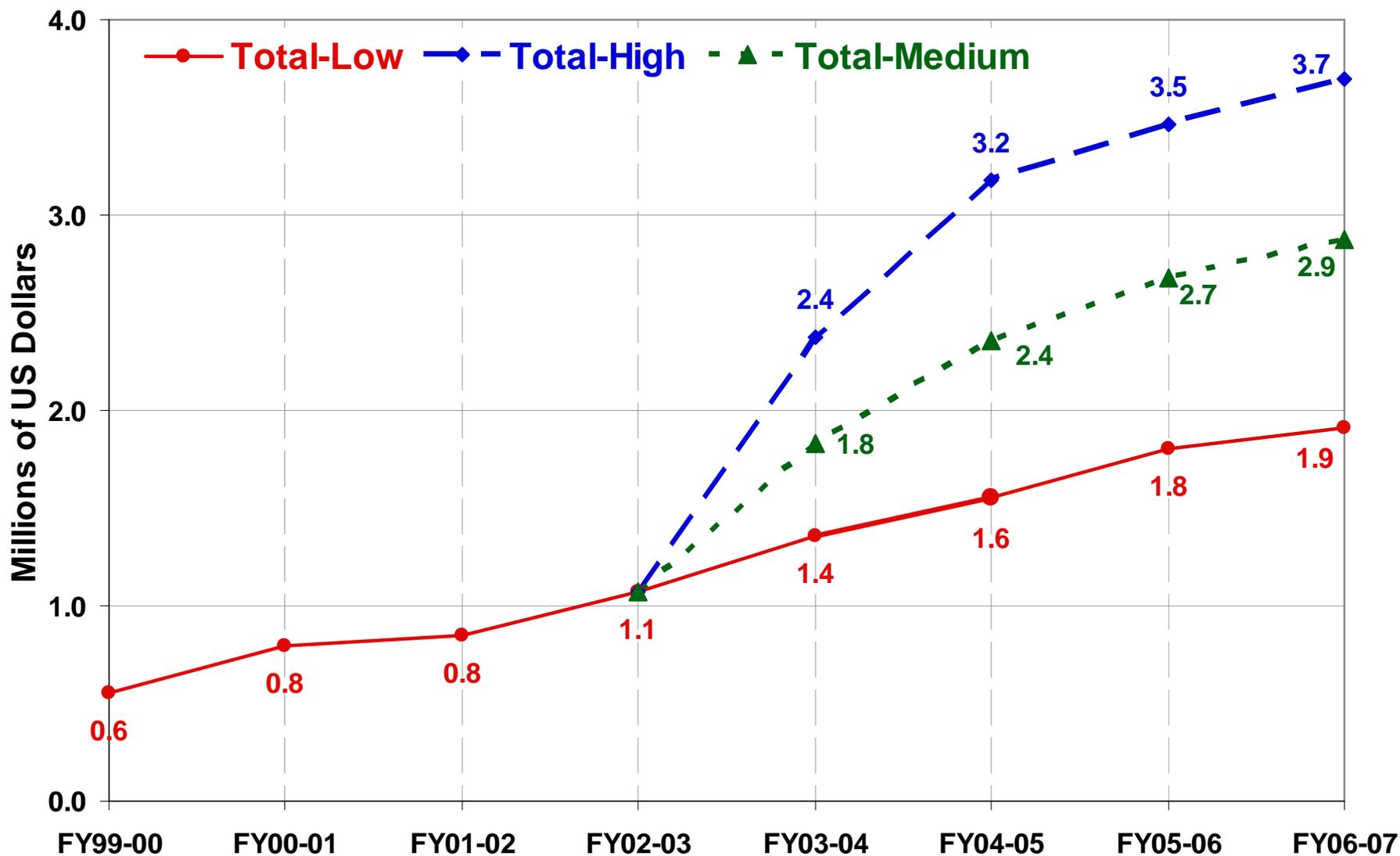


# Building the budget scenarios

Based on unit costs of 125 line items, in 3 broad categories:

- **Recurrent operations**
- **Capital investments**
- **Training & communications**
- **Different quantities of each for each scenario**
- **7-page spreadsheet per scenario**

# Red Sea Marine Park Budget Scenarios



## Step 2a) Existing revenue mechanisms

1. **RSMP daily tickets; prices vary by site & activity** (\$0, \$1, \$2/3, \$5/35)
2. **Governorate's "environmental service fee"** (~\$1/day on all divers, ~\$0.50/day on snorkelers *throughout Governorate*)
3. **Giftun Island concession operation**
4. **Boat license & inspection fees**
5. **Marina berth fees**
6. **Fines: ship accidents, anchor damage, sewage violations**

*What kinds of issues might be important?*

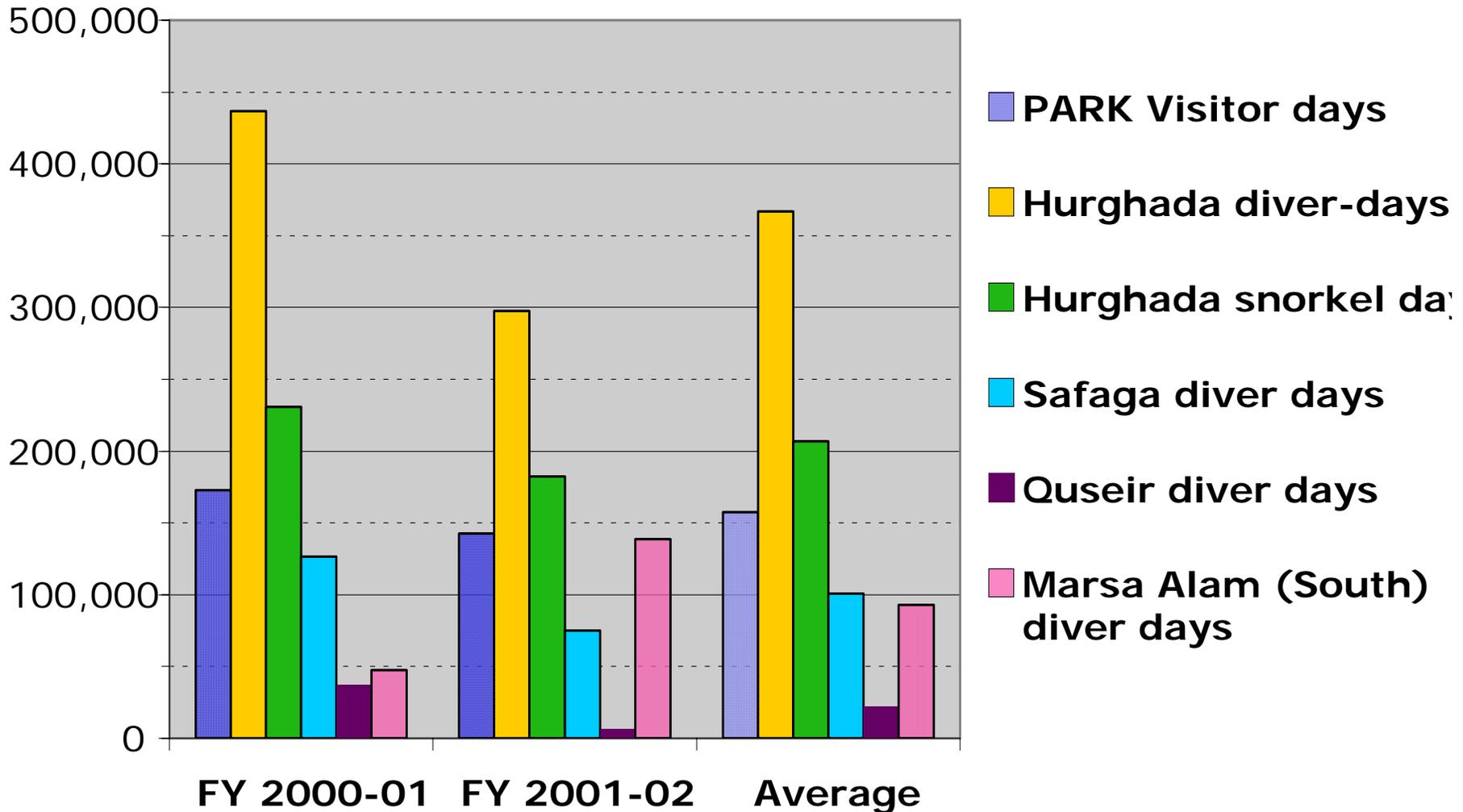


# Mechanism issues

- **Poor geographic coverage - where fees are applied**
- **Different rates for different sites (*pros and cons*)**
- **Even then, fees not always evident**
- **Inefficiency of the ticket sale/\$ collection system**
- **Fee evasion**
- **Not returning earnings to park & local communities**

## Step 2b) Park vs. Governorate Visitation

(according to park ticket sales records and environmental tax receipts)



# Step 2c) Willingness to Pay Survey\*

- 500 tourists in *Sharm el Sheikh* and *Hurghada* (250 each)
- 40 tourism operators (dive centers, hotel & restaurant managers, travel agents)
- \*Actually used a combination of methods: *travel-cost*, *willingness-to-pay*, and *product/service satisfaction*

*Has anybody used these methods?*

*What are some key differences?*



البرنامج المصرى للسياسات البيئية

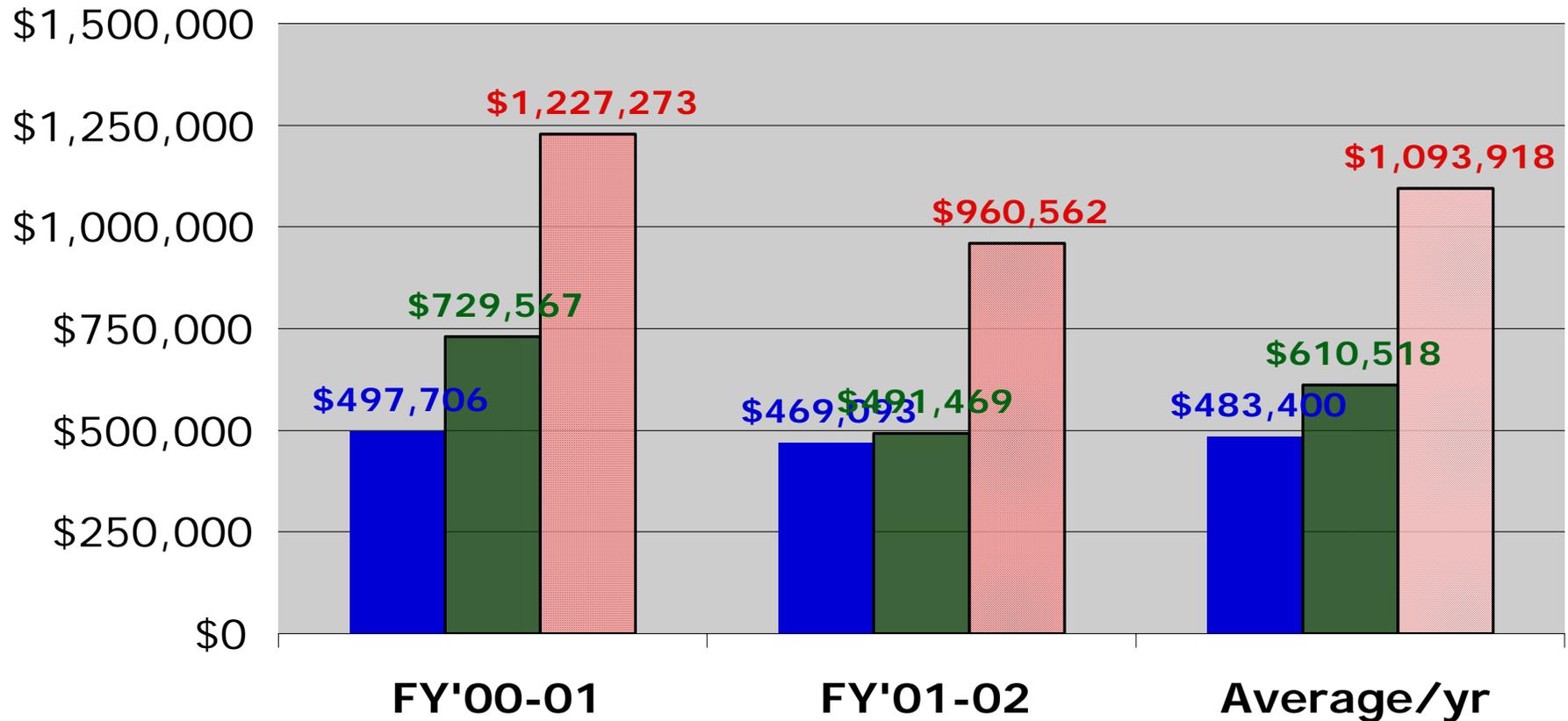
Egyptian Environmental Policy Program

**A Survey of  
Red Sea Tourists'  
and Tourism Operators'  
Willingness to Pay  
for Coral Reef  
Conservation**

Ibrahim Hegazy, Nahlah Mesbah,  
Michael Colby

June 2002

# Recent Direct Revenues to Government from Red Sea Governorate Diving & Snorkeling



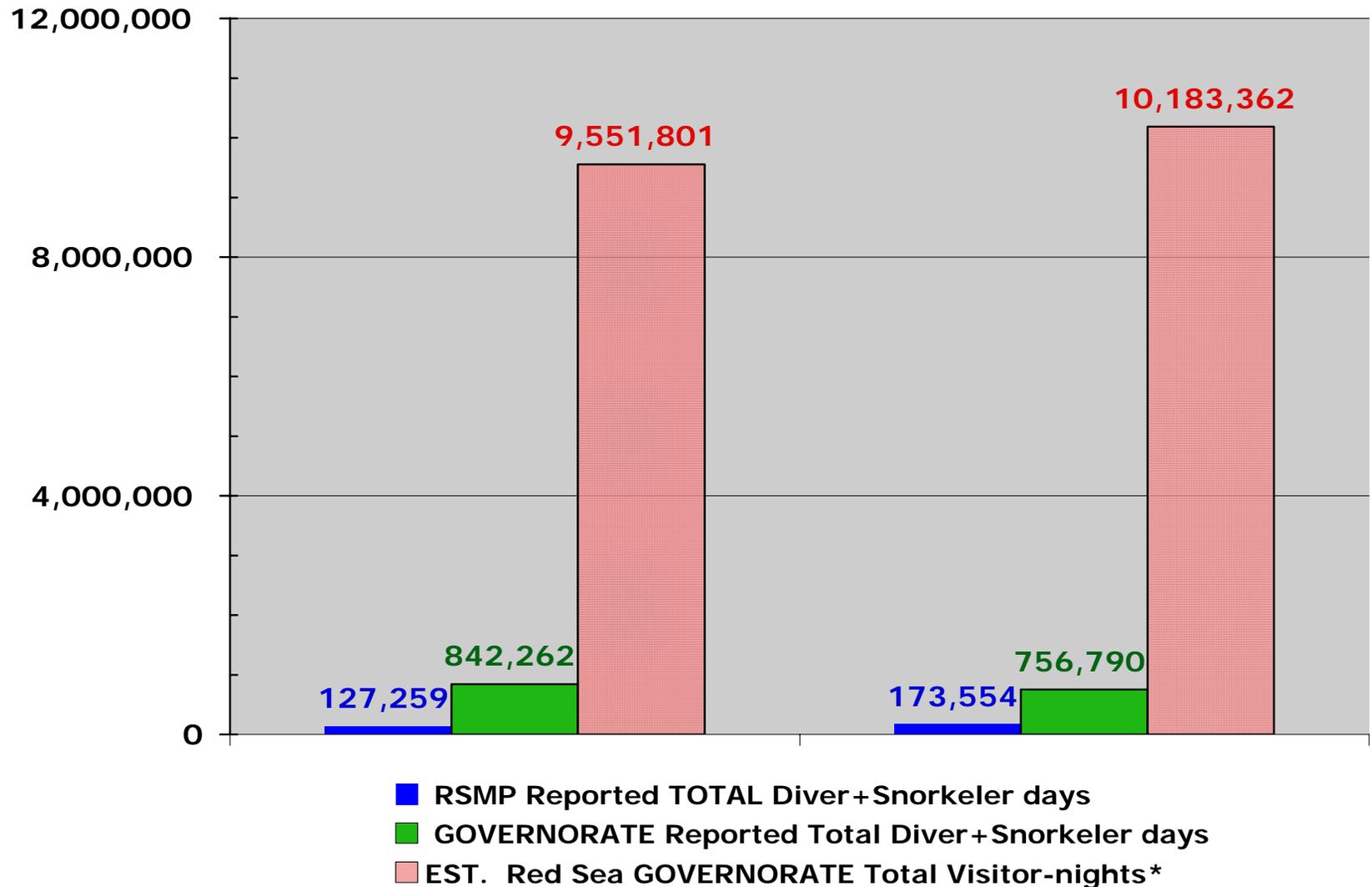
■ Total Park Revenue

■ Est. Red Sea Gov. Envir. Tax Revenue (\$)

■ Est. Total Red Sea revenues-current system

# Diving/Snorkeling vs. Overall Tourism Statistics

(according to park tickets, environmental tax, Gov. Dept. of Tourism)



# WTP: Key results from Tourists

- **Sharm** divers & snorkelers paid \$500 to \$2000, with **2/3 of divers (1/2 overall) spending over \$1000**
- **Hurghada's** visitors tend to pay less (**\$500-750 largest category**)
- 61-96% felt a daily fee of \$3-5 is fair
- **60-67% of divers, and 47% of snorkelers said willing to pay MORE**
- 43% of Giftuns (Hurghada Park) visitors interested in periodic passes rather than daily

# WTP: Key results from Tourism Operators

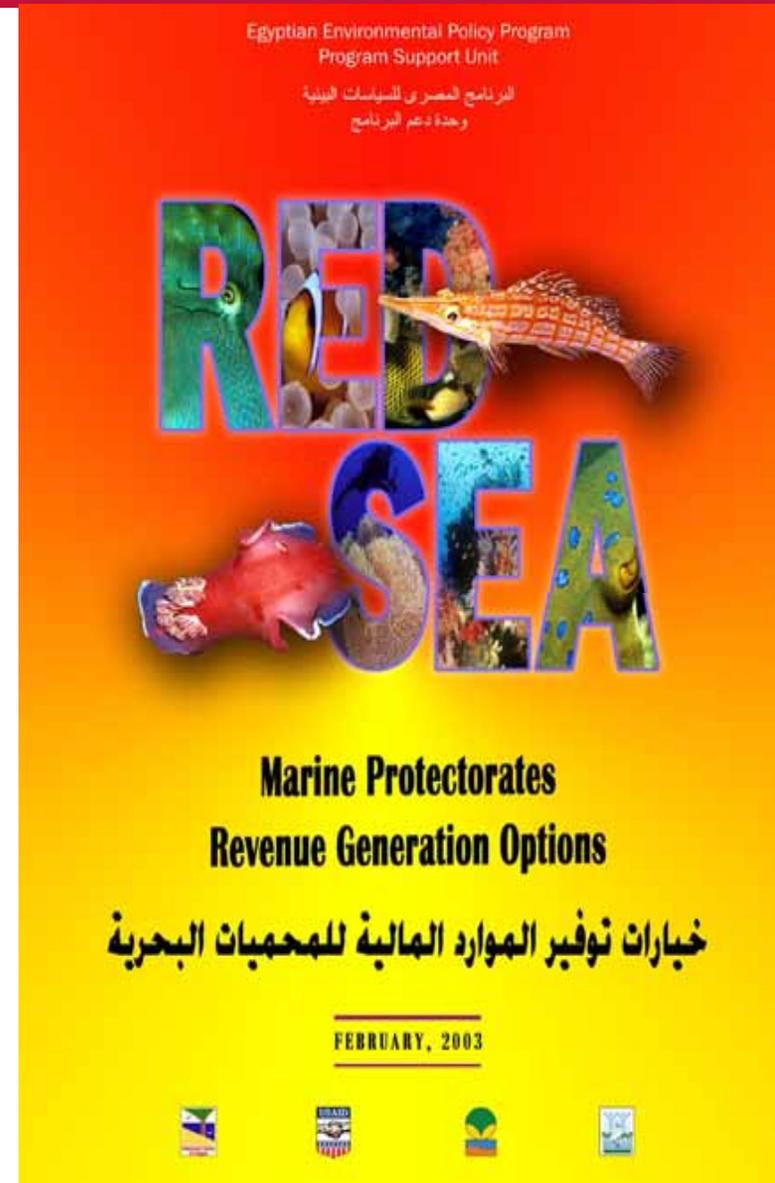
- Many supported **donation boxes** & better-targeted tourism taxes
- **Almost all supported *dedicated* entrance/user fees:**

*“Clients don’t object to paying fees as much as they criticize that this fee does not show up in improved environmental management services.”*

*“Rather than driving tourists away, fair user fees to fund such investment are vital to attracting the most valuable tourists.”*

# Step 3) Revenue Mechanisms investigated

- **Entry fees** (vary by type, duration, perhaps by area: divers, snorkelers, other watersports; daily, weekly, annual)
- **Other User/Service fees/taxes** (hotel rooms/ nights, mooring buoys, marinas, tradable dive boat licenses)
- **Permit fees** (research, mining, bio-prospecting, construction, fishing, hunting, extraction)
- **Concession fees** (food and beverages, tour operators)
- **Fine enforcement** (shipping & anchoring accidents, improper coastal development, sewage or chemical discharges)
- **Product sales** (calendars, CDs, books, posters, t-shirts)
- **Adoption/membership programs** (“Friends of the Red Sea”...)



# Alternatives to daily entrance fees

## Plastic annual entry tags from Bunaken National Park, Indonesia

2001 Bunaken Tag:



2002 Bunaken Tag:



Source: Erdman, 2002b. Announcing the Bunaken 2003 Entrance Tag Design Contest!

***What other ways are there to do an annual fee?***

***What are some pros and cons of this approach?***

# Disadvantages of *Annual* Airport Stamp/Tag

- **Fairness of charging all visitors to Governorate the same fee?**
- **Weak ministry (Environment) vs. strong (Tourism) & private sector**
- **Other ministries want piece of \$ pie**
- **May require new legislation**

*How [can] these obstacles be overcome?*

# Advantages of an *Annual* Airport Stamp/Tag

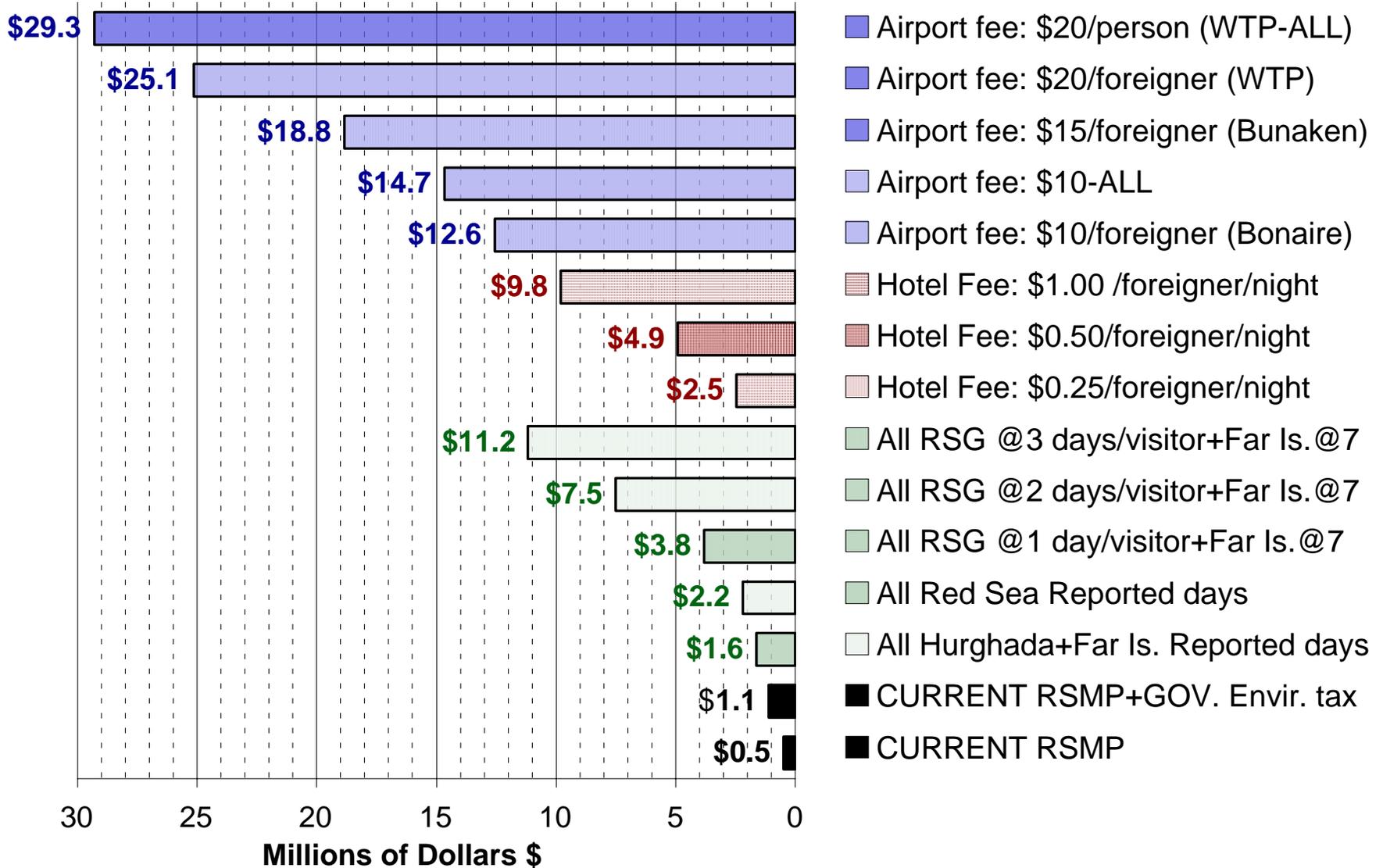
*Similar to Bonaire and Bunaken, but **easier** to administer:*

- **Simplest/most efficient to collect**
- Limited entry points (2) reduce fee evasion
- **Frees Rangers to focus on substantive work**
- Reduces effort required from tour operators
- **Egyptians can do multiple trips on one pass**
- Park boundary changes NOT a prerequisite  
*(resolves chicken and egg paradox)*

## Step 4) **Most promising revenue options**

1. **Increase/rationalize *Park-based daily* entrance rates**
2. **Expand area where day ticket system is applied to *ecosystem***
3. **Increase daily *Governorate* environmental fee rate**
4. ***Annual* pass/tag/stamp**
5. ***Combination* of above**

# Potential Revenue Summary



## Step 5) Revenue Distribution

### Existing system:

- All park revenues go to Egyptian Environmental Protection Fund (EPF)
- 90+% of EPF's revenue comes from the Red Sea/Gulfs (from reef damage fines, entrance fees)
- No share earmarked for return from EPF

**Need a system that fairly shares revenues between RSMP, EPF, Governorate**

***Should the Park be entitled to a percentage of the revenue it generates, or another approach?***

# Conclusions I (Design)

**Key system *design* issues** (this case):

- **Resolving 'egg paradox' - *ecosystem services user fee vs. park entrance fee***
- **Reducing transaction costs, evasion**
- **Industry/government participation and education**
- **Differing measures of efficiency**
- **Legal authority**

***Systemic Understanding +  
Interaction, Interaction, ...***

# Conclusions II (Implementation)

## *Key implementation issues:*

- Use power of policy champion(s), sticks
- Pre-announce fee changes (1 year) and stick to it
- Communicate uses of funds (plans *and* achievements)
- Collection by appropriate institution
- Revenue sharing agreement with key institutions

# Global Development Alliance & Tourism

**February 23 2006, Arusha, Tanzania**

***By Daniel Ohonde***

## GDA BACKGROUND

- Fundamental shift in resource flows.
  - For US - from 85% ODA in 70's to only 15% ODA. Currently **85% private flows** (FDI, Remittances, Faith Based Organizations, Universities, Foundations etc)
- Acknowledgment of private sector role in development
- USAID established Global Development Alliance (GDA) Initiative in mid 2001.



## THE GLOBAL DEVELOPMENT ALLIANCE (GDA)

*Deliberate initiative to leverage non-public (private sector) ideas, resources and efforts in addressing mutual development issues*

- **Four key Precepts**
  - **Joint definition of the development problem and its solution.**
  - **Sharing of resources, risks and results**
  - **Looking toward innovative approaches.**
  - **Leveraging significant cash & in-kind resources at least on a 1:1 match.**

## WHY PARTNERSHIPS?

- Desire to increase impact and scope of development initiatives
- Leverage skills and resources
- Common development concerns that require combined efforts
- Enhanced private sector Corporate Social Investments

## WHAT DO PARTNERS CONTRIBUTE?

### Private Sector

- Resources
- Access to Markets
- Ideas & innovative approaches
- Technology
- Skills



### USAID

- Resources
- Development Expertise
- Local knowledge
- Technical skills
- Network of local & global partners

## PARTNERSHIP BENEFITS

*Major beneficiaries of alliance programs are the targeted communities*

### **Private Sector**

- Focused CSI approach
- Opportunity to greatly impact on the community
- Excellent PR and image building
- Long term competitive advantage
- Access to USAID strengths

### **USAID**

- Opportunity to enhance development programs
- Sharing of innovative ideas with private sector
- Good image
- Collaboration with New partners

## USAID Experience in PPP's – Overall Perspective

- Globally, > 350 alliances to date, leveraging > \$3.7 billion in resources from USAID's \$1.1 billion
- Alliances across all sectors
  - Health, Economic Growth, DG, Environment, Agriculture, ICT, Tourism etc.

<b>Region</b>	<b># of GDA's</b>	<b>\$ Leveraged (Billions)</b>
<b>Global</b>	<b>350</b>	<b>3.7</b>
<b>Africa</b>	<b>120</b>	<b>1.2</b>

## Tourism GDA's

Alliance Name	Initial Year	Country	Program Objective	USAID (\$'000)	Partner Contribution (\$'000)	Leverage Ratio
<b>Tourism Sector Workforce Skills Development</b>	2003	<b>Namibia</b>	2 year program to improve the technical skills and knowledge of Namibians in the tourism sector	274	276	1.0
<b>Eco-Tourism Guide Training</b>	2003	<b>Namibia</b>	2 year program to: 1. Train eco-tourism tour guides (approx 400); 2. Support the development of field tour guide courses for Namibia	40	48	1.2
<b>At-Risk Youth in the Tourism Sector</b>	2003	Brazil	2 year program to promote the self-development of at-risk youth through basic professional training in hospitality and tourism specializations	472	668	1.4
<b>Reef Check -- Enhancing Tourism Competitiveness</b>	2004	Dominican Republic	This three-year project works to strengthen the DR economy by achieving a 10% increase in tourism revenue over three years, based on lengthier stays and increased visitor satisfaction	300	600	2.0

## Tourism GDA's (con't)

Alliance Name	Initial Year	Country	Program Objective	USAID (\$'000)	Partner Contribution (\$'000)	Leverage Ratio
<b>SCOTIA</b>	2004	Philippines	3 year project: SCOTIA will work with hotels, resorts, dive shop operators to implement measures to reduce the damage from tourism to sensitive coastal ecosystems	1,479	3,000	2.0
<b>Mesoamerican Reef Alliance</b>	2002	LAC	2-year project : Improved sustainable use and management of the Mesoamerican Reef through the introduction of best practices in Agriculture, tourism and fisheries	1,000	1,000	1.0
<b>Ecotourism (SENCE)</b>	2003	Sri Lanka	2-year project to integrate environmental best practices on energy use, waste and noise and minimize impacts to biodiversity, greater community development and provide research opportunities from the planning stage	900	1,980	2.2

## Potential areas for tourism GDA's?

- Facility development
  - Collaboration with local communities
- Development of tourism circuits
- Management of ecosystems
  - Waste management
  - Natural resource management
- Training & educational opportunities
- Policy & regulation development
- Tourism promotion activities
- Others?

## Potential GDA partners in tourism

- Communities and local government
- Facility operators
- Educational institutions
- Private investors
- Local, national and regional associations in the tourism industry
- Local and international NGO's focused on tourism
- Corporations interested in the industry
- Foundations
- Other development partners



## What's in the horizon for tourism GDA's?

- GDA in Mozambique with the CARR foundation
  - who have a long term agreement with the Mozambique Government to rehabilitate and revitalize Gorongosa National Park
- Some GDA proposals in response to the 2006 APS
  - looking mainly looking at supporting sustainable tourism in fragile, post-conflict and high biodiversity states.
- The potential is huge.
  - Are we ready to capture these and enhance our development effectiveness?

## GDA Partnership Experience - Challenges

1. Identifying the appropriate partners with not just common objectives, but a common vision
2. Ensuring the minimal hitches in the GDA development process –involvement of contracts and legal officers critical.
3. Challenges in managing expectations both from USAID and for the other partners.
4. Managing diverse interests in a multi-partner alliance

## GDA Alliances – Lessons Learned

1. Sustained commitment from top leadership is critical
2. Partnership building takes time, but well worth the efforts
3. Partnerships facilitate sharing of experiences and replicating of the successes
4. Use experienced implementing partner with a relatively good understanding of local environment

## So what can you do?

1. Integrate partnership and alliance building as an approach in your strategies and tourism project.
2. Deliberately and proactively seek out potential partners for tourism GDA's
3. Formalize any existing partnerships
4. Be creative in the use of existing instruments to craft new partnerships
5. Champion the GDA cause and share experiences

# Your Thoughts?

*Ahsante Sana*

# Certification Systems for Sustainable Tourism

USAID Tourism Training Course  
Arusha, February 2006



**Dave Gibson**

*Environment & Natural Resources  
Chemonics International*



# Objectives

- What are certification systems for sustainable tourism?
- Why certification and internal control systems are important to tourism?
- How certification can be used within the USAID project cycle?

# Tourism 'Certification' Basics

- Verify management system conformity
- Do not simply address "ecofriendliness"
- Are business integration systems
- Voluntary and 2<sup>nd</sup> or 3<sup>rd</sup> party audited
- May be a viable tool for USAID programming

# Major Drivers for Verification

- Supply Chain Consolidation
- Unfavorable Media Coverage
- Changing Consumer Values
- Security & Safety Concerns



# Cost Remains the Primary Destination Driver

Table 1: For the last overseas holiday that you booked (whether via a tour company or independently), how important were the following criteria in determining your choice?

	<i>Importance rating %</i>			
	<i>High</i>	<i>Mid</i>	<i>Low</i>	<i>None</i>
Affordable cost	82	12	3	3
Good weather	78	14	5	3
Guaranteed a good hotel with facilities	71	15	8	4
Good information is available on the social, economic and political situation of the country and local area to be visited	42	30	23	3
There is a significant opportunity for interaction with the local people	37	37	23	3
Trip has been specifically designed to cause as little damage as possible to the environment	32	34	27	5
Company has ethical policies	27	34	30	7
Used the company before	26	30	38	5

# Quality Determines Service Provider Choice

Table 7: Importance of range of factors in choice of holiday company

	2000 %			2002 %		
	<i>Very important</i>	<i>Fairly important</i>	<i>Combined</i>	<i>Very important</i>	<i>Fairly important</i>	<i>Combined</i>
Quality of accommodation in the hotel/apartment	73	24	97	74	23	97
Reputation of the holiday company to resolve your problems overseas	71	23	94	74	21	95
Quality of the reps in resort	45	36	81	44	35	79
Provision of social and environmental information in tour operator's brochures	33	45	78	35	40	75
Reputation of the holiday company on environmental issues	29	41	70	27	38	65



# Moving from door hangers...

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**DOUBLE TREE**  
HOTELS-RESORTS-RENTALS-CLUBS  
1-800-222-TREE

To Our Valued Guests:

The staff and management is very pleased to participate in improving and maintaining the well being of people and ecosystems through our EarthCARE campaign.

You too can help by your participation. Please place paper items in the blue recycling bin below this counter. Your room attendant will take care of recycling these items for you.

Other ways the facility supports sustainability is with:

- Purchasing recycled paper products
- Reduced energy waste
- Reduced water consumption
- Purchasing products Eco-friendly
- Recycling plastic, glass, aluminum, steel and paper

We gratefully thank you for helping us do our part to sustain a healthy and productive future.



Dear Guest,

Please help us preserve the environment by hanging up dry towels you intend to re-use.

Towels left in the linen basket will be washed and replaced.

Thank you.

お客様各位  
貴保護にご協力  
上げます。  
使用のタオル  
オル掛けに掛  
はリネンバス  
リ替えいたし



**Radisson**

**For Our Environment's Sake**

Imagine the tons of towels which are unnecessarily washed and dried every day. If you hang up your towels, you can picture the enormous quantities of water and energy that are saved.

**CONSERVING FOR THE FUTURE**

**TO PROTECT OUR LOCAL ENVIRONMENT, WE ARE:**

- Recycling paper, aluminum, cardboard and other materials where possible.
- Looking for opportunities to buy products from environmentally friendly suppliers.
- Providing smoke-free guest rooms and dining in our restaurants.
- Changing linens every three days — or upon request — for guests staying multiple nights.
- Changing towels on request.

*Environmentally Friendly*

We appreciate your support of this program.

We are a hotel that recognizes and accepts our environmental responsibilities. We are joining hotels across the nation in an effort to conserve natural resources and preserve our planet.

**PLEASE CHANGE THE LINENS TODAY!**



This hotel is committed to providing the most comfortable and cleanest environment for our guests. As a result, we are, with your help, making a positive impact on the environment.

Therefore, it is our policy to launder guest room linens every three days for those guests staying multiple nights.

If you would like to have your linens changed more frequently, please hang this card on the knob outside your door.

**CONSERVE**  
OUR ENVIRONMENT

We appreciate your help.



# ... to proactive policies & programs

"Our policy establishes our intention & commitment to three essential elements:

- Commitment to continual improvement
- Commitment to prevention of pollution
- Commitment to compliance with legislation & regulations"

*Richard W. Riley  
General Manager  
Makati Shangri-La  
Manila*

## Environmental Policy

Makati Shangri-La, Manila is dedicated to fulfilling its business objectives with due regard to the environment. Accordingly, Makati Shangri-La, Manila has defined an Environmental Policy encapsulating the principles governing the way in which it runs its business to minimize environmental impact. This has been drafted to reflect the requirements of ISO 14001: 1996 standard.

The following is the environmental policy statement for the Makati Shangri-La, Manila which serves as the basis for its Environmental Management System:

"The Makati Shangri-La, Manila, the first ISO 14001 hotel in the Philippines, provides accommodation, food and beverage services to its internal and external customers in a manner that best conserves resources while maintaining its high standards of safety, security, and customer service.

The Hotel, recognizing its role as an environmentally conscientious company, is committed to:

- Faithfully comply with appropriate environmental legislation and other regulations.
- Reduce or eliminate pollution through enhanced preventive maintenance and effective use of environment friendly materials or resources.
- Reduce utilities' usage through effective implementation of "Best Practices."
- Practise 5Rs on ecological waste management. Reduce, reuse, recycle wastes, repair equipment to prolong life span and whenever possible and practicable, reject hazardous materials or resources.
- Control issue and use of regulated medicines to ensure the safety of both guests and staff.
- Continuously seek environmental improvement initiatives through ideas and suggestions from both internal and external customers and where appropriate include them in the environmental management program."

The policy establishes the intention and commitment of the hotel's management with respect to the organization's operations, activities and overall environmental performance. This contains three essential elements:

- commitment to continual improvements
- commitment to the prevention of pollution
- commitment to compliance with relevant legislations, regulations and other requirements to which the hotel subscribes

  
Richard W. Riley  
General Manager

# Essential Ingredients of a Management System

- Written policy appropriate for the operator
- State objectives, targets, and programs
- **Establish written procedures & training** to implement the plan
- Monitor performance of EH&S system
- **Continually review, evaluate, and improve system**



# Certification May Enhance Transparency Across Chain

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## Tourism Value Chain

- Property owners
- Concessionaires
- Food Providers
- Public Parks
- Suppliers
- In-Bound Operators
- Communities
- Local Governments
- Travel Agents
- Airlines



# Certification Benefits to Operators

- Gain & retain in-bound clients
- Increase revenue and market share
- Reduce operating costs
- Protect the core assets of the business
- Enhance brand value and reputation

# Verification Systems Can Enhance Staff Performance

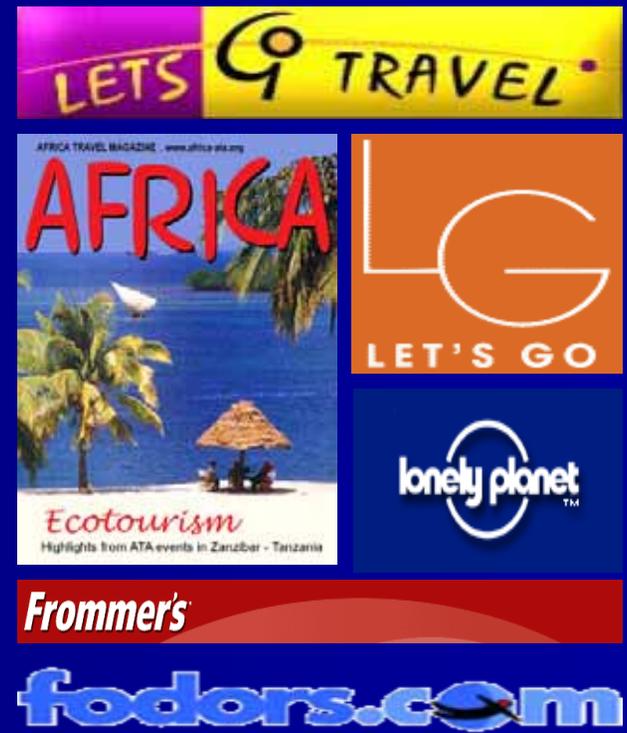
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- Improves working environment for staff
- Increases involvement improves motivation & loyalty
- Improves staff retention and reduced turnover costs
- Pinpoints training needs



# Verification may build brand value, reputation & differentiation

- Ranking among the most admired companies
- Positive media coverage and industry recognition
- Value of active commitment from customers





# Three Major Differences in Standards

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- Process versus actual performance
- Labeling infrastructure (B2B versus B2C)
- International & regional or national standards



# Industry, Sustainable Tourism or Ecotourism

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<i>Criteria Standard</i>	Auditor Credentials	Enviro	Social	Economic
ISO 14001	Strict	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Green Globe 21	Strict	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ECOTEL	Strict	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CST	Government & NGOs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
NEAP	Variable	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Blue Flag	Government & NGOs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



# Standards: How do they compare?

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<i>Criteria&gt; Standard</i>	Legal Compliance	Published Policy	Staff Training	Targeted Action	Public Disclosure
<b>ISO 14001</b>	Commitment to comply	Yes	Yes	Not Required	Not Complete
<b>Green Globe 21</b>	Compliance	Yes	Yes	Yes	Evolving
<b>ECOTEL</b>	Water Regs	No	Yes	Limited	No
<b>CST</b>	Yes	Yes	Yes	Yes	Yes
<b>NEAP</b>	Yes	Yes	Yes	Yes	Yes
<b>Blue Flag</b>	With water	No	Yes	Yes	Yes



# The ABC's of Green Globe 21



- **A**ffiliated Properties: 124
- **B**enchmarked Properties: 73
- **B**enchmarking Properties: 138
- **C**ertified Properties: 116

# GG21: 4 Types of Certification

- Property ('Company')
- Destination ('Community')
- Ecotourism ('Attractions')
- Ecolodge ('Construction')

# GG21 Key Performance Areas

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1. Greenhouse gas emissions
2. Energy efficiency, conservation and management
3. Management of freshwater resources
4. Ecosystem conservation and management
5. Management of social and cultural issues
6. Land use planning and management
7. Air quality protection and noise control
8. Waste water management
9. Waste minimization, reuse and recycling



**USAID**  
U.S. AID

# Sector Benchmarking Indicators

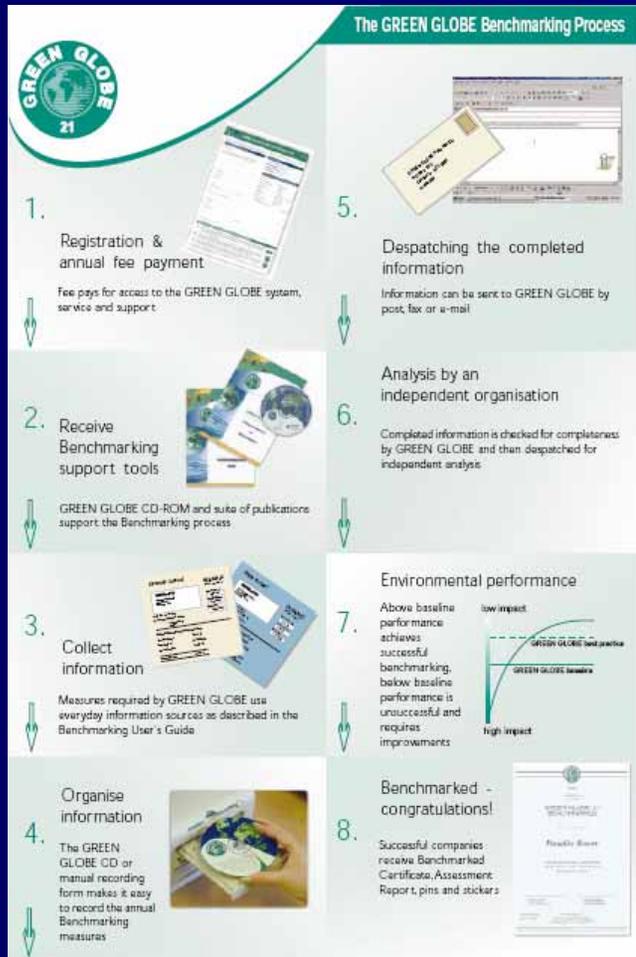
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- Accommodation
- Activity
- Administration Office
- Aerial Cableway
- Airlines
- Airports
- Attraction
- Car Hire
- Communities
- Convention Centre
- Cruise Vessels
- Ecotourism
- Exhibition Hall
- Farmstay
- Golf Courses
- Marinas
- Railways
- Restaurants
- Resorts
- Tour Company (Wholesaler)
- Tour Operators
- Trailer, Holiday, Caravan Park
- Travel Concessionaires
- Vineyards
- Visitor Centres



# Benchmarking Concept

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- Requires detailed information across key areas
- Variable from product type and certification system
- Identifies key gaps in coverage or inadequate performance

# Standard Elements: GG21

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- Environment & Social Sustainability Policy
- Legislative Framework
- Environmental & Social Sustainability Performance
- Environmental Management System
- Consultation & Communication

Green Globe Benchmarking - Car Hire

File Calculators Background Help

Benchmarking Optional Authorisation Summary Instructions

**Benchmarking Indicators** Vehicle hirings (VH) pa

No Sustainability Policy

There is no Sustainability Policy in place at present. **Sustainability Policy**

Energy Consumption

Total energy consumption (MJ) pa  0

Potable Water Consumption

Water consumed (kL) pa  0

Solid Waste Production

Volume of waste landfilled (m<sup>3</sup>) pa  0

Social Commitment

Employees with residential address within 20 km of work / Total employees

Resource Conservation

Ecolabel paper purchased (kg) pa / Total paper purchased (kg) pa

Cleaning Chemicals Used

Biodegradable cleaning chemicals used (kg) pa / Total cleaning chemicals (kg)

Vehicle Management

Exhaust quality test passes/Exhaust quality tests performed

**Complete Page Compulsory**

# Costs of 3<sup>rd</sup> Party Verification Systems

- 80-90% of total cost in implementation
- Increasing local implementation capacity key
- Maintaining certification quality basic
- Integrating Quality, Food Safety, and Environmental systems fundamental

# Cost Considerations

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<b>Micro Company –</b> (Single operation, less than five employees)	<b>US \$225</b>
<b>Small Enterprise -</b> (Essentially single operations, 5 to 49 employees)	<b>US \$450</b>
<b>Single Company –</b> (Companies with a single operation, greater than 50 employees)	<b>US \$1,100</b>
<b>Large Diversified Company –</b> (Multi site operation, wide and diverse activities)	<b>On application</b>



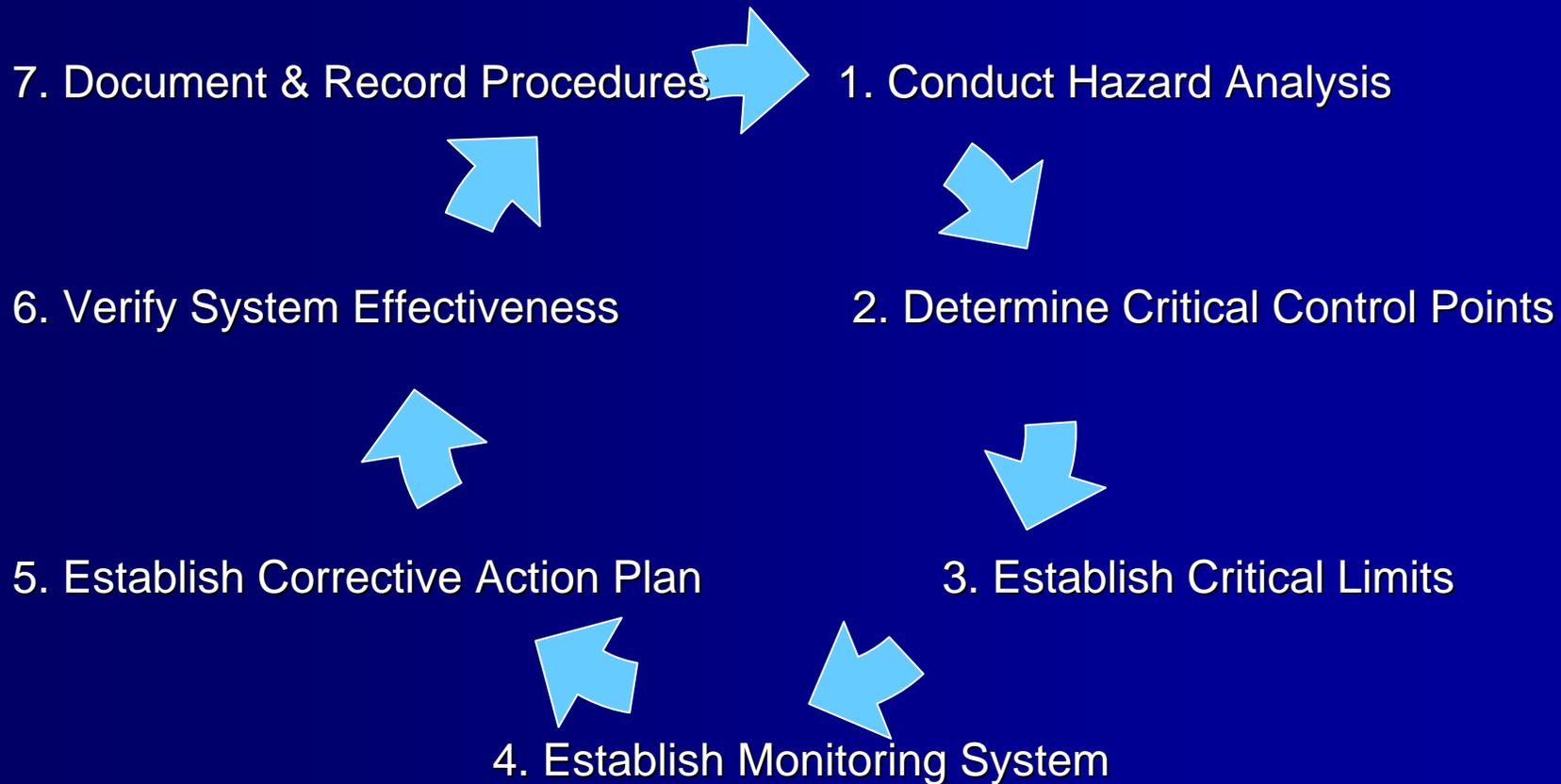
# Other Certification Systems

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Quality	Michelin, Crystal, AAA, Leading Hotels
Food Safety	HACCP, ISO 22000, CODEX, Organic (EU, USNOP etc.)
Social	SA 8000, GG21, FairTrade/RSA, ISO 26000 (draft)
Labor, H&S	SA 8000, OHSAS 18001



# Hazard Analysis & Critical Control Points (HACCP) - Food Hygiene



# USAID Project Options to Improve Food Safety

- Increase awareness through associations
- Provide TA to hotel managers for HACCP system development
- Ensure food safety elements included in national hotel grading schemes
- Strengthen food inspection and permitting programs



# Some USAID Projects Using Certification

- Caribbean Open Trade (COTS)
- Jamaica (EAST)
- Dominican Republic (Competitiveness)
- Egypt (Red Sea)
- Jordan (AMIR 2)
- Philippines (IISE)

# Certification Reality Check

- B2B - Not tourist demand driven
- Complements regulatory regimes
- Does not always apply to small properties
- Should Integrate Environment, Social, and Health & Safety aspects



# Absolute Requirements

- Leadership/support from senior management
- Broad employee participation
- Financial/human resources to implement
- Recognition & encouragement



# Using Verification Tools in USAID Project Cycle



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# Strategic Planning

- Identify private sector institutional strengths
- Gauge measurable obstacles and opportunities
- Identify policy framework for concessions

# Project Design

- Identify key baseline factors
- Develop results targets
- Clarify critical audiences and clients
- Decide what type of partnership needed

# Project Implementation

- Establish clear measurement targets
- Benchmark environmental & social performance through 3<sup>rd</sup> party audits
- Identify new opportunities & lingering obstacles

# Monitoring & Evaluation

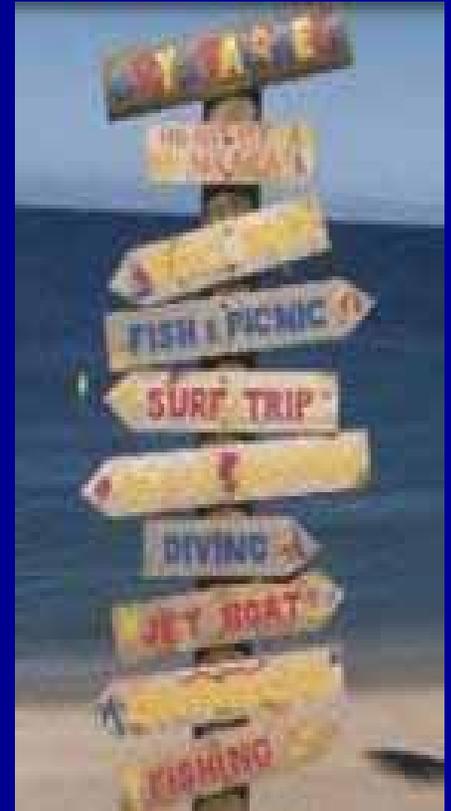
- Quantify project results
- Benchmark tourism growth or contraction
- Integrate poverty alleviation, economic growth & environment

# Recap of Potential Benefits

- Establishes a verifiable enterprise management system
- Creates a common language for value chain elements
- Improves competitiveness thru cost management & quality control
- Provides incentives & methods to expand economic benefits
- Benchmark & reduce environmental impacts

# Some Further Direction (?)

- Sustainable Tourism Stewardship Council (STSC):
  - [www.rainforest-alliance.org/programs/sv/stsc.html](http://www.rainforest-alliance.org/programs/sv/stsc.html)
- Ethical & Responsible Tourism Trends in the UK
  - <http://www.responsibletourismpartnership.org/goodwin.pdf>
- Tour Operator's Initiative
  - <http://www.toinitiative.org/index.htm>
- Ecotourism Certification/ planeta.com:
  - [www.planeta.com/ecotravel/tour/certification.html](http://www.planeta.com/ecotravel/tour/certification.html)
- Institute for Policy Studies: "Protecting Paradise":
  - [www.ips-dc.org/ecotourism/protectingparadise/](http://www.ips-dc.org/ecotourism/protectingparadise/)
- Green Globe Asia Pacific:
  - [www.ggasiapacific.com.au/](http://www.ggasiapacific.com.au/)
- WWF Report on Tourism Certification:
  - [www.wwf.org.uk/filelibrary/pdf/tcr.pdf](http://www.wwf.org.uk/filelibrary/pdf/tcr.pdf)
- Green Globe 21:
  - [www.greenglobe21.com](http://www.greenglobe21.com)
- ECOTEL Certification Services:
  - [www.hvsecoservices.com/ECOTEL.htm](http://www.hvsecoservices.com/ECOTEL.htm)



# LAKE MANYARA NATIONAL PARK

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OUTREACH PROGRAM DEPARTMENT

BY

MORONDA B. MORONDA

OUTREACH WARDEN

# OBJECTIVES

- To foster relationships between the Park's staff and nearby communities
- To represent Tanapa's interests to all levels from village to District level.
- To involve different conservation collaborators for sustainable conservation
- To support community developments through benefit sharing (SCIP)

# HISTORICAL BACKGROUND OF OUTREACH DEPT.

- Started in Serengeti National Park as a pilot Project in 1988
- Started in L. Manyara Nat. Park in 1992
- Currently the dept. is in all National Parks

# Activities carried in the Department

Raise awareness to the communities living around the Park, through:-

- Meetings
- Seminars
- Workshops
- Study tours in different Protected Areas
- Showing of National Park's films

## continue

- Different programs such as trees planting, fuel efficient stoves etc
- Involve Communities in Environment Award Scheme in June 5<sup>th</sup> every year.
- Good farming practices, livestock grazing to reduce Siltation to LMNP

# Programs in Schools

- Forming conservation education clubs in Primary & Secondary Schools
- Out of 36 Clubs already 18 were formed since 2005
- Trees, nursery planting Program
- Study tours for teachers and Students to National Parks e.g. LMNP & NCAA
- Showing videotapes/Films of National Parks



# BENEFIT SHARING

- **Support for Community Initiated Projects (SCIP)**

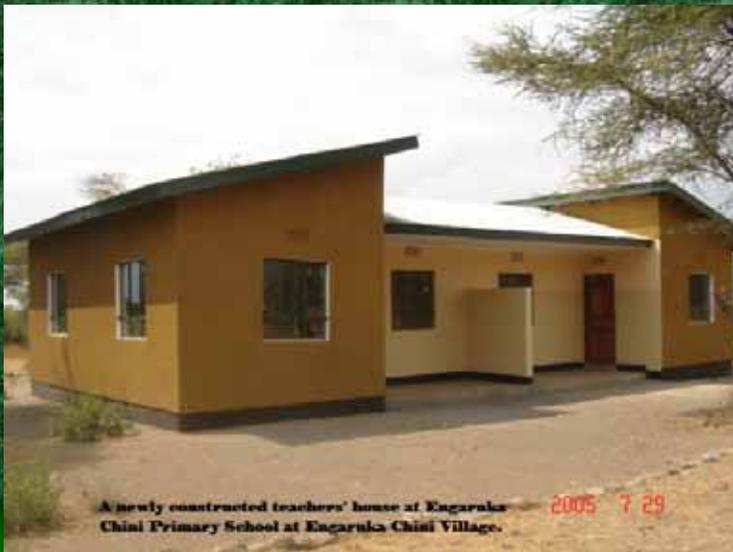
Currently there are 26 villages in this Program

- Since 1992 over 370 millions have been contributed to the Community
- Projects are Social Services oriented such as Classrooms, Teachers' houses, School Laboratories, Dormitories, Furniture for Schools, Boreholes & Dispensary.
- Conservation Projects e.g. Beehives, Dip for Livestock, Fuel efficient Stoves in some villages

# Achievements



- Good relationship to the Communities around the Park
- Conservation of forests reserves in some villages
- Informers on poaching
- Good cooperation in implementing SCIP



# Problems/Challenges with Community Involvement

- Tanapa's Outreach Program on benefit sharing is viewed as donor rather than neighbours (in SCIP implementation)
- Human population increase that leads to blockage of Wildlife migratory corridors, over utilization of natural resources, destruction of catchment forests etc.
- Unplanned Land Use to communities around

Thanks for Listening



End



# LAKE MANYARA NATIONAL PARK

## STATUS REPORT FOR LAKE MANYARA NATIONAL PARK ON TOURISM MANAGEMENT (24/02/2006)

By  
*EUNICE M. MSANGI*  
*TOURISM WARDEN*



# Introduction

- ❖ The Park was gazetted in 1960 (TANAPA ordinance 1959) and becoming the second park after Serengeti.
- ❖ It is Located in Northern Tanzania within Arusha and Manyara Regions.
- ❖ It is about 125 Km from Arusha City.



## Introduction cont....

- ❖ It covers an area of 330 Sq. Km, of which 220 Sq. Km is covered by the Lake and remaining 110 Sq. Km is a narrow strip of dry-land.
- ❖ The park is located within the Rift valley *(From middle east in Jordan to - mozambique).*



## *Introduction cont...*

- ❖ The name Manyara was derived from a plant '*euphorbia tirucalli* *'emanyara* in *Maasai Language*' used by Maasai people to protect their Livestock from predators and poachers.
- ❖ The park is a "Biosphere reserve" under UNESCO.



# Tourist attractions

1. High diversity of wildlife.
2. The Lake
3. High density of water birds.
4. Tree climbing lions.
5. Rift Valley escarpment.
6. Ground water forest.
7. High diversity of bird species (390 *spp.*)
8. Hippos
9. Hot Spring.



# Visitors Management in the Park

- ❑ Visitors management in the park level ensure that visitors experiences/facilities and services meet public expectation in term of qualities.
- ❑ All Planned activities and developments expected to be implemented inside the park have to abide the requirements of the General Management Plan (GMP) and Environmental Impact Assessment (EIA).



- The park has been zoned to different zone based on the do's and don'ts (*management zones*).
  - Lake use zone
  - Recovery zone
  - High use zone
  - Low use zone
  - Wilderness zone
  - Administrative use zone



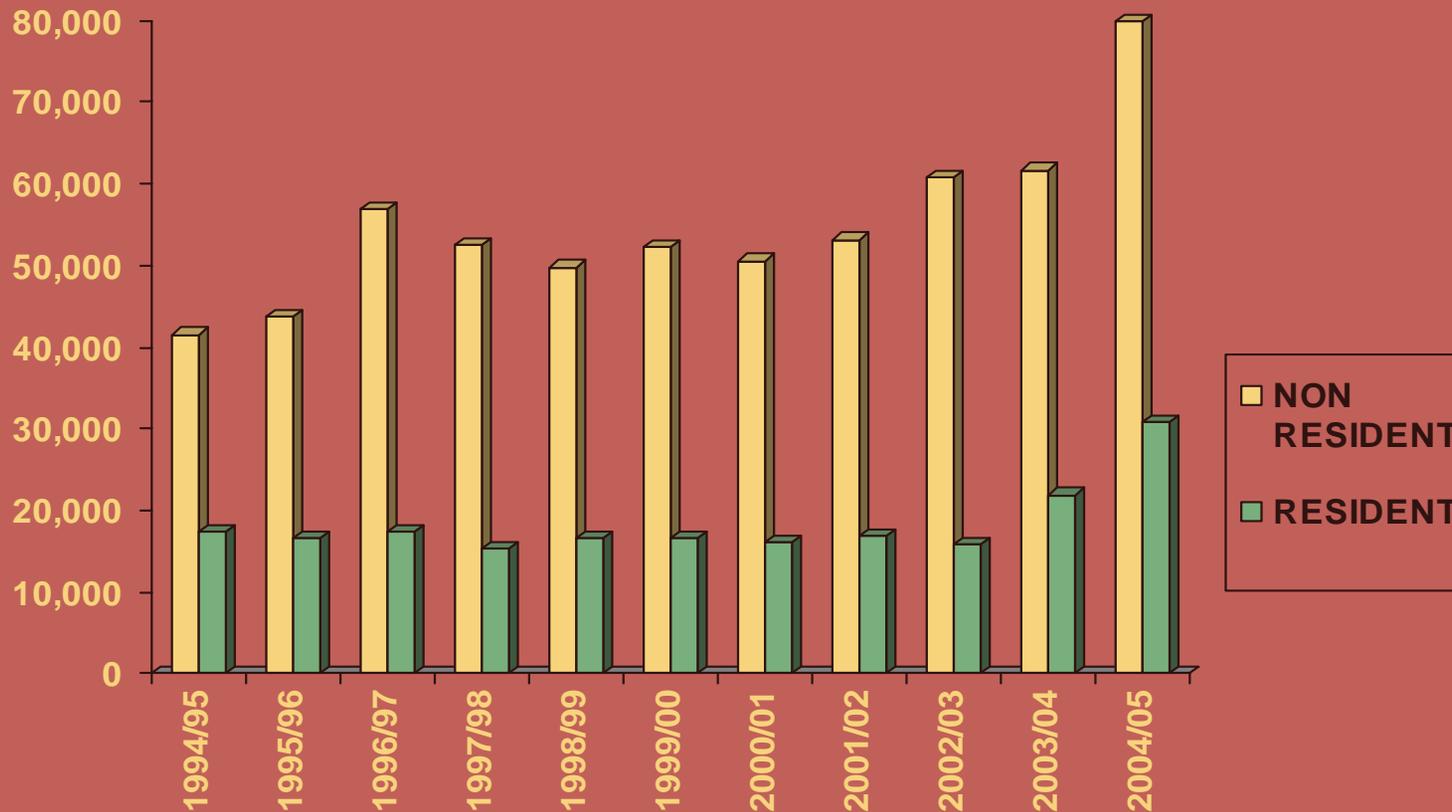
# Types of tourist activities

Inside the park	Outside the park
<p data-bbox="100 358 639 415"><b><i>Current activities:</i></b></p> <ul data-bbox="100 454 662 786" style="list-style-type: none"><li data-bbox="100 454 624 511">■ Day- game drive</li><li data-bbox="100 544 662 601">■ Night- game drive</li><li data-bbox="100 634 415 691">■ Camping</li><li data-bbox="100 723 443 781">■ Picnicking</li></ul> <p data-bbox="100 908 654 965"><b><i>Planned activities:</i></b></p> <ul data-bbox="100 1003 635 1243" style="list-style-type: none"><li data-bbox="100 1003 592 1061">■ Walking safaris</li><li data-bbox="100 1093 635 1150">■ Canopy walkway</li><li data-bbox="100 1183 335 1240">■ Hiking</li></ul>	<p data-bbox="944 358 1498 494"><b><i>Activities done by community:</i></b></p> <ul data-bbox="944 618 1487 1043" style="list-style-type: none"><li data-bbox="944 618 1448 675">■ Cultural tourism</li><li data-bbox="944 708 1487 765">■ Biking and hiking</li><li data-bbox="944 798 1405 855">■ Walking safari</li><li data-bbox="944 888 1348 945">■ Horse riding</li><li data-bbox="944 978 1239 1035">■ Camping</li></ul>



# Visitors statistics

- ❑ For the past ten years, LMNP Statistics shows increase in number of tourists.
- ❑ 1995/1996 (60,441) tourists visited the park, 2004/2005 (112,967) tourists visited the park



# Factors for the increase

- I. Improved promotions and marketing of tourism within the country and outside the country.
- II. Improvement of Makuyuni – Ngorongoro Road to a Tarmac status.
- III. End of Iraq War.
- IV. Decrease in terrorism incidences and threats in the world
- V. Tsunami Disaster (Indonesia, Thailand)



# Visitor accommodation facilities

Inside the park	Outside the park
<ul style="list-style-type: none"><li>➤ Special campsite</li><li>➤ Public campsite</li><li>➤ Bandas</li><li>➤ Youth Hostel</li><li>➤ Tented Permanent camp</li></ul>	<ul style="list-style-type: none"><li>➤ Hotels/Lodges</li><li>➤ Campsites</li><li>➤ Guest houses</li></ul>



# Interpretative information and facilities

- Visitor Information Centre
- Guide book
- Brochure
- Map
- Sign post
  
- ★ Personnel



# Challenges

- High Concentration of visitors in the northern part of the park.
- Littering.
- Animal habituations.
- Off road driving.
- Low visitation by local tourists (Tanzanian).
- Unfaithfully tour drivers.



...END...



# THE ROLE OF TANZANIA NATIONAL PARKS IN ECOTOURISM



Presented by Bettie Loibooki  
Chief Park Warden - Lake Manyara National Park

# 1. ECOTOURISM DEFINITION

- ❑ **Eco tourism is:** responsible travel to the natural areas that conserve the environment and improve the welfare of the local people"
- ❑ It is a renewed concept that makes the entire travel industry more sensitive to the environment and the local people living in such destinations.
- ❑ Currently, more visitors are attuned to the harm they can do ecologically, to the value of the wilderness and to the concerns of indigenous people. These concerns have given way to 'eco-tourism' as another harmonized sustainable way of conducting tourism.

- Generally, the purpose and focus of ecotourism efforts is to involve local communities directly in the economic benefits of tourism by actively seeking ways for local peoples to co-exist in a beneficial relationship with nature based tourism.
- It has been further acknowledged that, although tourism is a viable economic option, it has its own potential impacts on the environment if not well planned and managed.

### 3. ECOTOURISM AND LOCAL PEOPLE'S LIVELIHOODS

- ❑ Tourism activities in the National Parks contribute significantly to a wide range of livelihood strategies within local communities through revenues generated in parks and nature based tourism.
- ❑ Several mechanisms are used to enable local communities benefit directly from tourism within and outside national parks

### **3.1: Government Initiatives**

Tanzania Policy for Tourism/ TANAPA's policy:

- ❑ Seeks to assist efforts to promote the economy and livelihood of the people, essentially alleviation of abject poverty through encouraging the development of sustainable and responsible tourism that is culturally and socially acceptable, economically viable, ecologically friendly and environmentally sustainable.
- ❑ WD has established Wildlife Management Areas pilot areas
- ❑ Currently, local communities are involved in ecotourism and cultural activities (*enter partnership ventures with private sector in communal lands*)....
- ❑ Direct social/economic benefits from conservation (*TANAPA contribution to local development initiated projects*)

## **3.2 Lake Manyara National Park –Ecotourism Activities**

- ❑ The presence of LMNP has given way to growth of local entrepreneurial activities within Mto wa Mbu neighborhood and elsewhere.
- ❑ Local communities living around /adjacent LMNP are highly involved in entrepreneurial activities particularly at Mto wa Mbu area.

## *Ecot. & people's livelihoods cont.*

- ❑ The communities take advantage of the park to open up cultural oriented entrepreneurial activities.
- ❑ Mto wa Mbu area has a good number of attractions including farm irrigation schemes, magnificent views of the banana plantations, water springs, Maasai traditional dances and ceremonies etc
- ❑ Other activities: camping, bicycle cycling, village tours, walking safaris, making and sale of variety of handcrafts from Maasai culture and art, the Makonde sculptures and carvings, blacksmithing, local market, drinking local brew etc.

**Esilalei Maasai Women Making Handcrafts**



## *Ecot. & people's livelihoods cont.*

- The above activities are aimed at:
  - Giving visitors exposure to Tanzania culture and traditions as it refers to a form of tourism, which aims at encouraging cross- cultural exchanges. It provides an opportunity for a tourist to see, understand and appreciate other cultures as well.
  - Benefiting locals through sales, bed nights and other charges
  - Encouraging local people to support conservation efforts
- Economically, the above activities are viable, as most tour operators include visits to local areas in their itinerary.

## **Esilalei Women Curio Shop**



## 4. ENVIRONMENTALLY FRIENDLY COMMUNITY ECONOMIC DEVELOPMENT PROJECTS SUPPORTED BY TANAPA

- Livestock keeping and tree planting
- Production of energy serving stoves.
- Livestock zero grazing and poultry
- Mushroom farming
- Schools and dispensary buildings



## *Economic projects cont.*

- Beekeeping
- Curio shops and campsites
- Rehabilitation of roads
- Provision of safe water
- Provision of food to villagers in need



## 5. HOW COMMUNITIES BENEFIT FROM TOURISM

- ❑ There is direct employment of local people by investors in lodges, campsites, and tour companies, tour guiding, hotels and tented camps.
- ❑ Improvement of infrastructure and social amenities e.g. roads, water supply, telecommunications, visitors' facilities
- ❑ Provision of financial benefits and local people empowerment e.g. the local community involved in tourism activities receive income as tangible benefits from sales of carvings, art, handcraft, carvings, food, cultural activities, etc.

## ***Communities Benefit cont.***

- Poverty reduction by improved living standards through supporting development projects and other livelihood needs e.g. schools, health centers, cattle dips.

## 6. CHALLENGES

- ❑ Although there are high opportunities for employment with the tourist industry, local people do not have capacity to compete in global tourism market due to low level of education, experience and exposure. Hence, those with qualifications from outside take most of the jobs.
- ❑ Improved infrastructure and facilities that leads to over population and pressure to areas near protected areas.
- ❑ High prices for local products and food stuff due to demand from tourists. High demand of the local products results to increased prices. This also affects the local communities, as they cannot afford the prices of the foodstuff and other items.
- ❑ Dependency on international tourism

## ***Challenges cont.***

- ❑ HIV/AIDS is also taking its toll in the third world including Tanzania
- ❑ Insufficient collaboration among different Institutions and key stakeholders on land –use plans, outreach programmes and tourism ventures.
- ❑ Today, international terrorism has magnified the global insecurity and this will greatly affect the envisaged development of the tourism industry that has a multiplier effect.
- ❑ Contradicting and lack of harmonized policies on poverty eradication strategies in the areas surrounding LMNP.

# 7. CONCLUSION AND RECOMMENDATIONS

## 7.1 Conclusion

- ❑ Tourism in National Parks is managed properly using well guided principles, (parks policies, corporate plan, GMPs) hence ensures effective protection of natural resources and contributes effectively to the protection of environment.
- ❑ Experience from other areas shows that, when residents receive benefits they usually support conservation even to the point of protecting the sites against poaching or other encroachments.
- ❑ Conversely, if they bear the costs without receiving benefits, they often turn against ecotourism and might intentionally or unintentionally damage the attraction.

## ***Conclusion cont.***

- ❑ Currently, ecotourism remains largely on an experiment but we are seeing enough positive results taking place seriously for instance; poverty alleviation, economic growth, empowerment of the communities, improvement of resource utilization and employment opportunities.
- ❑ However, there is still no real official policy framework or support from government agencies involved particularly in developing notions for how a private sector entrepreneur can carryout effective community involvement with ecotourism.
- ❑ There is nothing that says, 'here is what you can do, here is how to proceed and this is what you must avoid'.

## 7.2 Recommendations

- ❑ The role of the private sector in increasing and shaping tourism for poverty alleviation among the local communities should be transparent.
- ❑ Eco-tourism should be well planned, coordinated and managed for effective poverty alleviation in rural Africa.
- ❑ Protection of biodiversity for ensuring present and future heritage and protection of the environment is important in the contemporary global debates.
- ❑ Respect for culture and customs for local people should be maintained.
- ❑ Social facilities should continually be improved in order to attain expected satisfaction.

# 8. REFERENCES

1. Ceballos H., (1996) Tourism, Eco tourism and Protected Areas. The State of Nature Based Tourism Around the World and Guidelines for its Development. IUCN, Gland, Switzerland and Cambridge, UK.
2. Cultural Tourism in Tanzania (Experience of a tourism development Project) SNV Netherlands Development Organization September 1999 – Netherlands
3. Honey M., (1999) Ecotourism and Sustainable Development: Who Owns Paradise? Island Press, 1718 Connecticut Avenue, N.W., Suite 300, Washington DC. 20009.
4. Kathurima M. Clara, (1997). Ecotourism: A global Force for Conservation. The Role of the Private Sector; A paper presented at the International Conference held in Kenya in 1997, “Ecotourism at cross roads.”
5. Lindberg K. and Hawkins D., (1993) Eco Tourism: A Guide for Planners and Managers. The Eco tourism Society North Bennington, UT 05257.
6. Ministry of Natural Resource and Tourism (MNRT), 1998. Tanzania Wildlife Policy. Unpublished.
7. National Policies for Tanzania National Parks (TANAPA), 1994. Unpublished.

# MWISHO

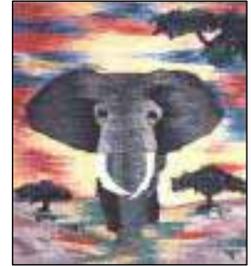


# USAID Sustainable Tourism Training - *Evaluations*

## DAY ONE (2/19) – INTRODUCTION TO TOURISM

### TOPICS OF THE DAY:

- Intro: Participant introduction  
Module 1: Introduction to Tourism  
Sustainable Tourism  
Ecotourism  
Tourism Industry Stakeholders  
Tourism as a Development Tool  
Benefits of Tourism  
Sidebars: TBD



*The purpose of today's cluster group meeting is to get acquainted, describe the expectations you have for the course, and identify the opportunities and challenges you are facing related to tourism. First, take a few minutes to complete the following questions:*

- ◆ What are 1-2 expectations you have for this course?
  
- ◆ What did you find most useful from today's sessions?
  
- ◆ If you are currently working on tourism-related issues, what are some of the opportunities or challenges you are facing? Which one of these opportunities would you like to address during this course?
  
- ◆ How might you be able to use what you learned today?
  - If you currently work in tourism, what is one application you see from today's session?
  - If you currently do not work in tourism, what kinds of linkages do you see to your current work?
  
- ◆ What would have made today's sessions better?
  
- ◆ What comments/suggestions do you have about the following?
  - Food and beverage service?
  - Facilities?
  - Presenters?

When finished, you will each have 5 minutes to introduce yourselves, where you are from and discuss your responses to the questions. You will have 20 minutes to complete the evaluation session.





# USAID Sustainable Tourism Training - *Evaluations*

## DAY FOUR (2/22) – ECONOMIC GROWTH & THE ENABLING ENVIRONMENTS

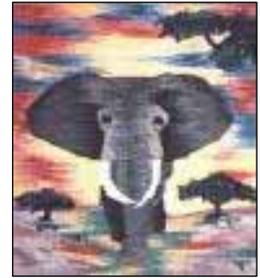
### TOPICS OF THE DAY:

Sidebar: TBD

Module 4: Project Design – Economic Growth  
Enabling Environments (Issues)  
Tourism Enterprises (Issues)  
EG/PR Performance Indicators for Tourism

Sidebar: TBD

Sidebar: TBD



### ***Take a few minutes to complete the following questions:***

- ◆ What did you find most interesting and/or useful from today's sessions and presentations? Why?
  
- ◆ How might the enabling environments affect the success of sustainable tourism in your Region/Country/ Mission?
  
- ◆ What kinds of economic growth issues did today's sessions and presentations raise for you? What relevance do these have to your current work?
  
- ◆ How might you apply what you learned today to the design of an effective tourism intervention?
  
- ◆ What EG/PR tourism-related issues, opportunities, and/or concerns should have been discussed in greater detail?
  
- ◆ What would have made today's sessions better?
  
- ◆ What comments/suggestions do you have about the following?
  - Food and beverage service?
  - Facilities?
  - Presenters?

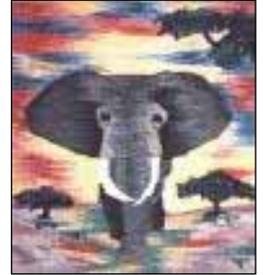
When finished, you will each have 5 minutes to introduce yourselves, where you are from and discuss your responses to the questions. You will have 20 minutes to complete the evaluation session.

# USAID Sustainable Tourism Training - *Evaluations*

## DAY FIVE (2/23) – ENVIRONMENTAL INTERVENTIONS

### TOPICS OF THE DAY:

- Module 5: Project Design: NRM, Biodiversity Conservation & Cultural Heritage Interventions, Tools and Approaches  
National-level Issues vs. Site-level Issues  
ENV/Cultural Performance Indicators for Tourism
- Module 6: Nexus – Linkages between Economic & Environmental Interventions  
Environmental Best Practices  
Destination Management  
Sound Business Practices  
Extreme Events  
Sustainable Tourism Indicators
- Sidebar: TBD



### ***Take a few minutes to complete the following questions:***

- ◆ What did you find most interesting and/or useful from today's sessions and presentations? Why?
  
- ◆ What issues and tools might affect the success of a sustainable tourism intervention that addresses the environment and/or culture in your Region/Country/Mission?
  
- ◆ What kinds of linkages between economic and environmental interventions could you utilize in the development of sustainable tourism project in your Region/Country/Mission?
  
- ◆ What ENV and Culture tourism-related issues, opportunities, and/or concerns should have been discussed in greater detail?
  
- ◆ What would have made today's sessions better?
  
- ◆ What comments/suggestions do you have about the following?
  - Food and beverage service?
  - Facilities?
  - Presenters?

When finished, you will each have 5 minutes to introduce yourselves, where you are from and discuss your responses to the questions. You will have 20 minutes to complete the evaluation session.

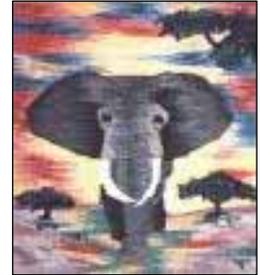


# USAID Sustainable Tourism Training - *Evaluations*

## DAY SEVEN (2/25) – ASSEMBLING A PROJECT

### TOPICS OF THE DAY:

Module 7: Assembling a Project  
From concept to RFP/RFA  
Goals and Backgrounds  
Components, Interventions, Illustrative Activities: Lessons Learned  
Budget and Timeframe  
Reg. 216  
Staffing  
Funding Mechanisms



### ***Take a few minutes to complete the following questions:***

- ◆ What did you find useful from today's sessions and presentations? Why?
  
- ◆ Were today's sessions and presentations relevant to the overall course? How did they relate to the expectations you have for the course?
  
- ◆ From today's sessions and presentations, would you feel comfortable collaborating on the assembly of a project?
  
- ◆ What program design and tourism-related issues, opportunities, and/or concerns should have been discussed in greater detail?
  
- ◆ What would have made today's sessions better?
  
- ◆ What comments/suggestions do you have about the following?
  - Food and beverage service?
  - Facilities?
  - Presenters?

When finished, you will each have 5 minutes to introduce yourselves, where you are from and discuss your responses to the questions. You will have 20 minutes to complete the evaluation session.

# USAID Sustainable Tourism Training

## End-of-Course Evaluation



Your evaluation of the Sustainable Tourism Project Design and Management course will help us improve offerings of the course in the future. Thank you for taking the time to complete this evaluation form.

### I. OBJECTIVES:

Several objectives (listed below) were stated at the beginning of the training. Using a scale from (1) to (5), please rate in Section II the degree to which the training helped you meet each of these objectives:

1 = objective was not achieved

5 = objective was *successfully* achieved

#### By the end of the course you will:

- understand tourism as a system with specific leverage points;
- understand the basic operating principles and language of tourism;
- be able to identify possible entry points for tourism interventions to meet a Mission's cross-sectoral development objectives;
- be able to analyze whether tourism is an appropriate and feasible tool for the Mission;
- understand the tools and techniques available to ensure long-term success and sustainability of tourism development projects;
- be able to draft project design documents and contract/agreement scopes of work that clearly delineate realistic project goals and expectations and outline a reasonable course of action and illustrative activities for sustainable tourism development activities;
- obtain lessons learned from prior USAID and non-USAID sustainable tourism programs; and
- monitor and evaluate the progress of tourism development activities.

### II. On a scale of 1 (strongly disagree) to 5 (strongly agree), please rate the following.

\_\_\_\_\_ I gained a good understanding of sustainable tourism and how it can be utilized as a development tool.

\_\_\_\_\_ I gained a good understanding of tourism-related issues, interventions, and enabling environments and how they can be addressed in a sustainable tourism program?

\_\_\_\_\_ I have a good idea of the benefits of sustainable tourism.

\_\_\_\_\_ I now have the tools I need to design a good Mission sustainable tourism program and how to implement it.

\_\_\_\_\_ I found the case studies increased my understanding of sustainable tourism and how to implement these types of programs.

\_\_\_\_\_ I found the topics and content of the case studies to be on-target in terms of my needs.

\_\_\_\_\_ I now have a good idea of where to go to access information and help on sustainable tourism projects.

- III.** Were your expectations for this course met? Why / Why not?
  
- IV.** What is one immediate action you plan to take based on your participation in this training?
  
- V.** What did you find most relevant about this course?
  
- VI.** What was the least relevant? Why?
  
- VII.** What tourism-related issues, opportunities, and/or concerns should have been discussed in greater detail?
  
- VIII.** Would you recommend this course to others? Why / Why not?
  
- IX.** Additional Comments: Please give us your feedback and suggestions on the following:
  - a. Course design and content (including flow of course, presentations, case studies, exercises, field trips, cluster groups, journaling)
  
  - b. Course material (binder with PowerPoints, resources, etc.)
  
  - c. Logistical support and facilities
  
  - d. What other comments do you have about the training?

Please let us know who you are:

Please indicate your current employment category by circling the relevant term from the following list:

NEP/IDI, Washington Bureau, FSN, Field Mission PSC, Field Mission – USDH, USAID Partner

If field staff, in what region do you work? \_\_\_\_\_ If USAID/W, what Bureau? \_\_\_\_\_

How long have you worked in development? \_\_\_\_\_ How long have you worked for USAID? \_\_\_\_\_

**THANK YOU!!**