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# USAID's Approach to Sustainable Tourism

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October 10, 2012



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# Why Tourism?

- Global business
- Tool to achieve **multiple** USAID objectives
- Useful for equitable economic diversification & growth
- Incentive for biodiversity & natural resources conservation
- Requires careful planning & management to be successful





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## Number of USAID Projects with a Tourism Component by Major Development Objective, 2000-2010:

USAID REGIONAL BUREAU	MAJOR DEVELOPMENT OBJECTIVE				
	Natural Resources Management	Biodiversity Conservation	Economic Growth	EG - Tourism Specific	TOTALS
Africa	14	9	6	3	32
Asia & Near East	5	2	4	11	22
Eastern Europe	1	3	9	1	14
Latin America & Caribbean	9	22	6	3	40
<b>TOTALS</b>	<b>29</b>	<b>36</b>	<b>25</b>	<b>18</b>	<b>108</b>



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Now totalling over 150 tourism projects since 2000, in 75 countries.

In **FY'12**, ~50 projects active in 35 countries, providing over \$100M in development assistance.



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# FY'12 Regional Distribution

**Africa:** 8 country & 6 regional programs, \$45M – inc. Tanzania, Mozambique, Rwanda, Kenya, Uganda

**LAC:** 8 country & 1 regional, \$35M – inc. El Salvador, Honduras, Dominican Republic, Barbados, Brazil

**Asia:** 5 countries, \$27M – Tibet, Philippines, East Timor, Bangladesh, Kyrgyz Republic

**Mideast:** \$15M, Jordan & Lebanon (Egypt)

**E. Europe:** 5 countries, \$2.5M – inc. Albania, Bosnia-Herzegovina, Georgia, Montenegro



# What types of tourism development are right for **you**?







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# Sustainable Tourism

***“...management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.”*** (UN World Tourism Organization)



# Global Sustainable Tourism Alliance, 2006-11



- Conservation International
- Citizen Development Corps
- Counterpart International
- EplerWood International
- Nathan Associates
- National Geographic Society
- Rainforest Alliance
- RARE
- University of Hawaii, School of Travel Industry Management
- UNESCO World Heritage Center
- U.S.D.A./US Forest Service – Heritage Design

- **Public-Private Partnership** (\$6.4M private match to \$4.9M USG, + \$30M leveraged)
- Core program combining **Systems + Value Chain** approaches
- Compiling lessons & best practices into **9 online courses >>**
- 6 Country programs in **Uganda, Ecuador, Montenegro, Mali, Ethiopia, Dominican Republic**
- <http://rmportal.net/library/gsta> or <http://www.gstalliance.net/>





## Sustainable Tourism Online Learning Program



Send a login request to [learn@rmportal.net](mailto:learn@rmportal.net)

or go to

<http://lms.rmportal.net/course/category.php?id=51>

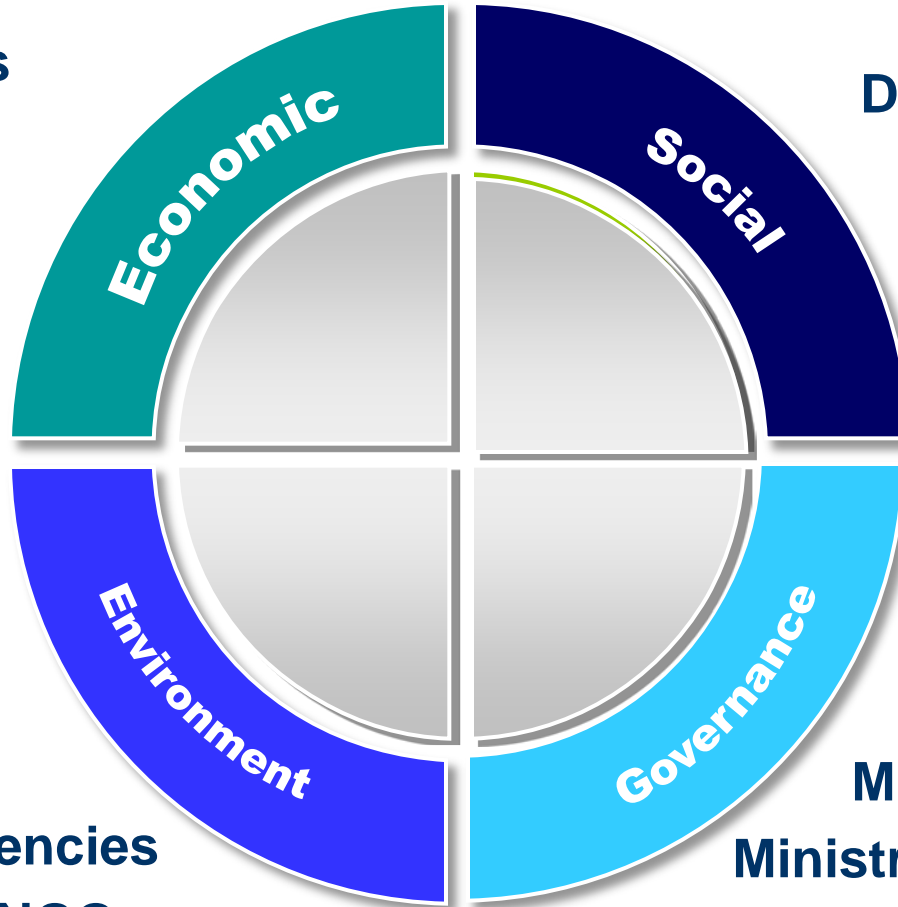
and login as a guest



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# A Systems Perspective

**Tourism Leaders**  
**CSR Business Leaders**  
**Financing Institutions**



**Community Development NGOs**  
**Media Representatives**  
**Cultural Stewards**  
**Universities**

**Land Mgmt. Agencies**  
**Environmental NGOs**

**Ministry of Tourism**  
**Ministry of Environment**  
**Ministry of Tourism**  
**Ministry of Planning**

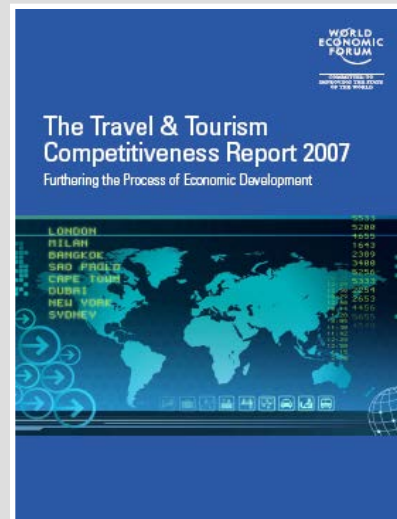


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# Analytic Tools about the enabling environment

## WEF *Travel and Tourism Competitiveness Index*

- Policy rules and regulations
- Environmental sustainability
- Safety and security
- Health and hygiene
- Prioritization of Travel & Tourism
- Air transport infrastructure
- Ground transport infrastructure



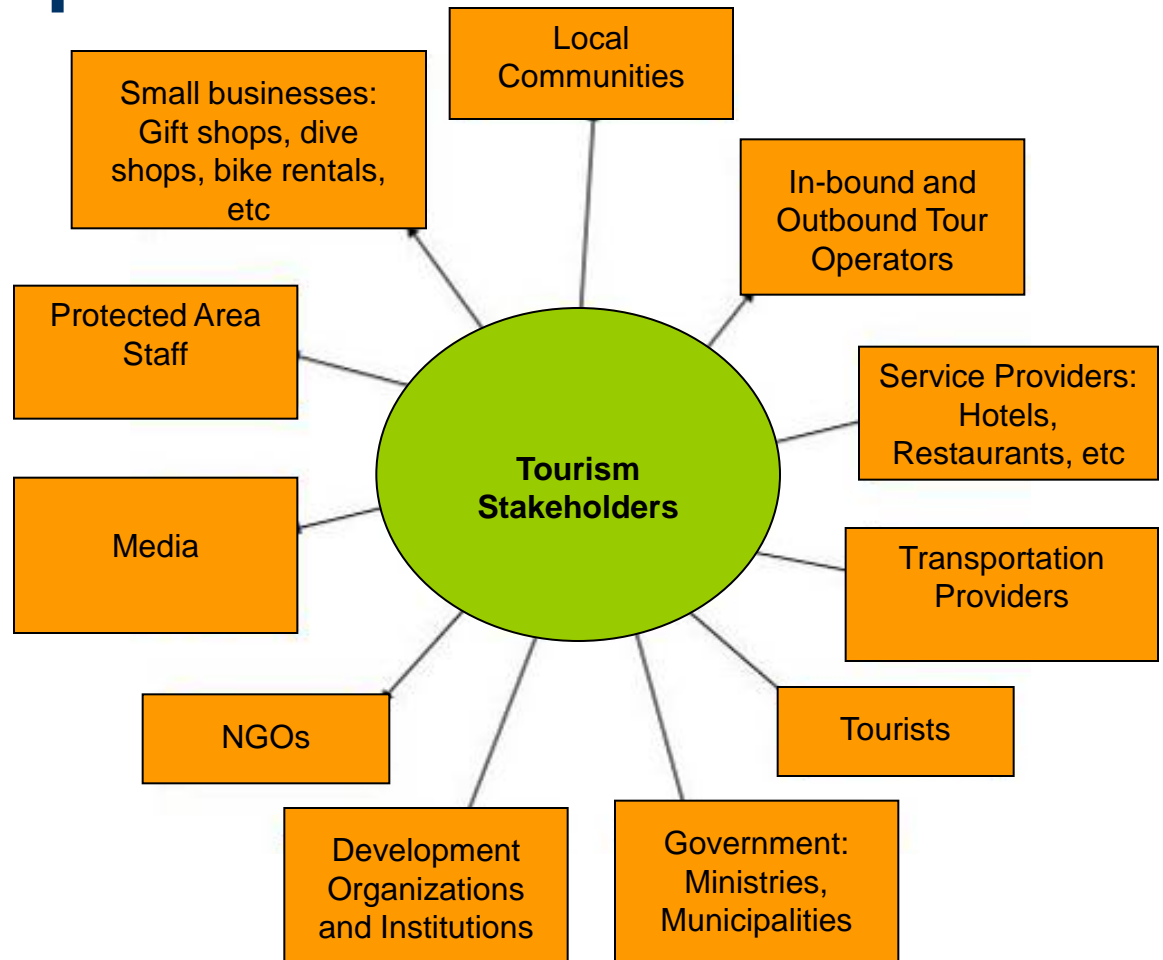
- Tourism infrastructure
- ICT infrastructure
- Price competitiveness in the T&T industry
- Human resources
- Affinity for Travel & Tourism
- Natural resources
- Cultural resources

**+ World Bank's *Doing Business* Report**



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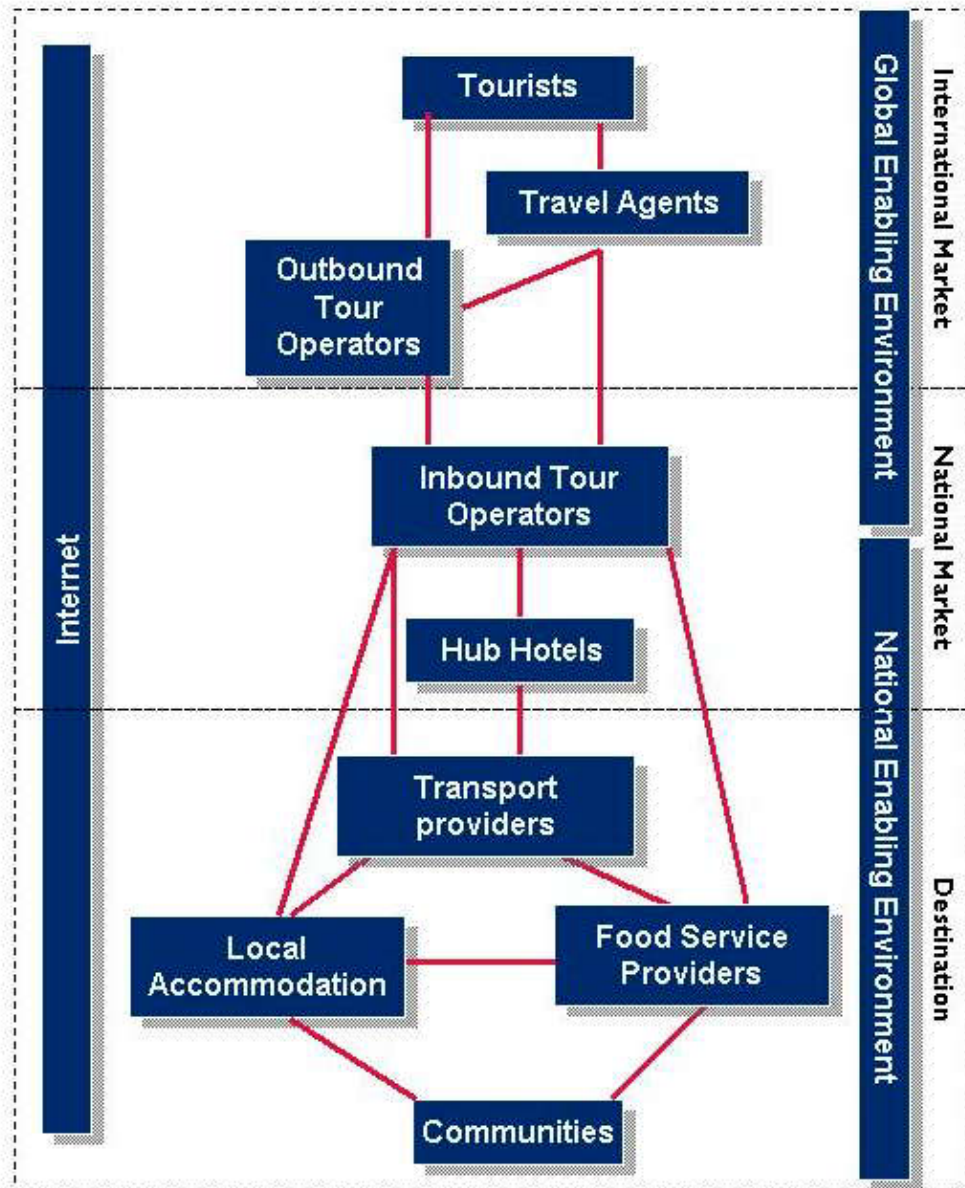
# Stakeholder Map







# TOURISM INDUSTRY VALUE CHAIN





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# Capitalizing on Rural communities' comparative advantages







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**Food**



**Lodging services**



Nature Environment and Wildlife Society

**Transportation  
Guides  
Handicrafts  
Entertainment**





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# We approach Entrepreneurship at 2 levels:

## 1. Enabling environment

- Economic **policy** strengthening: fiscal, trade, legal, customs, regulations
- **Infrastructure**: communications, utilities, roads
- **Financing/capital**
- **Social issues**: workforce, health, safety and security







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## 2. Enterprise- level Activities



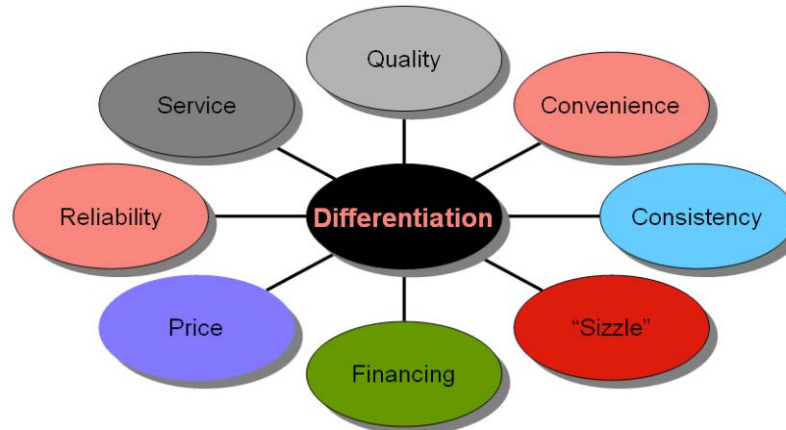
**Training &  
Capacity  
Building**



**Product  
Development**



**Marketing &  
Promotion**





# Destination Management Organizations

- **National Tourism Authorities** or Organizations responsible for management and marketing of tourism at a national level.
- **Regional**, provincial, state, or other **DMOs** responsible for the management and/or marketing of tourism in specific geographic regions.
- **Local DMOs**, responsible for the management and/or marketing of tourism based on a smaller geographic area or city/town – often operated as a small business or a membership-based NGO.



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# What makes a destination truly competitive?

*“the ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations”*

*Ritchie and Crouch, 2003.*



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<http://lms.rmportal.net/course/category.php?id=48>

<http://rmportal.net/library/gsta>

<http://www.gstalliance.net/>

<http://rmportal.net/library/content/usaidsustainabletourismcollection>



*Questions?*





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# RECAP

- **Economic growth** can be achieved through interventions at the enabling environment level and at the enterprise level.
- Enterprise level interventions must be **demand driven** partnerships with the private sector.
- Rural **communities need training** and capacity-building
- **Marketing** is a valuable tool to entice private sector participation and cooperation.
- Tourism clustering needs to plan for **long-term sustainability**





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## Work *cross-sectorally* with all the *stakeholders*

- **Governance:** difficulty of starting a business, land & resource access/tenure
- **Social:** workforce, health, safety and security, culture
- **Environment:** park management, trails and other facilities for tourism
- **Economic:** access to capital, business mgmt. skills, access to markets





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# Assistance to Rural Enterprises & Communities

- Feasibility Studies
- Business Plans
- Marketing Strategies
- Linkages to Markets
- Small Business Administration
- Languages
- Guide training
- Hospitality Training
- Access to Capital







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# Training Guides

- Environmental knowledge
- Cultural knowledge
- Hospitality
- Group handling
- Emergency services







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# Workforce Development as a Holistic Concept/ System

- Workforce analysis & planning
- Human resource mgmt.
- Capacity building
- Aligning current & future demands
- Employers, Trainers, Workers
- Market Conditions, Policy Environment

