



Volunteers for Economic Growth Alliance

Tourism Development

Achieving Sustainable & Competitive Results



About Volunteers for Economic Growth Alliance (VEGA)

VEGA is the world's largest consortium of economic growth volunteer organizations with decades of experience leading international efforts to combat poverty and promote sustainable economic growth. Having worked in 140 developing and transitional countries, VEGA's seventeen member organizations provide broad representation of the international development community along the entire spectrum of economic growth programs.

VEGA builds the capacity of emerging markets through the provision of long- and short-term technical assistance, with an emphasis on innovation, entrepreneurship, and resource mobilization. VEGA is unique in that it leverages senior and mid-level professional volunteers as well as paid experts, thereby stretching the impact of scarce donor resources. VEGA is exceptionally well-suited to carry out broad economic growth programs ranging from Enterprise Development, Financial Services, Economic Governance, Agriculture, Environment & Energy, Tourism, and Trade & Investment.

As one of VEGA's core areas of expertise, tourism development is particularly well-suited for delivering lasting development impact. Currently one of the fastest growing economic sectors worldwide, tourism has become a focus of many developing and transitional countries in their desire to create jobs, generate foreign exchange receipts and spur faster economic growth. Without expert guidance, however, potential positive impacts from tourism development can fail to bear fruit or result in negative social, environmental, and economic consequences.

The VEGA approach to tourism development creates an environment that provides recurring benefits to local economies long after program completion. Approaching a project both systemically as well as cross-sectorally to engage and involve all stakeholders, tourism development is used as a vehicle for change to come from within, championed by local stakeholders, em-

bracing and celebrating traditional ways of life and local culture.

The VEGA consortium includes organizations that focus directly on tourism development as well as those contributing essential experience across the entire tourism value chain in a truly systemic manner. VEGA regularly engages in partnerships with the public and private sector, and has experience in:

- Workforce Development
- Country Level Tourism Strategy Development and Policy Reform
- Destination Management Organization Development
- Biodiversity/Environmental Conservation
- Cultural Preservation
- Higher Education Curriculum Development
- ICT including Mapping Software, Virtual Maps, and Geo-Mapping
- SME Development
- Entrepreneurial Training & Skill Enhancement
- Training on Destination Governance, Event Management, and Tour Route Development & Guiding
- Export Promotion & Market Linkages
- Diaspora Linkages



The story of...

Johnson Basse Ebeden begins in Cross River State, a province of Nigeria with a vibrant and inviting metropolitan city surrounded by green country side and long stretches of beaches. As a Caterpillar operator for the Reynolds Construction Company, Johnson had a bright future ahead of him, having completed his secondary education and being happily married. However, at the age of 21, Johnson lost his arm in a tractor accident that left him without work and compensation. After the accident, Johnson and his family had to return to his native village of Ofumbongha to seek alternative sources of income. His wife Gladys started working as a tailor, opening her own shop, and Johnson continued subsistence farming to support his wife and children. Now 44, Johnson has struggled to make ends meet for many years. His dream was to see his children complete secondary education, but how was he going to support his family and pay for the fees and materials?

Continued on Page 12



Key Take-aways

This story is a great example of how tourism development programs can benefit small business owners and can empower stakeholders in the local community through the creation of a Destination Management Organization. See how the TEMPO Nigeria program, implemented by CDC Development Solutions, impacted Johnson's family and the entire region in the continuation of the story on Page 12 and 13.

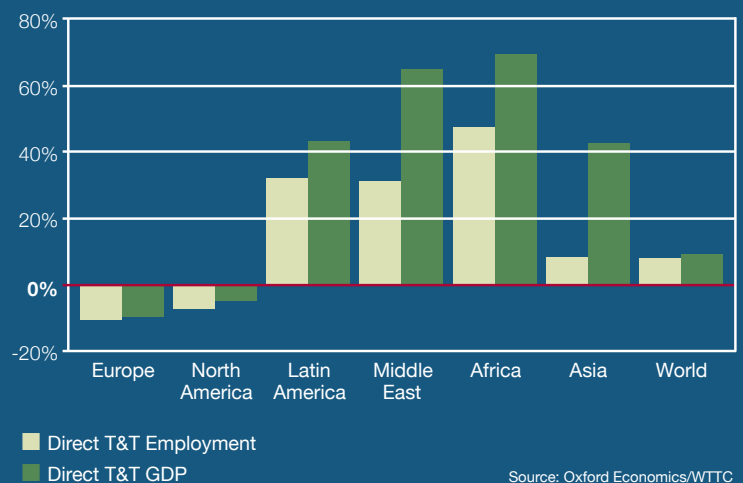
Why Tourism Development?

Tourism development taps into a growing global market and reaches the most vulnerable communities and people in developing and transitional countries.

Globalization, rising incomes, access to information, and improved infrastructure have all contributed to the dynamic growth of tourism worldwide. Astonishingly, the Travel and Tourism sector now accounts for an estimated 9.2 percent of global GDP, 4.8 percent of world exports, and 9.2 percent of world investment from direct and indirect activities combined.¹ During the last 60 years, international arrivals have been growing at a rate of 6.2% annually, generating US\$ 919 billion in 2010. International arrivals are projected to reach nearly 1.6 billion by the year 2020 and despite the worldwide recession, tourism grew five percent in the first half of 2011.²

In contrast to other sectors the travel and tourism industry can reach the countries, communities, and people in those communities that are in greatest need. In 2010, emerging economies (as defined by the International Monetary Fund) received approximately a third of all international tourism receipts and almost half of all tourist arrivals. Growth in the direct contribution of the Travel & Tourism sector to employment and GDP in Latin America, Middle East, Africa, and Asia is also much higher than in Europe and North America.³

Growth in the direct contribution of Travel & Tourism to employment and GDP, 2000-2010



1 The World Travel & Tourism Council

2 UNWTO

3 Oxford Economics/WTTC

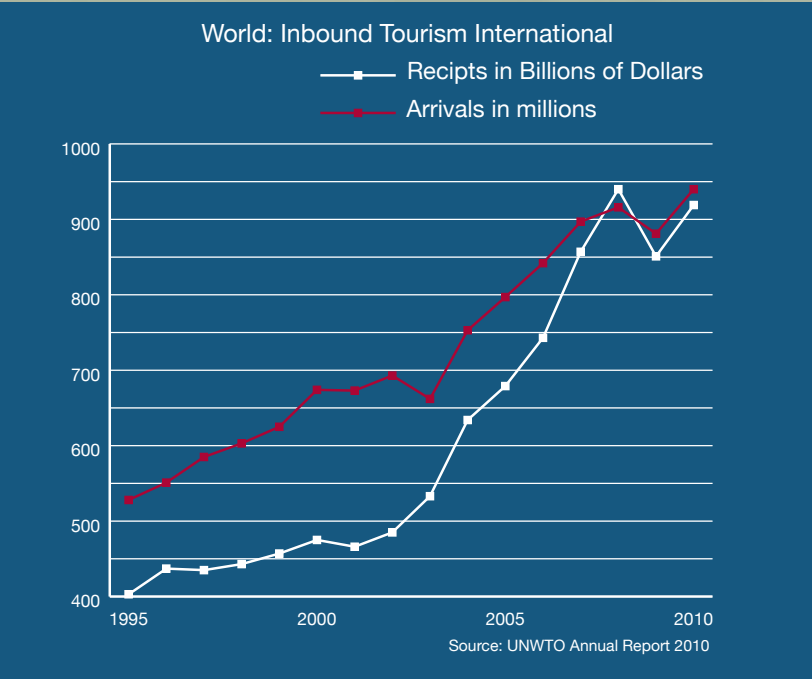


Tourism is a principal export in over 80% of developing countries and the main export of a third of those countries. Tourism also contributes 6-7% of jobs and at least 10% of Gross Domestic Product in less diversified economies. In many smaller countries, tourism can even account for as much as 25% of GDP.⁴

A key benefit of tourism is its ability to reach the poorest individuals in a society, while preserving the environment and culture of their communities. Tourism development, done in a sustainable manner, can keep profits in the communities and is therefore a great force for creating employment opportunities.

The jobs that are created in the tourism sector are often tailored to the skills of women and youth, empowering them to take an active role in the development of their community. In addition, tourism development can have a powerful impact on biodiversity/environmental conservation; education; workforce development; and local, regional and national policy reform.

Further, due to tourism's interrelationship with other sectors, positive impacts can reach stakeholders through improvements to: transport infrastructure, public utilities, health, safety/security, agriculture, information technology infrastructure, and service/product accreditation and standards.



4 UNWTO

Tourism as a System

The stakeholder network that may already exist at a tourist destination is the basis for establishing a successful sustainable tourism system. Local stakeholders, across all sectors, must come together and collaborate to satisfy the needs and expectations of national and international tourists. It is therefore essential to support these local stakeholders, identifying the innovative thinkers and effective implementers. Without these champions and local community support, projects often fail to meet the needs of the very stakeholders they seek to empower. For these reasons, it is important to engage stakeholders in the early stages of development. Successful tourism destinations efficiently bring together the multiple sectors that exist within a destination.

A tourist destination is a geographic area - a village, town, city, or country – with significant revenues accruing from tourism activities. The destination's success in competing with other tourism destinations globally is tied to the collaboration of its stakeholders.

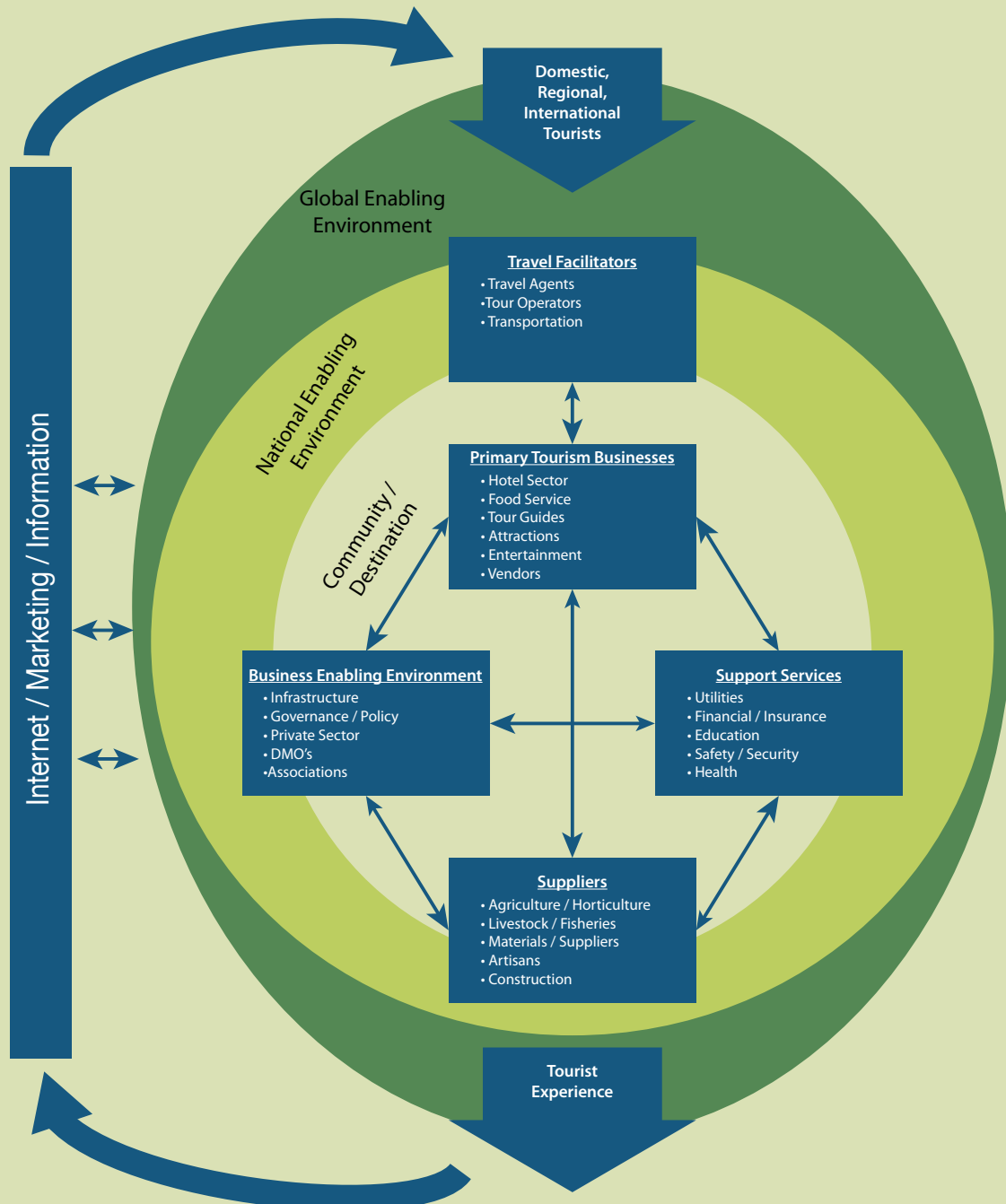


Tourism Stakeholders (Gutierrez et al., 2005)

Value Chain

The most effective tool in assessing a destination and developing and implementing a tourism development program is the value chain approach. Looking at a destination holistically allows developers to create linkages between each part of a destination. The value chain takes into account all of the different stakeholders and establishes a working network. Value chains in tourism encourage positive and cohesive collaboration among stakeholders as they fuse multiple parts of the system and each part increases the apparent value of its counterparts. At the end of the value chain is the tourist experience, requiring tourism development to offer market-based solutions that are sustainable in the global environment.

ACDI/VOCA's Nature-oriented Tourism Assessment in Ecuador applied the Value Chain Approach, which examines opportunities and constraints facing key businesses in an industry, and the critical factors affecting their competitiveness. For more information: <http://tinyurl.com/6stfw7j>





Stakeholder Dialogue & Destination Management Organizations

Effective tourism systems, inclusive of all stakeholder groups, necessitate a culture of continued dialogue and collaboration. Especially in the early stages of development, cross-sector communication must be encouraged. When approaching a destination holistically, stakeholders often begin to see the effects that each individual has on the other and the entire system. This is particularly important for stakeholders to realize early on in the development process, as cooperation among all stakeholders leads to greater understanding that the destination itself is in competition with all other destinations throughout the world. This early stage insight is important when assisting the tourism cluster in establishing a Destination Management Organization (DMO).

DMOs are organizations that are responsible for the branding, marketing, sales, organization, conversation, and planning for the future of a destination. The main goal of a DMO is to foster communication between stakeholders and promote a positive image for the destination overall. DMOs can act as a focal point or as a supporting member of a tourism system.

Public-Private Alliances

PPAs in the spotlight: In 2010, SAVE member Counterpart International facilitated several PPAs in Guatemala resulting in 2,595 jobs created, and generating over \$11 million USD in sales by working with over 950 SMEs. For more information: <http://tinyurl.com/7j59zth>

In an effort to align stakeholder interest and ensure sustainability of a DMO or other tourism development initiatives, the public and private sectors must both be engaged throughout the tourism program development process. Facilitating these Public Private Alliances (PPAs) is essential to program sustainability and to meaningful impacts across a market-based tourism system. Due to international stakeholder interest, the tourism sector is a development area where PPAs have flourished. Collaboration with the private sector results in accelerated program implementation, expanded impacts, sustainability of initiatives, and an unbiased market that fosters competition and competitive service prices.

Partnering with the public and private sectors also ensures that potential negative consequences for expanded tourism activities are curtailed. Keeping the triple bottom line as the basis for the development of a tourism destination ensures equitable economic benefits (reaching the most vulnerable), sustainable environmental practices, and the conservation of local social/cultural practices.

Triple-Bottom-Line in the Spotlight: In 2004, SAVE member National Geographic developed the tourism sector in Honduras with the idea to not only protect the environment and culture but to enhance it while creating sustainable economic opportunities. For more information: <http://tinyurl.com/7yb2q5k>



The VEGA Difference

VEGA offers the cross-sectoral experience necessary for successful tourism development programs. While some of VEGA's members focus on tourism development, other members contribute essential experience in agriculture, trade, youth & workforce development, micro-finance, economic policy, land reform, bio-diversity and environmental conservation, gender, volunteerism, links with diaspora, and ICT, to name just a few. Using the value chain approach, VEGA focuses on market-based solutions and facilitating PPAs and DMOs -- thus impacting the entire system in a sustainable manner. The triple bottom line ensures that potential negative consequences are limited and that economic benefits stay in the communities that provide tourism services. This engagement helps in the creation of small to medium-sized enterprises (SMEs), the actual front line work force of tourism.

The ideal outcome for a VEGA project is one in which VEGA and its partners never have to return. Facilitating the creation of a self-sustaining environment powered by stakeholders is the only way in which VEGA fully achieves its goals. VEGA's emphasis on supporting local institutions that take the lead in developing their tourism market is essential if the initiative is to be sustainable.

“The experiences of USAID and other development assistance agencies indicate that sustainable tourism does not simply happen. It requires an overall strategy and detailed planning.”

—USAID and Sustainable Tourism:
Meeting Development Objectives, 2005

VEGA Program Highlights

DMO Creation & Curriculum Development

2008 Dominican Republic Sustainable Tourism Alliance (DSTA)

Implementer: SAVE member George Washington University (GWU)

The SAVE Alliance is a non-profit “network of networks” that facilitates linkages between potential or developing tourism destinations and attractions, and the appropriate markets. In the Dominican Republic, SAVE strengthened the existing tourism clusters, assisting them in establishing their own Destination Management Organization, and helped establish linkages between local service providers and international markets. Tourism clusters were supported in developing marketing strategies and improving business networks, resulting in the creation of the DSTA. Self-sustaining, the organization improved local tourism products and services and was also responsible for strengthening municipal environmental management capabilities and improving the protection of land management areas set forth in the complementary Parks-in-Peril Program. In addition, GWU assisted local universities in developing higher education curriculum programs in hospitality services and tourism management.

Workforce Development

USAID-Jordan Tourism Development Program, 2009

Implementer: Aid to Artisans (ATA)

ATA is a recognized leader in economic development for the craft sector. By linking artisans to new markets and buyers to culturally meaningful and innovative products, ATA provides needed economic opportunities for artisans to build profitable craft businesses. In Jordan, ATA developed local tourism workforce capacity by conducting marketing training focusing on the tourist and eco markets. The program provided training in the class room as well as onsite consulting with artisans and retailers in their workshops and retail stores. While the overall goal of the training was to teach Jordanians in the handicraft sector specific techniques and tips on how to increase their sales, they also learned about the size and scope of the market, consumer and product trends, how to design for a target market and how to cost and price their products.

Bio-Diversity Conservation

Conserving Biodiversity of the Monte Cristi National Park (MCNP) in the Dominican Republic, 2005-2008

Implementer: SAVE member Counterpart International

The goal of the project was to design and implement integrated sustainable agriculture, fisheries and other community-based, market-driven activities that conserve, protect and increase the abundance and diversity of key species within the Park. Over three years of project implementation, 1,057 resource users of the MCNP were recruited, organized and trained in sustainable management practices across agriculture, fisheries and tourism systems. The program designed and implemented educational and outreach activities to strengthen community-based fishing and farmer institutions, creating or strengthening sixteen water user groups and five fishing associations. In parallel and in collaboration with local rice farmers and artisanal fishermen, the program devised and employed innovative food system practices that improved the environmental soundness of artisanal fishing and rice production systems within and immediately adjacent to the Park.

Marketing & National Policy Reform

Zambia Market Access Trade and Enabling Policies Project (MATEP), 2005-2010

Implementer: International Executive Service Corps

IESC's work in tourism includes creating market-savvy strategies from the national to the local level, introducing best-practice management techniques, improving tourism facilities at all levels and marketing enhanced tourism offerings via traditional and electronic channels. In Zambia, IESC improved the country's export capacity and revenues by developing cultural and community tourism offerings beyond the famous Victoria Falls. IESC worked with key stakeholders, including private tourism agents, government ministries and organizations, NGOs, and foreign missions to coordinate the use of tourism assets available to the industry. Besides SME capacity building, creating market linkages, and association strengthening, MATEP focused on researching the impacts of government initiatives and establishing lobbying practices for beneficial policy changes. IESC's emphasis on destination marketing for the country as a whole fostered synergistic collaboration among the subsectors of the tourism industry, and allowed them to access new and larger markets by building a stronger national image for Zambia as a tourist destination.

Investment Promotion & ICT

The Souss Massa Drâa Regional Council Program, 2010

Implementer: CDC Development Solutions

CDC Development Solutions has created three specialized approaches to harness the power of the tourism sector as a driver of economic development. Their methodology and suite of services include the Tourism Employment & Opportunity (TEMPO) Model, the Tourism Products Registry (TPR) and the Tourism Development Corps. A description of CDS' TEMPO program in Nigeria can be found in the following section. In Morocco, CDS partnered with IBM's Corporate Service Corps and The Regional Council of Souss Massa Drâa to increase tourism to the region and spur investment into the sector. The team assisted the Regional Council's effort to create a network of tourism projects in order to provide an online database for potential tourists and agencies. CDS also provided recommendations for online promotional tools and improvements to the Regional Council's website for how the website can double as a promotional tool for its Souss Massa Draa Investment Fund.

Economic Growth & Job Creation

Haiti Market Enhancement Program (MarChE), 2007-2010

Implementer: CNFA, Aid to Artisans, International Executive Service Corps (IESC)

Implemented in collaboration with Aid to Artisans (ATA) and IESC, CNFA's program in Haiti helped stimulate the development of competitive interrelated market chains in the agribusiness, handicrafts and tourism sectors. MarChE increased incomes and wage employment, increased trade and investment, sustainable livelihood options and better management of natural resources. In strengthening these critical market chains, MarChE provided business development and finance and investment services, working with and through a comprehensive network of local commercial and institutional partners. Supporting the Ministry of Tourism's national strategy, the program conducted training in Hygiene and HACCP, Service and Hospitality, and developed two training manuals localized for use in Haiti for the local trainers in Food Sanitation, Safety and Security and for Customer Service Assurance of Quality Administration in the Hospitality Industry. MarChE also enhanced financial and investment services, catalyzing investment through grants, engaging commercial lenders to identify opportunities for value chain financing, and linking SMEs to financial institutions and services.

Johnson Bassey Ebeden today...

Continued from Page 3

Johnson Ebeden continued to struggle to make ends meet until 2009 when he became aware of the increased demand for culinary snails. In 2009, CDC Development Solutions also began the Tourism Employment Opportunities (TEMPO) Nigeria project to alleviate poverty by creating jobs and stimulating economic growth. A value chain analysis was conducted and an audit of 480 tourism assets of the destination was completed. To involve stakeholders throughout the entire tourism system, a public-private-managed DMO, Cross River Quality (CRQ), was established to link government, SMEs, and the tourism stakeholders. As a result of CDC's work with CRQ, tourism increased to the region as did occupancy rates at the Marina Resort, the largest hotel in Calabar, the capital city of Cross River State. The Marina Resort sought to draw more heavily on local suppliers, like the Obubra Snail Farmers Association, to which Johnson contributes 50% of the monthly order for the Marina Resort. Johnson was able to increase his overall production 5.5 times, which had significant impact on his business and his life. All three of Johnson's children will complete secondary school on schedule and his wife Gladys was able to return to Ebonyi State University to complete her education. Johnson and his family have now been given the financial freedom that he has always sought, to pursue the life that he has always desired.

I have been involved with several projects over the years, but this is what has finally given me financial freedom... my snails are really valued by my association when we supply to Calabar.

— Johnson Bassey Ebeden



Key Take-aways

1. How can tourism development benefit a small business owner like Johnson?

Tourists may never come into contact with those that grow and harvest the food that ends up on their plate, but the increased value to the producer, hotel/restaurant, and the tourism experience from a locally generated product is evident. On other occasions tourists may actually have engaging experiences with farmers, showing tourists the traditional ways of farming in the local environment with local resources.

2. How can Johnson be empowered to contribute to tourism development in Cross-River State?

Tourism development programs need local stakeholder support for successful program implementation and to ensure sustainability of activities. It is therefore important to give stakeholders in the tourism value chain the opportunity to participate; to feel that they have a voice in the process. This is often referred to as 'community buy-in' and is fundamental to the process. A Destination Management Organization (DMO) is run by the tourism stakeholders of the tourist destination and gives voice to all its participants.

3. How is sustainable tourism more effective for poverty alleviation versus traditional mass tourism?

Sustainable tourism is focused on local communities. To prevent major leakages to foreign businesses, locals are empowered and given the opportunity to not only control the policy decisions of their area, but also to collaborate to protect their environmental and cultural heritage.

4. How is the tourism value chain unique?

Tourism receipts are considered an export that is consumed at the point of production; the actual service/product is the tourist's experience. The tourist experience is affected by all of the items in the tourism value chain, starting from pre-trip internet research, to the hotel, the tour guide, transportation, customs officials, locally harvested and traditionally prepared foods, to name just a few. This necessitates a systemic approach to program development.

5. What are the necessary criteria for establishing an effective enabling environment for tourism development?

The tourism value chain is affected by its enabling environment. To effectively allow a tourism destination to flourish, it is necessary to promote the following: transport infrastructure, public utilities, information technology and telecommunication infrastructure, safety/security, medical services, hotel accreditation & standards, and country image & marketing strategy.





VEGA Core Expertise

	Enterprise Development				Financial Services			Economic Governance					Volunteerism			Sectors					Cross-Cutting Themes						Geographic Focus				
	Micro, Small, Medium Enterprise Development	Agri-business	Association/Cooperative Development	Entrepreneurship	Micro-Finance	Investment & Impact Capital	Capital Markets & Private Sector Development	Public Sector & Business Enabling Environment	Empowerment & Civic Engagement	Policy Reform	Commercial/Legal Reform	Privatization	Global Citizenship	Skills-based Professional Advisors	Diaspora Engagement	Agriculture	Environment & Energy	Tourism	Trade & Investment	Financial Services	Post-Conflict	Value-chain Development	Youth & Workforce	Gender	Innovation & Technology Transfer	Public-Private Alliances (PPAs)	Latin America and the Caribbean	Europe & Eurasia	North Africa and Middle East	Sub-Saharan Africa	Asia
ACDI/VOCA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Aid to Artisans (ATA)	●		●	●				●		●				●	●			●			●	●	●			●	●	●	●	●	●
CDC Development Solutions (CDS)	●	●	●	●	●	●			●				●	●	●	●	●	●		●	●	●	●	●		●	●	●	●	●	●
CNFA	●	●	●	●	●	●	●	●		●			●	●	●	●		●	●	●	●	●			●	●	●	●	●	●	●
Financial Services Volunteer Corps (FSVC)	●			●	●	●	●	●		●	●	●		●	●				●	●	●		●	●	●	●	●	●	●	●	
Florida Association for Volunteer Action in the Caribbean and the Americas, Inc. (FAVACA)	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●		●	●	●	●	●					
Institute for International Education	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
International City/County Management Association (ICMA)			●					●	●	●			●	●	●		●	●			●	●	●		●	●	●	●	●	●	●
International Executive Service Corps	●	●	●	●	●	●	●	●		●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
International Real Property Foundation (IRPF)	●		●	●		●	●			●	●			●		●			●	●	●		●		●		●	●	●	●	
International Senior Lawyers Project (ISLP)			●			●	●	●	●	●	●		●	●		●	●		●	●	●				●	●	●	●	●	●	
Land O'Lakes International Development	●	●	●	●		●	●	●	●	●	●	●		●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	
NCBA-CLUSA International	●	●	●	●					●				●	●		●					●	●	●	●	●	●			●	●	
Opportunities Industrialization Centers International (OICI)	●	●	●	●	●				●						●	●					●	●	●	●	●				●		
Partners of the Americas	●	●	●	●	●		●		●	●	●		●	●	●	●	●	●		●	●	●	●	●	●	●			●		
SAVE Travel Alliance	●	●	●	●	●	●	●	●	●	●		●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	
Winrock International	●	●	●	●	●			●	●	●			●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	

● Has experience in tourism in this area
 ● Has the experience and ability to provide service in this area



VEGA Member Experience

VEGA offers tourism experience directly through the SAVE Travel Alliance (composed of George Washington University, Counterpart International, and National Geographic), the International Executive Service Corps, CDC Development Solutions, and Aid to Artisans, and provides services along the entire value chain through its 17 member Alliance in a truly systemic manner. The experience offered through this alliance is unique within the tourism development community and offers a comprehensive solution to tourism development problems.

Click on each Alliance member's logo for access to information on their websites.





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