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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

Components:	Intervention areas:
Creating an Enabling Environment for Tourism Growth	<ul style="list-style-type: none">• Legal and Regulatory Reform• Institutional Reform
Building a Responsive and Dynamic Tourism Sector and Local Development Opportunities	<ul style="list-style-type: none">• Product and Site Development• Association & Enterprise Development• Awareness among Jordanians about the importance of tourism
Cross-over Public-Private Activities	<ul style="list-style-type: none">• Human Resources and Quality Assurance• Research Capacity• Financial Services Integration• Grants



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Jordan Tourism Project

Components:	Intervention areas:
Creating an Enabling Environment for Tourism Growth	<ul style="list-style-type: none">•Legal and Regulatory Reform•Institutional Reform
Building a Responsive and Dynamic Tourism Sector and Local Development Opportunities	<ul style="list-style-type: none">•Product and Site Development•Association & Enterprise Development•Awareness among Jordanians about the importance of tourism
Cross-over Public-Private Activities	<ul style="list-style-type: none">•Human Resources and Quality Assurance•Research Capacity•Financial Services Integration•Grants



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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.

Intervention	Typical Duration (not sequential)
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

Project	Budget	Period of Performance
Jordan Tourism Project	\$17,133,000	36 months
Jamaica EAST		
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
Morocco Rural Tourism Project	\$ 3,094,000	36 months
GWU Practicum	\$ 25,000	
Bulgaria BCEG	\$ 3,240,000	48 months
Jamaica REACT	\$ 5,890,000	48 months
Egypt LIFE Red Sea	\$ 12,000,000	48 months



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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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