



Making Tourism Count for the Local Economy in the Caribbean

Guidelines for Good Practice



Pro-Poor Tourism Partnership and the Caribbean Tourism Organisation

Funded by UK Travel Foundation

With assistance from
CRSTDP and EU
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April 2006

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Preface and Acknowledgements

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The purpose of these good practice guidelines is to assist tourism companies to contribute more to the local economy. The intended audience is tourism businesses of various sizes and operational types. Other guidelines already describe the 'what and why' of more responsible or sustainable tourism. These guidelines focus on practical tips on how to do it.

Additional copies of the guidelines can be downloaded from www.propoortourism.org.uk/caribbean or from www.thetravelfoundation.org.uk or www.onecaribbean.org. Hard copies may be ordered from the Caribbean Tourism Organisation. Tel: (246) 427 5242; Fax: (246) 429 3065. Email: mScott@caribtourism.com

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Disclaimer

The views expressed are those of the authors and consultants and do not necessarily reflect those of the Travel Foundation, Caribbean Tourism Organization, the European Union or other partners.

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The Pro-Poor Tourism Partnership

is a collaboration of Caroline Ashley (ODI), Harold Goodwin (ICRT) and Dilys Roe (International Institute of Environment and Development). See www.propoortourism.org.uk



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Brief 1

Overview:

Tourism and the local economy – building linkages

Poverty is a fact of life for many in the Caribbean. Although tourism is a major source of employment and a central part of the Caribbean economy, there is potential for tourism to contribute much more to the livelihoods of poor people, particularly in the areas around tourism resorts. In doing so, tourism companies can contribute to national economic goals without compromising their commercial interests. This will help the sector to enhance its own security and operating environment, and gain opportunities to upgrade the product and enhance the quality of tourist experience.

tourism companies can develop with local people. Hotels can purchase directly from small and micro-businesses, as well as increase recruitment and training of local unskilled and semi-skilled staff. Hotels and tour operators can also enter into neighbourhood partnerships to make the local social environment a better place to live, work and visit for all. And they can support the development of local arts, crafts, cultural products and tourism services, both by developing new excursions and by encouraging tourists to spend in the local economy. Different linkages are outlined in Figure 1 – hotels and tour operators should choose which linkages are more appropriate in their local context. ♦

There are many different kinds of linkages that

BENEFITS to hotels and tour operators from investing in local linkages¹

- ✔ **Market advantage:** Hotels and tour operators can build reputation, adapt to customer trends that seek more interactive holidays, and secure repeat business from enhanced customer experience.
- ✔ **Improved product:** Improved complementary product for guests: competitive advantage is gained from product differentiation and non-price competition.
- ✔ **License to operate:** Linkages build good relationships with the local community and demonstrate a company's commitment to the local economy.
- ✔ **Minimise risk:** Companies are already minimising health and safety risks. Local linkages help address risks associated with reputation and public image.
- ✔ **Staff morale:** When staff see their company investing in the local economy, it can boost recruitment and retention; and thus customer service.
- ✔ **Sustainability:** Sustainability: working with the communities will increase awareness and skills to promote and preserve the local natural and cultural heritage, so contributing to the sustainability of the tourism product.

Building linkages with the local economy is also known as

Pro-Poor Tourism

(www.propoortourism.org.uk), which is about **doing business differently**.

Philanthropic donations to local causes can be very useful for the community, but they do not make the best use of the assets of the tourism sector. Rather, there is a strong business case – or more precisely, a number of business cases – for the tourism sector to invest in local linkages. Tourism is not flush with cash, but it has enormous purchasing power, requirements for inputs and staffing, business expertise, and influence over a large numbers of tourists (especially with regard to their spending power and interest in the destination).

Tourism operators require secure, attractive and hospitable local neighbourhoods, as well as the support of local people. They also need to innovate and develop their product. So linkages with local entrepreneurs can contribute to upgrading the tourism experience.

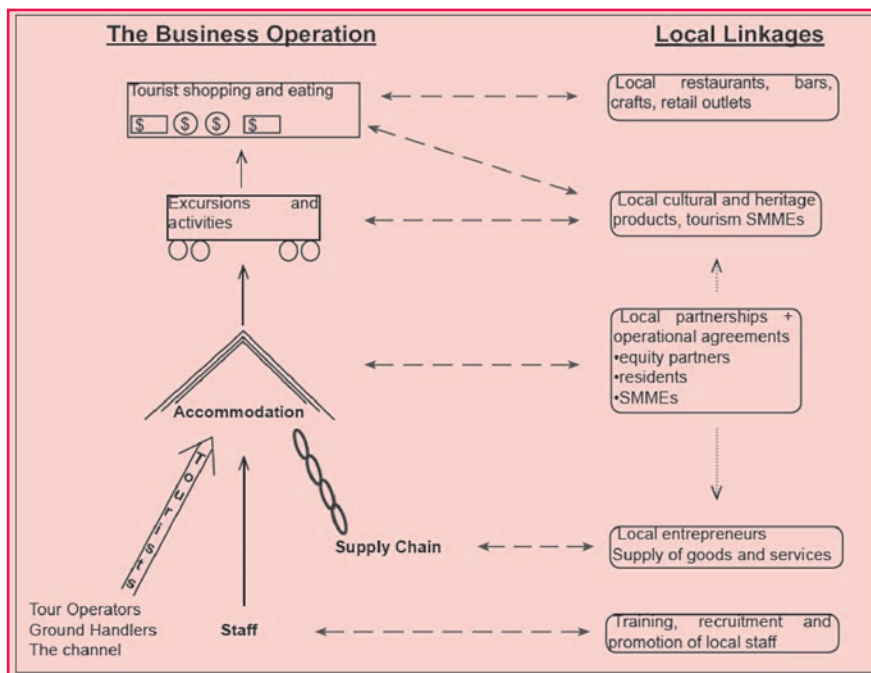


Figure 1: Different kinds of linkages between tourism businesses and the local economy

One of the benefits of tourism development is that it brings improved infrastructure: potable water, improved roads, waste management, electricity and telecommunications. Wherever possible, the industry should encourage local authorities to extend access to these facilities to local communities. Such improvements to infrastructure are very significant in extending the benefits of the tourism economy to local people.

About the Briefs ...

The eight Briefs in this series provide practical tips on how to develop different types of local linkages, drawing on experience in several different countries in the Caribbean ▶

For other Briefs in the series and further information see www.propoortourism.org.uk/caribbean

- Brief 1:** Overview: tourism and the local economy – building linkages
- Brief 2:** Bringing local producers into the supply chain
- Brief 3:** Building links with local farmers
- Brief 4:** Employing local staff
- Brief 5:** Involving local people and products in tours, packages and excursions
- Brief 6:** Encouraging tourists to spend in the local economy
- Brief 7:** Building neighbourhood partnerships
- Brief 8:** Managing internal change for developing local linkages.

The Appendix provides more details, further examples, sources, and a useful list of contacts.

The Briefs outline some of the benefits and challenges of local linkages, and then focus on what to do. They provide tips on good practice mainly for hoteliers, but also for other private, governmental and non-governmental operators in tourism.

Endnote:

1. For more on the business benefits of tourism linkages internationally see *Tourism and Local Economic Development* International Business Leaders Forum and International Tourism Partnership 2004, www.propoortourism.org.uk/Publications%20by%20partnership/Tourism%20and%20Local%20Development.pdf

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Brief 2

Bringing local producers into the supply chain

The Issue: How can hotels and other tourism product providers buy more locally-produced products and services?

What is the potential to buy more soft furnishings (e.g. arts, crafts, table mats, candles), operational supplies (e.g. uniforms, bed linen), guest amenities (e.g. recycled paper, handmade soaps), services (e.g. floristry, entertainment) or food items from the local economy?

Consider the opportunities

For hotels, buying from local producers creates opportunities through:

- Utilising more distinctive products that differentiate the hotel environment and enhance the brand.
- Increasing the range of local activities increases motivation to stay and contributes to extended length of stay
- Enabling cost-savings, if local goods or services are less expensive.
- Building networks of local collaboration

For small and micro businesses, selling products to hotels can provide an invaluable market and the opportunities to expand and improve their product quality, range and business.

The draft Preferred Code of the UK Federation of Tour Operators recommends local purchasing by hotels – from within the island, and from local farmers rather than wholesalers or conglomerates.

Understand the challenges

Opportunities to purchase goods and services locally are often not exploited because:

- Local people produce goods that could be used in hotels, but the quality, quantity and reliability of supply are often inadequate.
- Local producers are not sufficiently aware of hotel requirements, health and safety regulations, and how to match tourist preferences to the required quality.
- Local producers often cannot access credit to invest in upgrading production for the tourism sector unless they have secure contracts to show banks.
- Skills are lost as cheap imports devalue local craftsmanship.
- Hotel managers and purchasing officers have grown used to securing products from long-standing existing suppliers, and rarely consider new local options.
- Hotels pay for goods received typically after 30 or 90 days. Local producers cannot operate to this timetable, as they lack working capital, and therefore cannot afford to sell to hotels.
- Local producers can supply goods and hotels want to buy goods, but there is no operating 'market' between them that would put them in touch with each other, share information and negotiate contracts and delivery.
- The seasonality of local goods often does not coincide with the tourist season.
- In some countries, changes in government policy are required to encourage farmers to facilitate the development of local economic linkages and to maximise national revenues from tourism.

What can you do?

Good practice approaches

HOTELS need to:

- ◆ **Change the payment period:** micro businesses must be paid cash on delivery or within 15 days or they cannot operate.
 - ◆ **Think laterally** rather than repeat past procurement: if new uniforms are needed, could local sewing and local design be used? If new buildings are being added, what local carvings and arts could be used for decoration?
 - ◆ **Change contract specifications:** consider letting a number of smaller contracts on a scale that local producers can handle; this spreads benefits and risks.
 - ◆ **Appoint** a champion/facilitator to work on identifying and mentoring new suppliers: over time ensure they are integrated into daily operations and the normal supply chain.
 - ◆ **Prioritise** which local products to introduce into the supply chain according to company strategy and market segment: consider also feasibility, cost, potential for quick wins, etc.
- ◆ **Research local skills** and products, and how they can be adapted to suit hotel requirements.
 - ◆ **Stimulate communication** between hoteliers, local entrepreneurs, and market intermediaries. Create an environment that encourages sharing of information and experiences. Increase opportunities for mentoring relationships through establishing mechanisms such as monthly newsletters, meetings, radio programmes, websites, etc.
 - ◆ **Support small businesses** in product development, business planning, and quality standards (e.g. purchaser expectations, health and safety or other legal requirements, tourist preferences, seasonality of demand, etc). Business advice may also include simple items such as how to invoice or do stock control.
 - ◆ **Support credit systems** that enable micro-entrepreneurs to invest in their business against the surety of a hotel contract. Encourage financial institutions to innovate to support investment by rural business people.
 - ◆ **Promote** agro-processing and light manufacturing by the local community to supply hotels and visitors through gifts or souvenir items.
 - ◆ **Encourage** creative collateral assessments made by financing agencies to encourage investment by locals, particularly in rural communities.

Sourcing products locally: *working examples*

In **Dominica**, Dominica Coconut Products began supplying coconut soap to cruise ships after a personal conversation between its proprietor and a top cruise line official.

✔ **Stimulate communication: it sparks ideas and opens doors.**

In **Barbados**, Earth Mother Botanicals produces and sells beauty products made with locally grown herbs and other island produce to the Sandy Lane Hotel and Spa.

✔ **Think laterally: products from local suppliers could benefit your hotel.**

In **St Lucia**, the big hotels were using local floristry services for flowers and flower arranging. However, the companies found that hotels did not pay quickly enough which caused problems with cash-flow and put a major brake on developing linkages.

✔ **Change payment procedures so that small suppliers are paid quickly.**

In **Antigua**, Curtain Bluff Hotel maintains a list of suppliers of local produce. Before placing orders with larger suppliers who import food produce, the company first approaches the local suppliers to see whether they can fulfil the orders. Although this can be time consuming it has enhanced the local character of the hotel.

✔ **Give local suppliers a first option to compete when you need supplies.**

In **St Kitts**, Ocean Terrace Inn has a Food and Beverage Manager and world-renowned chef who understand the value of utilising local produce and producing first class appetizers and entrées. This has made the Inn a popular choice for dining out and supports the purchase of local produce from small farmers.

✔ **Local goods can be used for first class products.**

Endnote:

Many international guidelines on responsible/sustainable tourism mention the need to source products locally. For access to recent international guidelines for the tourism industry, see www.thetravelfoundation.org.uk/tools_training_guidelines.asp

Much of the Caribbean work on supply chains has focused on linkages specifically with agriculture (see Brief 3). A guide has been written for hotels explicitly on how to increase local procurement of goods and services, though is aimed at South African hoteliers:

'How to...? Brief 1: Boosting Procurement from Local Businesses.' See www.odi.org.uk/rpeg/research/pro-poor_tourism/publications/tools&tips/procurement.pdf

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Brief 3

Building links with local farmers

The Issue:

Tourism and farming are major sectors across the Caribbean. Tourism can boost incomes of farmers in many ways. If food is sourced locally and rural products are integrated into the tourism product, the rural economy benefits.

The extent to which hotels' food and beverage supplies are sourced locally varies considerably among the Caribbean islands, depending on quality, quantity and accessibility of local supplies, the availability of affordable quality imports, and preferences of hoteliers and chefs.

In Dominican Republic, the vast majority of hotels' food and beverage supplies are produced within the island, although there is little help for farmers to develop their production further specifically to exploit the tourism market. In St Lucia, one food and beverage manager of a major all-inclusive resort estimates that local farmers provide only 10–15 per cent of his hotel's fruit and vegetable needs. Yet he believes that St Lucia is capable of providing a full 50 per cent of requirements¹.

Reducing imports, improving the Caribbean economy

"After 'Accommodation', 'Food and Beverage' represents the second highest area of expenditure in the tourism sector. With a reported leakage of 60 to 80 cents of every tourism dollar spent in some Caribbean countries, some analysts estimate that an effective linkage between agriculture and tourism would dramatically reduce the Caribbean's import bill by hundreds of millions of dollars, while giving agriculture a greater economic stake at a time when the banana and sugar industries seem to be on their last legs."

Agro-Tourism Linkages Centre,
Barbados²

Consider the opportunities

For hotels, building links with local farmers creates opportunities because:

Locally distinctive food and recipes add to the customer experience:

- **Local purchases** can provide fresher food and lower transport costs.
- **Local foods** can be used to develop theme nights, culinary tourism, agro-heritage tourism, and a range of consumables for tourists based on herbs, medicines or processed foods.
- **Health and wellness tourism** are niche areas with strong linkages to agro-tourism.

For local farmers, the tourism market is critical:

- **Sales to hotels** represent opportunities for market expansion, product development and increased income.
- **Local food items** introduced to tourists may then become 'suitcase exports' to be taken home by tourists. This stimulates demand even further.
- **Globalisation** increasingly requires farmers in small island developing states to adapt their production standards to the international market if they are to sell beyond their local community. Those who adapt their production processes for the local tourism sector will also be upgrading to sell into the global market.

Understand the challenges

Opportunities to build links with local farmers are often not exploited because of the following:

- Supply problems, including inadequate quality, quantity, reliability, product range, seasonality, packaging, transport, health and safety requirements, etc. For example, local fish, meat and dairy products may not be transported under refrigeration. Hotels have to check the temperature on delivery (as required by the UK Federation of Tour Operators preferred code on Health and Safety), and return products that are not sufficiently cold.
- Weak market links: if local products are not marketed through a wholesaler or farmers' association, procurement from a number of smaller suppliers is a hassle for the hotel or restaurant.
- Product range: some goods required by tourists are simply not produced locally. Some market segments are resistant to eating local food, preferring food which they are familiar with.
- Perceptions and preferences of chefs and food and beverage managers: they may perceive local products as inferior, find imported/wholesale goods more convenient, or be hesitant to change existing supplier relationships.
- Local currency revaluation reduces the cost advantage of local supplies.
- Lack of focus on how to diversify the tourism experience away from 'beach and adventure excursions' to instead featuring culinary, agro-herbal, or farm-based tourism.

What can you do?

Good practice approaches

Hotels need to:

- ✓ *Encourage* chefs and farmers to talk to each other: visiting the kitchens and fields helps them understand each other's business.
- ✓ *Help* farmers improve their production and delivery standards by providing advice on quality, packaging, health and safety, etc.
- ✓ *Encourage* chefs and food and beverage managers to try local food and adapt their procurement practices and recipes.
- ✓ *Reap* the benefits through added value: profile local food, provide interpretation and information to guests, incorporate food and farm-based activities into excursions and develop the brand.
- ✓ *Plan* for the seasonality of produce, and offer seasonal recipes in hotels and restaurants.
- ✓ *Encourage* the local bureau of standards to develop systems that are both workable for farmers and acceptable to the industry.
- ✓ *Encourage* local producers to create new recipes and processed food products.
- ✓ *Collaborate* with tour operators and farming communities to develop new farm-based excursions and services appropriate for the guests.

Support agencies can:

- ✓ *Support* market development: encourage producers' associations, commercial intermediary services and physical markets. Work out market mechanisms for packaging, transport, insurance, and negotiation of contracts, prices and volumes. Find ways of pooling and sharing risk.
- ✓ *Ensure* a coherent approach: initiatives that address food supply but not demand, or boost supply and demand but not the market linkage between farms and hotels, do not work.
- ✓ *Advise* and provide training workshops on the issues, particularly regarding required standards (for cuts of meats, preferred sizing of fruit, etc).
- ✓ *Collaborate* across sectors: combine tourism, agriculture, business support, and marketing expertise. Bring in other hotels/restaurants and marketing channels to achieve economies of scale. Build strategic alliances.
- ✓ *Discuss* with farmers how to develop further agricultural-based products or attractions and new ways of adding value.
- ✓ *Support* livelihoods through tourist consumption of local produce, but do not create dependency. Encourage farmers to develop tourism as an additional market, rather than as the sole source of income.
- ✓ *Promote* the development of small scale local co-operatives to provide the necessary volume and consistency of supply. The formation of co-operatives can also assist in developing investment in infrastructure such as refrigeration, packaging and transportation.
- ✓ *Work* with tour operators, farmers and local representatives to develop new rural excursions and services that build on the local farming economy.

Agro-tourism linkages: *working examples*

Building market linkages between farmers and hotels

In **St Lucia**, an Oxfam initiative to help small farmers found that lack of access to the markets of the hotel sector was a key constraint for farmers. So while helping farmers boost production, the project is also supporting four farmers' co-operatives to improve their marketing and act as intermediaries between the farmers and hotels. Historically, farmers have handled marketing directly and distrust intermediaries. But through the co-ops they can pool the resources needed to supply volumes of crops to the hotel sector.

✔ Trading intermediaries are needed to make the market work. See if farmers' associations may be able to play this role.

In **Tobago**, an 'adopt a farmer' approach is being piloted with The Hilton Tobago and Mt St Georges Farmers' Association. Once the farmers had consistent demand from hotels, they were able to sharply increase production. In the first year, seven farmers have been supplying over TT\$80,000 worth of local produce.

✔ Don't dismiss local produce because the volume of supply is too low. Once hotel demand is assured, much greater volumes may be possible.

Pushing volumes up: mainstreaming local purchasing

In **Jamaica**, The Sandals Resort Farmers Programme, initiated and supported by the Sandals Group, began in 1996 with ten farmers supplying two hotels. By 2004, there were 80 farmers supplying hotels across the island. As a result of the programme, farmers' sales increased over 55 times in three years, from US\$60,000 to \$3.3 million. Benefits to hotels include a wider variety of good quality local produce and cost savings.

In St Lucia, Sandals* own three hotels amounting to 780 rooms in total. A local produce purchasing policy has been in place since November 2002, with more than 50 local farmers and suppliers involved in supplying a weekly order, of whom 75% are women. The approach has included training for purchasing clerks and receivers, regular visits to farms by chefs and kitchen staff, and discussions with farmers/suppliers on issues of traceability.

✔ Mainstreaming local purchasing means adjusting purchasing policy and training your own hotel staff in procedures.

Establishing communication between farmers and the tourism sector

In the **Windward and Leeward Islands**, ECTAD (Eastern Caribbean Trading Agriculture and Development Agency Company Ltd) brought together tourism and food sector business leaders with farmers to discuss product specifications, standards and the timing of production to meet market needs. The workshops agreed on a number of innovations and formed Village Interim Committees to carry them through.

The key recommendations were to:

- experiment with 'exotic' crops to meet market demand
- process and preserve local produce when supply exceeded demand
- develop integrated production and marketing networks
- expand organic production
- develop organisational capacities of small producers to meet market needs

✔ Encourage food, farming and tourism sectors to talk to each other and establish shared priorities

More examples 

Reaping the benefit of fresh and distinctive local food

In **St Vincent**, and the **Grenadines**, a group of women produce and bottle fruit juices. Their product is extremely popular with the hotels because it is far fresher and sweeter than the imported equivalent.

In the Adopt-a-Farmer scheme in **Tobago**, hotels are benefiting from higher quality vegetables because those shipped from elsewhere arrive in poorer condition due to the heat and humidity.

In **Jamaica**, Aunt Vita's Orange Peel Tea, Ma Cel's Cinnamon Tea, Mama's Mint Tea Delight and Mama's Garlic Tea amongst other products are being marketed as 'A Taste of Jamaica'.

✓ Local products can help you provide higher quality and more interesting produce to guests

Integrating food festivals into the tourism product

In **Trinidad and Tobago**, the Annual Culinary Program aims to strengthen rural communities, attract festival-goers, and blend community-based, export driven use of local produce with local creativity. Since the program began, links with local communities have improved and employment rates have increased, as have opportunities for entrepreneurship, revenue generation and capacity building.

In **Barbados**, the Oistins Fish Fry boosts the income of fishermen, fish sellers, farmers and local chefs every week through the selling of local vegetables, fish, beverages and prepared meals to thousands of tourists and locals. This year-round event is now self-sustaining

and has expanded to offer opportunities for many local craftspeople who also sell to the hundreds that descend on the town every weekend.

In **Jamaica**, Hedonism III, a SuperClub resort, used local food as part of the branding of a unique resort product – 'Hedo III Jerk Food Fest 2005'. The festival included local expert 'jerkers' demonstrating their cooking skills; chefs offering cooking classes and providing tips on how to add Caribbean flavour using local products; night-time beachfront fish fries; a marketplace featuring local artisans as well as the opportunity for local food companies that produce spices, sauces, drinks, etc. to sell to the hotels.

✓ Make food an event and tourist attraction through food festivals

Footnotes

1. Quoted from Clissold, G G (2001): *Can the Windward Islands survive globalisation?* Caribbean briefing paper no. 4. Georgetown University, Washington, D.C.
2. Quoted from Inter-American Institute for Co-operation on Agriculture, Agro-tourism Linkages Centre. The Centre's mission is to maximise the linkages between agriculture and the tourism industry by facilitating trade in indigenous fresh and processed foods and non-food agro-industrial products with hotel, gift, restaurant and food service sectors, and promoting the development of agro-tourism and eco-tourism initiatives.
www.onecaribbean.org/information/documentview.php?rowid=3252

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Brief 4

Employing local staff

The Issue: The main cash injection into the local economy from tourism is from the wages of local staff. This linkage is already very significant, but ways to increase it should be encouraged.

It is important for employers to recognise the impact of HIV/AIDS in the region. After sub-Saharan Africa, the Caribbean is the region most affected by HIV/AIDS. HIV/AIDS is most prevalent amongst people of a working age and recent estimates from Jamaica suggest that a quarter of workplaces have at least one HIV-positive employee. Employers must understand the issues involved and take action responsibly.

What can you do?

Good practice approaches

The following key approaches can significantly improve the wages and conditions of employment of low paid workers:

- ✓ **Reassess your recruitment:** What jobs are available to skilled and unskilled local people? Are there opportunities for local people to be employed as new entrants to the industry with secure employment? Are locals employed just as seasonal casuals or part-time workers with no security of employment?
- ✓ Pay a **living wage** to 'low-paid' staff and include health and welfare benefits.
- ✓ **Ensure** un-skilled and semi-skilled people can progress through promotion to more skilled and better paid jobs.
- ✓ **Invest in training:** It can transform the employment prospects of poor people, contribute significantly to local economic development, reduce poverty and enhance workforce performance. Training is required for progression at all levels not just management training for graduates.
- ✓ **Develop and implement** a policy which encourages openness and lack of stigma towards HIV. Educate managers as well as staff about HIV/AIDS, safety in the workplace and working with HIV+ colleagues.

Consider the opportunities

There is a need to invest in new local linkages, but the importance of local employment and wages should not be ignored. Tourism wage rates generally exceed agricultural wages and there is often high local recruitment in the Caribbean. But there is more to do on training and career progression for less-skilled staff so that local staff can occupy more senior posts. On some Caribbean islands, inward migration is an issue.

Strong local employment linkages build a sense of place in the community which encourage people to stay in the area. The more local people earn, the more cash benefit flows into the local community from tourism.

Investing in local training and employment: *working examples*

Training apprentices and unskilled staff

In **Jamaica**, the Sandals Montego Bay START programme offers training positions to young people from the nearby community of Flanker. These posts provide training on every aspect of running the resort, from catering to scuba instruction. On completion of their training, apprentices are employed by Sandals or given certificates and recommendations to work in other hotels in the area (with which Sandals management have developed links in order to place trainees).

- ✔ Create training posts and follow-up work opportunities for locals

A study of all-inclusive resorts found that at Sandals' resorts, employees who are recruited completely untrained can achieve salaries of between US\$450 and US\$900 per month through career progression. All line staff receive at least 120 hours of training each year valued at US\$85/year. Furthermore, the company contributes to training centres and higher education for its staff.

- ✔ Ensure unskilled staff are included in training

Investing in local training for top and middle management

In **Antigua**, at the Curtain Bluff Resort, top and middle managerial positions are occupied by Antiguans. Some have come through tertiary education facilities and some are locals that have a firm grasp of business and have risen through the company via local training programmes. This training and promotion process has been assisted by the Old Road Fund, which was established 20 years ago in recognition of the benefits of investing in the surrounding community of Old Road. The fund supports a number of community programmes, including support to students from Old Road pursuing degree programmes.

In **St Lucia**, The Village Inn & Spa (locally owned) has invested in local staff who have gone on to pursue training opportunities that have benefited the property. The skills gained have been used to enhance the operation of the property or enhance its marketing potential.

- ✔ Think long-term: support tertiary education as well as short-term training

Tackling HIV/AIDS

In **Jamaica**, Sandals Montego Bay has implemented workplace HIV/AIDS programmes that include regular staff training by peers, confidential advice and support for HIV-positive employees and support for staff in the face of sexual intimidation or harassment by guests.

- ✔ Don't ignore HIV. Develop workplace policies and practice

The Appendix provides more details, further examples, sources and useful contacts.

About the Briefs ...

- Brief 1:** Overview: tourism and the local economy – building linkages
- Brief 2:** Bringing local producers into the supply chain
- Brief 3:** Building links with local farmers
- Brief 4:** Employing local staff
- Brief 5:** Involving local people and products in tours, packages and excursions
- Brief 6:** Encouraging tourists to spend in the local economy
- Brief 7:** Building neighbourhood partnerships
- Brief 8:** Managing internal change for developing local linkages.

The eight Briefs in this series provide practical tips on how to develop different types of local linkages, drawing on experience in several different countries in the Caribbean. All the Briefs and further information are available on www.propoortourism.org.uk/caribbean