

Making Tourism Count

for the Local Economy in the Caribbean

Guidelines for Good Practice

April 2006

Published by
Pro-Poor Tourism Partnership
and the Caribbean Tourism
Organisation



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Brief 8

Managing internal change for developing local linkages

The Issue There are many ways of developing linkages with the local economy: bringing local entrepreneurs into the supply chain, developing excursions based on local culture and life, building neighbourhood partnerships (see Figure 1 in Brief 1). Whichever type of linkage a company pursues, it means doing things differently and is likely to involve change management within the company. It is as important to plan for this as it is to plan working with local partners.

Consider the opportunities

Many companies have good ideas about boosting local benefit from their enterprise. However, often these are not translated into practical implementation. Or new initiatives stall when they hit operational constraints. Managing internal change within the business can make the difference between a nice idea and real impact.

Bringing local benefit by doing business differently means adjusting operational practices. Normal business performance is achieved, but at the same time more local impact is delivered. This differs from philanthropy in that the core competencies of the business are used. It is not divorced from daily operations. If the local linkages are to be maintained, they need to be incorporated into the corporate agenda and operations. However, as with any change in operations, senior management needs to ensure that change is well planned and managed.

Understand the challenges

It is often easier to get something going, on a wave of enthusiasm, than to sustain it over time. The challenge is to make it a normal part of every day practice.

If local linkages require staff to do their job differently, they may run into resistance at first. If staff need to buy vegetables in a different place, time or quantity, to change where the tour bus goes, or rewrite guest information, staff need to be clear on what they must do and why.

If top management support is lacking, a new local initiative will stall when other priorities come up, or when it comes to the point of taking a risk with a new partner or allocating some extra time to getting a local linkage going. Managers need to be clear on the long-term gains in order to see it through.

What can you do?

Good practice approaches

- ✔ **Look** at how to do business differently: how the company can deliver commercial goals *and* boost local impact in the process. Pause to consider the full range of local linkage options, from procurement to neighbourhood partnerships (Figure 1 in the Introduction).
- ✔ **Assess** the business case for your company: what are the long-term strategic priorities (consolidation, re-branding, increasing visitor spend or length of stay, improving the local environment, cost-cutting, etc) and how can local linkages contribute? Linkages with the local economy may impose some short term costs, particularly regarding time, but can contribute to delivering long term goals. Prioritise those that fit best.
- ✔ **Build** top management support. Otherwise, when a linkage requires any change in how business is done, it will stall.
- ✔ **Innovate**, think laterally and be open to new ways of doing business. Encourage a new mindset among colleagues.
- ✔ **Turn** company challenges into opportunities for change. For example, if there is a problem with beach pollution, use that as a catalyst for local linkages by creating employment for cleaners, or an element of joint action that includes benefits for local vendors or fishermen.
- ✔ **Appoint** a champion inside the company – with resources and a mandate – to create change. This can be part of a manager's job, but it needs to be someone who can call on staff in different departments to implement new linkages. Ensure staff understand the long term goal.
- ✔ **Ensure** linkages become part of daily operational practice, part of staff routines. For example, a new local supply of table linen may be sourced initially by the champion or an external agency, but it needs to then become part of the procurement network of the procurement manager, so that it continues in the future.
- ✔ **Link** local products with marketing and branding. Make a feature of local products and provide information to tourists (e.g. information boards and photo galleries in hotel lobbies highlighting the local community/service providers, or brochures in bedrooms). If local crafts are on the wall, explain what they are and where they are from. Reap the rewards of your linkage by explaining it to tourists.
- ✔ **Be strategic** but remain flexible, so that 'one thing leads to another'. A tiny initiative by a hotel manager to buy local crafts for a theme night can lead to much more: on-going dialogue between the Guest Relations Officer and crafters; provision of business ideas, pricing information, and packaging material; exposure visits for the crafters to other hotel events; and then new marketing opportunities, a regular supply contract or an additional stop on excursions.
- ✔ **Do not discount** the value of innovative initiatives by individuals. Market-leaders are useful – in pro-poor tourism as much as in business.

Endnote:

Guidance on how to manage internal corporate change for implementing local linkages has been written for South African companies. See www.odi.org.uk/propoortourism.toolsandtips.internalchange.pdf

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.

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Appendix

Useful contacts and further case studies to accompany the Briefs

Useful contacts and resources on pro-poor linkages

The following provides a brief list of Caribbean tourism organisations and international organisations or sites focusing on issues of pro-poor or sustainable tourism. See also the many websites listed for specific case study examples throughout the Appendix.

AgroTourism Linkages Centre, The Inter-American Institute for Cooperation on Agriculture (IICA) Office in Barbados
Chelsea House, Chelsea Road, St Michael, Barbados
Tel (246) 427 4740/1/2; Fax (246) 429 350
E-mail: barbados@iica.com.bb; ena.harvey@iica.int

Caribbean Alliance for Sustainable Tourism (CAST)

www.cha-cast.com
CAST (1998) Trends in Hotel Certification and Rating Programs: Guidelines for the Caribbean
www.cep.unep.org/issues/hotel_cert.pdf

Caribbean Regional Sustainable Tourism Development Programme (CARIFORUM Tourism Programme Unit)

Luis G Chaves, Sustainable Policy Development Advisor
One Financial Place, Collymore Rock, St. Michael, Barbados, W.I.
Tel: (246) 427-5242; Fax: (246) 429-3095
E-mail: lchaves@caribtourism.com

Caribbean Tourism Organisation (CTO)

www.onecaribbean.org
Contact: Mareba M Scott, Sustainable Tourism Product Specialist,
One Financial Place, Collymore Rock, St. Michael, Barbados, W.I.
Tel: (246) 427 5242; Fax: (246) 429 3065
E-mail: mscott@caribtourism.com

International Centre for Responsible Tourism (ICRT), University of Greenwich, UK.

www.icrtourism.org

International Institute for Environment and Development (IIED), UK

www.iied.org/SM/tourism/index.html

Organisation of American States (1998); Caribbean Tourism Survey

www.oas.org

Overseas Development Institute (ODI), UK: Tourism Program

www.odi.org.uk/propoortourism

Pan American Health Organization www.paho.org

Pro-Poor Tourism Partnership, UK

www.propoortourism.org.uk

Pro-Poor Tourism Pilots in Southern Africa (South Africa) www.pptpilot.org.za

'How To...?' series of tips and tools on local procurement, products and partnerships:
www.pptpilot.org.za/IFC_tooltips.htm

www.responsibletravel.com

Technical and Vocational Education and Training (TVET) Council, Barbados

Communications and Research Officer:
E-mail: samjones@tvetcouncil.com.bb

Tour Operators Initiative www.toi.org.uk

Tourism Product Development Co. Ltd, Jamaica
www.tpdco.org

The Travel Foundation, UK

www.thetravelfoundation.org.uk
Tools and guidelines for the tourism industry:
www.thetravelfoundation.org.uk/tools_training_guidelines.asp

Further case studies and information sources to accompany Briefs 3, 4, 5, 6 and 7

Notes to Brief 3

Building links with local farmers

HELPING FARMERS TO BOOST SALES TO HOTELS

Getting volumes up through bulk local purchasing: Sandals Resort and the Farmers Programme in Jamaica

The Farmers Programme began in 1996 with ten farmers supplying two hotels. By 2004, there were 80 farmers supplying hotels across the island. Key elements are:

- Chefs and management teams visit farms and attend workshop days
- Farmers visit hotels to see how their products are used and why Sandals specifications are important
- A farmer extension officer assists farmers with production, as do other organisations such as the Rural Agricultural Development Authority
- Hotels are informed two weeks before the delivery date about what crops and volumes are available
- The hotels make a feature of local food.

As a result of the programme, farmers' sales increased over 55 times in three years, from US\$60,000 to US\$3.3 million. Benefits to hotels include a wider variety of good quality local produce and cost savings. Purchases of watermelon and cantaloupe by one Sandals resort of US\$7,200 per month translates into a monthly income of US\$100 for 70 families, taking them above the poverty line.

For more information see: *All-inclusive Resorts and Local Development*, Klaus Lengefeld GTZ and Robert Stewart, Sandals, World Travel Market, November 2004

www.propoortourism.org.uk/WTM%20Presentations/WTM%20Sandals%20presentation.pdf

Oxfam helping St Lucian farmers to enter the hotel market

In St Lucia, Oxfam GB (an international NGO) is working through local partners to increase farmers' capacity to supply tourism businesses. Whereas sophisticated individual farmers may be able to meet the volume and reliability demands of hotels, poor small-scale producers generally lack the consistency of supply that hotels require.

Although it was originally reported that health and safety issues were a constraint on local purchases, the Eurogap and

other standards are, in fact, well understood by Caribbean farmers. Rather, the programme in St Lucia finds that it is the access to the markets of the hotel sector that is a key constraint for farmers. In addition to boosting production, the programme is therefore supporting four co-operatives to strengthen marketing so that the farmers can pool the resources needed to supply volumes of crops to the hotel sector.

Oxfam is also working with the national marketing board on transport issues, and to phase imports against local production, to avoid over-supply in the market. In St Vincent, Oxfam's partner, ECTAD, is working with a commercial trader to supply hotels on the Grenadines.

The programme is also stimulating demand for local goods within hotels. For example it is developing a hotel incentive programme, which is likely to include:

- Local brand/identity for hotels who promote local production
- Flexible menus that reflect local availability of produce
- Menus that promote local cuisine or product usage
- Caribbean nights, both in entertainment and cooking
- Tax regime to support local purchasing.

Key lessons:

- Whilst the issues are generic the solutions have to be local
- The traditional orientation of the agricultural sector towards export poses constraints as market linkages needed for supplying hotels are weak
- If effective agro-tourism linkages are to be made then trading intermediaries must be established to support production planning, packaging and marketing for farmers and to meet the supply demands of hotels
- To support this trade, appropriate market services such as credit, transport and insurance providers should exist; or if necessary, be created
- It is important to work across levels: support for farmer production; strengthening markets, boosting hotel demand, and seeking change in the enabling policy environment, particularly trade rules at national and regional level.

Notes to Brief 3, continued

Analysing the all-inclusive supply chain in Tobago

An analysis of the local economic impact of the all-inclusive hotels in Tobago found low local participation in the supply chain, particularly in agriculture:

'Most of the fresh produce needed by the tourism industry is imported from producers in nearby Trinidad and from importers based there. Business links with Tobago suppliers were limited to fresh fish, lobsters and farm eggs. The absence of six critical success factors – competitive price, consistent quality, wide variety, reliability of supply, access to credit facilities and business acumen – were found to be responsible for the poor performance of the local supply chain, giving Trinidad suppliers the competitive advantage over Tobago businesses.'

The report presents options to strengthen the supply chain by supporting local producers, particularly with business development and market orientation and capacity building initiatives. Special emphasis is given to farmers and farmers' organisations, which have the potential to develop the competencies demanded by the tourism sector. However, these improvements can only come about through a change in practice by tourists, tour operators, hotels, destination management companies, government and community organisations. The recommendations have been fed into a Travel Foundation-funded multi-stakeholder programme in Tobago.

www.thetravelfoundation/current_programmes.asp

Unsuccessful initiatives – lessons from Cancun

Success at any level depends on progress in the other levels. In Cancun, hotels bring supplies from Mexico City rather than the local farming area. Analysis of several efforts to boost local agricultural production for tourism finds none that had lasting success, and identifies two common weaknesses.

- Most initiatives addressed either production by farmers or marketing with hotels, but not both
- They operated in isolation instead of building strategic alliances.

Other barriers were purchasers' lack of trust of suppliers – many chefs hold an outdated view of local agricultural potential, and also limit direct procurements from local producers due to health and sanitation concerns.

See Torres, R. (2004): Challenges and Potential for Linking Tourism and Agriculture to Achieve Pro-Poor Tourism Objectives. *Progress in Development Studies*, 4(4): 294–318.

Giving farmers a secure market in hotels, Four Seasons Hotel, Nevis

Prior to 1990, crop production on Nevis was production-led – farmers harvested their crops in the hope that they would be able to sell them (rather than growing crops for a specific market). This approach changed in 1992 when the new Four Seasons Resort revised its purchasing approach. Staff from the Department of Agriculture and the Four Seasons Hotel met crop farmers to discuss production and marketing opportunities. Farmers with preference for target crops were identified and dates assigned for the planting of crops for the following commodities: tomato, sweet pepper, cucumber, lettuce, watermelon and cantaloupe. Planting schedules were developed with target quantities to match quantities required. Farmers met once per month to review the production targets and cropping schedule and a marketing division was established.

Orders from the hotel are now sent to the marketing division twice a week by fax, which washes, grades and labels the produce to the hotel's specification. The hotel's purchasing department then inspects and weighs produce on arrival. The hotel pays the growers association which distributes payment to the farmers every fortnight.

There is mutual understanding between the growers and hotel regarding the availability of produce. If members of the growers association default on delivery the product is sourced to other farmers. Credit to all farmers is also established by the marketing division to assist farmers obtain agricultural equipment.

A similar arrangement has been established with the livestock producers that are producing meat and meat products for other hotels and supermarkets.

'Adopt a Farmer' schemes – St Lucia and Tobago

An 'Adopt a Farmer' scheme was established in St Lucia in order for hotels to support farmers following a hurricane in 1994. The scheme strengthens contracts between hotels and farmers and makes loans available to farmers at favourable rates so that they can buy seeds and fertiliser. It was established on the premise that farmers needed a guaranteed market if they were to get bank loans to diversify production, and they needed to know what to produce, when, and in what quantities. Hotels buy produce from a specified farmer at a contract price before planting.

The initiative illustrates how such ventures wax and wane. Momentum was lost due to (1) a mealy bug infestation of

Notes to Brief 3, continued

local vegetables in the late nineties that led to a return to imported produce; (2) hotel managers who had been involved being replaced by new ones; (3) institutional and interpersonal politics, such as opposition from some government entities and competition between farmers; and (4) a lack of intermediaries.

Source: Piccinini J. (1999) Creating employment opportunities in the Windward Countries of the Eastern Caribbean. Working Paper No 2, April 1999. The Caribbean Project, Center for Latin American Studies, Georgetown University. Scheyvens R. (2004:194) Tourism for Development: Empowering Communities. UK: Pearson.

In Tobago more recently, Hilton Hotel and a local co-op have established – and are expanding – an ‘Adopt a Farmer’s Group Project’. This is part of a destination project to enhance sustainability and local impacts of the industry, funded by the Travel Foundation.

www.thetravelfoundation/current_programmes.asp

INTEGRATING FOOD FESTIVALS INTO THE TOURISM PRODUCT

Food festivals are an integral part of tourism in some Caribbean countries. There are twelve food festivals a year in Jamaica; a culinary festival in Trinidad and Tobago; Eat Drink Barbados and the Cashew Festival in Belize. In all these destinations, there is potential for more local festivals to be integrated into the tourism product.

Trinidad and Tobago Annual Culinary Program

The Annual Culinary Program aims to promote tourism and also strengthen the linkages with local communities through fostering better understanding of local food customs, attract excitement to festivals, and blend community based, export driven, use of local produce and local creativity.

The main festival is the popular Trinidad and Tobago Culinary Experience (2004 and 2005). Events for 2006 include the ‘Oui Foods’ festival 2006, Mayaro Fish Fry 2006, Caribbean Liqueur Festival 2006 and the National Agricultural Exhibition with food competition.

Hedonism III celebrates local food

Local food can be used as a core part of the branding of a

unique resort product. For example, in 2002, Hedonism III, a SuperClub resort, started to combine a focus on local culinary delights with music and arts and crafts displays to attract tourists for a long weekend under the heading:

‘CELEBRATE JAMAICAN CUISINE AND CULTURE. Popular Jamaican Super-Inclusive Offers – July 31–Aug. 3: \$627 Per Person (includes accommodations, meals, alcoholic beverages, land and water sports and all themed Jerkfest festivities – no tipping is permitted)’

Festival activities include a local group of expert ‘jerkers’ demonstrating their cooking skills; chefs offering cooking classes and tips on how to add Caribbean flavour to normal meals using local products; night-time beachfront fish fries; marketplace at the resort featuring local artisans; interaction with local food companies producing spices, sauces, drinks, etc.

Importantly, the hotel not only features local food, it also uses the event to draw in a range of local people and businesses. The event has continued to be popular, as is evident from the internet-based advertisement for another similar event in 2005:

‘HEDO III JERK FOOD FEST 2005. Come celebrate Jamaica’s cuisine with us as we offer you one week of mouth watering local delicacies and spicy concoctions that will move the soul and put the local rhythms in your ear. This Saucy Jamaican tradition promises to be hot, hot, hot as we celebrate and share our diverse culture with you. Come enjoy sizzling food to go with hot bodies and tantalizing sounds Mmmm...’

Quotes from:

www.superclubs.com/brand_hedonism/resort_hedonismiii/

Caribbean Hotel Association: Taste of the Caribbean

The Caribbean Culinary Federation, the culinary arm of the Caribbean Hotel Association, is a non-profit regional organization that promotes Caribbean cuisine. It organises an annual Taste of the Caribbean competition, an annual celebration of Contemporary Caribbean Cuisine and culture, which provides a showcase for the diverse culinary skills and styles found throughout the Caribbean.

Collaboration across sectors: ‘Eat Jamaican’ – SuperClubs and the Jamaican Agricultural Society

The many initiatives of agro-tourism linkages are based on collaboration between sectors – at the very least between

Notes to Brief 3, continued

tourism and agriculture, and often other sectors, such as water and environment. For example the Jamaica Agricultural Society's (JAS) 'Eat Jamaican' campaign, launched in November 2003 by several Jamaican associations and businesses in the productive sector and the Jamaica Manufacturers' Association (JMA) to promote locally-produced goods to residents, visitors and exporters. Since the launch of the campaign, the JAS reported an increase in demand (5.6% growth of the agricultural sector in the last quarter of 2003 compared to 4% in 2002), linked to companies that have made commitments to support the produce of local farmers. The campaign has received strong support from Jamaican resorts and hotels such as Sandals and SuperClubs (currently, SuperClubs purchases just over \$110 million worth of local produce annually).

'Eat Jamaican' campaign bolstered by hotel chain. Caribbean Net News. February 8, 2004.
www.caribbeannetnews.com/2004/02/08/campaign.htm

For more information on A Taste of Jamaica, see www.atasteofjamaica.com

LOOKING BEYOND FOOD SUPPLIES

A wide variety of agro-tourism linkages

The food and beverages of a destination and the ways in which they are grown, harvested and processed are part of the holiday experience in mature destinations. A number of success stories in the Caribbean illustrate the many different kinds of agro-tourism linkages:

- Sales of agricultural supplies: for example to Sandals resorts in Jamaica and St Lucia, and to Sandy Lane, Barbados; Pine Hill Dairy juices manufactured in Barbados are sold to Caribbean Star Airlines
- Farm-based tours: e.g. Organic farming at Exotica, Dominica; Agronomic/Scientific Tours in Citrus, Belize
- Agro-heritage excursions: e.g. to Mamiku and Fond Doux in St Lucia; Belmont Estate in Grenada; Tobago Heritage Festival; The Sugar Museum in Barbados; Maroon Festival in Jamaica
- Tours: Angostura/Fernandez distillery tours in Trinidad and Bacardi Rum Factory Tour in Puerto Rico – demonstrate how the sugar cane plant is used to produce rum
- Herbal usage in hotels and spas: Gallon Jug in Belize; Spas – Le Sport in Grenada, Ritz Carlton and Terra Nova in Jamaica, Sandy Lane in Barbados.

Critical issues for achieving linkage include: *information and*

communication across the entire chain of stakeholders; *partnership development* between and within sectors; *education and training* at all levels to improve quality, quantity and reliability of goods and services; *incentives* for investing by public, private and community sectors; *marketing and promotion* issues.

See: 'Identifying New Possibilities in Agrotourism development in the Caribbean,' Ena Harvey, IICA, 7th Annual Caribbean Conference on Sustainable Tourism Development.

www.onecaribbean.org/information/documentview.php?rowid=3252

Training in health and hygiene – QTC and CAST

The Quality Tourism for the Caribbean (QTC) programme is a collaborative initiative between the Caribbean Alliance for Sustainable Tourism (CAST – the environmental subsidiary of the Caribbean Hotel Association) and the Caribbean Epidemiology Center (CAREC – a specialized agency of the Pan American Health Organisation).

The QTC programme has trained over a thousand public, private and community sector workers in environment, health and safety in over three years. It has also developed the Food Safety and Sanitation Standard among six other QTC standards for the tourism industry. www.carec.org

Notes to Brief 4

Employing local staff

The Start Programme (Sandals/Flanker Training and Recruitment Tier), Jamaica

In 2003, the citizens of Flanker called for the establishment of a skills training centre, which Sandals Montego Bay initiated in December 2003 with fifteen teenage school leavers. While there are obvious benefits to the tourism industry, including the development of a larger skilled labour force, there will also be the potential lowering of crime and harassment. The programme gained a lot of media attention and was very well received by the community. Trainees said that apart from the opportunity to learn a life-long skill, the next best thing was the tremendous respect that they had gained in their community.

The programme worked as follows:

- The community (lead by the president of the Citizen's Association) was responsible for screening for literacy and willingness of the individuals to learn
- Candidates then had an interview and exam. Some candidates excelled, but others were weak in English and were given special consideration. As these were the strongest candidates from the community, Sandals decided to hire an English teacher to provide English lessons.
- Candidates were assigned to areas of training. The time period of the training varied (from 3–18 months) depending on the skills area:
 - (a) Three months: Bellman, concierge porter, busboy, steward, houseman, room attendant
 - (b) Six–nine months: Maintenance candidates (plumbers, electrician, refrigeration technician), bartender, waiter, wine steward, front desk/concierge agent
 - (c) 18 months: Dive Instructor
- Candidates were paid a weekly stipend of JA\$1,500
- At the end of each month the General Manager conducted a review with each candidate
- Two of the candidates (on the 3 month track) were hired to fill vacancies at the end of the probationary period.

Following the success of the programme, candidates will now be able to earn a certificate to show they undertook this level of training – the umbrella programme will be named the JHTA/Skills Training and Recruitment Programme.

The Old Road Fund

Recognising the benefits of investing in the surrounding community, The Curtain Bluff Resort in Antigua established the Old Road Fund 25 years ago. It is sponsored by owners and management of the hotel, along with concerned guests and friends. It invests in tennis lessons for children of the community, overseas tennis camps which some of the more promising children attend, and gives support to students from Old Road pursuing degree programmes. The Old Road Fund programmes contribute to a very high retention rate amongst staff, with employees remaining on staff for 21 years or more. There are top and middle managerial positions that are occupied both by Antiguan – who have been put through tertiary education facilities – as well as locals that have come up through the ranks through local training programmes. The business also promotes sales of locally made garments, art and jewellery in the gift shop and provides facilities on its property for local people to sell island wear at stalls.

www.curtainbluff.com/index.php

Tackling the impact of HIV/AIDS

Numbers of workers infected and affected by HIV/AIDS are growing in the region and are likely to cost businesses in absenteeism, inability to carry out duties and potentially death. The HIV/AIDS epidemic is closely linked to poverty, so by addressing the epidemic, the tourism sector can contribute more to poverty reduction, community well-being and its own bottom line.

By developing, implementing and monitoring workplace policies on HIV/AIDS, tourism businesses can lead the way in publicly offering care and support to HIV affected employees as well as helping other employees to reduce their vulnerability to the virus. Also, encouraging openness about the epidemic with suppliers, other sectors and local communities will bring the issue further out into the open and help to address stigma and discrimination. This factor frequently inhibits people getting tested for the virus or accessing care where it is available for fear of being known to be positive.

Responsible businesses should include provision for education, confidential advice and care and support in their employee benefits. Many businesses are now opting to provide ARV treatment for employees who need it, which often makes sound economic sense.

Notes to Brief 4, continued

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

For further information see 'An Employer's Handbook on HIV/AIDS: a guide for action' produced by the International Organisation of Employers at www.ipeca.org/downloads/health/hiv/empl_handbook.pdf

Employment in all-inclusive resorts

Research by GTZ studied seven all-inclusive resorts in three Caribbean countries. Each resort created between 190 and 450 jobs: three- to four-star all-inclusive resorts typically create one job per room (compared with 0.5–0.7 jobs per room in conventional hotels). In five-star all-inclusive resorts there are typically 1.5–2 jobs per room (compared with one job per room in conventional 5 star hotels).

In all but one of the resorts surveyed less than 10% of the jobs were seasonal. On average the researchers found that there were between 2 and 4 indirect jobs created in supplier businesses, for each all-inclusive resort job.

Minimum wages were between US\$100 and US\$250 per month at three- to four-star resorts and US\$450 per month at five-star resorts. It is estimated that free meals, transport and pension contributions amount on average to a further US\$200/month per employee. In Jamaica the gross monthly wage, cash and in-kind contribution for Sandals line staff ranges between US\$700 and US\$1150; staff are able to save up to one third of their monthly salary.

At Sandals employees who are recruited completely untrained can achieve salaries of between US\$450 and US\$900 per month through career progression. At Sandals all line staff receive at least 120 hours of training each year valued at US\$85/year. If the contribution of Sandals to training centres and higher education for its staff is added to this, Sandals is spending close to US\$600.

Source:

www.propoortourism.org.uk/WTM%20Presentations/WTM%20Sandals%20presentation.pdf

Notes to Brief 5

Involving local people and products in tours, packages and excursions

The need for product diversification in the Caribbean

‘The level of investment in tourism development has increased substantially in regions such as Asia. . . . Moreover, there is increasing tourism investment in North America and Europe as destinations everywhere are fighting for market share. Part of the strategies destinations employ is to present a diversified product with multiple activities, offered with high quality service standards. This is the future of tourism and this is the direction the Caribbean must go in order to compete effectively’. (CPEC, 2002)

‘The tourism industry as a whole hasn’t yet grasped what this country has to offer culturally. And when it does, it does so in a biased way: presenting Spanish culture but not Taino or African culture. Right from the beginning tourism promotion has been designed to show only beaches not our cultural product. As competition between traditional sun, sand and sea destinations intensifies the “era of improvisation” is over’. (Deputy Minister of Tourism, Dominican Republic – interview on July 7th 2005)

In Dominican Republic near to Santo Domingo, there are the first three sugar mills built in the Western hemisphere, yet none of them are tourist attractions.

Santo Domingo was the first city to be built in the New World and a World Heritage Site, yet hotel rooms in the city do not include brochures about this.

See Making Tourism Count for the Local Economy in Dominican Republic: Ideas for Good Practice (Ashley, Goodwin and McNab, 2005), by PPT Partnership and Asonahores.

www.propoortourism.org.uk/DomRepguidelines.pdf

Adventure safaris: helping tourists enjoy a wider experience

On many of the islands, adventure safaris have become very popular, linking historical, environmental, cultural, agricultural and culinary experiences in a one day tour. They enable holidaymakers to visit renowned places that aren’t necessarily near their hotel. This provides opportunities for visits to communities and craft workers and spreads the economic benefits of tourism.

Outback Safaris in Dominican Republic takes tourists from Puerto Plata and Punta Cana on rural excursions which combine visits to a traditional home, bathing in a river, a boat ride, a lunch stop, traditional dancing, boogie boarding, and

views of the lush interior. The owner describes the excursion as combining ‘history, social lessons, cultural experience, plants, animals, fun and charisma’. Local people gain benefits through a variety of channels: in addition to the US\$5,000 a month in rent paid to owners of boat and ranches, rural people earn approximately US\$1300 per month from sale of local products to tourists or fees for visiting their house. The company also invests in local road building and supports community projects such as schools and orphanages. Rather than simply giving things away on their trip, tourists are encouraged to contribute to a Foundation that can administer funds professionally.

www.outback-safaris.com/english/about.htm

Tour operators shaping consumer choice in the destination

Between 1998 and 2002, TUI (Netherlands) used a range of communication strategies throughout the customer ‘journey’ to inform their holidaymakers about local issues in Curacao and Bonaire. Holidaymakers were informed about excursions that are sustainably managed through the following channels:

- Brochures
- Tips accompanying the airline tickets
- In-flight video shown by KLM
- Resource book in hotel lobbies
- Welcome briefing meetings provided by resort managers and representatives

TUI encouraged guests to ‘enjoy our lovely islands but help us to keep them intact for future generations’ and informed guests about how to behave as well as information on attractions, dive operators and hotels participating in the project. The partners received certificates which informed customers about the standards it had committed to, and which the partner could use in its own marketing. These standards were environmental (e.g. that corals and other marine life should not be offered for sale) but the same approach could be extended to socio-economic issues. www.leedsmet.ac.uk/lsif/the/WORKING_WITH_SUPPLIERS.pdf

For further information on working examples mentioned in Brief 5:

For more on cocoa tours see Monbayasa: jeremyleo007@yahoo.com

Fundacion Atlantica: www.sea-horse-ranch.com/foundation/Chocolatera.pdf

For more on bachata see http://home-3.tiscali.nl/~pjtax/historias/history_bachata.html

For more on Mamiku Gardens see www.mamiku.com

Notes to Brief 6

Encouraging tourists to spend in the local economy

Developing local products that are unique and competitive

'We've been completely invaded by foreign handicrafts. It's something we've not paid serious attention to. This last winter season has been the worst season in terms of sales of handicrafts in the country.'

Jose De Ferrari, craft consultant in Dominican Republic, July 2005.

A common problem for local producers is the difficulty of competing with cheaper imports. Many small establishments must resort to importing items actually made in Central America or Asia. A gift shop proprietor in Saint Vincent and the Grenadines reported that she simply could not sell local items because the quality and supply was inconsistent, and visitors considered the prices too high. Several proposals have been made:

- One relatively unexplored solution is for farmers to produce unique, upmarket, personalised products for the visiting tourists. The argument is that if an item is unique it cannot be replaced with a cheaper foreign equivalent. For example, one entrepreneur in Saint Vincent and the Grenadines has suggested that farmers and beauticians join together to open skin care salons close to the cruise ship berths. Arriving tourists could treat themselves to massages and facials using unique local herbs and fragrances.
- Another proposal was that if producers could purchase a supply of already prepared inputs, they could accelerate production and earn a better living.
- Adapting traditional craft designs could also increase competitiveness. If local crafts were modified to function as packaging for a processed food item, for example, this would enhance the marketability of both the food item and the craft product.

Source: Clissold (2001)
www.trinitydc.edu/academics/depts/Interdisc/International/caribbean%20briefings/windward%20islands.pdf

St Lucia Jazz Festival

The St Lucia Jazz Festival was originally conceived as a marketing tool to raise market visibility and boost arrivals in the low season in a relatively low cost way. But it has now developed into a leading event in the national and tourist calendar. The festival has boosted visitor arrivals, raised awareness of the destination, provided exposure for local artists, and provided a ready audience for other tourist

services in accommodation, transport, food, performances, events and souvenirs. The value of additional media exposure due to the event is estimated to exceed the annual budget of the marketing board. The initiative required an enormous amount of stakeholder collaboration to get off the ground, involving multiple finance sources, tax waivers, media collaboration, use of volunteers and contracted staff, sponsorships and partnerships.

For more information on St Lucia Jazz Festival, see St Lucia Tourist Board (2004): *St Lucia Jazz Story – A Perspective*.

http://stluciajazz.org/jazz_articles/feststory.asp

Seafood Friday – Anse La Raye, St Lucia

Anse La Raye in St Lucia was an area rich in natural and cultural assets and one of the poorest communities on the island. The weekly event provided the opportunity for local vendors to reach a new market, and provide a channel for locally caught seafood. The key outcome has been that typically unemployed middle aged females of Anse La Raye now have alternative means of income at least US\$600 monthly.

Showcasing local culture for local consumption and export: Dominica's World Creole Music Festival

Since 1997 Dominica has been hosting the World Creole Music Festival, an annual music event showcasing Creole Music to the world. Over seventy bands and individual artists have performed at the event bringing together an estimated seventy-five thousand patrons since the festival began. The Dominica Festivals Commission (DFC) is responsible for promoting, marketing and managing the festival, and aims to encourage its export to the wider regional and international market.
www.worldcreolemusicfestival.net

Notes to Brief 7

Building neighbourhood partnerships

The Youth PATH project in the Caribbean: partnering with poor youth for community-based tourism development

The Youth PATH (Poverty Alleviation through Heritage Tourism) project works with young Caribbean men and women aged 15 to 25 years to develop community-based natural and cultural heritage tourism. The projects are not only focussed on enhancing the tourism sites but also on youth development.

The project has been carried out at the following eight sites: Gambier Village (The Bahamas), De Heart uh Barbados (Barbados), Toledo District/Sapodilla Cayes Marine Reserve (Belize), Carib Territory (Dominica), Blue and John Crow Blue Mountains (Jamaica), Mabouya Valley and Des Barras Beach (St Lucia), North Leeward (St. Vincent and the Grenadines), and Galibi (Suriname).

At each project site, the work is done with a partner organisation such as a local NGO, government department or environmental conservation trust and includes the documentation of natural and cultural heritage assets; the development/enhancement and preservation of the natural and cultural heritage tourism potential of specific sites; training in entrepreneurial and business skills to enable the young people to develop micro-enterprises to exploit new tourism opportunities; and life-skills training.

www.unescocaribbean.org/culture/culture_youthpath.htm
E-mail: youthpath@unesco.org

Social and Environmental Benefits of Neighbourhood Partnership

In Dominican Republic, 'clusters' are bringing stakeholders together in six local destinations. For example, Romana/La Bayahibe became one of the first beaches in the Caribbean to have a Blue Flag. This could not have been achieved without wide stakeholder input. There is potential to extend this approach to a range of infrastructural and socio-economic issues.

At Boca Chica in Dominican Republic, a partnership is being developed for the development of the area and new products. Currently, the only attraction is the beach. The idea for neighbourhood development is to develop the Paseo of San Andreas – a boulevard for tourists along the sea front – with cassetas (small restaurants), and a range of nearby cultural products (museum, sugar mill, ecopark, yacht marina). See Dominican Republic Good Practice Guidelines:

www.propoortourism.org.uk/DomRepguidelines.pdf

For more information on **Laborie Development Foundation**, see

www.laboriecommunity.net/projects.htm

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.

