Guidance for National Adaptation of the Regional Disaster Risk Management Strategy and Plan of Action for the Tourism Sector in the Caribbean

A Selection of Accompanying Slides
Development of The National Tourism DRM Strategy

Accompanying Slides to the Guidebook
Modules

1. Highlights of the National Tourism DRM Strategy Development Process
3. Tourism DRM Cluster Concept
4. *Highlights of the National DRM System*  
   *(To be provided by the NDO)*
5. Tourism DRM and National DRM Interface.
National Strategy Development - Phases

1. Set up and Overview
   - Details preliminary activities required for the Strategy development process.

2. Definition Phase
   - Details the “why” and the “what for” of the Strategy.

3. Analysis Phase
   - Considers relevant factors that will influence the impact of National Objectives.

4. Development Phase
   - Details the development of the Strategy’s content

5. Implementation Phase
   - Introduction to next steps. (Plan of Action, Monitoring & Evaluation)
Process Overview

DEFINITION PHASE
- Importance of the TS to the country's sustainable development
- Potential impact of Disasters on the TS

ANALYSIS PHASE
- Structure of the National TS
- DRM Regime
- TS Vulnerability
- National Policy Framework
- Needs to be addressed by Strategy
- Guiding Principles

DEVELOPMENT PHASE
- Needs to be addressed by Strategy
- Regional DRM Strategy for the TS
- Potential National Objectives
- Selection of National Objectives
- National DRM Strategy for the Tourism Sector
- Identification of Activities
- National Plan of Action

IMPLEMENTATION PHASE
- National Plan of Action
- M,E&R Framework for the Strategy and Plan of Action
- Monitoring and Evaluation
Set up and Overview
Development Process Management

**Figure 1. Development Process Management Structure**

**STEP 1**: Establish the Strategy Development Management Structure
Set up and Overview

**NTDC Responsibilities**

- Chairs the SDWG.
- Is responsible to the MoT and responsive to the SOC.
- Leads the SDWG in Definition, Analysis and Development Phases.
- Is responsible for the coordination of all the Strategy development steps.
- With the assistance of the SDWG, organizes and conducts the consultative workshop(s).
- Seeks advice from the SOC as needed.
- Submits the Draft Strategy and Plan of Action through the SOC for approval by the Tourism DRM Sub-Committee.
Set up and Overview

**SDWG Responsibilities**

- Assists the NTDC in all steps of the Strategy development process.
- Each member of the SDWG provides advice on their area of expertise and, where appropriate, liaises with his/her organization or agency of origin.
- Convenes regularly or on an ‘as needed’ basis with the NTDC.
Set up and Overview

**SOC Responsibilities**

- Provides oversight to the SDWG and the NTDC.
- Provides advice and guidance to the SDWG through the NTDC throughout the Strategy development process.
- Brings the draft Strategy to the Tourism Disaster Sub-Committee for review and approval prior to its submission to the National Disaster Management Committee for endorsement.
- Acts as an advocate for the approval of Draft Strategy and Plan of Action by the Tourism DRM Sub-Committee.
The Sixteen Steps

**STEP 1**: Establish the Strategy Development Management Structure.

The Ministry of Tourism should:

- Table the Regional DRM Strategy for the Tourism Sector with the National Disaster Management Committee (DMC);
- Inform the DMC of the designation of the NTDC, SDWG and SOC.
Definition Phase

**STEP 2:** Convene initial meeting of the SDWG and provide briefings.

**STEP 3:** Develop the *Rationale* for the National Strategy.

**STEP 4:** Arrive at a proposed *Purpose, Vision and Goal* for the National Strategy.

**STEP 5:** Obtain SOC concurrence on the Purpose, *Vision and Goal*. 
STEP 2: Convene initial meeting of the SDWG and provide briefings.

In conjunction with the DMC or representative, the NTDC briefs the SDWG on:
- The highlights of the Regional DRM Strategy for the Tourism Sector in the Caribbean;
- The National DRM system; and,
- The National Tourism Strategy development process.
STEP 3: Develop the *Rationale* for the National Strategy.

The SDWG articulates the importance of Tourism to the country in social and economic terms and the potential impact of not having a DRM Strategy.
STEP 4: Arrive at a proposed *Purpose, Vision* and *Goal* for the National Strategy.

The SDWG proposes the National Tourism DRM Strategy’s:

- *Purpose*
- *Vision*
- *Goal*
The Sixteen Steps

**STEP 5**: Obtain SOC concurrence on the *Purpose, Vision and Goal*.

The NTDC submits the National Tourism DRM Strategy’s *Purpose, Vision and Goal* for endorsement.
Analysis Phase

**STEP 6:** Examine the national policy framework.

**STEP 7:** Map the National TS and identify key national and local stakeholders.

**STEP 8:** Analyze the TS within the context of the National DRM System to determine its vulnerability to priority hazards.

**STEP 9:** Define the priority needs that the Strategy should address.

**STEP 10:** Define the Guiding Principles for the Strategy.
Step 6: Examine the national policy framework.

The SDWG examines policies related to Tourism as well DRM, land use planning, building codes and economic development as well as:

- Caribbean Sustainable Tourism Policy Framework
- IDB DRM Policy
- International Strategy for Disaster Reduction (ISDR) *Living with Risk*
- Multi-Hazard Contingency Planning Manual for the Caribbean Tourism Sector
STEP 7: Map the National Tourism Sector and identify key national and local stakeholders

The analysis of the sector should shed clarity on what comprises the Tourism sector in the country: what are the sub-sectors, their relative importance and their inter-dependency. It should also map the structure in terms of indentifying the key stakeholders at both the national and local level – the target audience of the Strategy.
STEP 8: Analyze the Tourism Sector within the context of the National DRM System to determine its vulnerability to the priority hazards.

Understanding of the national DRM governance, structures, system, procedures and key stakeholders is essential to determine how Tourism DRM interfaces with this environment. The SDWG analysis couples the knowledge of the National Tourism Sector’s structure and composition with knowledge of the country’s priority hazards.
STEP 9: Define the *priority needs* that the Strategy should address.

This step is critical as it provides a platform for discussing and agreeing on the priorities and needs of DRM in the Tourism Sector, thereby clarifying what the Strategy will focus on.
The Sixteen Steps

**STEP 10:** Define the *Guiding Principles* for the Strategy.

The SDWG should consider among others:

- Congruency with the Regional Strategy
- Dependency on the Community
- Achievability of the National Strategy
- Participation of key stakeholders in the Strategy Development.
**Development Phase**

**STEP 11:** The SDWG identifies proposed national objectives and associated potential activities.

**STEP 12:** Conduct workshop(s) with key stakeholders to refine national objectives and activities.

**STEP 13:** Develop Plan of Action.

**STEP 14:** Submit Draft National Tourism DRM Strategy and Plan of Action to SOC for endorsement.

**STEP 15:** Submit National Tourism DRM Strategy and Plan of Action to the Tourism DRM Sub-Committee for approval.
**STEP 11:** The SDWG identifies proposed *national objectives* and associated potential *activities*.

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<thead>
<tr>
<th>National Objectives</th>
<th>National Activities</th>
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</tbody>
</table>
STEP 12: Conduct workshop(s) with key stakeholders to refine national objectives and activities

The key factors to consider are:

- *The selection of participants*
- *Briefing participants*
- *Managing Participants’ Activities*
- *Feedback mechanisms (for ownership etc.)*
**The Sixteen Steps**

**STEP 13:** Develop Plan of Action.
STEP 14: Submit Draft National Tourism DRM Strategy and Plan of Action to SOC for endorsement.
The Sixteen Steps

**STEP 15**: Submit National Tourism DRM Strategy and Plan of Action to the Tourism DRM Sub-Committee for approval.
Implementation Phase


This may include, among other aspects:

- *Development of Expected Results*
- *Development of Performance Measurement Indicators*
- *Identification of Sources of Data*
- *Setting Targets*
- *Assigning Responsibility*
- *Collecting Baseline Data for future monitoring and reporting*
Key Documents

1. Regional DRM Strategy for the Tourism Sector in the Caribbean and Plan of Action
2. Guidebook for the Development of National Tourism DRM Strategies
4. National DRM Related Policies
Module 2
Highlights of the Regional DRM Strategy for the Tourism Sector in the Caribbean
Key Documents that set the Context

“A Strategy for What?”
Disaster Risk Management Policy

Disaster Risk Management Strategy & Action Plan For the Tourism Sector in the Caribbean

Caribbean Sustainable Tourism Policy Framework

CTO/CHA

IDB

Enhanced Comprehensive Disaster Management Framework

CDEMA
“The Strategy Cannot be all things to everyone”

- Disaster Risk Management Strategy & Action Plan
  For the Tourism Sector in the Caribbean

- IDB Disaster Risk Management Policy

- Caribbean Sustainable Tourism Policy Framework

- Enhanced Comprehensive Disaster Management Framework
### Regional Strategy Hazards in Focus

<table>
<thead>
<tr>
<th>Source</th>
<th>Phenomena</th>
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<tbody>
<tr>
<td><strong>Hydro-meteorological</strong></td>
<td>Hurricanes</td>
</tr>
<tr>
<td></td>
<td>Storm surges</td>
</tr>
<tr>
<td></td>
<td>Wind storms</td>
</tr>
<tr>
<td></td>
<td>Floods</td>
</tr>
<tr>
<td><strong>Geological</strong></td>
<td>Volcanic activity</td>
</tr>
<tr>
<td></td>
<td>Earthquakes</td>
</tr>
<tr>
<td></td>
<td>Mass movements</td>
</tr>
<tr>
<td></td>
<td>Tsunamis*</td>
</tr>
<tr>
<td><strong>Biological</strong></td>
<td>Epidemic outbreaks,</td>
</tr>
<tr>
<td></td>
<td>including Pandemics</td>
</tr>
</tbody>
</table>

**Legend:** *including those originating outside of the Caribbean region.*
Structure of the Caribbean Tourism Sector

“A Strategy for Whom?”
Tourism Sub-Sectors (CTO)

1. Accommodation
2. Food and Beverage
3. Adventure Tourism
4. Transportation
5. Attractions
6. Travel Trade
7. Events and Conferences
8. Tourism Services
Tourism Sub-Sectors

1. **Accommodation**
   
   *Within the accommodation sector there are large, medium and small hotels, as well as non-hotel accommodation such as villas, bed and breakfast establishments, and campsites.*

2. **Food and Beverage**
   
   *This sub-sector can be viewed either as a support sector or as a major attraction. In the category of food and beverage there are restaurants, coffee shops, dining rooms, fast food outlets, pubs, lounges, nightclubs, cabarets, catering establishments and specialty shops.*

3. **Adventure Tourism**
   
   *This category includes air carriers, golf/tennis facilities, parks, fishing facilities, cruise lines, hunting facilities, car rentals, adventure tourism, recreational vehicles, marine facilities and taxis*

4. **Transportation**
   
   *CTO identified air carriers, bus and tour companies,***
Tourism Sub-Sectors

5. Attractions

This sub-sector holds the key to raising self-esteem and national pride for every destination. This sub-sector comprises museums, galleries, heritage/historical sites and parks, gardens, amusement/recreation parks, interpretive centres and native/cultural/industrial/eco-tourism.

6. Travel Trade

This includes travel agencies, tour wholesalers, tour operators and tour guides.

7. Events and Conferences

Included in this sub-sector are special events/carnival/cricket, meetings/conferences/conventions, festivals, trade shows/marketplaces, fairs & exhibitions.

8. Tourism Services

This sub-sector includes Government Tourism Departments, Information Centres, Research Services, Reservation Services, Advertising Agencies, Trade Press, Marketing, Professional Associations, Consultants, Tourism Educators, Tourism Suppliers and Retail Operations.
Tourism Sector Dimensions

- International
- Regional
- National
- Local

Individual Tourist Service Outlet
Tourism Sector Dimensions

Regional

CTO, CHA, CDERA, etc.

National

Ministries of Tourism, NTO, Associations, etc.

Local

Tourism Clusters, Associations, etc.

“Where the rubber hits the road”

Individual Tourist Service Outlets
### Impact of Visitor Expenditure in Selected Caribbean Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP Normal Multiplier</th>
<th>% of Gov’t Revenue</th>
<th>Balance of Payment % of Imports</th>
<th>% Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anguilla</td>
<td>0.8273</td>
<td>40.8</td>
<td>19.2</td>
<td>48.1</td>
</tr>
<tr>
<td>Barbados</td>
<td>0.8229</td>
<td>20.0</td>
<td>16.4</td>
<td>26.6</td>
</tr>
<tr>
<td>British Virgin Islands</td>
<td>0.6135</td>
<td>9.3</td>
<td>38.6</td>
<td>50.9</td>
</tr>
<tr>
<td>Jamaica</td>
<td>0.7590</td>
<td>15.3</td>
<td>10.7</td>
<td>12.5</td>
</tr>
<tr>
<td>St. Lucia</td>
<td>0.6471</td>
<td>20.3</td>
<td>18.4</td>
<td>20.7</td>
</tr>
</tbody>
</table>

*Source: CTO, 2009*
Some Areas of Focus

• Integration of response/recovery planning within the sector, host community & national DRM planning context

• Emphasis on understanding/assessing risk to the sector integrating hazard, risk & vulnerability information into decision making and planning

• Building capacity in the sector for disaster/emergency preparedness/response/recovery planning both through application of training programmes & provision of high-quality guides & models

• Consideration of incentive programmes (& financial instruments) for enhancing mitigation, preparedness, response and recovery planning
DRM/CDM Considerations

“A Strategy for When?”
Phases in CDM Context

Pre-event:
- Mitigation (includes prevention)
- Preparedness

Post-Event
- Response
- Recovery (includes Rehabilitation and Reconstruction)

Terms defined as per ISDR “Living with Risk”
Interface of two "Cultures"
Why a Strategy and Plan of Action?

For Whom?
- Caribbean tourism sector/sub-sector (regional/national)

For What?
- Enhanced resilience of the Tourism Sector to consequences of natural hazard induced events in the region
- Activities for regional stakeholders for enhanced resilience
- Activities to promote resilience at the other levels
- Reducing loss of life, injury (including tourists), damage to property & loss of economic activity (livelihoods) in the Caribbean due to events caused by natural hazards
- Model & Guide for development of National Strategies

For When?
- For all phases of DRM/CDM
- Iterative
Overview of the Strategy
Regional Strategy
Vision & Goal

Vision
A sustainable Caribbean Tourism sector with an enhanced resilience to consequences of regional events caused by natural hazards.

Goal
To build a culture of natural hazard risk reduction within the Caribbean Tourism sector to minimize potential deaths, injuries, loss of property, livelihoods, economic activity and damage to the environment caused by natural hazards through strengthening capacity for mitigation, preparedness, response and recovery.
Regional Tourism DRM Strategy

1. What can only be done at the Regional level?
2. What should regional stakeholders do?
3. What can be done at the regional level to support other levels?

National Tourism DRM Strategy
What needs to be done at the national level?
How to ‘promote’ & ‘facilitate’?

Tourism operators are part of
The Community
Community resilience? Clusters?

What should individual tourism operators do?

Individual Tourist Service Outlet

Regional

National

Local
To be effective, the Regional DRM Strategy for the Tourism Sectors must support and be supported by National DRM Tourism Strategies.

To be effective, the Regional DRM Strategy for the Tourism Sectors must rely on the close collaboration of Tourism and Disaster Management ‘Communities’.
Final
Regional Strategic Objectives

“For all CDM phases”
Mitigation

Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards (ISDR)
Regional Strategic Objectives

1. To promote the availability and use of natural hazard risk information in the tourism sector.
2. To promote adherence to land use planning regulations and building codes in the development of new tourism infrastructure and retrofitting of older infrastructure not built to an approved code.
3. To foster national consideration of protective structural works to minimize damage from natural hazards to key environmental and other assets.
4. To promote mitigation, including risk transfer, as economically viable measures in the tourism sector.
Preparedness

Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations. (ISDR)
5. To enhance tourism sector contingency planning and capacity building to minimize the loss of life and injury to tourists, tourism sector workers and property damage with an emphasis on tourist accommodation facilities.

6. To promote individual and family preparedness amongst employees of the tourism sector.

7. To foster tourism clusters and their integration into their communities’ contingency planning.
Response

The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term, or protracted duration. (ISDR)
Regional Strategy
Regional Strategic Objectives

8. To enhance the development of emergency response/disaster plans (and related capacity to execute plans) in the tourism sector (and other key supporting sectors).

9. To promote the integration of tourism facilities’ response with that of their respective communities (and countries).

10. To promote the integration of tourism sector requirements into preparedness and National Response Plans (NRPs).
Recovery

Decisions and actions taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk. (ISDR)
11. To enhance Business Continuity Planning in the tourism sector.

12. To promote the establishment of national guidelines for restoration and reconstruction to ensure the immediate re-establishment of tourism economic activities.
Activities and Linkages to the National Level

“Mutually Supportive”
Activities and the Regional – National Strategy Link
Activities and the Regional – National Strategy Link
What is in the Regional Plan of Action?

- Activities
- Regroups into Projects and Programmes
- Logical Framework
  - Plan of Action Outcomes and Outputs
  - Indicators, Risks
- Linkages between the Logical Framework and Suggested Programmes and Projects
- Linkages to the CDM Framework
- Monitoring and Evaluation
  - Basic Performance Measurement Framework
Projects and Programmes

- A General Description of the suggested initiative;
- The Purpose of the suggested initiative;
- A Brief Discussion of key issues;
- How Development of the initiative could ensue;
- Key Stakeholders to be involved in the development and implementation process;
- How Implementation could ensue;
- Key requirements for the initiative to be successful;
- Linkages to RSOs and Activities.
Module 3
Tourism Cluster Concept
Tourism “Clusters”

Tourism Cluster refers to tourism establishments that are located in the same community. Being in the same geographical area, theses tourism establishments share a common exposure to the same hazards. Being in the same community allows them to cooperate with themselves and with the community in all matters related to DRM.
Tourism “Clusters”

- “The members of the cluster can work cooperatively and collaboratively to assess, organize, combine and control their collective capabilities and resources to prepare for ... threats, and to respond to and recover from such critical events”. (Multi-Hazard Contingency Planning Manual)
Tourism “Clusters”
Challenges & Opportunities

Challenges
• Competition and Inter-dependence
• Reliance on the community for Human Resources
• Share same risk with each other and with the community in which they are located

Opportunities
• Mutual assistance for Mitigation & Preparedness
• Coordinated Emergency Plans
• Foster Community Resilience
Tourism Cluster
Mitigation & Preparedness
Tourism Cluster Response & Recovery

INSTITUTIONAL FRAMEWORK
Response & Recovery

CDERA
Tourism Committee

Affected Country
NDMS/NDO
NDC
NEOC
Ministry of Tourism Rep

Cluster 1
Community 1
NDO
Cluster 2
Community 2
NDO

Other Countries
NDO
Module 4
National DRM System

(To be provided by the NDO)
National DRM System

- Country specific
- Needs to be provided by NDO
  - NTDC to work with them
  - NDO could present
- Important that sector stakeholders understand the larger context of the National DRM system
  - Sets the stage for understanding sectoral involvement
Module 5
Tourism DRM and National DRM Interface
Tourism DRM and National DRM Interface

- Country specific
- Needs to be prepared with the NDO
  - NDO could present with NTDC
- Important that sector stakeholders see how they “fit into” and collaborate with National DRM system
Tourism DRM and National DRM
Coordination Linkages

Coordination for Mitigation and Preparedness

National Disaster Committee (NDC)
- National Disaster Office
- Representatives from Government (representatives of the TEMC)
- Representatives from the private sector
- Representatives from NGOs

Tourism Emergency Management Committee (chaired by Ministry of Tourism)
- Representatives from the tourism sector
- TEMC Sub-committees

Hotels, Resorts and other Establishments
- Cluster Emergency Committees
- Establishment Emergency Committees
- Representatives of all departments within an establishment

Source: Adapted from the Multi-Hazard Contingency Planning Manual