



African and African Diaspora Studies

School of International and Public Affairs

Presents an International Conference

**Tourism and Pro-Poor Sustainable Development in Sub-Saharan
Africa and the Caribbean:
Comparative History and Policy Analysis**

Thursday April 4th - Saturday April 6th 2013

**Thursday April 4th – Graham Center 243
Friday April 5th and Saturday April 6th – Green Library 220**

**Modesto Maidique Campus
Florida International University**

This conference is co-sponsored by the Chapman School of Hospitality and Tourism Management, the College of Arts & Sciences, the Department of Global & Sociocultural Studies, the African & African Diaspora Studies Graduate Student Association, and the Council for Student Organizations.

Justifications

Following conversations recently held on the Internet, and in person in Dakar, Senegal; Banjul, The Gambia; Kingston, Jamaica; and Miami, Florida; FIU's African & African Diaspora Studies Program (AADS) proposes to hold this first meeting/conference in April 2013 with the objective to create a space in which participants will engage, in a fruitful exchange, in a comparative assessment of pro-poor sustainable tourism in Sub-Saharan Africa and the Caribbean. The ultimate goal of this initiative is to facilitate the development of comparative research projects that will have a positive impact on tourism policy adoption for poverty reduction in both regions. The premise being that both regions will gain from fertile comparative work.



1) The history of the tourism industry (and of the history of “mass tourism” in particular) is certainly longer in the Caribbean region than it is in Sub-Saharan Africa. A critical exploration of that longer Caribbean history, and particularly of its dominant niche of “beach tourism,” should bring about a number of enriching comparative reflections for Africanist tourism studies scholars and for tourism industry policy makers in Sub-Saharan Africa. Indeed, many contemporary Sub-Saharan African state agencies and ministry of tourism officials see tourism as a major opportunity, if not the panacea, for economic development. Such enthusiasm evokes the formidable eagerness for tourism development that existed among Caribbean state officials in the 1960s and beyond. For the politicians of the Independences in the Caribbean, tourism was going to be the key for the movement of “modernization” to reach all corners of their islands through the construction of infrastructure and the creation of good paying



jobs. As some observers have noted, Caribbean states didn't get the positive economic impact they expected. Instead, many were unfortunately left with considerable debts, environmental contamination, increased poverty, and social and medical maladies.

2) The tourism industry in Sub-Saharan Africa is certainly more diverse than it has been in the Caribbean. Sub-Saharan African tourist niches include ecological tourism, cultural tourism, roots/heritage tourism, safari tourism (they all take different shapes in different sub-region and even country), etc. However, recent developments in that region have led to a major increase in beach tourism and to the construction of all-inclusive resorts of the type found in so many places in the Caribbean.

3) Both regions currently represent about 5% each of international arrivals and receipts of global tourism. Sub-Saharan Africa is the fastest growing tourism market globally.

Conference Focus

This conference takes as a departure point two statements about sustainable tourism made by the United Nations World Tourism Organization (UNWTO):

1) The definition of “sustainable tourism”

[A sustainable tourism is a] tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.



Thus, sustainable tourism should:

a) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

b) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

c) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

(<http://sdt.unwto.org/en/content/about-us-5>)

2) A UNWTO Recommendation

The UNWTO recommendation to adopt pro-poor approaches, as expressed in its New Year Message for 2007, in which it called for the new year to “... be a year to consolidate tourism as a key agent in the fight against poverty and a primary tool for sustainable development” (<https://www.world-tourism.org/newsroom/Releases/2007/january/newyearmessage.htm>)



The Conference

Invited participants were asked to use the notion of “pro-poor sustainable tourism” to critically explore the history of the tourism industry in the Caribbean and Sub-Saharan Africa, and to discuss contemporary trends in the field and among policy makers, considering the different niches of tourism segments in each region. Ultimately, it is hoped that the meeting will create a space favorable to comparative work where a number of questions will be asked about the lessons that could be drawn from each region’s experiences. The paper presentations should lead to fruitful conversations/discussions. The formation of an international research group working on comparative approaches to pro-poor sustainable tourism development in Sub-Saharan Africa and the Caribbean will be explored.

Antecedents

The conference builds on initiatives developed and being developed by FIU’s AADS, which will use the Caribbean as a focal point to examine new global and inter-regional formations organized around South-South and diasporic connections. The meeting is inscribed in an initiative aimed at developing a partnership between tourism studies specialists from FIU and colleagues from various campuses of the University of the West Indies (UWI); the Université Cheikh Anta Diop in Dakar, Senegal; and the University of The Gambia, in Banjul, The Gambia. We are eager to expand this initial partnership beyond these three universities, with which FIU has signed Memoranda of Understandings (MOUs).

Since 2009, AADS offers a study abroad program in Senegal and The Gambia entitled “Traditions, Globalization, and Tourism in West Africa.” (see the “study abroad” link on the AADS website at <http://Africana.fiu.edu>)



Conference Program

(Scroll down for papers' abstracts, at the end of this document)

April 4, 2013

The AADS 2013 Chris Gray Memorial Lecture

Graham Center, room 243

4:00pm

4:00pm-4:10pm

Welcome to Florida International University

Douglas Wartzok, Provost

4:10pm-4:35pm

Projection of the film “Framing the Other,” by Ilja Kok and Willem Timmers, color, 25 min, 2011 In English and Mursi with English and French subtitles, Distributed by DER Documentary.



4:40pm-4:50pm

Introduction of the Speaker

Jean Muteba Rahier

African & African Diaspora Studies (AADS)

Florida International University

4:50pm-5:40pm

Sixth Annual Chris Gray Memorial Lecture

What Can Tourism Contribute to Poverty Reduction in Africa?

Harold Goodwin

Responsible Tourism Management

International Centre for Research in Events Tourism and Hospitality (ICRETH)

School of Events, Tourism and Hospitality, Leeds Metropolitan University, The U.K.

Founder and Director, International Centre for Responsible Tourism

5:40pm-6:00pm

Questions and Answers Session



6:00pm-7:00pm

Sixth Annual Chris Gray Memorial Lecture Reception (GC 243)

(co-sponsored by the AADS GSA – African and African Diaspora Studies Graduate Student Association)

(For conference’s participants: A panther bus will leave FIU Modesto Maidique Campus at 7:40pm for the Sofitel Hotel)



April 5, 2013
Green Library, room 220
From 9:00am to 5:00pm

(For conference's participants: the FIU bus will leave from Sofitel Hotel to FIU Modesto Maidique Campus at 7:45 am)

9:00am-9:05am

Welcoming Remarks

John Stack, Executive Director
School of International and Public Affairs (SIPA)
Florida International University

9:05am-9:10am

The Conference's Concept

Jean Muteba Rahier, Director
African & African Diaspora Studies Program
Florida International University

9:10am-9:30am

•The Case for Comparative Tourism Research in Sub-Saharan Africa and the Caribbean

Jean Muteba Rahier, Director
African & African Diaspora Studies Program
Florida International University



9:35am-12:00pm

Session 1

On Pro-Poor Sustainable Tourism Development in the Caribbean: Needs, Experiences and Opportunities

Chair Person: Okezi Otovo

Department of History and African & African Diaspora Studies
Florida International University

9:35am-9:55am

•Challenges and Options for Caribbean Tourism

Ian Boxil

Carlton Alexander Professor of Management

Centre for Tourism and Policy Research

The University of the West Indies, Mona, Jamaica

9:55am-10:15am

•Sport and Leisure Tourism in the Caribbean: Implications for Pro-Poor Development Policy

Roy McCree

Sir Arthur Lewis Institute of Social & Economic Studies (SALISES)

The University of the West Indies, St Augustine, Trinidad & Tobago



10:15am-10:35am

•**Small Tourism Businesses as Conduits for Sustainable Tourism: A Caribbean Perspective**

Sherma Roberts

Tourism and Hospitality Management Program

Department of Management Studies

The University of the West Indies, Cave Hill Campus, St. Michael, Barbados

10:35am-10:45am •**Short Break**

10:45am-11:05am

•**Tourism Areas as Social Ecologies of Vulnerability: Toward a Political Economy of Health in the Dominican Republic**

Mark Padilla

Department of Global & Sociocultural Studies

Florida International University

11:05am-11:25am

•**Tourism Planning, Poverty and Race: Lessons from Cuba**

Amalia L. Cabezas

Department of Ethnic Studies

University of California, Riverside

11:25am-12:00pm

Questions and Answers Session

African and African Diaspora Studies

School of International and Public Affairs

12:00-1:15

Lunch at the FIU Graham Center Faculty Club

1:15pm-4:10pm

Session 2

On Pro-Poor Sustainable Tourism Development in Sub-Saharan Africa: Needs, Experiences and Opportunities

Chair: Caroline Faria

Department of Global & Sociocultural Studies
Florida International University

1:20pm-1:40pm

•Analysis of Tourism Policies in Senegal and Perspectives for Future Pro-Poor Sustainable Development

Libasse Niang, Director Department of Tourism Studies
Université Cheikh Anta Diop, Dakar, Senegal

1:40pm-2:00pm

• Tourism Power dynamics: Informal versus formal tourism businesses: Protecting the interests of small local businesses and communities engaged in tourism

Adama Bah

International Centre for Responsible Tourism- West Africa
Programme Manager, The Travel Foundation-The Gambia



2:00pm -2:20pm

•**Tourism Development and Civil Society in East Africa: Some Issues in Sustainability**

Peter U. C. Dieke

Tourism & Events Management

School of Recreation, Health, and Tourism

George Mason University

2:20pm -2:40pm

•**Tourism Designed for Impact - an Approach to Payment for Ecosystem Services and Pro-Poor Tourism in Masai Mara, Kenya**

Lars Lindkvist

Basecamp Foundation

2:40pm – 3:00pm

•**The Impacts of Climate Change on the Sustainability of Tourism in Central and Southern African States: The Key Issues that Impact Pro-Poor Tourism**

Nancy Loman Scanlon

School of Hospitality and Tourism Management

Florida International University

3:00pm-3:10pm

•**Short Break**



3:10pm – 3:30pm

•**Poverty Reduction through Sustainable Tourism in Southern Africa**

Anna Spenceley

School of Tourism and Hospitality, Faculty of Management

University of Johannesburg, South Africa

3:30pm - 3:50pm

•**Tapping into Tourism Value Chains in Southern Africa: Opportunities and Challenges Facing Communities and the Market**

Andrew Rylance

Former GIZ (German International Cooperation) Local Economic Development

Expert working in South Africa and Rwanda

3:50pm - 4:35pm

Questions and Answers Session

4:35pm – 5:00pm

Short Break -*light refreshments will be served*



5:00pm - 5:35pm

Session 3

A Glimpse at Pro-Poor Sustainable Tourism in South Florida

Chair: Marcos Feldman

Center for Labor Research and Studies (CLRS)

Florida International University

5:00pm - 5:20pm

•Show and Tell: A Case Study of Sustainable Tourism in Little Havana, Miami, Florida

Corinna Moebius

Sustainable Tourism Provider in Miami's Little Havana Neighborhood

Publisher of LittleHavanaGuide.com; Principal, People Place Connect, LLC

5:20pm - 5:45pm

Questions & Answers Session

5:45pm – 6:30pm

Session 4

Roundtable Discussion of the day's presentation with Pro-Poor Sustainable Tourism

Practitioners/Specialists

Chair: Jean Muteba Rahier

Department of Global and Sociocultural Studies

African & African Diaspora Studies Program

Florida International University



Desmond Thomas
Lead Economics Specialist, Country Department: Barbados
Inter-American Development Bank

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(For conference's participants: the FIU bus will leave from Modesto Maidique Campus to Sofitel Hotel at 8:00 pm)



April 6, 2013
Green Library, room 220
9:00am to 12:00pm

(For conference's participants: the FIU bus will leave from Sofitel Hotel to FIU Modesto Maidique Campus at 8:15 am)

9:00am-11:00am

Conclusions and Possible Future Collaborations

General Session with individual inputs

Chair: Percy Hintzen

Department of Global & Sociocultural Studies

Florida International University

11:00am-11:10am

Closing Remarks

Jean Muteba Rahier

African & African Diaspora Studies Program

Florida International University

(For conference's participants: the FIU bus will leave from FIU Modesto Maidique Campus to Sofitel Hotel at 11:30am)



Papers' Abstracts

“What Can Tourism Contribute to Poverty Reduction in Africa”?

Harold Goodwin

Responsible Tourism Management

International Centre for Research in Events Tourism and Hospitality (ICRETH)

School of Events, Tourism and Hospitality, Leeds Metropolitan University, The U.K.

Founder and Director, International Centre for Responsible Tourism

Development banks and agencies have had an ambivalent attitude to engaging with tourism. We shall explore that ambiguity and then explore the emergence of Pro-Poor Tourism in 1998 and consider its subsequent development. Reviewing a range of case studies—some public sector funded, others private sector driven—we shall consider what has been learnt about the ways in which tourism can contribute to poverty reduction, identifying some of the pitfalls and some of the prerequisites for success. I shall conclude by suggesting some of the priorities for research and reflect on what has been achieved over the last fifteen years.



•The Case for Comparative Tourism Research in Sub-Saharan Africa and the Caribbean

Jean Muteba Rahier, Director

African & African Diaspora Studies Program

Florida International University

The objective of this presentation is to discuss and justify the comparative approach to tourism and pro-poor sustainable development in both Sub-Saharan Africa and the Caribbean, which is the focus of this conference. It aims to do so by developing the arguments that stand in favor of such comparative policy analysis:

1. As a result of the history of the Black Atlantic and the formation of communities of the African diaspora in the Caribbean, both Sub-Saharan Africa and the Caribbean have been advertised as tourism destinations on the international market in ways that might be looked at as somewhat similar because mostly inhabited by black peoples.
2. The history of the tourism industry (and of the history of “mass tourism” in particular) is certainly longer in the Caribbean region than it is in Sub-Saharan Africa. Many contemporary Sub-Saharan African state agencies and ministry of tourism officials see tourism as a major opportunity, if not the panacea, for economic development. Such enthusiasm evokes the formidable eagerness for tourism development that existed among Caribbean state officials in the 1960s and beyond. As observers have noted, Caribbean states didn’t get the full positive economic impact they expected. Instead, many were unfortunately left with considerable debts, environmental contamination, increased poverty, and social and medical maladies. This intervention attempts to answer the question: what lessons can be drawn from Caribbean history for Sub-Saharan Africa?
3. The tourism industry in Sub-Saharan Africa is certainly more diverse than it has been in the Caribbean. Caribbean countries have been considering the diversification of their tourism products. This presentation



attempts to answer the question: what lessons can be drawn from Sub-Saharan tourism history for the Caribbean?

4. Both regions currently represent about 5% each of international arrivals and receipts of global tourism. Sub-Saharan Africa is the fastest growing tourism market globally.
5. In both regions, the development of the tourism industry has mostly benefited to international investors and local elites without impacting the poor positively.



Challenges and Options for Caribbean Tourism

Ian Boxill

Carlton Alexander Professor of Management Studies

The University of the West Indies, Mona, Jamaica

This paper presents a brief overview of tourism in the Caribbean, identifying various trends, areas of concern, and possible options. The first part of the paper examines trends across the region, while the second engages in a discussion that essentially focuses on social and environmental impacts which result from tourism. It concludes by suggesting possible directions for the industry given existential global economic and environmental challenges.



Sport and Leisure Tourism in the Caribbean: Implications for Pro-Poor Development Policy

Roy McCree

Sir Arthur Lewis Institute of Social & Economic Studies (SALISES)

The University of the West Indies, St Augustine, Trinidad & Tobago

The United Nations Development Programme (UNDP) has offered a conception of development that sees it as enlarging the opportunities for people to learn and earn a decent living so that they may live long and healthy lives. It is in this context therefore that this paper advances the view that through sport and leisure tourism, we can achieve several related goals to: (i) broaden, diversify and strengthen the traditional tourism product and (ii) expand the opportunities for people to learn new skills, earn income through the development of a sport and leisure sector structured around gyms, sport museums, sport oriented resorts, casinos, recreational sport, competitive sport, both local and international as well as community sport (e.g., goat racing in Tobago). In examining the potential socio-economic benefits of sport and leisure tourism as a development strategy however, in the particular context of the Caribbean, the paper focuses on four major challenges which relate to (i) traditional conceptions of sport that see it primarily in terms of identify formation as opposed to capital accumulation; (ii) sport governance and management; (iii) physical infrastructure as well as (iv) the infrastructure of public policy with respect to developing sport and leisure tourism as an integral component of both tourism and development policy. These issues are examined based particularly on the Caribbean countries of Jamaica and Trinidad & Tobago.



Small Tourism Businesses as Conduits for Sustainable Tourism: A Caribbean Perspective

Sherma Roberts

Tourism and Hospitality Management Program

Department of Management Studies

The University of the West Indies, Cave Hill Campus, St. Michael, Barbados

Small scale entrepreneurship in tourism is seen as a major contributor to the economic and socio-cultural character of the tourist destination. The presence of these small entrepreneurial ventures seems to be of even greater importance within the current sustainable tourism development discourse as they are deemed to be vehicles of self-reliance, community empowerment, equitable flow of tourism's benefits, and sensitivity to the environmental landscape of destinations. In addition, some authors contend that local tolerance to tourist activities is significantly enhanced if opportunities exist for active resident involvement in the ownership and operation of facilities.

This presentation interrogates the *a priori* assumption that small, locally-owned enterprises will produce more positive effects than a large-scale foreign dominated industry, and as a corollary will contribute to the sustainability of destinations' economy. To do this, the presentation explores four dimensions of sustainable tourism development- economic, institutional, environmental and socio-cultural development applied to small tourism enterprises using indicators of sustainability. While the study setting is the Caribbean island of Tobago, the author argues that some issues may be congruent to other developing countries given structural and other similarities.



Tourism Areas as Social Ecologies of Vulnerability: Toward a Political Economy of Health in the Dominican Republic

Mark Padilla

Department of Global & Sociocultural Studies

Florida International University

The Caribbean has the highest HIV prevalence rates outside of sub-Saharan Africa. In recent decades, tourism has become the most important Caribbean industry. Multiple studies from a range of disciplines suggest that tourism areas are epicenters of demographic and social changes that are linked to HIV risk, while rarely being directly addressed in policies, programs, and interventions. Indeed, many HIV prevention programs in tourism-dependent nations avoid addressing themselves to the tourism industry, for fear that the negative image of the epidemic will reduce tourism investment. As a consequence, there has been little innovative research or policy discussion that takes seriously the evidence-based proposition that *tourism areas function as ecologies of heightened vulnerability for HIV/AIDS (as well as, perhaps, other health outcomes)*. This presentation is based on the premise that tourism areas generate emergent *sexual geographies* that reshape both the social configuration of intimacy and sexual relations, as well as the pathways and diffusion of HIV infection in tourism-dependent nations or regions. It is based on ethnographic studies in the Dominican Republic, and points to several domains of critical importance in developing policies and programs that protect the most vulnerable tourism laborers from the occupational risks that cohere in and around tourism zones (such as HIV and the elevated consumption of drugs and alcohol). HIV/AIDS research needs to place emphasis on the ecological context of sexual vulnerability in tourism areas and develop multilevel policies and interventions that are sensitive to this context, including stigma reduction, migrant-oriented policies and programs, and genuine collaboration with the private sector. From a review and integration of a broad literature across the social and health sciences, I argue for an ecological approach to sexual health in global tourism areas, point to gaps in knowledge, and provide direction for future research.



Tourism Planning, Poverty and Race: Lessons from Cuba

Amalia L. Cabezas

Department of Ethnic Studies

University of California, Riverside

The Caribbean region offers many historical case studies to explore the potential and dangers of tourism development in the global south. What is new and different about pro-poor and sustainable tourism? What are its applications for destinations that have differential access to global capitalist markets and technology? Can pro-poor and sustainable tourism alleviate poverty for the most vulnerable segments of the population? Or is it just new rhetoric to mask global inequalities? The scholarship on pro-poor tourism and sustainable development is inconclusive about the capacity of mass tourism growth to alleviate poverty. However, the case of Cuba offers some lessons for tourism planners and policy makers on how to, and not to, develop tourism to benefit the poorest segments of the population. Cuba's tourism industry is understood as emerging in two periods of the twentieth century: the nineteen twenties and the nineteen nineties. The centrally planned system of the nineties benefitted the redistributive policies of the government maintaining some social gains. But the lack of attention to the fragile social gains of women and racialized subjects—traditionally the most disadvantaged groups—were lost by the end of the twentieth century. What lessons can policy makers and tourism planners learn from Cuba? This presentation explores answers to these questions with some cautionary tales and recommendations for policy attention.



Analysis of Tourism Policies in Senegal and Perspectives for Future Pro-Poor Sustainable Development

Libasse Niang, Director Department of Tourism Studies
Université Cheikh Anta Diop, Dakar, Senegal

Tourism is now playing an increasingly important role in the world economy. For developing countries, the significance of tourism in terms of flow of tourists, tourist receipts and expenditures reached new heights at the beginning of the 1990s.

Currently, international tourism is second after oil in the world trade, and it has been projected that it should soon become its most important sector.

Beginning in the 1970s, the promising role of tourism has attracted the attention of many developing countries. It is in such a context that Senegal began looking at tourism as a major component of its economic development strategies. The tourism sector was regarded as a means of achieving self sustained growth.

This paper analyzes tourism policies in Senegal and the prospects of establishing a pro-poor sustainable development. The paper's focus is twofold: first, it analyzes the strategic planning of tourism named *Lettre de Politique Sectorielle Du développement du Tourisme* as the sectorial policy document of tourism development produced in April 2005 by the Senegalese Government; second, it examines "community tourism" as it applies to the region of St-Louis (north of Senegal), as a program for pro-poor sustainable development. What is in focus is the potential of tourism in Senegal and its evolution over the years. The need for planning for developing countries like Senegal is a must. Through tourism development, nations, especially in the developing world, seek to better their social and economic livelihood by offering services to tourists. The overall objective of tourism development should result in an integrated tourism planning. Spontaneous and unplanned tourism development is very likely to destroy all the resources upon which the industry is based.



Tourism Power dynamics: Informal versus formal tourism businesses: Protecting the interests of small local businesses and communities engaged in tourism

Adama Bah

International Centre for Responsible Tourism- West Africa

Programme Manager, The Travel Foundation-The Gambia

The Gambia is a poor developing country that has become a popular winter sun destination, particularly for UK tourists. As in many other enclave-type destinations, tourism has developed in ways that provide few opportunities for poor people and the informal sector to participate.

Traditionally, the formal sector (mainly foreign) provides the accommodations and transport in which tourists spend most of their time. The most visible roles taken up by the poor are as hawkers, clustering around coaches trying to sell their goods, and as beachboys seeking to befriend tourists as guides.

However, in The Gambia an innovative approach has been taken to addressing this situation through local initiatives by trade associations like the *Association of Small Scale Enterprises in Tourism* or ASSET. A number of objectives and activities were established to make tourism more accessible to poor traders by opening up for them market opportunities. Several very practical steps have been implemented, and a range of lessons were learned along the way that should be useful to stakeholders in other contexts, particularly the use of a multi-stakeholder strategy for addressing problems and implementing solutions. The main issues were “how can the conflict of interests between the market-led, enclave character of the industry and the demand for access and participation by the informal sector be resolved?” and “how can supply side linkages be improved so that, for example, more of the food and furnishings purchased by the industry be locally sourced?”



Tourism Development and Civil Society in East Africa: Some Issues in Sustainability

Peter U. C. Dieke

Tourism & Events Management

School of Recreation, Health, and Tourism

George Mason University

In less developed countries, the use of tourism as a development tool as well as its impact on host countries is well known. This recognition stems from the fact that, as tourism is the only “export” industry where consumption takes place at the source of production, it entails interaction between tourists and members of the poor indigenous society, offering both opportunities (or benefits) as well as challenges (or dis-benefits). For instance, the benefits can be the value added that tourism offers directly to the poor by allowing them to participate in providing goods and services to tourists and tourism businesses. Conversely, the dis-benefits can be the export and associated leakages it generates in relation to goods and services provided from outside of the host country. But the emergence of the 1987 “sustainable development” principles has enabled the tourism sector to evolve a civil society voice variously described as “ecotourism,” “responsible tourism,” “pro-poor tourism,” “sustainable tourism,” “alternative tourism,” all of which strive for local focus and benefits for the triple bottom line of economic, socio-cultural and environmental sustainability.

This paper briefly examines the relationship tourism development—civil society with a focus on three East African countries: Kenya, Tanzania and Uganda. It identifies particular sustainability issues experienced there, and discusses measures taken to combat the problems. Lessons learned are discussed and how these might serve as useful examples to other countries with similar characteristics. The paper concludes by suggesting that for tourism to be sustainable, it should have three characteristics: 1. it must be profitable to local communities to compensate for any everyday life dislocation; 2. it should gain acceptance of local communities in relation to the type, scale



and location of tourism development; and 3. planners should consider the need for protection of certain communities and sites and of what they consider culturally acceptable.



Tourism Designed for Impact - an Approach to Payment for Ecosystem Services and Pro-Poor Tourism in Masai Mara, Kenya

Lars Lindkvist

Basecamp Foundation

The purpose of this paper is to provide a case-report on the potential for poverty alleviation and local community development through cash flows generated by wildlife tourism. The case is based on a 50,000-acre wildlife conservation area—Naboisho Conservancy—owned by local Maasai landowners in Masai Mara, Kenya.

The study is divided into three different phases; a development/investment phase (2008-2009); an implementation or mixed investment/operational phase (2010-2012); and a start-up phase of full business operations (2013-2014). A mixed-method was used to capture the entire development process that included 4 different key processes: (a) local community and tourism investor readiness process (managing expectations); (b) shaping of a business & governance model (managing equitable sharing of resources); (c) a series of “ecostorms”—community oriented workshops (managing local ownership); and (d) development of legal and other formal managerial processes (risk management).

A framework promoting interactions between pastoralists, landowners, conservationists, tourism operators and policy makers was established in order to follow the different phases of development in the conservancy. Calculations are done on the total cash flow generated by tourism, the actual income per landowner (land rent) as well as other (secondary and tertiary) sources of income reflected at the household level in 2010-2012. Also, the initial investments made during the development phase is calculated and brought into a simple breakdown of Return on Investment (ROI).

Four years of empirical financial data, verified through independent financial audits, form the basis of this study’s conclusions. A positive ROI was achieved within the second year of implementation (2011). Primary



benefits (land rent) amounted to over USD 1,5 million, secondary benefits (local jobs) was valued to over US\$ 400,000 and tertiary benefits (entrepreneurship initiatives, including microfinance) reached in its first year of monitoring (2012) nearly US\$ 50,000.

This case study identifies key pillars in successful conservancy development. Further, it quantifies the direct and potential economic benefits of conservancies at the household (landowners) level as well as other indirect benefits such as the creation of local jobs per tourist beds.



The Impacts of Climate Change on the Sustainability of Tourism in Central and Southern African States: The Key Issues that Impact Pro-Poor Tourism

Nancy Loman Scanlon

School of Hospitality and Tourism Management

Florida International University

This white paper speaks to the UNWTO's recommendation "to consolidate tourism as an agent of change in the fight against poverty." To move forward on this recommendation requires that those "in the state of" poverty be given the opportunity to develop skills and micro-businesses providing crafts, products and services to tourists and tourism related businesses.

The first challenge is that the micro-business efforts of the poor are at the bottom of the economic chain in respect to attracting financial support and are often manifested as street vendors with crafts and food or basic services. The poor lack transportation and skill-aquisition training to participate in higher levels of economic activity. Participation at their level on the tourism chain of economics is often financed on an activity, or day to day, basis with revenues from the previous activity financing the next interaction with tourists.

The second challenge is the 7 key impacts of climate change that compromise the ability of the poor to participate in tourism related businesses. To be successful, this level of subsistence funding requires that there be a reasonable state of health, the ability to walk long distances and endure extended exposure to sun and rain, along with evidence of sustained energy. The poor are often displaced as environmental refugees, a process that completely disrupts their ability to establish a sustainable source of income. Climate change impacts currently affecting many of the Central and Southern African States are severely compromising the basic conditions of health, nutrition, safe water sourcing and long established weather patterns. The results in many areas of Africa are: flooding, severe drought, extended heat waves and diseases. These direct impacts now create the larger impact issue of human and animal migration.



This paper looks at environmental refugees from flooding along the Zambezi River and the established refugee camp on the river banks north of Lusaka, Zambia in the village of Chanyanya. In an effort to alleviate existing conditions for the development of micro businesses, the U.S. based NGO *Miracle Corners of the World* has opened a “Community Center” offering training in wood carving, sewing and cultural music performance. Members of the local communities can access this training for a minimal fee and join in a central distribution chain for crafts and garments to reach the larger tourist market. Individuals can also sell their products directly to tourists if they can find transportation to the areas where tourists visit. This is, however, a significant distance from the villages. Transportation over rough rural roads is by private vans for a fee.

Critical to achieving the goal of integrating micro businesses operated by the poor into the tourism financial chain is to address the impacts of climate change. This includes identifying ways to strategically plan to alleviate health related impacts on the poorer population and provide relocation assistance to retrain and relocate the micro-business efforts of the migrating populations.



Poverty Reduction through Sustainable Tourism in Southern Africa

Anna Spenceley

School of Tourism and Hospitality, Faculty of Management
University of Johannesburg, South Africa

In 2012 a situational analysis was undertaken for UNEP to sustainable tourism activities, needs and priorities of countries in Southern Africa. The purpose of the study was to develop materials as a basis for establishing a new project intervention through the Global Partnership on Sustainable Tourism that would help to mainstream sustainable tourism in the region.

The approach used in the analysis was a literature review and stakeholder consultation. The stakeholder consultation took two forms: an online questionnaire to collect information on sustainable tourism activities in the region, and a virtual meeting to discuss the results of the analysis.

This paper is based on the situational analysis, and addresses:

1. Sustainable tourism initiatives in southern Africa, with an overview of activities that are currently taking place under the key themes of strategies and policies; tourism products and services; training and capacity building; technical tools and guidance; conservation and economic development initiatives; and networks.
2. Challenges and barriers to sustainable tourism in southern Africa, and proposed approaches to overcoming them.
3. Recommendations for high impact interventions to mainstream sustainable tourism.

Three of the recommendations that arose for a future project intervention to mainstream sustainable tourism in southern Africa fell under three main themes:

1. Tourism products and services: A greater supply of sustainable tourism products needs to be stimulated in order to reach a “tipping point” where sustainable practices are the norm in the region. Therefore incentives and



technical support for sustainable tourism developments are needed, as are mechanisms to ensure that sustainable products have preferential market access.

2. Training and capacity building is needed on sustainable tourism for people working within government agencies, tourism boards, and in protected area agencies. People within these bodies have a particularly important role in developing and promoting sustainable tourism, and sustainability needs to be fully integrated into their work.

3. Technical tools and guidance: There is a need for the development and implementation of sustainable tourism technical tools and guidance, in accordance with country priorities. Research should be undertaken to establish the business case for sustainable tourism, particularly in terms of cost-savings and improved market access. Tools to support sustainable tourism need to be provided in a balanced manner, to reflect environmental, economic, and social sustainability (and not just focused on one element).



Tapping into Tourism Value Chains in Southern Africa: Opportunities and Challenges Facing Communities and the Market

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Tourism value chains can be extremely lucrative for community-based businesses when selling products and services directly to foreign tourists. However, given that the number of community members often vastly outweighs the number of tourists and their expenditure, the economic impact of tourism on communities as a whole is limited. Furthermore, marketing and promotion directly to tourists can be costly, and the quality demands of foreign markets may limit community members' prospects. An alternative approach has been for community-based businesses to sell a range of products (e.g. fresh produce) and services (e.g. maintenance) indirectly to foreign tourists through established tourism businesses, which already have a regular supply of tourists as customers.

The presentation addresses the opportunities and challenges facing community-based businesses selling indirectly to tourists through tourism establishments. The presentation is approached from the perspective of the procurement officer of the tourism establishment. Case studies from work conducted in South Africa and Senegal have shown that a number of projects have focused on capacitating community-based businesses without sufficiently investigating the market. Whilst improving the skill base of businesses is critical, neglecting the demands and constraints of the buyers means that interventions may be in vain. This research found that procurement officers of established tourism businesses prefer to use suppliers that minimize their cost, risk and time commitment. This means that regardless of whether a community-based business can offer a product of equal quality other factors may result in either no contracts, or even more difficult, encouraging the procurement officer to deviate from an existing supplier. Issues such as insurance constraints, centralized procurement systems,



electronic invoicing and VAT registration, as well as certificates of competence are all external constraints facing community-based enterprises when attempting to persuade procurement officers to buy from them.

The presentation highlights the main constraints facing procurement officers in Senegal and South Africa. It also presents initiatives for local support organizations to address the challenges and create more opportunities for community-based enterprises. If local support organizations aim to minimize the cost, risk and time commitment of procurement officers, by addressing the procurement officers' criteria for suppliers, then community-based businesses will have a much greater chance of successfully tapping into established tourism value chains.



Show and Tell: A Case Study of Sustainable Tourism in Little Havana, Miami, Florida

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Within Miami's tourism industry, "heritage tourism" has become a new buzzword, a response to a significant increase—over the last decade—in tourist visits to Miami neighborhoods such as Little Havana. In 2012, the Greater Miami Convention & Visitors Bureau's Heritage Tourism Committee, along with the Black Hospitality Initiative of Greater Miami, began developing "The Miami Cultural Experience," an effort to promote the city's historically African American, Haitian and Hispanic/Latin American neighborhoods as tourism destinations.

Cultural heritage tourists are seen as desirable by these tourism entities because they are most likely to visit urban neighborhoods, including low-income neighborhoods, while spending more money on cultural and heritage activities than any other activities. They also tend to take longer trips and spend more money on their trips. Cultural heritage tourism, however, is not necessarily synonymous with sustainable or pro-poor tourism. In Miami, for instance, there have been efforts to foster a Disneyland type of cultural heritage tourism, with planned "ethnic village" developments that have little relationship with the residents of the lower income neighborhoods in which they are based. When "authenticity" is manufactured based on a nostalgic image divorced from the lives of present-day residents, the economic benefit from this tourism may not reach area residents and small business owners. As this case study of Miami's Little Havana neighborhood illustrates, there exists a growing number of heritage tourists who specifically want to patronize locally owned businesses and to purchase products that are locally made. These travelers contribute to an area's economic and cultural sustainability by benefiting local low-income residents and tradition bearers. They find authenticity through the power of storytelling, purchasing products or services (e.g., events) based on (1) compelling stories shared directly by local residents, business owners, and other key stakeholders; (2) stories about the neighborhood and its people, places, and cultural traditions past and present,



and the relationship between people, places and traditions; (3) stories and demonstrations of how local products are made. These tourists want to know what is happening in the neighborhood, including its challenges and threats; they are not looking for Disneyland.

Lastly, this paper considers the challenges and threats to pro-poor sustainable tourism in Miami and the policy implications for cultural heritage tourism.