



Overseas Development
Institute

Presentation 2



International Trade Centre
UNCTAD / WTO

Step 1: Preparation

Step 1

Phase	Step	What to do?	Why?
Phase 1: Diagnosis	Step 1	Preparation	To define the destination, target group of poor, and the project team
	Step 2	Map the big picture: enterprises and other actors in the tourism sector, links between them, demand and supply data, and the pertinent context	To organise a chaotic reality, understand the overall system
	Step 3	Map where the poor participate	To avoid erroneous assumptions about poor actors To take account of the less visible suppliers
	Step 4	Conduct fieldwork interviews in each node of the chain, with tourists and service providers	To provide data and insights for Steps 5 to 8
	Step 5	Track revenue flows and pro-poor income Estimate how expenditure flows through the chain and how much accrues to the poor Consider their returns and factors that enable or inhibit earnings	To follow the dollar through the chain down to the poor, and how assess how returns can be increased
Phase 2: Opportunities	Step 6	Identify <i>where</i> in the tourism value chain to seek change: which node or nodes?	To use Steps 1 to 5 to select areas ripe for change To focus Steps 6 to 8 down to specific areas
	Step 7	Analyse blockages, options, and partners in the nodes selected, to generate a long list of possible interventions	To think laterally and rationally in generating the range of possible projects
	Step 8	Prioritise projects on the basis of their impact and feasibility	To generate a project shortlist, comprising projects most likely to deliver impact
Phase 3: Planning	Step 9	Project planning	How to package selected projects for funders



a) Defining the scope of the destination

- Geographical
- Value chain (product)
- Tourist segment

- Based on:
 - Needs of partners/donor(s)
 - Tourism dynamics

b) Define the target group and the 'poor'

- What criteria for 'poor'?
 - National vs. international definitions (hotel staff, Rwanda)
- Which groups meet criteria?
 - Impact analysis – retrospective vs. present (craft producers, Accra)
- The forgotten majority?
 - Ancillary (2°) workers (fish and horticultural supply chains, Ethiopia)



c) Team composition – skills requirements

- Spectrum from entirely external professional to participatory
- Skilled local counterpart essential!
- Benefits and drawbacks of team mixes
 - Coordination
 - Local knowledge, networks and credibility
 - Capacity

d) Itinerary planning

- Define scope (a-c)
- Review secondary data, e.g.
 - Policies
 - Supply & demand
- Fieldwork plan
 - Carefully sampled chain coverage
 - 50 interviews in 10 days (5 daily!)
 - Methodology mix (SSIs, FGDs, surveys...)
 - Actors in different nodes, support institutions
 - Workshops, review, validation, analysis