



Overseas Development
Institute

Presentation 9



International Trade Centre
UNCTAD / WTO

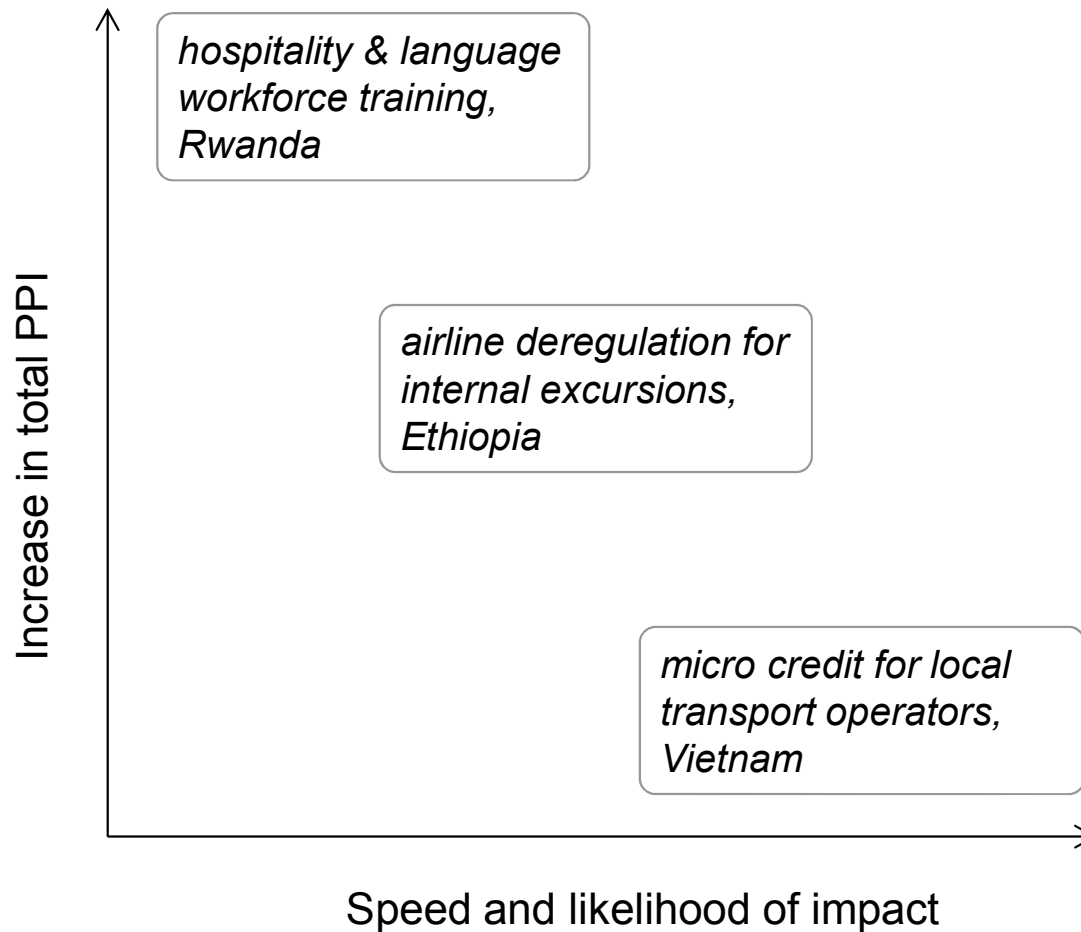
Step 7: Developing a Long List of Intervention Options

Step 7

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

The questions of scales of impact and time...

Assessing trade-offs in pro poor interventions: likelihood vs scale of impact





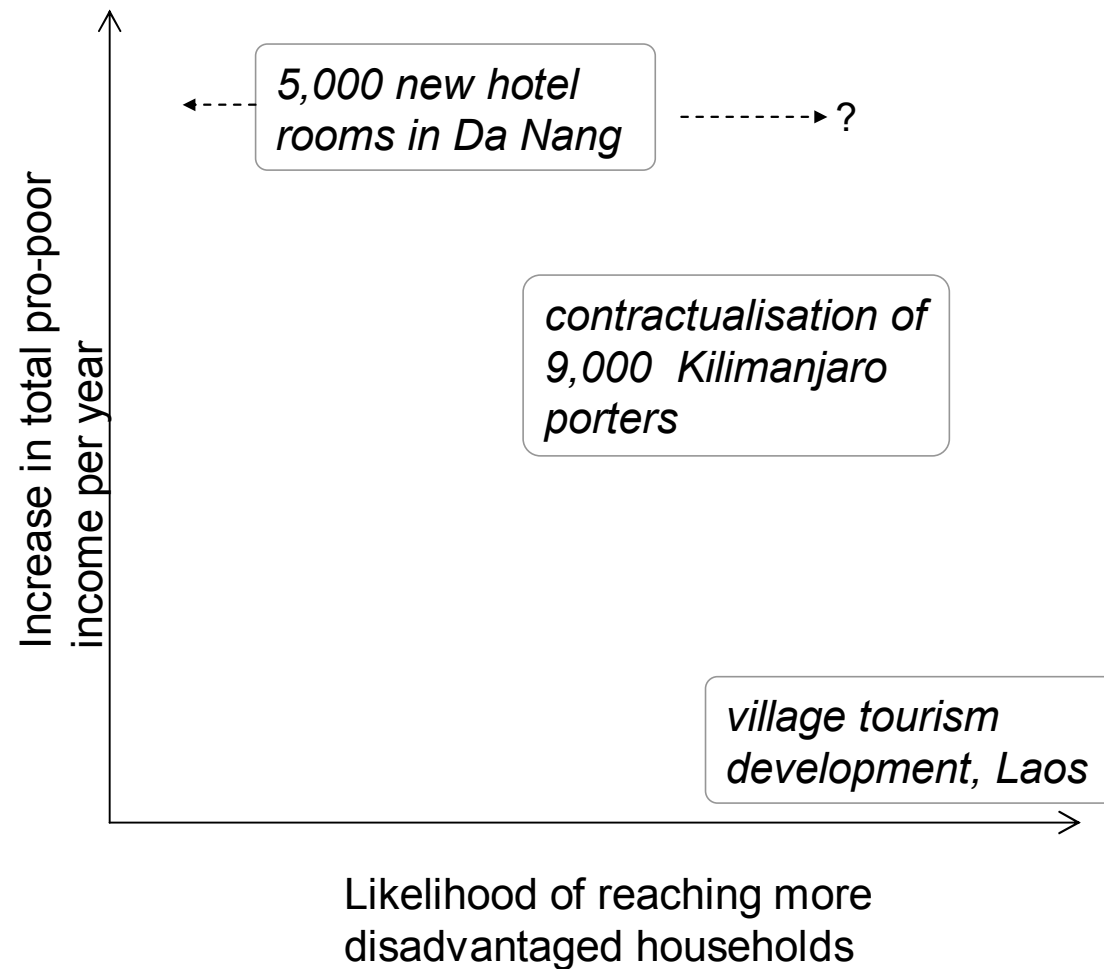
Overseas Development
Institute



International Trade Centre
UNCTAD / WTO

The questions of total PPI and outreach...

Assessing trade-offs in pro poor interventions:
generating PPI vs reaching disadvantaged



An example of small and medium scale interventions

Pressure point/strand/ supply chain	Blockages and opportunities	Target group of intervention	Desired change in value chain performance	Different forms of possible intervention
<p>Increase local food supplies</p>	<p>Cheap imports</p> <p>Seasonality of production</p> <p>Chefs prefer a single wholesale contract</p> <p>Unaffordable transport</p>	<p>Fruit and vegetable farmers</p>	<p>Increased percentage of tourist food sourced from local farmers</p>	<p>Farm extension on seasonality</p> <p>Farmer association for shared marketing</p> <p>Shared transport</p> <p>Financing of transport</p> <p>Work with chefs on logistics of local sourcing</p>

Larger scale interventions: the institutional environment in Ethiopia

- ODI study included hierarchical institution tourism governance mechanisms, policy review and support and service environment
- World Bank/SNV potential interventions include mainstream work with government institutional reform

It is important to have a diverse long list of options at different scales



Overseas Development
Institute

Homework

Produce a long list of intervention options for Addis Ababa and Kilimanjaro

Don't forget the diverse mix!