

No. 6: Tourism investment in local capacity building and training

In essence: Tourism operators often like to invest in local training and capacity-building as a way of contributing to long-term local development. The international examples illustrate four broad types of investment; in staff training; in training for local entrepreneurs and tourism businesses; support for local schools and education; and awareness-raising among the local community for shared planning and consultation.

Investing in local education, training and capacity building can be an effective, visible, and highly valued way for a tourism operation to contribute to local development. Typically, investment in capacity building covers one or more of four types:

1. Staff training

Approaches to employee sourcing and training vary considerably but often include:

- collecting data on human potential (skills) in the destination
- instigating local recruitment procedures
- investing in staff training (see boxes 5 and 6)
- collaborating with local authorities and institutions to develop training programmes and promote recruitment (see box 3)
- assisting with guide training and accreditation (see box 1)
- providing placements/internship and exchanges for locally based business partners (see boxes 2 and 4)

2. Training local entrepreneurs and tourism businesses

Activities aimed at capacity building of local business involved directly or indirectly in the tourism industry can include:

- knowledge and technology transfer (see boxes 1, 2, 4 and 6)
- assistance to small private and community investors with product development (see box 2 and 4)
- assistance with access to markets (see box 4)
- information on markets, marketing and technology (see boxes 2, 4 and 5)
- assisting local authorities to develop support mechanisms to small tourism related businesses in the destination
- sharing relevant computer software and new technology (see box 5)
- assisting with setting up management systems (see box 4).

3. Support for local schools and education

This is a common form of investment, and is also often supported by tourists adding their own donations. Investment in classrooms and school resources is often a top priority for neighbouring communities. However, there are also issues that need to be explored in achieving a sustainable balance between secure government funding for the teaching and schooling versus reliance on donations (see boxes 3 and 4).

4. Awareness-raising on tourism issues within the local community

Such awareness raising may be simply to increase understanding of - and hence support for - tourism among neighbours. Or it may be in order to engage the local community in consultation and shared decision-making, as in the case of Sua Bali and Nusa Dua, where general awareness raising and participation of the villagers in the development of the product are key ingredients to their tourism development approach (see boxes 5 and 6).

Box 1: The Astra Country Inn - training for local entrepreneurs

Astra Country Inn, Jamaica, has been promoting community tourism since 1978. Astra Country Inn has worked with surrounding communities to develop a wide variety of community-based products including the development of private homes and B&B accommodation, training of local guides, the development of various community-based tour attractions, and the development of local suppliers.

The Country Style Institute for Sustainable Tourism offers a four months basic tourism course that covers such topics as house-keeping, food preparation and interpersonal skills. The programme consists of one month of theory and three months of practical work experience. Partial sponsorship of course fees is offered to those in need of financial assistance. Approximately 2,000 people have received training in the past two years. It is now being expanded throughout Jamaica and the Caribbean with the assistance of international partners Counterpart International and the International Institute for Peace through Tourism.

Source: IBLF, IHEI, Tyler Consulting Ltd 2002

Box 2: Jungle Nay Resort and Spa, Dominica - building capacity of local entrepreneurs from the start

Jungle Bay Resort is a new hotel that is still under construction. Phase I will consist of 50 rooms. The hotel is being constructed in southern Dominica, a traditional banana growing area with little prior experience of tourism. The project developers chose this site because of its rich environmental attributes, but also because they believed that the tourism industry could make some important contribution to the local economy. The developers have realised that they will need to rely on the local community for this venture to be a success. They also realised that the local community has little experience of tourism or business. The awareness and human resource capacity of the local community would therefore need to be strengthened if both hotel and community were to prosper. Some of the initiatives sponsored by the hotel include:

- Entrepreneur workshop: the hotel sponsored a two day entrepreneurship course that was attended by 125 people. The course introduced participants to business strategy and planning so they could write business plans. The course also provided an opportunity to interact with four lending officers from the banks, as well as with representatives from the legal and accounting profession.
- Environment development campaign: The hotel worked with nine local schools in an anti-litter education programme that included a 'paint a picture campaign' whereby kids painted trash cans. Each school painted two bins: one they kept, and the other they gave to the hotel for its programme to put bins in public spaces.
- Hospitality programme: the hotel facilitates a donor-funded hospitality programme. The three-month programme, attended by 100 people, covers topics such as food and beverage, languages, history and culture.
- The hotel is also working with 10 farmers to develop more of a commercial understanding of farming so that they can provide a supply chain system to supply products to the industry.

Source: IBLF, IHEI, Tyler Consulting Ltd 2002

Box 3: Spice Island Beach Resort, Grenada - support for scholarships

Spice Island Beach Resort is a 66-room locally owned hotel in Grand Anse, Grenada. The resort supports the Grand Anse Roman Catholic School, which has approximately 400 students aged from five to 16. The hotel provides scholarships for five students per year to support the purchase of books and other supplies (as with most schools in the Caribbean, students are responsible for supplying their own books).

To further its support for education, the hotel is also funding the printing of a set of workbooks developed by the Caribbean Tourism Organisation (CTO) to teach tourism in schools. The Grenada Board of Tourism has trained one teacher from each primary and secondary school in the CTO curriculum. The provision of the workbooks by Spice Island will facilitate implementation of this programme. It is the company's intention that its donation will encourage other businesses to contribute so that the workbooks can be distributed widely.

Source: IBLF, IHEI, Tyler Consulting Ltd 2002

Box 4: Conservation Corporation Africa - support for schooling and local entrepreneurs

CCA has over 30 lodges in 6 African countries. CCA has set up the Africa Foundation, which it supports annually with US\$180,000. The Foundation which has a reserve fund of approx US\$1.1 million, mainly from personal donations, supports a variety of capacity building and training projects:

- Building class rooms: 60 classrooms, 20 pre-schools, four media centres, one science laboratory and teachers' accommodation and 18,000 students are supported
- Bursaries: Community Leaders Education Fund Bursary which provides higher education to students who will then return for at least a year to their local community to use the skills and instruct others (over US\$ 100,000 awarded since 1995), Hospitality Bursary (ten bursaries annually since 2001) and the Ecotourism Training Bursary
- Technology: providing access to modern health care through the DevCentre HIV Care project which supports 123,000 people per month by facilitating long distance learning and medical care
- Environment, Arts and Culture programmes: aimed at spreading awareness about conservation and a range of topical community issues the Africa Foundation runs the following projects: Bush Schools, Conservation Debates, Soul City Project and Thuthukani Ngwenva

Under the Small Enterprise Scheme the Africa Foundation provides loans for individuals and community ventures which include: Nibela Sewing Clinics, Sondela Community Centre and Workshop and Training Centres. These training centres, like the Mavuso Training and Production Centre, hosts job training, transfer of skills and workshops which focus largely on basic bookkeeping, management, motivation, problem solving and accountability. The local "Mnqobokazi Market Association" has identified potential business opportunities in the area and the centres will serve as retail centres for the production and selling of products and craft in a clean, dry and safe environment. The first three of these new centres are already under construction at the Mduku, Nibela and Mnqobokazi communities in KwaZulu-Natal, South Africa.

Source: www.ccafrica.com (Accessed May 2004)

Box 5: Sua Bali Bali, Indonesia - developed through community awareness raising, consultation and local training

The management team has involved the population of Kemenuh in the planning and gradual realization of Sua Bali - in numerous individual discussions and in the "Banjar", the village council. The process involved intensive investment in community awareness raising and consultation.

Of key importance was the strengthening of awareness among the local people towards the positive and negative impacts of tourism development in their daily economic, social and cultural life. This was done through, for example, a painting contest in the village school, through discussions with teachers in Sua Bali, through group and individual talks with younger and older members of the village. Discussions have also led to the rejection of ideas that are unpopular with the community, such as the construction of a bungee platform in Kemenuh.

There has also been heavy investment in staff training. Staff are predominantly from Kemenuh or neighbouring villages, as are construction workers and craftsmen who constructed the guest houses in the Balinese style. The resort finances language courses in German or English for employees - mostly after one year in employment. Staff at Sua Bali receive above-average pay and no wage cuts are made for employees during illness or needing to attend religious or social gatherings at the village base on the belief that employees should not be cut off from their local communities. This creates a feeling of job satisfaction and induces/encourages employees to stay for a relatively long period, from between one and a half to three years, which is unusually high in the tourism industry in Bali. Staff have also moved on to managerial positions in 'big-name' hotels on the island. The village of Kemenuh reaps the benefits of around seventy or eighty percent of the employment impact and of purchases handled, the rest goes to neighbouring villages.

The community is integrated into the product at Sua Bali. From the cookery course, to introductory courses with wood carvers or painters, the programmes offer discussion rounds with local experts on themes such as architecture, medicine, pedagogic, tourism or rice cultivation.

Source: www.studienkreis.org/engl/wettbewerbe/todo/95bali.html (Accessed may 2004)

Box 6: Nusa Dua, Indonesia - local consultation and local training for employment

The Nusa Dua resort in Bali is a 4,500 room 4 and 5 star development aimed at Western tourists and co-financed by the Worldbank and developed and managed by the Bali Tourism Development Corporation (BTDC). As at Sua Bali, community discussions and local staff training are notable. From the outset intensive meetings were held with two neighbouring villages to explain the planned development and discuss the potential advantages/disadvantages for the local population. Through this process, for example, local fishers were granted the right to continue to use their traditional beach spaces for launching and storing their boats by providing pedestrian corridors through the resort. The fishing activities within the resort have since become of considerable interest to tourists staying in the resort.

To provide permanent employment opportunities in the resort, priority for training (and later employment) at the hotel and tourism centre was given to young people living in the villages. Because of their limited schooling, special remedial courses were designed to allow inexperienced youngsters to enrol in the formal training courses, and financial assistance was provided.

Source: World Tourism Organisation (1999) Guide for Local Authorities - Supplementary Volume on Asia and the Pacific, Madrid: World Tourism Organisation

These briefs were produced by the Pro Poor Tourism Pilots (Southern Africa) Programme, as a way to share practical international examples of pro poor actions with programme partners and others. PPT Pilots is a 3 year programme funded by DFID's Business Linkages Challenge Fund, facilitating adoption of pro poor practices by tourism companies in Southern Africa.

There are eight briefs so far in the Business Implementation of Pro-Poor Tourism Series. They cover a diverse range of topics from branding to supply chains and tourism-agriculture linkages. Several rely on material extracted from websites of companies and other organisations, which is provided in good faith but cannot be taken as verification of pro poor impact. The briefs were written by Dorothea Meyer, Caroline Ashley and Clive Poultney (first versions produced May 2004, revised versions uploaded December 2004).

Further programme information and the full set of briefs are on www.pptpilot.org.za. Further background on PPT internationally is on www.propoortourism.org.uk.