

Conservation, Tourism and Value Chains

CI's Institutional Learning Strategy



Background



- **Tourism has provided an economic rationale for government sponsored landscape and wildlife conservation ever since modern protected areas were first established (Runte 1987, MacKenzie 1999).**

Background



- While economic benefits of biodiversity are diffuse and accrue to society in general, financial benefits generally accrue to governments and external entrepreneurs, many of the costs are acute and borne locally (Dixon and Sherman 1990; Wells 1992; Balmford and Whitten 2003)

A Little History

A Little History



- **Phase 1: 1960's / 1970s – mass scale tourism development projects / neo-colonial approach to conservation**
 - Mass tourism projects – Cancun, Mombasa,
 - Establishment of national parks / protected areas in a neo-colonial model (guns and fences)

A Little History



- **Phase 2: 1980's – small scale ecotourism lodges**
 - “Local economic development as a strategy for wildlife conservation and conflict resolution” (IUCN / UNEP / WWF 1980)
 - “Conservation with a human face” (Bell 1987)
 - Major donor investment in “community based” tourism development
 - Socialist business model

A Little History



- **Phase 3: 1990's –integrated rural development projects**
 - Major donor investment in “community based” tourism development
 - Sustainable utilization and equitable benefit sharing enshrined in the Convention on Biological Diversity (2005)

A Little History



- **? Phase 4 ? (now) – Increased interest in “leveraging” tourism for biodiversity conservation with the private sector**

What have we learned?

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- Indirect incentive schemes that attempt to integrate economic development and conservation are a challenge
- At the community level
 - Benefits are few and do not offset individual costs
 - Benefits are too indirect to act as an incentive for conservation
 - As benefits rise, so do aspirations

(Walpole & Thouless, 2005)

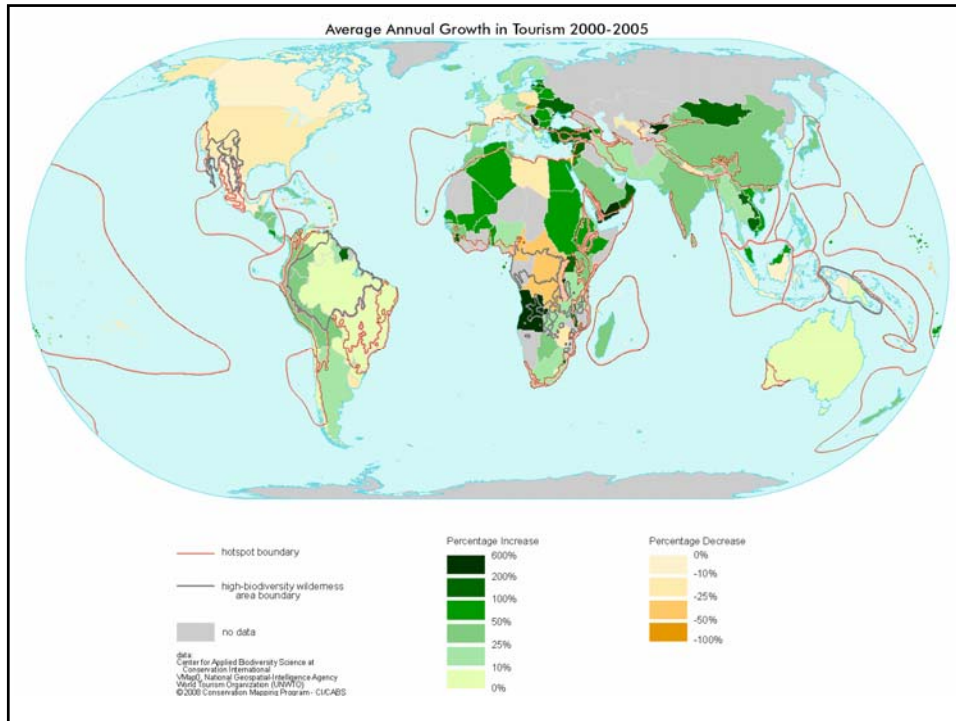
What have we learned?



- Enterprises must generate net benefits for communities
- The Distribution of benefits amongst individuals should take into account variation between individuals the cost of living with wildlife
- A clear understanding of the linkages between the receipts of benefits from conservation and the need to conserve it

(Walpole & Thouless, 2005)

Why work the Value Chain?



The travel industry has been significantly more successful than the “tourism as an economic development / biodiversity conservation” movement in generating economic returns

Because of this success, the principals of sustainable tourism are increasingly being adopted by the mainstream tourism industry

Why work the Value Chain?



- **Engage in tourism in a systematic way**
- **Ensure that the private sector is driving the process**
- **Utilize end-market information to inform upgrading strategies**
- **Diagnose and evaluate constraints and opportunities**
- **Prioritize addressing the key constraints with stakeholders**
- **Design interventions that are both high-impact and sustainable**
- **Develop multi-year strategies with stakeholders to sustain competitiveness**
- **Clearly link tourism activities to conservation efforts**

Key common constraints



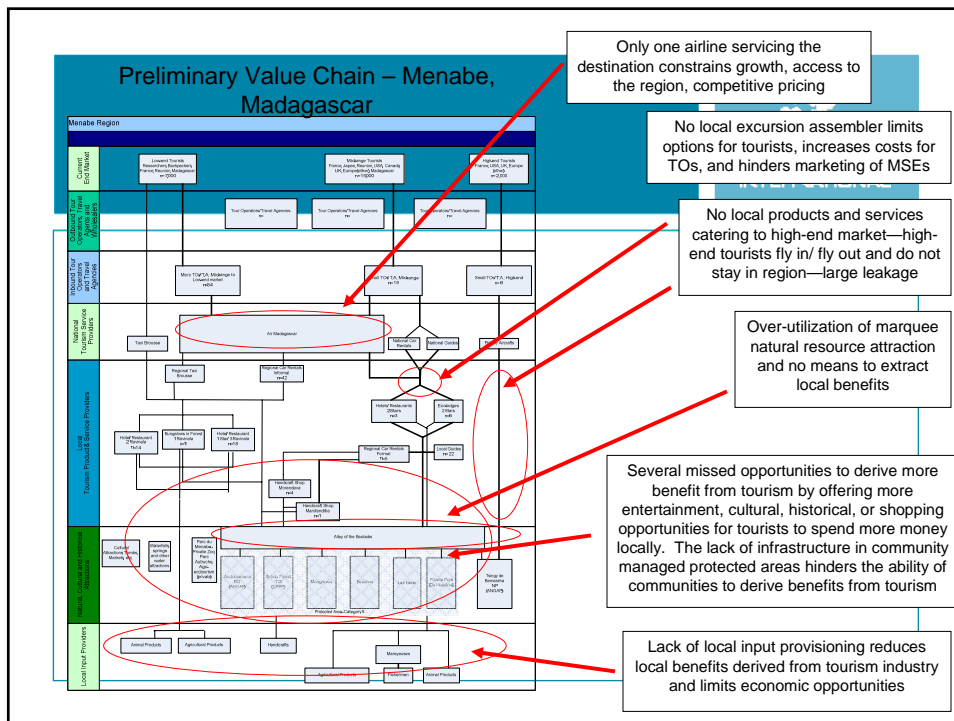
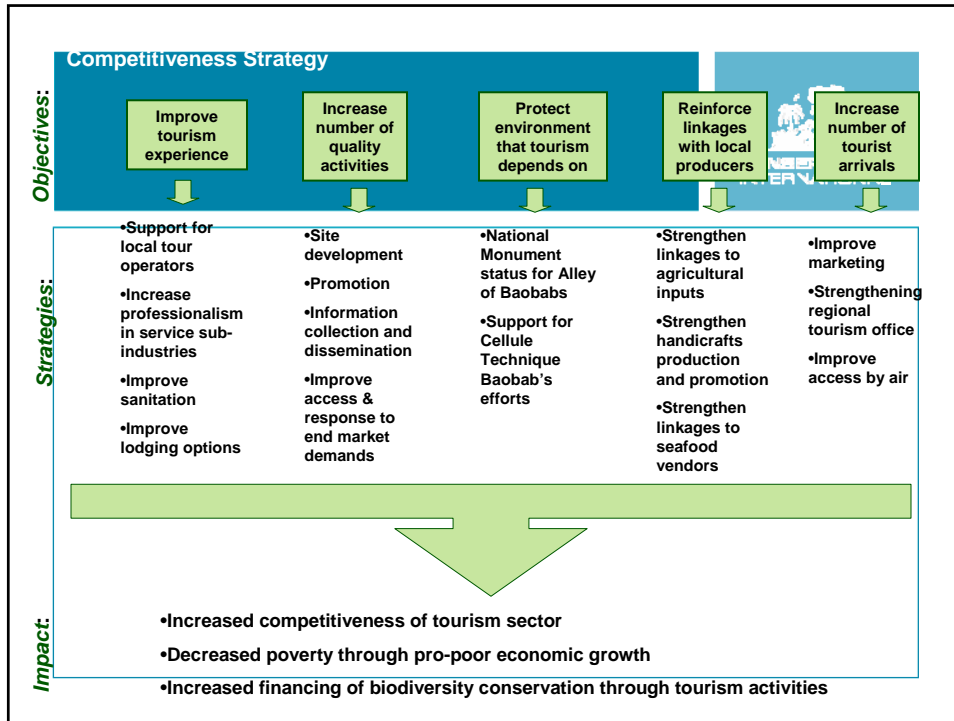
- **Policy constraints (e.g. land tenure)**
- **Lack of / poor links to higher yielding end- markets and tour operators**
- **Short visitor stays at sites/destinations, few benefits retained at sites/ destinations**
- **Poor backward linkages to agriculture, local labor force, other inputs**
- **Lack of appropriate financing options, low-quality financial products and services**

Source: World Bank, IFC, ODI, CI

The Power of End Market Demand



- **Identifying key firm-level activities that create value and a competitive advantage**
- **Learning and innovation sources**
- **Distribution of benefits, and**
- **Incentives for behavior change in the tourism sector**





Thank you!