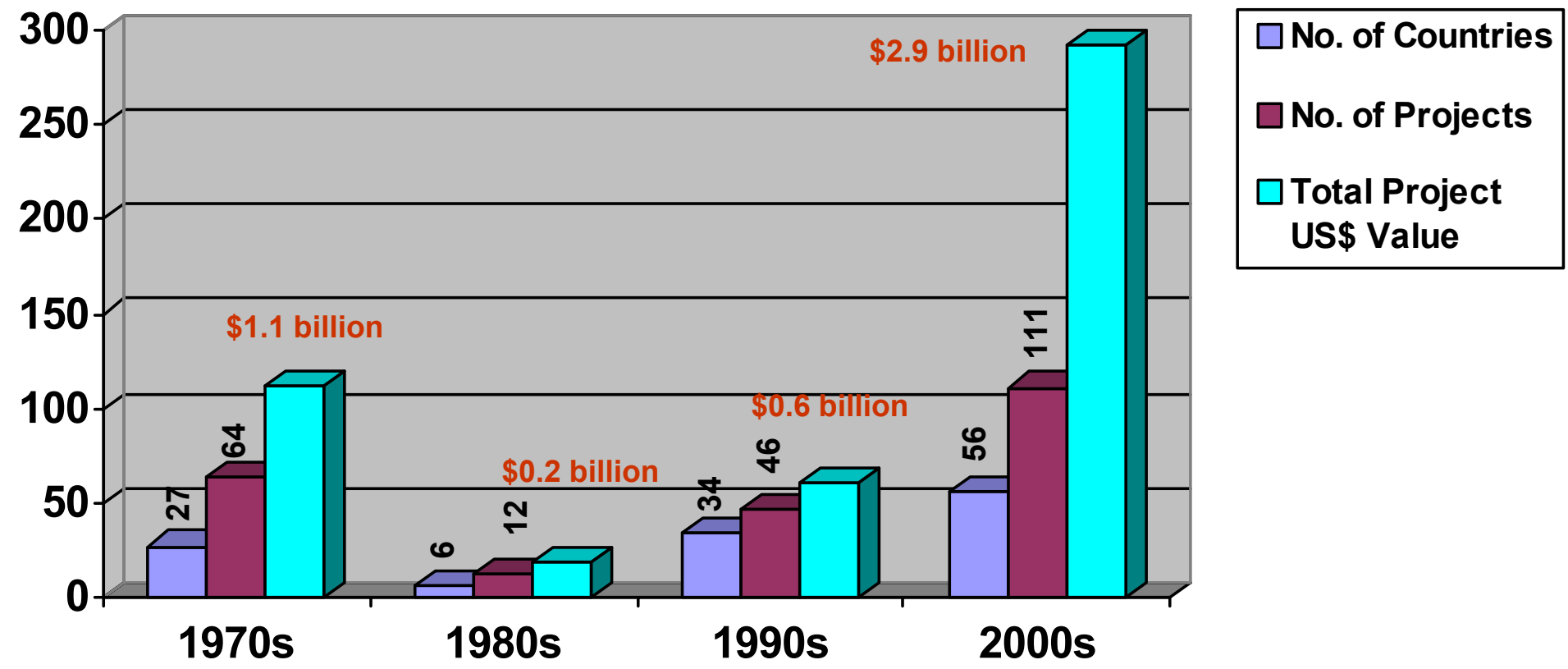


The World Bank Group and Tourism

October 19, 2004

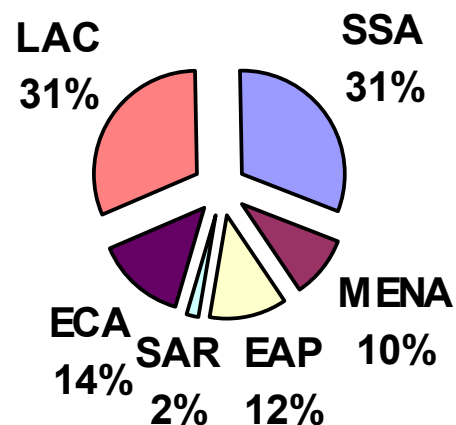
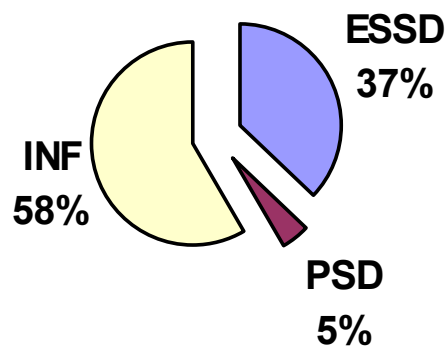
**Richard Scobey
World Bank**

Mistake 1: Dropping the ball...



But we are back...

Institution	Total Commitments (US\$ billion)	Tourism Commitments (US\$ billion)	Tourism Portfolio as % of total
IBRD/IDA	96.3	2.9	3.0%
IFC	13.4	0.5	3.6%
MIGA	5.2	0.2	3.9%
Total	114.9	3.6	3.1%



Mistake 2: Not doing our homework

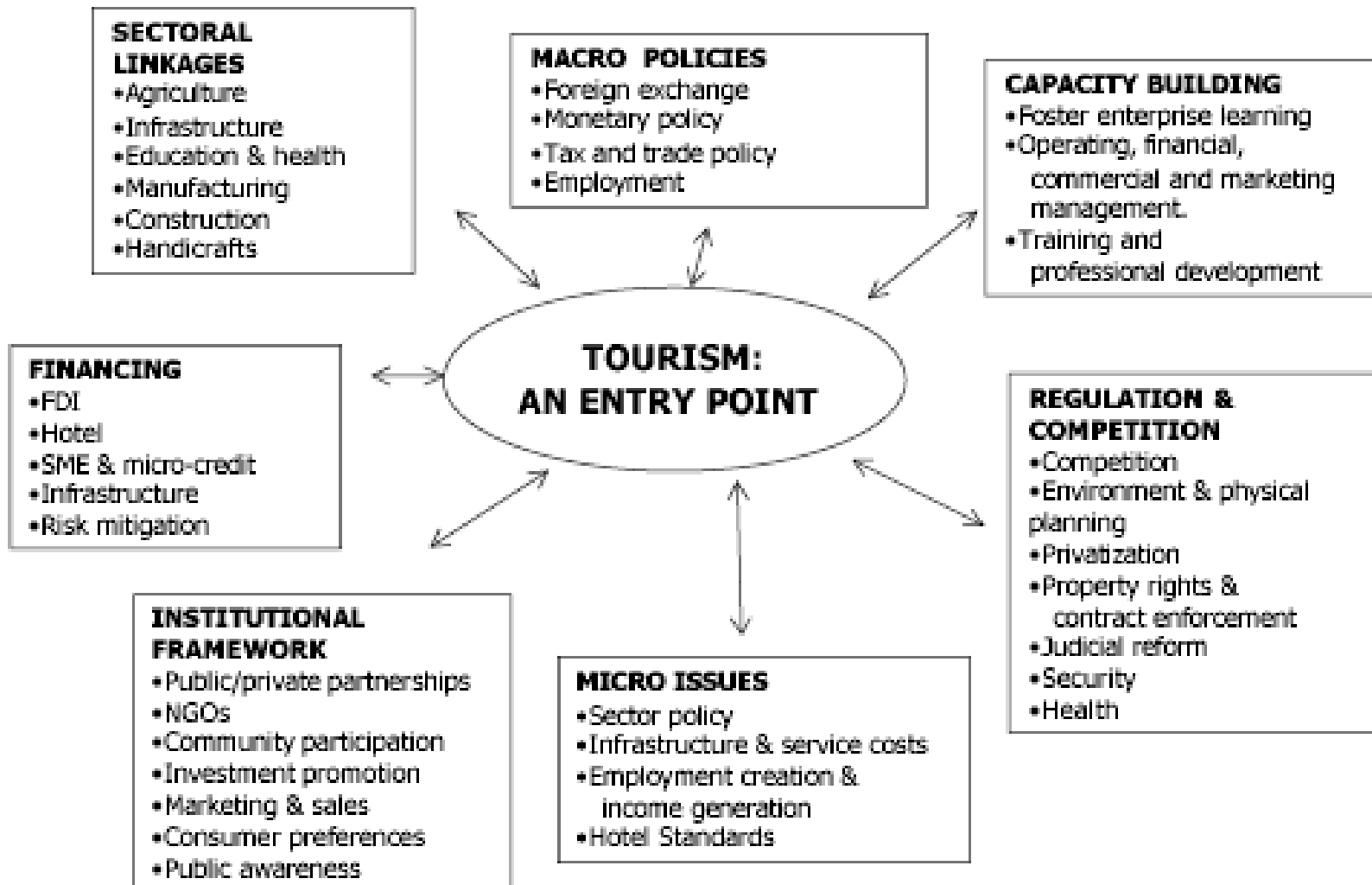
- Creation of GEF in 1991 spurred new generation of investment in conservation and ecotourism
- But many projects lacked sound strategy and analysis
 - Ad hoc and not part of a comprehensive national tourism development program
 - Not based on detailed supply and value chain analysis
 - Focused on public sector with little emphasis on public-private partnerships
 - Did not focus on community development and poverty reduction benefits
 - Lacked meaningful M&E plans to assess impact and results

Stronger focus on strategy and analytics

- Embedding tourism in CAS, PRSP, MTEF
- Analyzing tourism and poverty linkage
- Review of enabling environment for private sector
 - IFC/MIGA Global Benchmarking Program, Investment Climate Assessments, Costs of Doing Business
 - World Development Report 2005 on A Better Investment Climate for Everyone
- Focus on value chain analysis, tourism demand studies, and competitiveness studies
- Support for setting standards and certification
- Shift to multi-sectoral approach in project design

Multi-Sectoral Framework

Chart 3: Tourism as an Entry Point



Mistake 3: Insufficient collaboration

■ Internally:

- Insufficient collaboration and knowledge sharing across Bank Group, departments, and regions
- No central coordination function
- Limited tourism skills and expertise

■ Externally:

- Limited collaboration with partners on financing, good practices, lessons learned
- Limited contribution to global and regional fora

Moving to a new paradigm....

- Integration of tourism into PRSP and national strategies
- Development of partner networks to facilitate learning and knowledge sharing (particularly private sector expertise)
- Donor Harmonization:
 - Best: Development of programmatic approaches at the country level, led by the governments involving all donors in the sector based on common funding pool
 - Second Best: Stronger donor coordination at project level
- Support for global programs (standard setting, certification, statistics) and regional institutions (ie capacity building of NEPAD)
- Development of stronger planning and analytical tools