

Review and analysis of CIIP-funded tourism and tourism-related projects: *What has/has not worked and why?*



Tourism for
Development

Rebuilding Tourism Competitiveness:
from Crisis to Sustainability

CIIP Competitive Industries and Innovation Program

Financed by     

December 2021

Table *of contents*

List of Acronyms	3
Executive Summary	4
Section 1: About this Review	7
<i>Why a review of tourism projects?</i>	8
<i>How was the review performed?</i>	8
<i>Definitions and scope</i>	8
Section 2: Review Insights & Findings	9
<i>Specifics of CIIP tourism projects</i>	10
<i>What works according to CIIP Grant TTLs?</i>	14
<i>What could be improved according to CIIP Grant TTLs?</i>	16
<i>Summary of identified CIIP strengths and weaknesses</i>	18
Section 3: Dynamics in the Tourism Sector	19
<i>Major forces shaping the future</i>	20
<i>Crises represent opportunities</i>	22
Section 4: Conclusion and Key Considerations	23
<i>CIIP's key successes and challenges for tourism development</i>	24
<i>Considering the new realities in tourism development</i>	25
<i>Summary takeaways for future tourism development projects</i>	27
Annex 1	30
<i>List of conducted interviews</i>	30
<i>CIIP tourism projects</i>	31
Annex 2	32
<i>Grant size for CIIP grants (country and global knowledge)</i>	32
<i>Grant size for CIIP country projects</i>	35
<i>Grant size per region (tourism only)</i>	37
Annex 3	38
<i>Thematic focus & grant size per region: ACP vs. non-ACP countries</i>	38
Annex 4	40
<i>Thematic focus per region: ACP vs. non-ACP countries</i>	40
Annex 5	42
<i>CIIP theory of change framework</i>	42

List of Acronyms

ACP	African, Caribbean, and Pacific Group of States
BETF	Bank-Executed Trust Funds
C-JET	Competitiveness for Jobs & Economic Transformation
CIIP	Competitive Industries and Innovation Program
EU	European Union
M&E	Monitoring & Evaluation
MDTF	Multi-Donor Trust Fund
OACPS	Organization of African, Caribbean, and Pacific States
OECS	Organization of Eastern Caribbean States
PPD	Public-Private Dialogue
RETF	Recipient-Executed Trust Funds
SIT	Systematic Inventive Thinking
TA	Technical Assistance
TTL	Task Team Leader

Acknowledgements

This project was led by Louise Twining-Ward and written and researched by Milena Nikolova. The team was supported by Khaleda Atta and Diana Hristova.

This report was produced with CIIP Funding in connection with the project Rebuilding Tourism Competitiveness: from Crisis to Sustainability.

Executive Summary

This review encompasses projects including tourism development components supported by the Competitive Industries and Innovation Program (CIIP) between 2013 to 2020 and is conducted as part of the Tourism Global Engagement project “Rebuilding Tourism Competitiveness: from Crisis to Sustainability” (P174821).

The review included desktop research, interviews with the CIIP team and Task Team Leaders (TTLs) of CIIP projects, detailed analysis of four case study projects and analysis of current tourism industry dynamics.

The desk review found the average size of all CIIP grant budgets is \$416,018 with all country grants averaging at \$453,102. The budget size for tourism projects averaged \$414,674 for all and \$430,849 for country grants with tourism components.

The review found CIIP tourism projects do not have very different characteristics compared to non-tourism projects in terms of focus area, length, budget size, region or project type. Some anecdotal evidence suggests that while success rates of tourism versus non-tourism projects do not differ significantly, tourism projects are more likely to need adjustments of initial project scope as the project evolves. As CIIP grants support larger project design or operation, the impacts of CIIP operations are often difficult to disentangle from the loans they leverage.

The review identified both non-tourism-specific and tourism-specific strengths of the program. Among the non-tourism-specific ones are: ease and speed of accessing funds; TTL control of activities and procurement; the ability to cover TTL time and bank expertise; operational flexibility and ease of scope adjustment when such is needed; and the fact that CIIP resources were supplementary to traditional Bank sources. Among the tourism-specific strengths of the CIIP fund are the sectoral focus, the strong emphasis on knowledge-driven approaches and a market-based philosophy, and favorability to analytics generation. It is also noteworthy that nearly all TTLs described CIIP funds as fundamental to the success of the leveraged loans, suggesting that the opportunity for targeted data gathering, knowledge generation, and stakeholder activation are essential for the effectiveness of the longer-term operations.

Among the non-tourism specific weaknesses are: the variability in reporting of results; inability to disentangle CIIP effects and the effects of leveraged operations; and some early concerns about budget size. Tourism-specific concerns include: challenges with the perception for a large distance between grant outcomes and leveraged project impacts; complexities with tourism indicators; and the limited exchange of knowledge across tourism projects.

Based on the extracted insights, the review formulated a set of recommendations for the CIIP follow-up, C-JET. Among the recommended are:

- A strong emphasis on market-driven approaches;
- The flexibility allowing easy adjustments of projects scopes;
- The formulation of very targeted goals and compact budgets; and
- The continued grounding of tourism development projects on the Theory of Change framework.

Among the recommendations for improvements in the future are:

- Optimizing reporting mechanisms to ease their burden and eliminate variability in reporting styles;
- Ensuring that the M&E frameworks is achievable in the life of the TF-funded activity and not the project it is supporting;
- Creating mechanisms to support the extracting and easy sharing of knowledge created by project teams;
- Offering of specific tools, templates and solutions for tourism development projects; and
- Identifying mechanisms to support in-house innovation in tourism development.

Based on analysis of CIIP experiences and the expected dynamics in the global tourism sector the review formulates a set of recommended considerations for future tourism projects supported by C-JET. They include:

- Stimulate innovation-driven recovery through targeted support for entrepreneurship and new business model creation;
- Support projects with applicable innovation frameworks that can be effective within constrained realities;
- Use specific criteria or sustainability indicators to support tourism development projects that approach sustainability as non-negotiable;
- Consider the incorporation of contemporary (technology-enabled) visitor flow management solutions where relevant;
- Encourage increased capacity of industry stakeholders in addressing gender equality and privilege risks;
- Support projects with tested tools and solutions for economic fairness and equality;
- Support alignment with the new culture of health (safety and wellbeing) with solutions for policy development, capacity building, infrastructure development, etc. that cover tourism workers and local residents as well;
- Support a global knowledge effort to identify and compile current technology solutions for tourism that are likely to work in different destinations; and
- Invest in entrepreneurship and innovation that prioritizes development of technology-based solutions that work in development context.

Summary Takeaways for Future Tourism Development Projects

DOING WELL	<ul style="list-style-type: none"> ✓ Strong emphasis on market-driven approaches ✓ Flexibility of project scopes and enable easy adjustments ✓ Supporting projects with very targeted goals and compact budgets ✓ Grounding tourism development projects on the Theory of Change framework
COULD IMPROVE	<ul style="list-style-type: none"> ✓ Mechanisms for easing the burden of reporting and eliminating variability in reporting styles ✓ Mechanisms and provide support for extracting and easy sharing of knowledge created by project teams ✓ Tools, templates and solutions for tourism development projects

	<ul style="list-style-type: none"> ✓ Mechanisms to support in-house innovation in tourism development ✓ M&E frameworks that are achievable in the life of the TF-funded activity not the project it is supporting
CONSIDER ADDING	<ul style="list-style-type: none"> ✓ Innovation-driven recovery through targeted support for entrepreneurship and new business model creation ✓ Innovation frameworks that can be effective within constrained realities ✓ Specific criteria or sustainability indicators to support tourism development projects that approach sustainability as non-negotiable ✓ Contemporary (technology-enabled) visitor flow management solutions where relevant. ✓ Increased capacity of industry stakeholders in addressing gender equality and privilege risks. ✓ Projects with tested tools and solutions for economic fairness and equality. ✓ Alignment with the new culture of health (safety and wellbeing) with solutions for policy development, capacity building, infrastructure development, etc. that cover tourism workers and local residents as well. ✓ Global knowledge effort to identify and compile current technology solutions for tourism that are likely to work in different destinations. ✓ Entrepreneurship and innovation that prioritizes development of technology-based solutions that works in development context.



Section 1

About this Review



About this Review

Why a review of tourism projects?

This review is conducted as part of the project “Rebuilding Tourism Competitiveness: from Crisis to Sustainability”, which aims to provide the scalable analytical solutions needed to advise clients on if, when, where, and how to facilitate tourism sector recovery. It encompasses projects including tourism development components supported by the Competitive Industries and Innovation Program (CIIP) over the seven years from 2013 to 2020. CIIP is a multi-donor trust funded facility (established in 2013 and closing in 2022) managed by the Markets, Competition and Technology Global Unit at the World Bank that supports the creation of private sector employment by enabling and promoting firm-level competitiveness within and across industries. CIIP is one funding mechanism that has been used to support the development of this work and its impact on new and existing operations across World Bank regions.

The purpose of this report is to present the findings of an analysis of past projects supporting tourism development activities funded by CIIP. The report synthesizes established best practices and lessons learned in ways that can guide activities in tourism sector competitiveness in the future. It also reviews current dynamics in the tourism sector to extract considerations for future development efforts in the sector.

How was the review performed?

The review is based on a systematic analysis of all tourism-related projects supported by CIIP.

This report synthesizes the findings and insights generated through a working process involving several activities:

1. Review of existing CIIP documentation (annual reports, project reports, review reports) with focus on projects covering tourism as an economic sector
2. Interviews with members of the CIIP team
3. Interviews with Task Team Leaders (TTLs) of select CIIP grants with tourism components
4. Detailed analysis of four tourism projects:
 - a) FYR Macedonia Competitive Industries and Innovation Support Program (Non-

- Africa, Caribbean and Pacific Group of States (ACP)CP, partial focus)
- b) Albania Pathways to Jobs Through Tourism (Non-ACP, main focus)
- c) Cluster and Sector Diagnostics in Egypt's Lagging Regions (ACP, partial focus)
- d) Competitiveness for Pacific Possible (ACP, main focus)
5. Analysis of current tourism industry dynamics and their impact on future development efforts

A table with the list of conducted interviews as well as a table with all tourism projects and their TTLs are included in Annex 1.

Definitions and Scope

CIIP tourism projects are projects which include tourism development activities. For some of the projects, tourism is the primary focus of the scope while others cover multiple sectors, including tourism. One global knowledge project in CIIP's portfolio is entirely focused on tourism.

The key questions that guided the work included:

- What types of tourism projects and tourism interventions (focus area, volume, size, region, project type) have been supported by CIIP over the 7 years from 2013 to 2020?
- What is the performance of CIIP grants in ACP countries and how successful are they?
- How does CIIP support to tourism projects compare with CIIP support to other sectors in terms of scope, scale, and results?
- What type of tourism interventions have been most successful in what situations and what can be learned from projects that have not achieved their objectives?
- What feedback do CIIP tourism TTLs have for CIIP administration, project design and project implementation?
- What has been the most efficient and effective use of trust fund resources to support tourism development (global knowledge, self-standing ASA, project preparation of lending operations, etc.)?
- What are the new trends in tourism and how can current and future programs, such as C-JET, better support innovation and sustainable tourism transformation in the future?

Section 2

Review Insights & Findings



Review Insights & Findings

Specifics of CIIP Tourism Projects

CIIP tourism projects can be divided in two main groups: projects for which tourism is a primary focus and projects with a secondary focus on tourism. The first category includes five projects for which tourism is the dominant focus. The latter category includes sixteen projects where tourism is

covered but as a secondary sector of focus. In most cases these are with multi-sector scope covering tourism among others. There are 20 global knowledge projects in CIIP’s portfolio but only one is entirely focused on tourism, which is still in progress (COVID-19 Tourism Policy Assessment: Cases, Impacts and lesson – of which this activity is part).

Table 1: Tourism Projects in CIIP Portfolio

CIIP Grant Categories	CIIP Grants (% of total)	CIIP Grants with Tourism Focus (% of total)
Country projects (total)	52 (72%)	21 (29%)
Country projects (primary tourism)		5 (7%)
Country projects (secondary tourism)		16 (22%)
Global Knowledge	20 (28%)	1 (1%)
Total	72 (100%)	22 (30%)

The average size of all CIIP grant budgets is \$416,018 with all country grants averaging at \$453,102; budget size for tourism projects averages at \$414,674 for all and \$430,849 for country grants with tourism components. The average size of CIIP grants has evolved over the life of the program. Projects in the early years of the program, including some with tourism components, are with larger budgets, several exceeding \$1 Million. After an adjustment of the expected scope and size of applications made by the CIIP leadership, most projects launched after 2016 are with budgets below \$500,000. The change was motivated by the desire to tighten the focus of supported projects and alignment with overall CIIP goals. The average budget size of projects with tourism components is around \$415,000, which is slightly lower than the total average of around \$416,000. The difference in

budget sizes between tourism and non-tourism projects is eliminated (\$434,000), however, when an outlier project with an exceptionally small budget of around \$5,000¹ due to preliminary cancellation of the operation is excluded. The difference between ACP and non-ACP project budgets is also insignificant with ACP country projects averaging at \$465,116 and projects executed in non-ACP countries averaging at \$471,792. Tourism projects executed in ACP countries have average budgets of \$430,849 while those in non-ACP countries average at \$471,792. The average size of CIIP grants focusing only on tourism is a bit lower than the total average at \$309,388 (\$360,066 when the small outlier is excluded). Detailed tables with budgets and different project categories are presented in Annex 2.

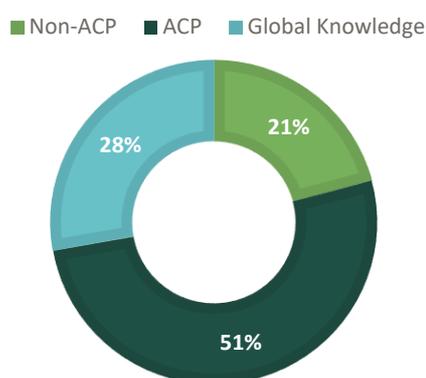
¹ Development of a Core Tourism Dataset for Tonga (\$5,318) executed between 3 April 2015 and 30 June 2016.

Table 2: Summary of CIIP Budget Characteristics

Characteristics	Budget Averages
Average size of CIIP budgets	\$416,018
Average size of country grants	\$453,102
Average size of tourism projects	\$414,674
Average size of country grants with tourism components	\$430,849
ACP country grants	\$465,116
Non-ACP country grants	\$471,792
Projects with exclusive focus on tourism	\$309,388

CIIP tourism projects do not have very different characteristics compared to non-tourism projects in terms of focus area, length, budget size, region or project type (Annex 3). The scope of the projects is mostly dependent on the scope of the larger funding operation that is being leveraged rather than a particular factor associated with tourism. In general, two thirds of tourism projects in CIIP’s portfolio are with national scope while the remaining one third are focused on a particular region or part of the country. National-level projects tend to address higher-level constraints such as policy, competitiveness, public-private dialogue, capacity, etc. while projects with local scope tend to be focused on more operational constraints such as limited availability of products, analytics gaps, etc. There does not seem to be a systematic pattern determining whether the project will have national versus regional focus. This pertains to both tourism and non-tourism projects.

Figure 1: CIIP Grants by Region



The ratio of ACP and non-ACP countries for CIIP overall and for tourism projects is relatively similar and does not reveal any specific patterns. Out of the 52 country-specific projects 15 of them, or 29 percent, are for non-ACP countries. Out of the 21 tourism projects 5, making up 24 percent, are for non-ACP countries.

There does not seem to be a significant difference between the scope and nature of tourism-related CIIP grants in ACP countries and in non-ACP countries. The main factor determining the nature of the work seems to be the importance of tourism for the national economy and more importantly, the level of development of tourism in the country at the time of project execution.

For example, in countries like Albania (non-ACP) and Jamaica (ACP) where there is an active and operational tourism economy, activities are focused on more advanced issues such as development of new products to diversify existing portfolios or capacity building to increase competitiveness of local tourism SMEs. In countries where tourism is non-existent or at earlier stages of development such as Comoros (ACP) or Côte d’Ivoire (ACP) projects are focused on early-stage analytics assessing potential and feasibility of investing in the sector at all.

Some anecdotal evidence suggests that while success rates of tourism versus non-tourism projects do not differ significantly, tourism projects are more likely to need adjustments of initial project scope as the project evolves. Out of ten tourism projects covered in the TTL interviews

only two did not find it necessary to change the initially defined scope with which they applied for CIIP funding. While in some cases changes were driven by specific requests of local government authorities, in most cases changes were necessitated by new factors revealed in the project implementation process.

Many TTLs expressed the opinion that one of the greatest strengths of CIIP for tourism projects is the flexibility to adjust the project scope during implementation. Given tourism's complexities and the little available data in some countries, it is normal to see change of circumstances as the work progresses. The discovery of new facts, insights gained during initial activities, rejection of preliminary assumptions and sectoral dynamics in tourism globally are among the factors that have prompted TTLs to consider scope adjustments (see Example Box 1 for an illustration).

Example Box 1: Adjusting the scope of Competitiveness for Pacific Possible

The original project scope of "Competitiveness for Pacific Possible" (TF0A6197) was defined by the desire to secure consumer analytics to support the development of a lending operation for the entire Pacific Islands region. The aim was to gather in-depth consumer data to understand traveler profiles and behaviors as these were deemed valuable for the efforts planned for the lending operation under preparation. Once the project began execution, the project team established that a combination of restrictive local data privacy regulations and inconsistencies in statistical systems made the execution of the project with a regional scope impossible. The newly revealed complexities prompted the project leadership to reconsider and adapt the scope by narrowing the focus of the planned analysis only on one of the islands (Vanuatu) rather than the entire region. The change of the geographic scope from a regional to a single-island was necessitated by local industry specifics, which could not have been known before the actual field work was launched.

Lessons learned: One of the advantages cited by TTLs of tourism projects is the flexibility of CIIP allowing for such adjustments.

Across CIIP tourism projects interventions can be categorized in two broad groups: 1) data and analytics, and 2) knowledge and stakeholder engagement. The first category includes projects that are focused mainly on data gathering and analyses executed to inform decision making about the design of large loans or about specific activities to be included in already approved loans under defined activity categories. Projects predominantly focused on data and analytics seem to be demanded in countries and regions where there is little or unreliable data, and/or where tourism is at very early stages of development. For example, the project Cluster and Sector Diagnostics in Egypt's Lagging Regions (TF0B1229) was executed in parts of Egypt where there was little previous analysis of the potential for tourism. The project was entirely focused on data and analytics to support strategic decisions about whether tourism should be targeted with future funding.

The second category of projects combines knowledge generation with stakeholder engagement and seems to be preferred for projects where there is an already functioning tourism economy and development efforts are designed to improve its performance. In such context part of the success of the larger loans depends on stakeholder engagement, so CIIP funds are used for workshops, training, study tours, etc. that generate knowledge but also have an activation effect to set the stage for larger initiatives under the subsequent funding.

For example, the project FYR Macedonia Competitive Industries and Innovation Support Program (TF014914) combines market analysis and destination development planning with stakeholder engagement activities such as workshops and trainings. These stakeholder activation components enhance data gathering but also prepare the local industry for the activities to be supported by the leveraged larger EU project. Annex 4 includes a table illustrating this categorization.

Table 3: Data & Analytics vs. Knowledge & Stakeholder Engagement Components in Tourism Projects per Region

Grant Region	Data & Analytics	Knowledge & Stakeholder Engagement
ACP	6	8
Non-ACP	3	2
Total	9	10

As CIIP grants support larger project design or operation, the impacts of CIIP operations are difficult to disentangle from the loans they leverage. The main factor determining the success of CIIP tourism grants is the success of the larger lending operation they are leveraging. Therefore, the tourism projects that can be deemed as less successful are the ones for which a planned larger loan did not happen or where disbursement or implementation was unsatisfactory. This could be due to any number of factors including the political economy and security situation in the country.

In some cases, changed circumstances or new demands of local stakeholders have led to adjustments in the original project scope but these instances are illustrations of agile development rather than lack of success (see Example Box 2 for an illustration). In other cases, the analytical work that was supported by CIIP led to decisions to discontinue support for tourism development or to support tourism with a narrower scope, but these cannot be described as failure because the accomplished work served as evidence-based justification for more effective spending of development funds. For example, the *Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)* (TF015440) originally involved tourism as one of the industries of focus but initial field work revealed that while some long-term potential existed, the conditions were not there yet. Based on this the project leadership decided to focus most of its efforts to other sectors where there was potential for more imminent impact.

Example Box 2: Changing Realities for the Blue Economy in the OECS Project

The original scope of the project Blue Economy in the OECS was shaped by the need to support the design of a Blue Investment Fund as part of the ongoing \$26 million OECS Regional Tourism Competitiveness Project (P152117). A meeting of regional leaders decided against pursuing this fund, so the CIIP grant was modified to focus on how to transition to blue tourism and enhanced digital tourism activities. The new project scope informs the design of the \$52 million pipeline loan (Unleashing the Blue Economy in the Eastern Caribbean, P171833). An important factor in the change is also the disruption caused by the COVID-19 crisis, which has had dramatic effect on the industry realities across OECS countries.

It is natural that longer projects with larger budgets are likely to experience more complications than shorter and more focused projects. TTL interviews suggest that earlier projects with larger budgets and more complicated structures faced more operational challenges than projects with smaller scopes supported later in the life of the CIIP program. TTLs of projects with smaller budgets and more targeted focus cited fewer challenges and expressed more satisfaction with their CIIP experience and have an easier time reporting on results. TTLs of larger projects supported early in the life of the program were satisfied with the outcomes of the activities themselves but tended to cite more issues with administration and reporting of CIIP activities. This may be associated also with the fact that, with the advance of the program, the CIIP team streamlined its own procedures and protocols.

The nature of the activities supported by CIIP tourism projects is determined by the scope and needs of larger loans that are leveraged. Therefore, it is difficult to claim that particular types of activities represent more efficient and effective uses of trust fund resources than others. Almost all TTLs described CIIP funds as fundamental to and defining the success of the leveraged loans suggesting that the opportunity for targeted data gathering, knowledge generation, and stakeholder activation are essential for the effectiveness of the longer-term operations. At the same time, unusual

industry dynamics, such as the disruption caused by COVID-19, call for adaptability and global knowledge generation that brings new insights and level of understanding for the benefit of all tourism development projects.

Sustainability considerations are frequently referred to and discussed in CIIP tourism grant documentation. Sustainable development is part of the fundamental principles of economic development promoted by the World Bank, so it is natural that sustainability is frequently considered in tourism projects in the CIIP portfolio. Tourism projects supported in the earlier years of the program have little connection to current industry concerns such as carbon footprint, single-use plastics, overtourism, etc. but these are topics that must be considered in future tourism development efforts.

While gender issues are not new for the development work of The World Bank as a whole, there are only a few tourism projects in the CIIP portfolio that place equality or inclusion as pillar themes. Out of all tourism projects only three mention gender in project documents at all. Guyana Competitiveness and Diversification Diagnostic (TF0B0497) and Sierra Leone Growth Poles Program (TF015439) cover gender as part of their human capital development activities in ways that are not specifically linked to tourism. Blue Economy in the OECS is the only project that refers to gender equality as an important consideration and principle that should be incorporated in development efforts. Gender equality has become a very important theme in tourism in recent years, so while most projects highlight it as a crosscutting theme, only one of the most recent tourism projects supported by CIIP makes it a primary focus. With the increased sensitivity towards equality and gender, future tourism programs should benefit from the extensive World Bank expertise on this and ensure that all projects incorporate efforts that eliminate inequality.

What works according to CIIP Grant TTLs?

Non-tourism-specific insights

CIIP funding is fast, easy to access and flexible to operate. According to the TTLs interviewed, compared to funds from traditional WB sources, CIIP funding has a less bureaucratic process that

takes little time between the application and availability of funds in case of approval. This makes it an appealing go-to source when TTLs are interested in a targeted and fast effort that is needed to inform a particular decision supporting the design and planning of a larger lending operation or to provide analytics for an issue that has been revealed during the design or implementation process. The relative ease with which CIIP grants are managed is also highlighted by TTLs as an advantage. Compared to other trust funds CIIP is perceived as less demanding and not requiring commitment to an excessive number of meetings. Similar to other trust funds, CIIP is within the control of the TTL offering them the ability to make swift decisions and chose experts to work with. The ability to make adjustments to the original project scope with relative ease is an especially strong advantage of the program.

CIIP funding allows for the use of WB expertise, and covers TTL time without restrictions. The World Bank has a tremendous amount of in-house knowledge and expertise but many traditional funding sources are restrictive when it comes to using internal Bank specialists as consultants on projects. TTLs seem to be especially appreciative of the fact that with CIIP they are not restricted in drawing on World Bank specialists and hiring staff who are very often the best fit for the work that is needed on projects. The ability to cover TTL effort without restrictions is also a great advantage especially when they are working on an innovative approach or unusual solution, which consumes time and effort to craft and test. In most cases TTLs are restricted in terms of their lending operation preparation budget but need these analytics to design the project. In the words of one of the CIIP TTLs:

*“Especially if you want to do something innovative on your project, this comes with a risk of failure and it takes time to work with the client through the new approach. Nobody else covers that time for exploratory work, which can fail but which is needed as sometimes you have to try to find the new ways. **Many innovations at the Bank do not occur because of the high transaction cost of coordination, especially across GPs and across projects because there is a lot of work***

that needs to be done to adapt and coordinate. The heavy lifting falls on TTLs and if TTL time can be covered for such activities, more will be achieved.”

CIIP funding is most often used for two main purposes: to inform the design of larger funding operations and to kickstart activities at the beginning of larger funding operations. In most cases, in both tourism and non-tourism projects, CIIP funding is used for knowledge generation and analytics to support reliable decision making about the design of larger World Bank operations or to detail the specific actions that can help achieve already formulated strategic directions. In some cases, however, TTLs see CIIP grants as a mechanism that activates work around the bigger lending operation after it is already designed and approved. By supporting some specific activities – such as participatory workshops – to engage stakeholders in dialogue, SME trainings and industry surveys, they produce engagement benefits, which serve as facilitating factors for the processes planned in the bigger loan. The following statement of one of the CIIP TTLs is indicative of this advantage:

“The flexibility of the CIIP to allow funding of different types of activities (e.g. analytics, PPD, TA and training) was particularly advantageous for our project. It allowed the team to finance, for instance, (i) stakeholder participation in industry events that led to the identification of regulatory and investment gaps to be addressed by the investment project; (ii) in-situ market assessments and analytical work that directly informed project design; (iii) support to tourism sector PPD that is enduring through implementation of the investment project; and (iv) training of master trainers on entrepreneurship and their embedding in local institutions.”

Tourism-specific insights

The sectoral focus of CIIP is very favorable for projects with a scope that prioritizes specific economic sectors, including tourism. Based on reports from TTL interviews CIIP is one of the few funding sources that favors a sectoral focus. This makes it a preferred source of financing for activities supporting tourism development projects. The priorities of CIIP are often described by TTLs as an

excellent fit for projects involving tourism development efforts.

Tourism development requires careful planning and CIIP funding often secures the much-needed evidence for informed decision making. As a multidimensional sector, tourism is influenced by a complex network of socio-economic factors that require good understanding. As it seems, standard loans do not always include sufficient resources for comprehensive analytics and knowledge generation that are needed for guiding effective interventions. At the same time, in many of the countries where large loans are operated, local stakeholders lack capacity, which represents risks for the quality of the outcomes. CIIP funds allow TTLs to independently undertake necessary analytics or knowledge generation to secure evidence for the most effective decisions. One of the CIIP TTLs shared:

“It is hard to imagine what would have happened with the loan without the development plans CIIP supported. We had the option of picking some of the projects that the government had in the pipeline but that approach was rife with problems and risks associated with the real impact and the manner in which the money would have been spent. Frankly, I would not have been comfortable and would have not agreed to TTL this project without the analytical work of the plans.”

One of the greatest strengths of CIIP funding is the market-based philosophy and emphasis on jobs and investment. Development projects utilizing tourism as a vehicle for economic growth sometimes face challenges with setting up the right market mechanisms that support social and environmental objectives but also remain effective after the life of the project. For tourism to work as a development tool, it needs to support the preparedness industry stakeholders to compete in the real marketplace and meet the actual expectations of customer audiences. This is why the CIIP philosophy and strategic priorities naturally nudge projects to put emphasis on market thinking, which is an important prerequisite for success in tourism development. By framing success around job creation, entrepreneurship, investment promotion and improved services, the program

nudges TTLs to formulate market-oriented project scopes.

CIIP funding is especially crucial when tourism development work is being done in a country with little reliable information and prior experience (such as many ACP countries).

Tourism is a complex sector with multiple linkages to different sectors of the economy and society. While it holds tremendous potential for impact on local livelihoods, its development needs to be guided by evidence-based decision making, which is difficult in environments where there is limited data and knowledge from previous experience. It is also essential to understand that sometimes, even if some potential is present, it may not be feasible to pursue significant investment in tourism development because of the lack of sufficient conditions for returns within a meaningful timeframe. The ability to employ CIIP funds to evaluate potential when there is information scarcity can be crucial in ensuring that development efforts and funds from larger operations are spent efficiently. As the words of one of the TTLs with similar experience reveal:

“Tourism was potentially useful for the economy, but it was not a low-hanging fruit. The country context is hard and complex so when we started dialogue it felt there may be opportunities but hope quickly vanished because the conditions were not there yet even if the assets are... In essence with CIIP we did a tourism scan. It did not go much beyond that but it gave us enough to decide to focus on other sectors. The work helped understand the situation and have a more informed assessment that helps make decisions.”

What could be improved according to CIIP Grant TTLs?

Non-tourism-specific insights

Reported results vary depending on framing, personal communication style and results in leveraged projects. The style of presentation and expressing results, as well as the different formulations used by different project teams, lead to very different reports on results. Part of the variability comes from the different context and nature of the activities of different tourism projects. It is hard to compare the effectiveness of developing

a set of new pilot products to the outcomes of an analytical exercise exploring the potential for tourism of a particular new region. These complications make it very difficult to determine whether variability across projects is associated with presentation in the reports, specifics of the context or the actual impacts of the activities.

It can be difficult to disentangle effects generated by the CIIP-funded activity from the effects of the leveraged operation(s). For CIIP grants, which inform the design of the leveraged operation, success is a little more tangible as it translates into the successful design of a large lending program. In the cases when CIIP activities support components of the leveraged programs that are already in execution, it is challenging to observe and draw conclusions about successes that are limited to CIIP effects. This concern is solved at the late stages of the program when M&E reporting for CIIP activities and leveraged operations are integrated.

Reporting and meeting M&E requirements is a major challenge for CIIP grants. TTLs of projects executed in the early years of the CIIP program commented about the detailed nature of the M&E reports they were expected to submit. Some TTLs faced challenges with submitting M&E information and were approached multiple times for additional data and supplemental M&E reports. There is a sense among the TTLs of earlier projects that, while they felt that the CIIP funds have made unquestionable difference in their work, it was difficult to provide hard evidence of the impact of the work due to its tight connectedness with lending project activities. Earlier grants were also larger and with multiple components, which required more effort in demonstrating alignment with the results framework of the trust fund. Many of these concerns dissolve with later projects after the CIIP administration adapted the M&E processes and enabled reporting that mixed CIIP grant outcomes with the ones of the leveraged project.

Some of the impacts of the grants do not overlap with the set of strategic priorities or goals of the fund, so cannot be easily represented through the CIIP-specific M&E indicators. Among these are practical benefits that TTLs appreciate but cannot be reported. An example is the ability to draw on World Bank experts whose expertise and specific

familiarity with a particular development context can outweigh externally available expertise.

Focused scope and compact budgets seem to make project management easier. Anecdotal evidence gathered during TTL interviews suggests that earlier projects with more complex scopes and larger budgets (over \$1 Million) involved more management complications and reporting challenges. Clear and less complicated focus supported by a more compact budget seems to offer a better balance between management effort and effective results for CIIP grants. At the same time, grants of \$100,000 are associated with a similar administrative burden as \$300,000 grants, so budget sizes should not be too small as this can increase the administrative cost of accessing CIIP funding.

Tourism-specific insights

In many cases demonstrating success of tourism-related interventions along the four primary indicators of CIIP (created jobs, leveraged private investment, supported new firms, improved tourism services) is difficult and depends on the approaches and intermediate steps that have been accomplished. This makes many of the reported M&E results (especially in intermediate reports) very abstract and difficult to assess. Many TTLs highlighted the challenge of claiming job creation effects within the life of the grant, especially if leveraged operations are not considered, as this statement from one of the interviews reveals:

“...it was hard to hit the jobs indicator. We wildly overestimated the report on job creation as it was so hard to track and also it is impossible to be certain that you are influencing it directly. We did not hit the jobs numbers but the work we accomplished was foundational for this so drawing the line between the work we did and indicators like jobs is hard; it is simply not realistic.”

The Theory of Change² (Annex 5) is valued as a results framework guiding grant management decisions, but further specificity would be welcomed. Many TTLs mentioned the value of the Theory of Change framework in helping them organize the big picture interventions and determining priorities. At the same time, they felt that there is significance distance between outputs of the grant and potential impacts of the lending project. That made it difficult for TTLs to define impact indicators and targets at grant approval, or to later report on them. Project leaders recognize the long-term effects of the efforts and understand they will eventually influence competitiveness, sustainability, and inclusivity, but the gap between project actions and the future impacts is sometimes difficult to predict at project closure. More specific intermediate steps would help TTLs to know that processes are unfolding in the right direction.

There is demand for more knowledge and guidance from CIIP to support the execution of tourism development projects. Some TTLs discussed the complexities of the tourism sector and the fact that it could be beneficial to structure and present some of the knowledge generated on CIIP grants in ways that can be used by other TTLs. The experience accumulated during these projects involves a lot of lessons learned, specific knowledge and interesting solutions to unusual development challenges that can be of value, not only for other CIIP grant TTLs, but for the development community as a whole, even beyond the World Bank Group. As one TTL shared:

“Tourism is an unusual sector with specifics and peculiarities. It requires better support and understanding of the specifics that determine success in the long run. CIIP and other funds supporting tourism should think about instruments and knowledge resources they can make available to TTLs to ensure that we have the right tools to help this sector.”

² CIIP Strategy and Interim Business Plan places the theory of change at the core of its results framework connecting prioritized interventions with the pursued long-term prosperity and eradication of extreme poverty: “CIIP’s theory of change holds that the bundling and delivery of support for basic elements of private sector development [...] in an industry context can help accelerate impact. [...] these integrative solutions help to transform financial, institutional, and knowledge inputs into an enabling environment for industry growth. As industries become more competitive and innovative, they attract private investment, spur productivity gains, and generate jobs and social spillovers. In this way, CIIP operations help boost shared prosperity and eradicate extreme poverty.” It further states: “In keeping with CIIP’s theory of change, the following impact indicators are used to assess progress towards the achievement of its high level objectives: Indicator 1 – Gross number of jobs (disaggregated by gender and age cohort) Indicator 2 – US\$ value of private investment leveraged (of which, domestic share) Indicator 3 – Net number of new firms (of which, share headed by women) Indicator 4 – Number of people with access to improved services.” (p.16) 17

The following statement from another interview supported this:

“Maybe CIIP should make the outputs of projects public so they can have bigger impact.

Right now, it is too administratively burdensome to prepare and publish something so people do not do it. CIIP could have a data platform and provide support to make all outputs of projects available.”

Summary of identified CIIP strengths and weaknesses

<p>STRENGTHS</p> <p><i>Non-tourism specific</i></p> <p>Ease and speed of access TTL control of activities and procurement Coverage of TTL time and bank expertise Operational flexibility and ease of adjustment Supplementary to traditional Bank sources</p> <p><i>Tourism-specific</i></p> <p>Sectoral focus Knowledge-driven Market-based philosophy Favorable to analytics generation</p>	<p>WEAKNESSES</p> <p><i>Non-tourism specific</i></p> <p>Variability in reporting of results Inability to disentangle CIIP effects and effects of leveraged operations Concerns in early days about budget size</p> <p><i>Tourism-specific</i></p> <p>Distance between grant outputs and project impacts Indicator complications Limited exchange of knowledge</p>
---	--



Section 3

Dynamics in the Tourism Sector



Dynamics in the Tourism Sector

In addition to extracting best practices and lessons learned from the life of the CIIP, future programs supporting tourism development, such as C-JET and the Multi-Donor Trust Fund (MDTF), should consider the dramatically changed industry context after the COVID-19 crisis. Disrupted by the pandemic and the sustainability crisis, the global tourism sector is at a crossroad faced with significant challenges but also many opportunities ahead. The predicted slow recovery from the current crisis, as well as the growing concerns with sustainability and the climate, gender issues and equality, have changed the market dynamics and demand specifics in the sector. These changes have direct impact on the competitiveness of individual businesses, clusters and entire destination ecosystems so programs that seek to support them should carefully consider the current forces shaping tourism's future.

Major Forces Shaping the Future

1. Disruption and Change

The COVID-19 crisis has triggered by far the most significant disruption in the global tourism marketplace with dramatic consequences for supply chains and human capital. The extended period during which international and national level policies paused most forms of travel has triggered dynamics that are reshaping the sector for the foreseeable future. In addition to pushing a new culture of safety, which requires new investments and operational processes, the sector is experiencing several effects that will represent recovery challenges even when all policy restrictions to travel are lifted. Among them is the fact that the crisis has caused a significant disruption to supply chains because many businesses did not survive the crisis. This means that the ones who remain will need to adjust to new market realities and build new collaborations to restore profitability. A second important effect of the crisis is the loss of talent. Realizing that the crisis will take

time, many workers, entrepreneurs and business owners migrated to other industries, which were less impacted by the crisis and which could offer jobs and income immediately. This means that during its recovery, companies and destinations will rely on less experience, knowledge, and skills than in the pre-pandemic years.

2. Sustainability and Climate

While both destinations and tourism businesses are eager to recover their market positions, there is no question that sustainability and climate concerns are now highly visible priorities. Two factors associated with the current crisis suggest that sustainability will be an integral part of tourism's recovery: industry readiness and consumer attitudes.

Industry Readiness. At the time when the sector was enjoying fast growth and generating appealing profits, it was psychologically unrealistic to expect that even conscious tourism stakeholders would undertake major reforms in the way that they work and manage their businesses or destinations. This explains why the steps towards a sustainability transformation made before the pandemic were very modest.³ The crisis caused dramatic change and forced stakeholders to adapt to different realities and models within an extremely short period of time. Such accelerated demolishing of norms and behavioral models causes shocks and modifies attitudes and perceptions about what is possible. Therefore, many changes that were perceived as radical and impossible, even by the responsibly-oriented destinations and businesses in the Old Normal, now seem within reach.

Consumer attitudes. The COVID-19 pandemic is a shock for consumers who found themselves in dramatically different realities that transformed mindsets. Crises are a time when individuals think about vital life questions and issues⁴ so the post-COVID-19 customer is expected to be more proactive in seeking out sustainable options and adapting shopping and consumer behaviors to minimize their negative footprint and contribution to climate change.⁵ This will have a spillover effect on demand patterns in travel. The accelerated penetration of solutions that respond to these needs

³ Nikolova, M. (2020). Behavioral Economics for Tourism. Elsevier.

⁴ Canvas8 (2021). Pandemic Culture: The extraordinary impact of COVID-19 on consumer behaviour and what it means for you.

⁵ Westbrook, G. & Angus, A. (2021). Top 10 Global Consumer Trends 2021. Euromonitor.

such as filtering travel bottles, carbon footprint calculators, etc. will further push sustainability as an expected characteristic of the tourism product.

3. *Overtourism and Undertourism*

Part of the New Sustainable Normal is the awareness about the threats of uneven spread of tourism activities. While the industry is eager to recover, there is increased awareness of the challenges of unbalanced tourism growth. While some areas within a destination can be under pressure from overtourism, neighboring areas can be experiencing undertourism.⁶ As the pandemic forced more people to explore the outdoors and engage in nature-based experiences, the patterns of pressure changed but the overtourism-undertourism disbalance remains. Before the COVID-19 crisis many of the overtourism hot spots were in urban centers or around specific popular attractions. Now it is the outdoors areas that are experiencing unusual pressure while leading attractions remain empty.⁷

4. *Gender and Equality*

Gender and inclusion. The pandemic was accompanied by accelerated awareness on the issues around gender and equality. This has had impact on considerations regarding the role of women in the tourism sector where they are estimated to form 54% of the workforce.⁸ The high share of women workers and entrepreneurs in the sector comes with two considerations. The first is that the disruption and economic shock triggered by the pandemic have had a disproportionately negative impact on jobs and business leadership positions held by women. At the same time, tourism's potential for advancing the economic

empowerment of women can be magnified by developing and implementing effective gender-equality strategies as part of the recovery efforts.⁹

Economic Inclusion. New equality awareness has activated an industry-wide dialogue around racial justice and biases. This has unlocked different discussions and movements seeking changes in several directions. First, tourism has the potential to impact the livelihoods of communities of different races and origin by generating employment and entrepreneurship opportunities that would otherwise not exist. Second, there is new awareness about the racial attitudes and biases that influence traveler behavior and the existing culture of travel.¹⁰ As the industry looks at recovery, there is increased emphasis on the need to adjust norms to ensure social and economic equity.¹¹ The third change triggered by the new awareness on equity relates to the distribution of economic benefits in tourism and share of traveler spend that stays in the local economy. As some innovation-driven companies are beginning to introduce transparency practices that openly communicate the share of their revenue that stays in the destination, more and more destination managers and local tourism businesses are becoming proactive in demanding economic equity.¹²

5. *Safety and Wellbeing*

The COVID-19 pandemic elevated the importance of health for society and the economy. By demonstrating the fragility of existing societal and business models, especially in sectors such as tourism, the crisis has made it obvious that future resilience can be secured only if health and safety

⁶ Peltier, D. (2019). Travel Megatrends 2019: Undertourism Is the New Overtourism. SKIFT, Feb. 05, 2019; available at: <https://skift.com/2019/02/05/travel-megatrends-2019-undertourism-is-the-new-overtourism/>

⁷ A study conducted in 2020 by the University of Vermont confirms that the pandemic has catalyzed increased demand for activities involving interaction with nature, including watching wildlife (up 64%), taking photos or doing other art in nature (54%), relaxing alone outside (58%) and walks (70%) highlighting that for the majority nature is associated with a greater sense of mental health and wellbeing⁸. As tourism recovers there will be need to employ more proactive visitor flow management approaches to balance tourism growth.

⁸ UNWTO (2019). Global Report on Women in Tourism, Second Edition, UNWTO, Madrid.

⁹ UNWTO (2021). UNWTO Inclusive Recovery Guide – Sociocultural Impacts of Covid-19, Issue 3: Women in tourism.

¹⁰ Heller, C. (2021). Understanding and Navigating Privilege While Travelling. Verge Magazine. Available at: <https://www.vergemagazine.com/21-1/features/navigating-privilege-abroad.html>

¹¹ Taranath, A. (2020). Beyond Guilt Trips: Mindful Travel in an Unequal World. Between the Lines.

¹² Nikolova, M. (exp. 2021). BEHAVIORAL ECONOMICS: The benefits of applying behavioral economics models in tourism context, in A Modern Guide to Tourism Economics, eds. Robertico Croes and Yang Yang, Elgar Publishing (expected Nov. 2021).

are placed at the heart of the recovery efforts. It has demonstrated that there is an integral link between human health, the health of the economy and the health of the planet that requires the adoption of a new “culture of health”, which must be integrated into long term sustainability models.¹³ This will demand the design and adoption of new operational models and protocols that ensure that the wellbeing of customers, workers and local residents is equally considered and taken care of.

With the advancing importance of happiness and recognition of the hidden effects of the pandemic on mental health, the topic of perceived wellbeing (i.e. happiness) is also becoming important for the future of tourism. The COVID-19 crisis has activated a stronger focus on the physical health but also on the mental dimensions of wellbeing. This is building on the increasing understanding that happiness is a pillar of societal success advanced by the growing influence of the World Happiness Report¹⁴ since its launch in 2012. Elevating the importance of wellbeing, both physical and perceived, is natural for an industry driven by people’s desire to engage in experiences that bring rejuvenation and recovery, personal enrichment and self-actualization, reconnection with nature and relationship enrichment – all factors with proven effect on human happiness.¹⁵

6. Technology

The current pandemic has accelerated the development and adoption of technology solutions along the tourism supply chain. Before the COVID-19 crisis, tourism was often accused of not being a fast-enough adopter of current technology solutions, such as digital payments considered as standard in many other service sectors. The pandemic triggered demand for contactless alternatives to everything from payment, check-in and check-out, ticketing, queuing, menu viewing, etc., which accelerated interest in transition to more digital tools. Overtourism concerns have also motivated the fast advancement of technology-

based solutions that support visitor flow management demonstrating the benefits of large-scale, data-driven solutions. The inability to travel and visit favorite places during the pandemic also increased demand for virtual experiences, which were used by tourism companies and destinations to maintain engagement with travelers and fuel desire for future visits. All of these developments are indicative of the growing importance that technology will play a role in the future of tourism.

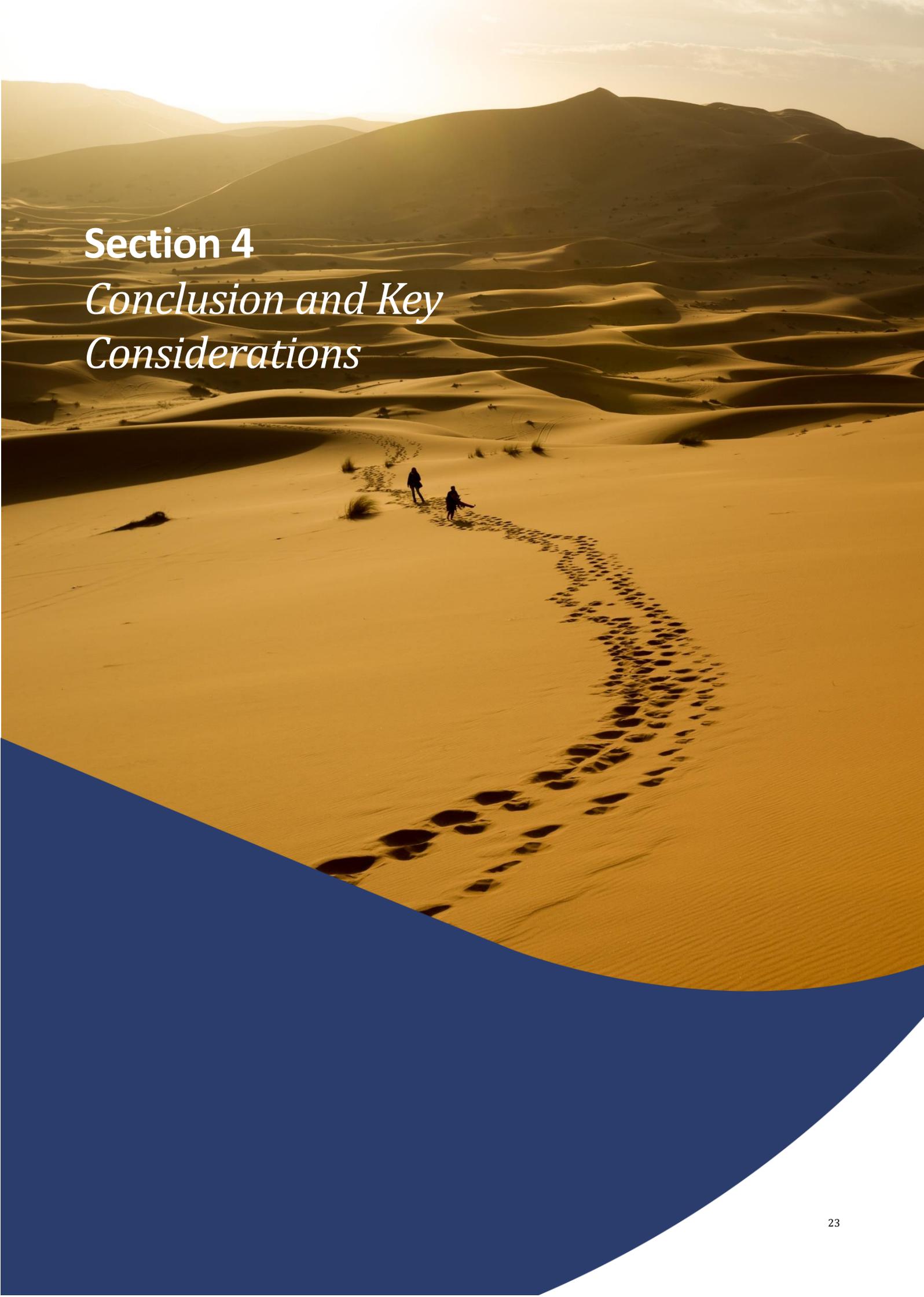
Crises Represent Opportunities

The COVID-19 crisis has demolished a lot of models and supply chains across the tourism industry but this has opened opportunities for new and better alternatives. The need to rebuild the sector means two things. First, the elements of what constitutes competitiveness are changing. The new importance of safety as pillar element of the travel experience requires significant adjustments of previous operational models. Improved management of flows and preventing of overcrowding will be expected not only because it is associated with overtourism but because it is part of the demanded new culture of health. These changes create tremendous opportunities for benefitting from technology solutions that enable optimizations and resolve challenges in new ways. Second, demand for new types of experiences such as outdoor activities and services, products with emphasis on wellbeing effects, etc. represent fantastic opportunities for innovation and entrepreneurship. Third, the changes that the outlined trends are triggering might offer an unexpected advantage to less developed destinations as it will be easier for them to invest directly in new models that are in line with the expected future of the industry. This means that underdeveloped destinations will suddenly find themselves with more potential for benefitting from new trends than established players in the sector, who will have to figure out how to adjust existing physical infrastructure and established models to new and different realities.

¹³ Purcell, W. (2021). Sustainability + Health: Adopting a culture of health to advance sustainable travel & tourism. WTTC & Harvard T.H. Chan School of Public Health Learning Insights Series.

¹⁴ <https://worldhappiness.report/>

¹⁵ Purcell, W. & Nikolova, M. (exp. 2021). The New Sustainability from a Triple to a Quadruple Bottom Line: The case for adding Health and Well-being. WORKING PAPER SERIES: Pursuing Sustainability in the Travel and Tourism Sector. Harvard T.H. Chan School of Public Health. (expected Sept. 2021).



Section 4

Conclusion and Key Considerations

Conclusion and Key Considerations

CIIP's Key Successes and Challenges for Tourism Development

CIIP seems to have been an effective mechanism for tourism development support so the follow-up Trust Funds (TFs) will benefit from adhering to some of CIIP's key strengths. Among them are:

- ✓ Maintaining strong emphasis on market-driven approaches to economic sector development that nudges project teams to keep focus on actions that can realistically close competitiveness gaps.
- ✓ Allowing for flexibility of project scopes and enable easy adjustments when they are justified by change of circumstance, new facts or rejected assumptions.
- ✓ Prioritizing support for projects with very targeted goals and compact budgets focused on the solving of a specific issue rather than complex multi-step scopes that swell the administrative burden.
- ✓ Aligning project budgets and scopes with appropriate management and reporting expectations and achievable and attributable results framework that is realistic in the project timeframe not focused on job impacts that may be many years out.
- ✓ Continuing grounding tourism development projects on the Theory of Change framework and further emphasize the available details around typical solutions for typical constraints that are most often faced by target countries.

Based on the lessons learned from CIIP it is possible to extract some opportunities for improvement for the design and operations for future programs. Among them are:

- ✓ *Considering mechanisms for easing the burden of reporting in ways that alleviates the effort on the side of TTLs without depriving the fund from the data that helps monitor progress and success of the TF-funded activity rather than the project it is supporting.* The step towards integrating

reporting sources for CIIP grants and the bigger lending operations that they are being leveraged was a significant suggested improvement in terms of time and effort. At the same time, if the fund needs to track indicators or processes that are solely associated with its trust fund projects, it should find ways to collect and analyze that information. One possible solution could be to have an in-house person who interviews TTLs to collect information and input it into a desired format instead of having TTLs complete additional forms. This approach will allow for more reliable comparative analyses as the information and reporting formats will be consistent without variations attributed to different professional and personal styles.

- ✓ *Creating mechanisms for extracting and publishing knowledge created by project teams in formats that are easy for sharing with other teams supported by the program as well as the entire World Bank community.* A lot of knowledge is generated by TTLs and their teams through the project execution. It can be of great value for other teams working on programs supported by the fund but also the development community as a whole. At the same time, TTLs do not have the resources or time to go through the process of systematizing learnings into traditional publications. C-JET could develop a mechanism such as a built-in publication team that secures a relatively easy process of extracting experience and lessons learned and publishing them in a collection that is searchable and easy to use.
- ✓ *Providing specific tools, templates and solutions for tourism development projects.* Many TTLs feel that tourism is a complicated sector and that they would benefit from having a set of reliable, tested and applicable development tools and guidance on where to go for tourism expertise. C-JET and other facilities that follow CIIP could work with the Global Tourism Team to ensure links to existing tools, databases of resources and standardized tourism indicators that measure both intermediate and final outcomes. This will ensure that future projects with tourism components are aligned with the most established and current industry

practices in tracking tourism development impacts.

- ✓ *Finding mechanisms to support in-house innovation in tourism development.* Many TTLs are eager to invest time and effort to test adapted or completely new approaches to solving development problems. Such innovation processes require additional time, effort and readiness to accept failure. Given C-JET's focus on innovation it may be powerful to incorporate a mandate for in-house innovation of development solutions themselves. That will be especially relevant in the context of post-COVID-19 recovery as many of the standard models and approaches may be less relevant or inapplicable, and there is need for experimenting with new and unestablished approaches.

Considering the New Realities in Tourism Development

The COVID-19 pandemic has altered realities for tourism development necessitating reconsideration of what areas must be supported to facilitate competitiveness and innovation. The current crisis has caused dramatic disruptions across the tourism industry, which accelerated some trends while curbing others. The new demands for safety and health, and the concerns about climate change and sustainability in general, have altered the dimensions that form quality and competitiveness. The following paragraphs outline some recommendations for future tourism development efforts that should be considered by new Trust Funds design and requirements based on the outlined earlier five forces shaping the future of the travel sector.

1. *How can new TFs respond to Disruption and Change trends?*

Amidst the disruption triggered by COVID-19, tourism development efforts have the opportunity to encourage accelerated innovation processes that will align with the global ambition to build back better. Underdeveloped destinations may end up being at an advantage because they will have more freedom for leapfrogging by creating new models

while established players invest efforts in adjusting within the constraints of already existing models and structures. Development efforts can stimulate innovation-driven recovery through targeted support for entrepreneurship and new venture creation within the demands of the current market realities, i.e., new business models accepting sustainability and human wellbeing as non-negotiable.

Tourism development should be prepared to encourage creative adaptation strategies for destinations that have already existing infrastructure and models shaped around the Old Normal. As discussed earlier, tourism is moving to a New Normal that will cause redundancies in some existing models. While business approaches and operational processes can be adapted, existing physical infrastructure and assets cannot be demolished and rebuilt. This means that many destinations will need help in innovating and reinventing their tourism industries within the constraints of existing structures. Therefore, it may be of value for new TFs to support projects with applicable innovation frameworks that can be effective within constrained realities. An example could be the Systematic Inventive Thinking (SIT) approach that encourages innovation within specific restricted realities.¹⁶

2. *How can new TFs respond to Sustainability and Climate trends?*

Sustainability must be a non-negotiable principle in tourism development. Because many of the target destinations of new TF projects will be with underdeveloped potential, they have a chance to gain additional advantage in the area of sustainability as well. While more established competitors will need to determine how to make their industries more sustainable within the existing infrastructure and models, newer tourism destinations can simply build sustainability into their developing industry. New TFs can use specific criteria or sustainability indicators to support tourism development projects that take the approach of making sustainability non-negotiable.

¹⁶ Boyd, D. & Goldenberg, J. (2013). Inside the Box: A Proven System of Creativity for Breakthrough Results. Simon & Schuster

Making sustainability part of the design is the most effective way of transitioning towards net-positive tourism economies. Among the main reasons behind the slow transition to sustainability practices in the tourism industry is the fact that they rely on the responsibility of travelers. From a human behavior perspective, placing most of the decision burden related to sustainability on the traveler is ineffective.¹⁷ A much more effective approach is ensuring that sustainability is part of the design, or is at least the default option. Given the need to accelerate the sustainability transition of the tourism sector and the opportunity for more radical changes stemming from the current crisis, new TFs can guide supported projects in approaching sustainability as a non-negotiable principle of tourism development.

3. How can new TFs respond to Overtourism and Undertourism trends?

Even as tourism is on hold, the problem with overtourism is still relevant and must be addressed as part of the recovery processes. The sudden changes in demand driven by COVID-19 are indicative of the fact that overtourism is not a problem that is inherent only to developed destinations. The fact that overtourism is not as much about pure volume as about disparities that may surface at any stage of the growth process¹⁸ suggests that it is wiser to take immediate measures to ensure balanced spread of tourism activity rather than put these measures on hold until a later stage. It may be wise to ensure that new TF supported projects consider incorporation of contemporary visitor flow management solutions where relevant. The proliferation of technology applications and market practices that help influence flow patterns makes this less challenging than before the crisis.

4. How can new TFs respond to Gender and Equality trends?

Gender and equality must be part of the new culture of tourism. Gender and equality issues must be proactively addressed by any contemporary

tourism development effort. This has two main dimensions. First, it is important to make local stakeholders aware of potential risks and to enhance their capacity to develop and deliver offerings with equality in mind. Second, local industry stakeholders should be trained to design and deliver offerings in ways that eliminate (or at least minimize) privilege risks. New TF project teams should be equipped with techniques and tools in this direction.

Ensuring that tourism generates fair economic benefits for local stakeholders is part of equality.

A higher share of the traveler spend staying in the local economy translates to fairness in the economic benefits going to local communities. Therefore, new TF projects should pay special attention to equipping local stakeholders with the skills, tools and solutions that ensure that they can maximize on economic fairness and equality.

5. How can new TFs respond to Safety and Wellbeing trends?

Safety and wellbeing are a non-negotiable element of service quality in tourism so any tourism development efforts should ensure that this is accounted for. Sense of safety is a fundamental human need so while travelers visiting developing destinations may be more tolerant towards inconsistency in other dimensions of service quality, they will not be when it comes to their own health. This means that developing destinations must receive very targeted and effective support in ensuring that they have the means and skills to meet the new safety and health standards that are adopted by the industry around the world. New TF projects can ensure that they are supportive of this domain depending on the level at which they are working – policy level, capacity building, infrastructure development, etc.

It is essential to ensure that when it comes to safety and health measures, they must cover tourism workers and local residents as well. Therefore, any efforts in the area of health and safety should encompass not only clientele but ensure that

¹⁷ Nikolova, M. (exp. 2021). BEHAVIORAL ECONOMICS: Getting service providers and travelers to choose sustainable options, in A Modern Guide to Tourism Economics, eds. Robertico Croes and Yang Yang, Elgar Publishing (expected Nov. 2021).

¹⁸ Nikolova, M. (2019). What Does Overtourism really Mean? Published in Adventure Travel News on 7 may 2019. Available at: <https://www.adventuretravelnews.com/what-does-overtourism-really-mean>

employees and service providers are equally as protected. Considering local communities is essential too, especially since in some countries host communities associate the start of the COVID-19 pandemic with international tourists.

6. How can new TFs respond to Technology trends?

Given its strong emphasis on innovation, new TF support should prioritize support for projects that incorporate in development efforts new technology solutions that exist in developed markets. While this may not be possible for some solutions that require the availability of more advanced data or other infrastructure that may be missing in underdeveloped areas, there is a wide availability of solutions that can work and support accelerated advance in developing context. One

possibility is for a new TF to support a global knowledge effort that identifies current technology solutions for tourism that are likely to work in different destinations and make them available for new TF projects to consider through a central hub. A great example for a similar resource is the toolkit for businesses developed by the Scottish Tourism board during the pandemic.¹⁹

Accelerated technology adoption can also be encouraged through targeted support for entrepreneurship and innovation. New TF tourism projects can incorporate activities such as accelerator programs, hackathons, startup competitions, etc. to stimulate the development of technology-based solutions by local entrepreneurs. That may be a good alternative to incorporating existing solutions when these are not directly relevant to the socio-economic realities.

Summary Takeaways for Future Tourism Development Projects

DOING WELL	<ul style="list-style-type: none"> ✓ Strong emphasis on market-driven approaches ✓ Flexibility of project scopes and enable easy adjustments ✓ Supporting projects with very targeted goals and compact budgets ✓ Grounding tourism development projects on the Theory of Change framework
COULD IMPROVE	<ul style="list-style-type: none"> ✓ Mechanisms for easing the burden of reporting and eliminating variability in reporting styles ✓ Mechanisms and provide support for extracting and easy sharing of knowledge created by project teams ✓ Tools, templates and solutions for tourism development projects ✓ Mechanisms to support in-house innovation in tourism development ✓ M&E frameworks that are achievable in the life of the TF-funded activity not the project it is supporting
CONSIDER ADDING	<ul style="list-style-type: none"> ✓ Innovation-driven recovery through targeted support for entrepreneurship and new business model creation ✓ Innovation frameworks that can be effective within constrained realities ✓ Specific criteria or sustainability indicators to support tourism development projects that approach sustainability as non-negotiable ✓ Contemporary (technology-enabled) visitor flow management solutions where relevant.

¹⁹ Scottish Tourism (2020). Scottish Tourism Toolkit: Technology solutions for tourism businesses in a post-COVID-19 Scotland.

- | | |
|--|--|
| | <ul style="list-style-type: none">✓ Increased capacity of industry stakeholders in addressing gender equality and privilege risks.✓ Projects with tested tools and solutions for economic fairness and equality.✓ Alignment with the new culture of health (safety and wellbeing) with solutions for policy development, capacity building, infrastructure development, etc. that cover tourism workers and local residents as well.✓ Global knowledge effort to identify and compile current technology solutions for tourism that are likely to work in different destinations.✓ Entrepreneurship and innovation that prioritizes development of technology-based solutions that works in development context. |
|--|--|



Annexes



Annex 1

List of Conducted Interviews

Interviewee	Interview Date	Project Name	Project Location	Tourism Coverage
CIIP Grants TTLs				
Louise Twining-Ward	26 May 2021	Blue Economy in the OESC	OECS/ The Caribbean	Main focus
Louise Twining-Ward	26 May 2021	GH - Tourism Development Project	Ghana	Main focus
Jade Salhab	27 May 2021	Cluster and Sector Diagnostics in Egypt's Lagging Regions	Egypt	Partial focus
Eneida Fernandes	29 May 2021	Leveraging Growth Poles for Innovation and Transformation	Madagascar	Partial focus
Melissa Metz	1 June 2021	FYR Macedonia Competitive Industries and Innovation Support Program	North Macedonia	Partial focus
Thomas Vis	2 June 2021	Support for Competitive Industries in Jamaica	Jamaica	Partial focus
Nikola Kojuharov	2 June 2021	Competitiveness for Pacific Possible	Pacific Islands	Main focus
Lorenzo Bertolini	2 June 2021	Flagship Transformational Growth, Competitiveness, and Jobs Program	Cote d'Ivoire	Partial focus
Lorenzo Bertolini	2 June 2021	Union de Comoros: Competitiveness and Jobs	Comoros	Partial focus
Kofi-Boateng Agyen	8 June 2021	GH - Tourism Development Project	Ghana	Main focus
Paula Restrepo Cadavid	9 June 2021	Albania Pathways to Jobs Through Tourism	Albania	Main focus
CIIP Team				
Diana Hristova	4 June 2021	CIIP Monitoring and Evaluation (M&E) Specialist	-	-
Khaleda Atta	7 June 2021	CIIP Program Manager	-	-

CIIP Tourism Projects

Grant number #	Country	Project Name	TTL Name
TF0A2816	Albania	Albania Pathways to Jobs Through Tourism	Paula Restrepo Cadavid
TF0A6641	Comoros	Union de Comoros: Competitiveness and Jobs	Lorenzo Bertolini
TF015440	Cote d'Ivoire	Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)	Lorenzo Bertolini
F0A6288	Democratic Republic of Congo	Democratic Republic of Congo - SME Development and Growth Project	Natalia Agapitova
TF0B1229	Egypt	Cluster and Sector Diagnostics in Egypt's Lagging Regions	Mohamed Nada Jade Salhab
TF0A6868	Ghana	GH - Tourism Development Project	Kofi-Boateng Agyen
TF0B0497	Guyana	Guyana Competitiveness and Diversification Diagnostic	Tugba Gurcanlar
TF0A0124	Jamaica	Support for Competitive Industries in Jamaica	Thomas A. Vis
TF0A1569	Kazakhstan	Leveraging Transport Connectivity to Develop Competitive and Innovative Industries and Promote Job Creation along the Center-South Road Corridor in Kazakhstan	Fiona J Collin
TF0A6145	Madagascar	Madagascar CIIP - Leveraging Growth Poles for Innovation and Transformation	Eneida Herrera Fernandes
TF014914	North Macedonia	FYR Macedonia Competitive Industries and Innovation Support Program	Melissa Metz
TF0A0074	OECS	Strengthening clusters through a regional approach: Stimulating investment and jobs through tourism and agribusiness clusters in the OECS	Raha Shahidsaless
TF0B0745	OECS	Blue Economy in the OECS	Esperanza Lasagabaster
TF0A6197	Pacific Islands	Competitiveness for Pacific Possible	Nikola Kojucharov
TF0A6285	Republic of Congo	Republic of Congo Diversification and Competitiveness Program	Lorenzo Bertolini
TF015439	Sierra Leone	Sierra Leone Growth Poles Program	Alexandre Hugo Laure
TF0B0503	Tanzania	Zanzibar Tourism	Yohannes Yemane Kesete Shaun Mann
TF0A7419	The Gambia	The Gambia Competitiveness and Innovation for Inclusive Growth	Farah Dib
TF0A0072	Tonga	Development of a Core Tourism Dataset for Tonga	
TF0A0176	Tunisia	Tunisia Competitiveness Enhancement Unit	Mariem Malouche
TF0B1590	Uganda	Uganda: Mobilizing Private Investments for Jobs	Karen Grigorian

Annex 2

GRANT SIZE FOR CIIP GRANTS (Country & Global Knowledge)

Grant name	Country	Grant Amount
FYR Macedonia Competitive Industries and Innovation Support Program	North Macedonia	\$1,523,456
Innovation Policy Platform	Global	\$932,647
Implementing Industrial Policy - Lessons Learned	Global	\$379,952
Tunisia Sector Competitiveness Diagnostics and PPD	Tunisia	\$786,188
Stimulating investment and jobs through innovative clusters in Russia	Russian Federation	\$417,890
Sierra Leone Growth Poles Program	Sierra Leone	\$993,819
Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)	Cote D'Ivoire	\$1,194,653
Vietnam Regional Competitiveness and Job Creation	Vietnam	\$659,020
Kazakhstan Competitiveness and Economic Diversification	Kazakhstan	\$496,224
Croatia Smart Specialization CIIP Project	Croatia	\$242,934
Ethiopia Competitiveness and Jobs Creation	Ethiopia	\$1,358,364
Georgia Competitiveness and Innovation Project	Georgia	\$454,678
Competitive Cities	Global	\$808,729
Developing Local Industries Connected to Tanzania's Natural Gas Discoveries	Tanzania	\$335,795
CIIP Haiti: Strengthening Competitiveness Implementation Capacities	Haiti	\$1,764,825
Industry-Specific Global Value Chain Analyses	Global	\$664,868
Industrial Policy - Evidence and Impact	Global	\$181,171
Strengthening clusters through a regional approach: Stimulating investment and jobs through tourism and agribusiness clusters in the OECS	OECS Countries	\$574,566
Enhancing World Bank Group Support for Special Economic Zones (SEZs)	Global	\$419,364
Development of a Core Tourism Dataset for Tonga	Tonga	\$5,318
Support for Competitive Industries in Jamaica	Jamaica	\$439,720
Serbia CIIP Competitiveness Project	Serbia	\$470,011
Tunisia Competitiveness Enhancement Unit	Tunisia	\$279,950
Mauritania: Nouadhibou Eco-Seafood Competitive Cluster	Mauritania	\$443,535
Timor Leste - Tibar Bay Master Plan	Timor-Leste	\$165,177
Mobilizing Local Knowledge to Improve Competitiveness Strategies	Global	\$495,471
Experience with Matching Grants	Global	\$74,919

Country Innovation Diagnostic for Competitiveness and Employment creation in ACP, transition and other developing countries	Global	\$434,464
Leveraging Transport Connectivity to Develop Competitive and Innovative Industries and Promote Job Creation along the Center-South Road Corridor in Kazakhstan	Kazakhstan	\$291,979
Albania Pathways to Jobs Through Tourism	Albania	\$113,573
Tanzania Competitive Industries	Tanzania	\$258,238
Upper Egypt Competitiveness Support Project	Egypt, Arab Republic of	\$387,152
Mobilizing Syrian Diaspora for New Markets and Investments for Syrian Refugees	Jordan	\$203,687
Nigeria Competitiveness Support	Nigeria	\$1,187,295
Suriname Investment Climate and Sector Competitiveness Support	Suriname	\$694,391
Kenya Industry and Entrepreneurship CIIP grant	Kenya	\$399,658
Madagascar CIIP - Leveraging Growth Poles for Innovation and Transformation	Madagascar	\$399,270
Democratic Republic of Congo - SME Development and Growth Project	Congo, Democratic Republic of	\$472,500
Competitiveness for Pacific Possible	Pacific Islands	\$360,343
Exporters Capacity Building Impact Assessment	Argentina	\$500,000
Republic of Congo Diversification and Competitiveness Program	Congo, Republic of	\$167,484
Women Entrepreneurs and Crossing Over in Guinea	Guinea	\$261,123
Sierra Leone Competitive Agro processing Project Support	Sierra Leone	\$339,290
Union de Comoros: Competitiveness and Jobs	Comoros	\$249,951
GH - Tourism Development Project	Ghana	\$377,171
The Gambia Competitiveness and Innovation for Inclusive Growth	Gambia, The	\$451,139
Uganda Second Competitive and Enterprise Development Project	Uganda	\$286,637
Ethiopia Competitiveness and Jobs Creation	Ethiopia	\$450,000
Central African Republic: Private Sector Support Services Delivery Design	Central African Republic	\$200,000
GVC-linked FDI in ACP	Global	\$200,000
Fostering women and vulnerable economic operators engagement in the Nouadhibou Free Zone	Mauritania	\$200,000
Somalia MSME Financing Facility and digital services readiness support: SCALED-UP (PP168115) project	Somalia	\$200,000
SME and Technology Adoption Readiness: Malawi	Malawi	\$150,000
Complementary Support to Economic Diversification in Ghana	Ghana	\$200,000
Services-Led Development: Myth or Reality?	Global	\$200,000

Private Sector Digital Platforms: Improving Market Access and Regulations	Global	\$300,000
Zanzibar Tourism	Tanzania	\$200,000
Quality Infrastructure	Global	\$200,000
Technology Adoption in an era of a new industrial revolution: ACP countries	Global	\$400,000
Guyana Competitiveness and Diversification Diagnostic	Guyana	\$250,000
Developing Informed Industry Analytics to Better Inform ACP Operations	Global	\$43,724
CIIP Nacala Corridor Regional Trade Project	Southern Africa	\$350,000
Innovation Support for Business Growth; a toolkit	Global	\$200,000
Blue Economy in the OECS	OECS Countries	\$200,000
Enhancing Private Sector Competitiveness through the Circular Economy	Global	\$150,000
Senegal digital competitiveness: Supporting industrial productivity and inclusion from the adoption of digital technologies	Senegal	\$350,000
Cluster and Sector Diagnostics in Egypt's Lagging Regions	Egypt, Arab Republic of	\$220,000
Guinea Connectivity	Guinea	\$266,000
Private Sector Digital Platforms	Global	\$100,000
Uganda: Mobilizing Private Investments for Jobs	Uganda	\$250,000
Targeted Approaches for Competitive and Green Industries	Global	\$200,000
COVID-19 Tourism Policy Assessment: Cases, Impacts and lessons learned	Global	\$75,000
AVERAGE GRANT SIZE		\$416,018

GRANT SIZE FOR CIIP COUNTRY PROJECTS

Grant name	Country	Grant Amount
TOURISM PROJECTS		
Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)	Cote D'Ivoire	\$1,194,653
FYR Macedonia Competitive Industries and Innovation Support Program	North Macedonia	\$1,523,456
Cluster and Sector Diagnostics in Egypt's Lagging Regions	Egypt, Arab Republic of	\$150,000
Competitiveness for Pacific Possible	Pacific Islands	\$400,000
Albania Pathways to Jobs Through Tourism	Albania	\$113,573
Leveraging Transport Connectivity to Develop Competitive and Innovative Industries and Promote Job Creation along the Center-South Road Corridor in Kazakhstan	Kazakhstan	\$291,979
Tunisia Competitiveness Enhancement Unit	Tunisia	\$279,950
Uganda: Mobilizing Private Investments for Jobs	Uganda	\$250,000
Blue Economy in the OECS	OECS Countries	\$200,000
Zanzibar Tourism	Tanzania	\$200,000
Guyana Competitiveness and Diversification Diagnostic	Guyana	\$250,000
The Gambia Competitiveness and Innovation for Inclusive Growth	Gambia, The	\$456,855
GH - Tourism Development Project	Ghana	\$377,171
Union de Comoros: Competitiveness and Jobs	Comoros	\$250,000
Democratic Republic of Congo - SME Development and Growth Project	Congo, Democratic Republic of	\$472,500
Republic of Congo Diversification and Competitiveness Program	Congo, Republic of	\$225,000
Madagascar CIIP - Leveraging Growth Poles for Innovation and Transformation	Madagascar	\$399,270
Support for Competitive Industries in Jamaica	Jamaica	\$439,720
Strengthening clusters through a regional approach: Stimulating investment and jobs through tourism and agribusiness clusters in the OECS	OECS Countries	\$574,566
Development of a Core Tourism Dataset for Tonga	Tonga	\$5,318
Sierra Leone Growth Poles Program	Sierra Leone	\$993,819
TOURISM AVERAGE GRANT SIZE		\$ 430,849
NON-TOURISM PROJECTS		
Croatia Smart Specialization CIIP Project	Croatia	\$242,934
Ethiopia SME Competitiveness Support	Ethiopia	\$450,000
Ethiopia Competitiveness and Jobs Creation	Ethiopia	\$1,358,364
Central African Republic: Private Sector Support Services Delivery Design	Central African Republic	\$200,000

Exporters Capacity Building Impact Assessment	Argentina	\$500,000
Women Entrepreneurs and Crossing Over in Guinea	Guinea	\$262,500
Mobilizing Syrian Diaspora for New Markets and Investments for Syrian Refugees	Jordan	\$203,687
Upper Egypt Competitiveness Support Project	Egypt, Arab Republic of	\$387,152
Serbia CIIP Competitiveness Project	Serbia	\$470,011
Georgia Competitiveness and Innovation Project	Georgia	\$454,678
Kazakhstan Competitiveness and Economic Diversification	Kazakhstan	\$496,224
Vietnam Regional Competitiveness and Job Creation	Vietnam	\$659,020
Stimulating investment and jobs through innovative clusters in Russia	Russian Federation	\$417,890
Tunisia Sector Competitiveness Diagnostics and PPD	Tunisia	\$786,188
Developing Informed Industry Analytics to Better Inform ACP Operations	Guinea	\$300,000
Senegal digital competitiveness: Supporting industrial productivity and inclusion from the adoption of digital technologies	Senegal	\$350,000
CIIP Nacala Corridor Regional Trade Project	Southern Africa	\$350,000
Complementary Support to Economic Diversification in Ghana	Ghana	\$200,000
Fostering women and vulnerable economic operators engagement in the Nouadhibou Free Zone	Mauritania	\$200,000
Somalia MSME Financing Facility and digital services readiness support: SCALED-UP (PP168115) project	Somalia	\$200,000
SME and Technology Adoption Readiness: Malawi	Malawi	\$150,000
Uganda Agribusiness and Tourism Sector Development Project	Uganda	\$286,637
Sierra Leone Competitive Agro processing Project Support	Sierra Leone	\$339,290
Kenya Industry and Entrepreneurship CIIP grant	Kenya	\$399,658
Suriname Investment Climate and Sector Competitiveness Support	Suriname	\$694,391
Tanzania Competitive Industries	Tanzania	\$258,238
Nigeria Competitiveness Support	Nigeria	\$1,187,295
Timor Leste - Tibar Bay Master Plan	Timor-Leste	\$165,177
Mauritania: Nouadhibou Eco-Seafood Competitive Cluster	Mauritania	\$443,535
CIIP Haiti: Strengthening Competitiveness Implementation Capacities	Haiti	\$1,764,825
Developing Local Industries Connected to Tanzania's Natural Gas Discoveries	Tanzania	\$335,795
TOTAL AVERAGE GRANT SIZE		\$453,102

GRANT SIZE PER REGION (TOURISM ONLY)

Grant name	Country	Grant Amount	Region
FYR Macedonia Competitive Industries and Innovation Support Program	North Macedonia	\$1,523,456	Non-ACP
Cluster and Sector Diagnostics in Egypt's Lagging Regions	Egypt, Arab Republic of	\$ 150,000	Non-ACP
Albania Pathways to Jobs Through Tourism	Albania	\$113,573	Non-ACP
Leveraging Transport Connectivity to Develop Competitive and Innovative Industries and Promote Job Creation along the Center-South Road Corridor in Kazakhstan	Kazakhstan	\$291,979	Non-ACP
Tunisia Competitiveness Enhancement Unit	Tunisia	\$279,950	Non-ACP
AVERAGE TOURISM NON-ACP		\$471,792	
Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)	Cote D'Ivoire	\$1,194,653	Africa
Competitiveness for Pacific Possible	Pacific Islands	\$ 400,000	Pacific
Uganda: Mobilizing Private Investments for Jobs	Uganda	\$250,000	Africa
Blue Economy in the OECS	OECS Countries	\$200,000	Caribbean
Zanzibar Tourism	Tanzania	\$200,000	Africa
Guyana Competitiveness and Diversification Diagnostic	Guyana	\$250,000	Caribbean
The Gambia Competitiveness and Innovation for Inclusive Growth	Gambia, The	\$456,855	Africa
GH - Tourism Development Project	Ghana	\$377,171	Africa
Union de Comoros: Competitiveness and Jobs	Comoros	\$250,000	Africa
Democratic Republic of Congo - SME Development and Growth Project	Congo, Democratic Republic of	\$472,500	Africa
Republic of Congo Diversification and Competitiveness Program	Congo, Republic of	\$225,000	Africa
Madagascar CIIP - Leveraging Growth Poles for Innovation and Transformation	Madagascar	\$399,270	Africa
Support for Competitive Industries in Jamaica	Jamaica	\$439,720	Caribbean
Strengthening clusters through a regional approach: Stimulating investment and jobs through tourism and agribusiness clusters in the OECS	OECS Countries	\$574,566	Caribbean
Development of a Core Tourism Dataset for Tonga	Tonga	\$5,318	Pacific
Sierra Leone Growth Poles Program	Sierra Leone	\$993,819	Africa
TOTAL AVERAGE TOURISM		\$430,849	

Annex 3

THEMATIC FOCUS & GRANT SIZE PER REGION: ACP vs. NON-ACP COUNTRIES

Grant name	Country	Grant Amount	Region
FYR Macedonia Competitive Industries and Innovation Support Program	North Macedonia	\$1,523,456	Non-ACP
Cluster and Sector Diagnostics in Egypt's Lagging Regions	Egypt, Arab Republic of	\$150,000	Non-ACP
Croatia Smart Specialization CIIP Project	Croatia	\$242,934	Non-ACP
Exporters Capacity Building Impact Assessment	Argentina	\$500,000	Non-ACP
Mobilizing Syrian Diaspora for New Markets and Investments for Syrian Refugees	Jordan	\$203,687	Non-ACP
Upper Egypt Competitiveness Support Project	Egypt, Arab Republic of	\$387,152	Non-ACP
Albania Pathways to Jobs Through Tourism	Albania	\$113,573	Non-ACP
Leveraging Transport Connectivity to Develop Competitive and Innovative Industries and Promote Job Creation along the Center-South Road Corridor in Kazakhstan	Kazakhstan	\$291,979	Non-ACP
Serbia CIIP Competitiveness Project	Serbia	\$470,011	Non-ACP
Tunisia Competitiveness Enhancement Unit	Tunisia	\$279,950	Non-ACP
Georgia Competitiveness and Innovation Project	Georgia	\$454,678	Non-ACP
Kazakhstan Competitiveness and Economic Diversification	Kazakhstan	\$496,224	Non-ACP
Vietnam Regional Competitiveness and Job Creation	Vietnam	\$659,020	Non-ACP
Stimulating investment and jobs through innovative clusters in Russia	Russian Federation	\$417,890	Non-ACP
Tunisia Sector Competitiveness Diagnostics and PPD	Tunisia	\$786,188	Non-ACP
AVERAGE NON-ACP		\$465,111	
Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)	Cote D'Ivoire	\$1,194,653	ACP
Ethiopia SME Competitiveness Support	Ethiopia	\$450,000	ACP
Ethiopia Competitiveness and Jobs Creation	Ethiopia	\$1,358,364	ACP
Central African Republic: Private Sector Support Services Delivery Design	Central African Republic	\$200,000	ACP
Women Entrepreneurs and Crossing Over in Guinea	Guinea	\$262,500	ACP
Competitiveness for Pacific Possible	Pacific Islands	\$400,000	ACP
Developing Informed Industry Analytics to Better Inform ACP Operations	Guinea	\$300,000	ACP
Uganda: Mobilizing Private Investments for Jobs	Uganda	\$250,000	ACP
Senegal digital competitiveness: Supporting industrial productivity and inclusion from the adoption of digital technologies	Senegal	\$350,000	ACP
Blue Economy in the OECS	OECS Countries	\$200,000	ACP

CIIP Nacala Corridor Regional Trade Project	Southern Africa	\$350,000	ACP
Zanzibar Tourism	Tanzania	\$200,000	ACP
Guyana Competitiveness and Diversification Diagnostic	Guyana	\$250,000	ACP
Complementary Support to Economic Diversification in Ghana	Ghana	\$200,000	ACP
Fostering women and vulnerable economic operators engagement in the Nouadhibou Free Zone	Mauritania	\$200,000	ACP
Somalia MSME Financing Facility and digital services readiness support: SCALED-UP (PP168115) project	Somalia	\$200,000	ACP
SME and Technology Adoption Readiness: Malawi	Malawi	\$150,000	ACP
Uganda Agribusiness and Tourism Sector Development Project	Uganda	\$286,637	ACP
The Gambia Competitiveness and Innovation for Inclusive Growth	Gambia, The	\$456,855	ACP
GH - Tourism Development Project	Ghana	\$377,171	ACP
Union de Comoros: Competitiveness and Jobs	Comoros	\$250,000	ACP
Sierra Leone Competitive Agro processing Project Support	Sierra Leone	\$339,290	ACP
Democratic Republic of Congo - SME Development and Growth Project	Congo, Democratic Republic of	\$472,500	ACP
Republic of Congo Diversification and Competitiveness Program	Congo, Republic of	\$225,000	ACP
Madagascar CIIP - Leveraging Growth Poles for Innovation and Transformation	Madagascar	\$399,270	ACP
Kenya Industry and Entrepreneurship CIIP grant	Kenya	\$399,658	ACP
Suriname Investment Climate and Sector Competitiveness Support	Suriname	\$694,391	ACP
Tanzania Competitive Industries	Tanzania	\$258,238	ACP
Nigeria Competitiveness Support	Nigeria	\$1,187,295	ACP
Timor Leste - Tibar Bay Master Plan	Timor-Leste	\$165,177	ACP
Mauritania: Nouadhibou Eco-Seafood Competitive Cluster	Mauritania	\$443,535	ACP
Support for Competitive Industries in Jamaica	Jamaica	\$439,720	ACP
Strengthening clusters through a regional approach: Stimulating investment and jobs through tourism and agribusiness clusters in the OECS	OECS Countries	\$574,566	ACP
Development of a Core Tourism Dataset for Tonga	Tonga	\$5,318	ACP
CIIP Haiti: Strengthening Competitiveness Implementation Capacities	Haiti	\$1,764,825	ACP
Developing Local Industries Connected to Tanzania's Natural Gas Discoveries	Tanzania	\$335,795	ACP
Sierra Leone Growth Poles Program	Sierra Leone	\$993,819	ACP
AVERAGE NON-ACP		\$453,102	

Annex 4

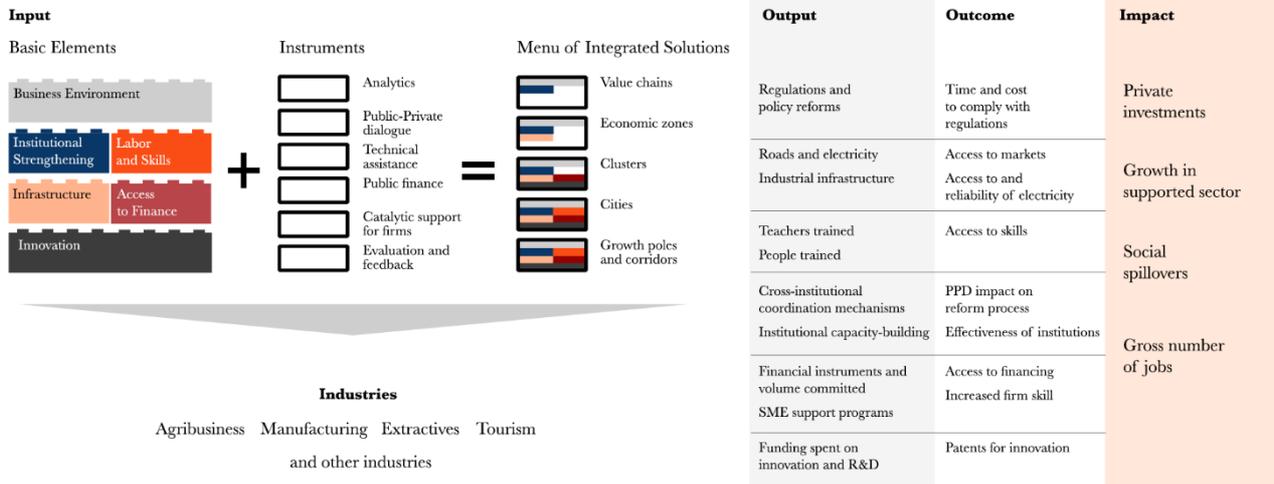
THEMATIC FOCUS PER REGION: ACP vs. NON-ACP COUNTRIES

Grant name	Country	Region	Scope
FYR Macedonia Competitive Industries and Innovation Support Program	North Macedonia	Non-ACP	Knowledge and stakeholder engagement
Cluster and Sector Diagnostics in Egypt's Lagging Regions	Egypt, Arab Republic of	Non-ACP	Data and analytics
Albania Pathways to Jobs Through Tourism	Albania	Non-ACP	Knowledge and stakeholder engagement
Leveraging Transport Connectivity to Develop Competitive and Innovative Industries and Promote Job Creation along the Center-South Road Corridor in Kazakhstan	Kazakhstan	Non-ACP	Data and analytics
Tunisia Competitiveness Enhancement Unit	Tunisia	Non-ACP	Data and analytics
Cote d'Ivoire: Flagship Transformational Growth, Competitiveness, and Jobs Program (Phase I)	Cote D'Ivoire	Africa	Data and analytics
Competitiveness for Pacific Possible	Pacific Islands	Pacific	Data and analytics
Uganda: Mobilizing Private Investments for Jobs	Uganda	Africa	Knowledge and stakeholder engagement
Blue Economy in the OECS	OECS Countries	Caribbean	Knowledge and stakeholder engagement
Zanzibar Tourism	Tanzania	Africa	Knowledge and stakeholder engagement
Guyana Competitiveness and Diversification Diagnostic	Guyana	Caribbean	Data and analytics
The Gambia Competitiveness and Innovation for Inclusive Growth	Gambia, The	Africa	Knowledge and stakeholder engagement
GH - Tourism Development Project	Ghana	Africa	Knowledge and stakeholder engagement
Union de Comoros: Competitiveness and Jobs	Comoros	Africa	Data and analytics
Democratic Republic of Congo - SME Development and Growth Project	Congo, Democratic Republic of	Africa	Data and analytics
Republic of Congo Diversification and Competitiveness Program	Congo, Republic of	Africa	Knowledge and stakeholder engagement
Madagascar CIIP - Leveraging Growth Poles for Innovation and Transformation	Madagascar	Africa	Knowledge and stakeholder engagement
Support for Competitive Industries in Jamaica	Jamaica	Caribbean	Knowledge and stakeholder engagement

Strengthening clusters through a regional approach: Stimulating investment and jobs through tourism and agribusiness clusters in the OECS	OECS Countries	Caribbean	Knowledge and stakeholder engagement
Development of a Core Tourism Dataset for Tonga	Tonga	Pacific	Data and analytics
Sierra Leone Growth Poles Program	Sierra Leone	Africa	Knowledge and stakeholder engagement

Annex 5

CIIP Theory of Change Framework





Tourism for Development

Rebuilding Tourism Competitiveness:
from Crisis to Sustainability

