
Case Studies



1. Australia: Strategies leading to practical tools
 2. Bulgaria: National Ecotourism Strategy and Action Plan
 3. Costa Rica: Commitment supported by certification
 4. Egypt: Red Sea Sustainable Tourism Initiative
 5. Ghana: Community based tourism initiative
 6. Mexico: Agenda 21 for tourism in Mexico
 7. Kaikoura (New Zealand): Sustainability of a small community
 8. South Africa: Tourism White Paper and subsequent initiatives
 9. Calvià (Spain): Local Agenda 21 and resort rejuvenation
 10. Scotland (UK): Tourism and Environment Forum and Green Tourism Business Scheme
-

Australia:

Strategies leading to practical tools

Pioneering work on the development of ecotourism and sustainability, with a focus on quality, based on the development of strategies and a practical mechanism to link tourism and conservation

Tourism is big business in Australia, employing around 7 per cent of the workforce. As a long haul destination, it cannot rely on strategies of price or convenience to grow its markets, but rather on offering quality authentic and enriching experiences—currently referred to as ‘Platinum Plus’. The country’s natural and cultural heritage resources are a key part of that experience.

This case study describes some of the policies and instruments that have been used over time to develop tourism based on these resources and to underpin its sustainability. It looks initially at the pioneering ecotourism strategy at a federal level and some of the actions that stemmed from this, and then takes Queensland as an example of the practical development of policies and actions within one state.

Initial approaches in planning for ecotourism and sustainability

Australia’s National Tourism Strategy, in 1992, highlighted the need for sustainable tourism development and a more balanced approach to economic, social and environmental issues. At that time, the government believed that an overall policy framework for the development of ecotourism would contribute significantly to achieving sustainable tourism in natural areas. The National Ecotourism Strategy that followed (1994) provides one of the earliest and most successful examples of planned and supported development of ecotourism, which has been replicated elsewhere.

The strategy was produced after a year-long consultative process that raised awareness of many of the issues of sustainability. The first stage was the development of an Issues Paper, which was used to stimulate discussion at a series of well publicized workshops held around the country. A call for public submissions was also made through advertisements in major newspapers. The workshop outcomes and 149 written submissions helped form the draft Ecotourism Strategy, which was circulated to all participants in the process. A further 103 follow up responses were used to refine the document in conjunction with further consultation with relevant government agencies at both the state and federal level.

The strategy advocated and supported the promotion of commercially viable and sustainable ecotourism, through the use of integrated regional planning and natural resource management tools. Emphasis was placed on sustainable infrastructure, effective monitoring and relevant education. There was a strong call for more ethical and responsible marketing, rigorous professional standards, and the involvement of indigenous Australians in all aspects of development and delivery.

A key to its success was the allocation of significant, dedicated funding (AUS\$10 million), largely made available through competitive grants, thereby ensuring action.

The grants were primarily focused on:

- Infrastructure development (innovative design and technologies plus site hardening through signage, boardwalks and wildlife viewing platforms).
- Baseline studies, monitoring and regional ecotourism planning.
- Four central research and education themes—energy and waste minimization, ecotourism education, business development and market research.

Notable tangible outputs from this funding included: an ecotourism certification programme (described below); research publications into ecotourism profiles; a directory of Australian ecotourism educational opportunities; visitor awareness videos for inbound flights; a community ecotourism planning guide; several publications on private sector waste and energy management practices; and integrated regional planning and business development conferences and workshops.

The strategy together with these grants strengthened established collaborative networks and a sophisticated ecotourism industry that continues to position Australia as one of the world's leading ecotourism providers. With the vast majority of parks under the jurisdiction of state governments, the national strategy actively encouraged states to develop their own specific plans and policies (see Queensland example below).

The Australian Government's AUS\$235 million Tourism White Paper, launched in December 2003, reconfirms the importance of sustainable development to the ongoing prosperity of the tourism industry, but places it more in the context of broader regional and rural development processes and support. In terms of sustainability, a focus is placed on: strengthening quality and capability through national accreditation and consolidation of tourism certification programmes; developing niche markets and products; supporting tourism development within indigenous communities; and building partnerships between tourism enterprises and protected areas. The White Paper was based on extensive consultation, with creative use made of the Internet and emails to elicit response.

Evolving approaches to certification

Following the National Ecotourism Strategy, seed funding was provided for a certification programme for enterprises (the NEAP or National Ecotourism

Tourism operations on the Great Barrier Reef require careful management
Photo: Tourism Queensland



Accreditation Programme), a system that has been led and developed by the industry. Rather than covering all types of tourism, it is limited to ecotourism, as it was felt that there was a particular need to ensure that tourism in fragile natural or cultural environments was definitely sustainable, and that the ecotourism could be an exemplar of sustainability that could act as a mentor to the rest of the tourism industry. The criteria include elements essential to sustainability such as: environmental impact, contributions to conservation, working with local communities, cultural sensitivity and returns to local communities.

Some important points about NEAP (now called the EcoCertification Programme), which is administered by Ecotourism Australia, include:

- Awards, given to individual products, such as tour programmes or accommodation units, rather than enterprises. In 2004, the programme included 414 certified products belonging to 179 operators.
- Anecdotal evidence but no proven research that participants have strengthened their environmental and social management because of the programme.
- The application document gives practical recommendations, contacts and details of courses. The process of assessment has often involved assessors or NEAP Panel members providing informal training and advice.
- As there was unwillingness by enterprises to pay for a fledgling programme, costs had to be kept low, so it was based largely on self-checks with limited on-site auditing. As the program has grown and become more successful, it is demanding a higher degree of rigour through introducing more regular on-site auditing.
- The programme is broadly self-sufficient in terms of day-to-day running, but has relied heavily on external funding and support for marketing, promoting to enterprises, and the auditing and judging processes, especially from state governments (notably Queensland).
- Take up of the programme has been considerably strengthened by certification becoming a condition for enterprises to attain, or be favoured for, other benefits, notably preferential access or extended tenure for operating in protected areas (imposed by Western Australia for example).

As result of the White Paper's emphasis on the delivery of quality experiences, Australia has been giving considerable weight to voluntary certification programmes throughout the tourism industry as a way of strengthening quality. There is a focus not just on provision of facilities against standards, but on business fitness and economic sustainability, such as evidence of legal compliance, basic business planning, marketing plans, human resource management, good operational management systems and risk management strategies.

The EcoCertification Programme has been modified to take account of these wider criteria. Other environmental certification programmes, such as the Green Globe 21, are also active in Australia. Green Globe 21 has led initiatives to coordinate environmental standards with the quality 'star' programmes through collaboration with the Australian Automobile Association. The majority of mainstream and sector-specific tourism certification programmes now include basic environmental and sustainability criteria.

Influencing tourism in protected areas and indigenous communities

With much of the tourism industry dependent on Australia's unique natural and cultural heritage, much of the concern about sustainable tourism in federal policy documents has focused on the relationship between tourism interests and protected area and heritage management.

The Australian Government report, *Pursuing Common Goals: Opportunities for Tourism and Conservation*, released in July 2003, examines the relationship between tourism and protected area management and concludes that there is substantial potential to develop ventures that will grow tourism while improving environmental protection.

Many Indigenous communities are located within national parks and world heritage areas or on lands still in a natural state and with high scenic attraction. Accordingly, park management processes and environmental regulations are likely to have a disproportionately higher impact on Indigenous tourism.

The *Pursuing Common Goals* report identified—through case studies and discussions with stakeholders—that there is a lack of small business skills in indigenous communities, as well as limited product development and poor linkages to existing tourism systems. The report indicated that Indigenous Tourism products and businesses are underdeveloped and that even where indigenous culture is a prime reason for the existence of a protected area and where tourism appears to be developed, more indigenous experience could be added.

The Business Ready Programme for Indigenous Tourism is a Tourism White Paper initiative, designed to assist existing and start-up Indigenous Tourism businesses to develop the business skills and knowledge specifically required to establish and run a commercially viable tourism operation.

The Tourism and Conservation Initiative is also a key element of the Tourism White Paper, aimed at facilitating the development of nature-based tourism attractions while increasing Australia's capacity to protect and conserve the environment. The Tourism and Conservation Initiative aims to encourage an integrated approach to planning tourism and conservation developments and increase the range and scope of innovative tourism centres that will significantly improve protection and presentation of eco-systems.

Funding of AUS\$4.6 million will be available over three years to:

- Support Tourism and Conservation Partnerships that stimulate regionally significant nature-based tourism and conservation.
- Conduct research aimed at product development and economic evaluation of park tourism.
- Improve park systems and regulations to engender partnerships between protected area managers and tourism operators.
- Develop a tourism and conservation agenda.

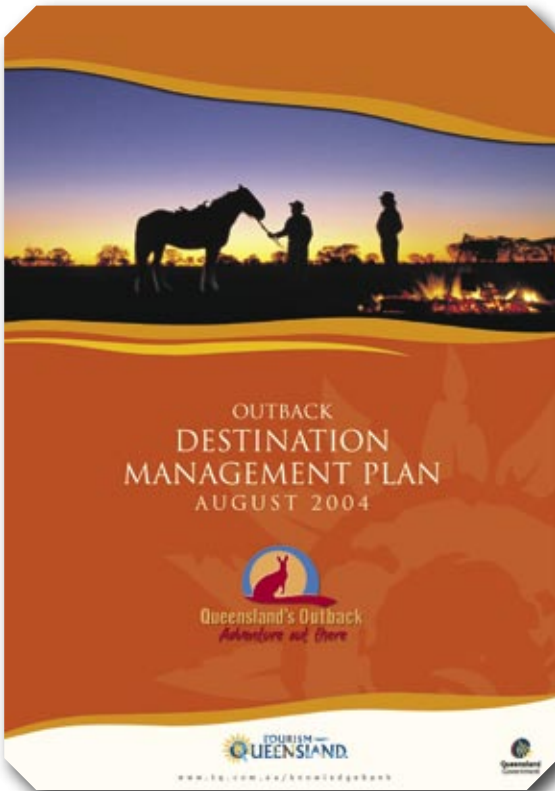


Skyrail - an EcoCertified attraction

Photo: Tourism Queensland

Queensland's approach to practical delivery

Queensland is a state that has been particularly active in the development and management of ecotourism, and extending this to concern for the sustainability of tourism as a whole. The Queensland government has introduced practical initiatives that underpin sustainability, some of which are presented below.



Integrated management planning at the local level

Effective political and technical structures. The Growing Tourism Strategy has been developed by the State government to provide a 'whole of government approach' to strategic tourism planning, policy and development. The strategy involves key government bodies in its implementation, with coordination facilitated by an across-agency Chief Executive Officer's Committee, and identified tourism contacts in each agency. Industry is involved through a Tourism Industry Consultative Forum. At a technical level, within Tourism Queensland a dedicated unit was established to cover tourism sustainability.

The Queensland Ecotourism Plan. This state level plan, following on from the National Ecotourism Strategy, is seen as a living plan with frequent updates and has been supported by many practical implementation measures, including training workshops and the distribution of a range of self-help manuals.

Support for sustainability certification. The EcoCertification Programme has been strongly supported by Tourism Queensland over the years. This has been through small grants towards the running of the programme, on-site auditing, etc., and also through adding value to participating enterprises by linking them in to major marketing benefits and to the protected area concessions process.

The Tourism in Protected Areas Initiative. Reflecting the issues raised federally, a new participatory relationship has been forged between the Queensland Parks and Wildlife Service and the tourism industry. The initiative has fostered the development of a new and more effective, efficient and equitable system of managing sustainable tourism in Queensland's protected areas. Key elements of the new system, which also provides for greater input from traditional owners, include: collaborative site planning, long term agreements, a market based fee structure and a range of other performance based measures including accreditation.

Local destination planning. Recognizing that effective tourism development and management occurs at the local destination level, Tourism Queensland has established a framework and support for integrated destination management. In each of the twelve tourism regions across the State, Destination Management Plans have been developed which provide a framework for enhancing industry coordination, strengthening partnerships, coordinating stakeholder interests, and providing industry leadership.

Bulgaria:

National Ecotourism Strategy and Action Plan

Influencing national and local thinking on the sustainability of tourism by thorough consultation on a far reaching plan, with associated instruments

Bulgaria is a small country with a considerable natural and cultural heritage. The importance of ecotourism planning was recognized as a result of the development of a National Biological Diversity Conservation Strategy and increasing political support for protected areas and a national ecological network. There was a clear need to create opportunities for economic growth and higher living standards for local communities around protected areas in ways that would also strengthen local support for conservation, and contribute to sustainable development in rural areas in general.

Ecotourism has been defined in Bulgaria as tourism that is based on nature, rural life and associated cultural sites and events. It includes an interpretative experience, benefits conservation and local communities (particularly the rural population), and is based primarily on locally owned, small-scale enterprises.

The 1990s saw numerous attempts to develop ecotourism in local communities across Bulgaria. Most of these initiatives, however, lacked clearly defined relationships with the local and protected area institutions; were not associated with any standards or regulation of tourist use or impact; were often pursued by people with insufficient knowledge skills and resources; and were unprofitable as a result of lack of coordinated marketing effort.

International, national and local partners working together

The development process was initiated by three ministries—Environment and Water; Economy (which includes tourism); and Agriculture and Forests. They formalized their joint support for ecotourism by signing a Cooperation Protocol underpinning their commitment to the implementation of the strategy. The process was supported by four international development assistance agencies—USAID, UNDP, the World Bank and the Swiss Government agency.

Working at both local and national levels was crucial to the process, with each level informing the other. This included:

- Local pilot initiatives in the Rila and Central Balkans national parks, based on participative planning exercises that led to the formation of two ecotourism partnerships/associations, including the parks, local authorities and local enterprises. This formed a model and also created a groundswell of interest, which spurred the national approach.



Discussing the Regional Ecotourism Action Plan for the Central Balkans

- Establishment of a National Ecotourism Working Group that included the above three ministries, national, regional and local tourism associations, conservation NGOs and the Foundation for Local Government Reform (FLGR).
- Holding of a sizeable National Ecotourism Forum which included input from a range of international bodies and experts.
- Setting up of six thematic working groups at national level covering information technology, product development and marketing, funding and financial mechanisms, enterprise development, institutional development, and regional development.
- Dividing the country into 12 ecotourism-destination regions based on landscape types and clusters of protected areas and cultural sites, and then working at a local level with a range of partners to establish regional associations and prepare 12 regional ecotourism action programmes.



The whole process, which took two years, was characterized by extensive stakeholder participation and consultation, and national and local interaction. Two consultation drafts of the national strategy were produced before it was finalized. The national strategy provided a basis for the regional action programmes and the regional associations, in turn, provided significant input to the creation of the resulting national ecotourism action plan. In total, over 400 individual and group meetings were held and 800 different institutions and organizations were involved, including 140 municipalities.



Some important elements of the approach included:

- Comprehensive research into the domestic market for ecotourism, including quantitative surveys to measure the percentage of the population with a potential interest in ecotourism, detailed focus groups to find out more about motivations and expectations, and interviews with tour operators.
- Considerable effort to stimulate local interest and support, including posters and widespread dissemination of the summary of the strategic framework and a 'questions and answers' brochure.
- Seeking extensive media coverage through 18 regional and 4 national press conferences which generated 120 features in the press and broadcasting media.



Key elements of the strategy and action plan

The National Ecotourism Strategy spans a 10 year period, with the Action Plan developed to cover the first 5 years. Both the strategy and action plan are very comprehensive and will therefore be challenging to implement. If successful, however, they will make a significant difference to tourism in Bulgaria and to conservation and sustainable rural development.

Colourful posters and press coverage encouraged public participation and interest

The following aspects of the strategy and action plan stand out:

- Institutional development. This includes strengthening of the National Ecotourism Working Group as a multi-stakeholder body responsible for



Mountain landscapes in south-west Bulgaria

overseeing the implementation of the plan and its annual review and update, as well as development of a Federation of Regional Tourism Associations ensuring that local issues are reflected in national policy, providing support and assisting coordination.

- Clustering and networking. The strategy puts a lot of emphasis on gaining strength and impact through networking between enterprises and mutual support between tourism and other sectors at a local level—introducing a concept of competitive clusters.
- Ecotourism business development and marketing. There is considerable emphasis on providing business support through structured advice and training, financial assistance packages, well targeted promotion, quality assurance schemes and branding. The action plan contains some specific product development programmes such as a network of eco-lodges.
- Information management. This includes the development of product databases, regular visitor surveys, and identifying and disseminating best practices.

Developing instruments to support implementation

A number of instruments to support sustainability were developed in parallel with the preparation of the strategy and action plan. These included:

- A guidance manual for ecotourism product development.
- The awarding of prizes for best practice, which also helped to generate interest and publicity.
- A system of indicators to measure the success and impact of ecotourism products, tested in two destinations.

The process also stimulated two important changes to legislation to enable more revenue to be raised from enterprises and visitors to support the environment. The ability to award contracts to small tourism operations in protected areas was established, so that income can be obtained from the contract and management

conditions can be enforced. Secondly, the law relating to local government was changed so that revenue from tourism taxes remains in the municipality and has to be used for tourism related infrastructure.

The strategy and action programme provides a vital framework for securing further funding from the European Union and other sources, as well as a dedicated budget from government. In addition, some specific funding mechanisms for ecotourism enterprise development and associated projects include a Trust Fund (the National Trust Eco Fund and associated Protected Areas Fund), which attracts external donor money, and the Ministry of Environment's National Environmental Enterprise Fund. The latter acquires resources from environmental taxes on fuel, pollution, etc. A component (€1 million per year) is specifically earmarked for ecotourism and protected area management.

Other instruments which are to be developed under the National Ecotourism Action Plan include:

- Capacity building structures at a local level, in the form of business growth centres.
- The establishment of guidelines on limits of acceptable change and acceptable use for protected areas and cultural monuments.
- A process of synchronization of relevant legislation to reflect the strategy.

Mainstreaming the approach

Although this is a strategy and action plan for ecotourism, it is widely accepted that tourism in Bulgaria needs to become more sustainable generally. When launching the ecotourism strategy, the Prime Minister said that it pointed the way towards a sustainable tourism strategy for Bulgaria.

Ecotourism in Bulgaria is not seen as something entirely separate from mass tourism and of no interest to larger operators—rather, it is seen as a way of diversifying the tourism product and providing a basis for transforming the image of Bulgarian tourism. Concepts and approaches developed within the ecotourism sector can be used to address tourism more broadly.

Steps that have been taken to strengthen the impact of the ecotourism strategy on tourism and sustainable development generally, include:

- Placing the National Ecotourism Working Group within the National Tourism Council.
- Making it conditional on municipalities that they take the ecotourism strategy into account in preparing regional and local plans. This is particularly important for funding, as decisions on the spending of future EU money will depend on priorities in these local plans.
- Integrating ecotourism into the work of Regional Tourism Associations.
- Involving the influential and respected Foundation for Local Government Reform at key stages in the formulation of the strategy and action plan.
- Seeking to pave the way for ecotourism and sustainable tourism in the wider Balkans region, including close involvement with the Regional Environment Centre.

Costa Rica: Commitment supported by certification

A country with a longstanding emphasis on ecotourism and sustainability in its approach to tourism markets and products, supported by one of the best established certification programmes and other government led activities

Costa Rica covers just 51 thousand square kilometres but is one of the most richly biodiverse countries in the world. It receives more than one million international tourists per year. The Costa Rica Tourist Board describes the country's strengths as: impressive scenic beauty, a consolidated system of protected areas, social and political stability, high educational levels and an efficient infrastructure and services.

Costa Rica has taken the decision, as a society, to support sustainable development, especially in tourism. General policies articulated in the national tourism development plan (2002–2012) start with the statement that: *'The concept of sustainability will be the fundamental axis of tourism activity and will be considered as the main factor characterizing the national tourism product.'* Moreover, the country is promoted under a slogan which resonates with green sentiment - *'Costa Rica – No Artificial Ingredient'*.

Ecotourism and market awareness lead to a commitment to sustainability

Costa Rica's commitment to sustainable tourism started in the realm of ecotourism. This followed a common pattern—innovation by private individuals followed by strong government support once the benefits for the country become clear.

Red macaws - wildlife is a primary attraction of Costa Rica



The first ecotourism businesses and private nature reserves were established by biologists and conservationists who had studied Costa Rica's diverse flora and fauna. These businesses were governed from their inception by a strong conservation and social ethic, and they became the models upon which the rest of Costa Rica's ecotourism industry was built. Because of the success of the founders, late-coming businesses often followed the environmental and social lead of the original models.

Another factor that stimulated this approach was the recognition of market opportunity. The tourist board and the traditional business leaders of the tourist industry came to realize the importance of the environment in determining Costa Rica's market position. The country's visitors generally engage in a varied series of experiences that include ecotourism, combined with a visit to a volcano and with conventional beach and city activities. Because the primary motivator for visiting Costa Rica is its reputation as a natural destination, large conventional hotels and tour operators now often implement sound environmental and social practices. Ecotourism and the sustainability of wider forms of tourism have become complementary. It has been good business for the country.

As a younger generation of business leaders developed policy, sustainability criteria became mainstream concepts, in government and industry. Even now, however, promoters of conventional mass tourism exert political influence, although they too have adopted sustainability criteria in their project portfolios.

Tourism strategy and planning

Costa Rica's tourism master plan for 2002–2012 is entirely based on using the principles of sustainable development for the sound expansion of the country's tourist industry. In this plan, preservation, conservation, ecotourism, and conventional yet sustainable tourism to beaches and cities maintain their existing complementarity.

Subsidiary zoning and regulatory plans for several of the larger tourist zones of the country have now been developed down to a 1:20 000 scale, based on sound use (or preservation in other cases) of natural resources for tourism and other activities. These plans are now being integrated into ecotourism management plans for protected areas, and an effort is being made to encourage local governments to convert the plans into binding zoning regulations for private land.

It is too soon to tell whether the sustainable tourism master plan for the country will be fully implemented and enforced. There is a large gap between stated policy and legally binding regulations. In part, this is because Costa Rica's constitution and legislation give wide latitude and freedom to do business in any legitimate form. There is also recognition that it is easy to legislate, but difficult and often impractical to enforce regulations. Finally, there is reluctance, on the part of local governments, to establish legally binding zoning regulations—perhaps because of the high cost of establishing zoning over a large area for the first time, perhaps because of political opposition to establishing limits on permissible construction. Although it is government policy to promote sustainable tourism and ecotourism, there is in fact little government support for sustainable businesses versus conventional ones, because it is in most cases illegal for the government to offer preferential treatment.



Two important tools through which the government can exert influence on business are described below. These may combine with consumer demand for environmental good behaviour to make it easier for businesses to comply with government policy.

Finca Rosa Blanca, a top rated country hotel under the CST certification

Certification for Sustainable Tourism (CST)

One of the few legally permissible instruments for discriminating between sustainable and conventional businesses is certification through the government-sponsored CST programme.

CST was developed by the Costa Rican Tourist Board in response to the perception, in the early 1990s, that it was becoming increasingly necessary to distinguish tourist businesses that were truly conserving natural resources and protecting their cultural milieu from those that claimed to do so, but were actually damaging both the environment and the social fabric of their communities. The businesses that claimed to be ‘green’, but were not, were perceived to be a direct threat to Costa Rica’s enviable market position as one of the world leaders in ecotourism and environmentally sensitive conventional tourism. The certification programme was developed by the Tourist Board, rather than private industry or environmental organizations, because the government was among the first to sense the danger of an erosion of Costa Rica’s market position and because of enlightened leadership and advanced technical skills amongst its staff.

The CST programme was designed to reward businesses that are both socially and environmentally responsible, while maintaining a high level of consumer satisfaction. The certification instrument consists of 153 questions covering four basic areas: biological and physical surroundings, physical plant, external client, and socio-



The Certification for Sustainable Tourism emblem

economic context. The questions are designed to be self-evident in intent, so that the business owner can do an initial self-evaluation and then improve the characteristics of the business, without the need for outside consultants. The certification standard emphasizes easily measured performance criteria, rather than environmental management systems, although there are a few process-based requirements. This structure allows a business to bring itself into basic compliance rapidly and inexpensively, and auditing is straightforward and also rapid.

Certification is awarded by an independent commission to those businesses that have been shown, upon external audit, to comply with certain minimum mandatory criteria, as well as achieving a minimum score of 20 per cent in **each** of the four basic areas. Further compliance allows the business to achieve up to five levels of CST, indicated by leaves (parallel in concept with one to five stars for quality). However the business is rated by the lowest score in each of the four areas, a strong motivation for added attention to the weakest areas. To reach the fifth level of CST (five leaves), a business must score at least 95 per cent in all four areas. Only two businesses in Costa Rica have accomplished this (out of 49 certified by mid 2004).

The development and continued operation of CST have depended on collaboration between the Tourist Board, the principal business school, the National Institute for Biodiversity, the National Chamber of Tourism, academic institutions, and environmental organizations.

CST has had a salutary effect on Costa Rica's tourist industry, as it establishes a set of credible, objective criteria for sustainability. Those businesses that have been certified and have made an effort to improve their rating, have become fervent promoters of sustainable practices. Because the certification instrument effectively promotes exemplary environmental and social practices, certified businesses have tended to improve their performance in these areas in a noticeable way.

The scheme has been led by government. Strengths, partly as a consequence of this, include:

- Government support enabling certification to be free of charge to businesses.
- High technical and ethical standards, making it one of the best in the world.
- The establishment of an independent accreditation body with wide representation.
- Official recognition and use in marketing Costa Rica.

However, fewer businesses have been certified than might be expected. This may also reflect on government involvement, with some bureaucratic inertia, inconsistency following political changes, and weak promotion to businesses and tourists.

Work with protected areas and private reserves

Another legally permissible mechanism available to the government for supporting sustainable tourism businesses is the payment for the environmental services offered by private nature reserves. More than half of all private reserves in Costa Rica offer some form of ecotourism, and these (along with those that do not) are entitled to receive annual payments for protecting biodiversity, scenic beauty, and water production, as well as reducing the emission of carbon dioxide that would result from deforestation.

The private reserves that are officially registered are also entitled to protection from squatters and exemption from land taxes. Although several studies have shown that the primary motivating factor for the owners of private reserves is the wish to conserve, not monetary considerations, the income and incentives offered by the government, together with modest income from ecotourism, have allowed the landowners to continue to conserve their land in a natural state, most often tropical rainforest. Without the combination of incentives and tourist income, much of this land might be deforested.



Furnishings at Lapa Rios ecolodge (CST certified) made from local materials such as cane and bamboo

Ecotourism is also now seen by the government of Costa Rica as a key tool for financing protected areas independently of the national budget. The most common types of protected areas in Costa Rica are national parks, which are wholly owned by the government. Only non-essential services, such as parking, visitor centres, and souvenir shops can be offered in concession to the private sector. These have been offered by competitive bidding to local conservation or community organizations, which often subcontract the operation to successful businesses. In addition, the Interamerican Development Bank has agreed, in principle, to pay for ecotourism infrastructure in the national parks and some other protected areas, as long as the income is reinvested into the operation and protection of the park.

Certain categories of protected areas, such as wildlife refuges and forest reserves, usually have mixed public and private ownership. In these cases, it is legally permissible to offer aspects of the management of the protected area in concession to an environmental or community organization, but this has been done in only one case. This mechanism is considered too politically sensitive to implement on a wider scale, lest it create the impression that the government is 'privatizing' protected areas.

Egypt: **Red Sea Sustainable Tourism Initiative**

A comprehensive approach to coastal planning and management involving zoning of areas and the introduction or strengthening of a range of instruments to encourage developers and operators to embrace sustainability

Tourism is the largest source of foreign exchange earnings for Egypt, contributing almost 12 per cent of GDP including indirect effects, though many sources estimate its share at around 15 per cent. It is one of the most dynamic sectors of the economy, generating large numbers of jobs, with at least 8 per cent of all jobs connected to tourism. Despite erratic tourism trends in the Middle East, due to the region's turbulent affairs, incoming tourists increased in number by over 20 per cent in two years, exceeding an all time record of 6 million visitors in 2004.

Antiquities provided the primary source of visitor attraction to Egypt until the early 1980s. Since then, there has been remarkable growth in tourism on the Red Sea coast, based on the appeal of the abundant marine life in the coral reef systems. The number of hotel rooms has grown from a few hundred in 1980 to almost 45 000 in 2005, attracting 2 million visitors. The Tourism Development Authority (TDA), established under the Ministry of Tourism, in 1991, has initial plans for a four-fold increase in the number of hotel rooms, to 164 000 on the coastal land over which it has jurisdiction (the number of rooms country wide in 2017 will approach 350 000).

Eastern Desert towards Sharm El Loly, a natural deep water bay within the ecotourism development zone
Photo: PA Consulting Group



The TDA allocates large portions of land to private sector investors, who operate under contract with the TDA and who are responsible for the establishment of infrastructure, construction and operation of hotels, and the provision of community utilities for staff.

In the early years, the programme of tourism development was driven by growth targets in terms of visitor numbers and accommodation capacity. However, the TDA has now rethought its approach to embrace concerns for the environment of the destination, its overall quality and long term future. This has been assisted by the Red Sea Sustainable Tourism Initiative (RSSTI), which is based on a bi-lateral agreement between the USA and Egypt. USAID has supported the programme through technical assistance and the provision of cash transfers based on successful adoption of policy measures.

Land Use Management Plan and Zoning Regulations

An important component of the initiative was the preparation of a detailed plan for one of the coastal sectors. The TDA commissioned the South Marsa Alam Sector Strategic Development Plan in June 2001. The strategy considered three development alternatives: high growth (conventional/existing type) tourism development; sustainable tourism development; and low growth/ecotourism development. The study's proposed sustainable tourism alternative suggested around 15 000 rooms for the area, or the equivalent of thirty-eight 400-room hotels along a 30-kilometre coastline of which around 50 per cent consists of fringe reefs and protected areas.

The planning process for the Land Use Management Plan that followed was based on the fact that different resources have different abilities to accommodate various tourism activities. Identifying the key resources of the planning area, and those that are most sensitive, was seen as an initial step in ensuring provision of appropriate types and levels of tourist uses. The following steps for assessing the resource sensitivity and identifying the land use zoning scheme were followed:

1. Collection of data on the existing conditions for each resource as a separate Geographic Information System (GIS) layer.
2. Subdivision of the planning area into homogenous natural sub-zone/habitats by combining all natural resource layers.
3. Classification of the sub-zones/habitats based on ranges of weighted values. Sensitivity to tourism use was graded (based on the professional judgement of experts) as: low, medium, high, or very high.
4. Development of a land use zoning scheme for the different grades of natural sub-zones according to their environmental sensitivity.
5. Development of conservation, management and development regulations for the land use management zones.

All shoreline vegetation is protected
Photo: PA Consulting Group



A Sensitivity Map rates the most sensitive resources in terms of their resilience to the impacts of use. This illustrates an important issue: in general, the resources that the visitors want to see are often those that cannot withstand the impacts of use. The challenge for the zoning scheme was to accommodate use near or in the resources while minimizing or eliminating impacts.

Each of the proposed management zones corresponded to the different grades of sensitivity within the natural sub-zones of the Southern Red Sea Region. The following zoning scheme was proposed for the planning area: Core Zone (Absolute Reserve Areas); Buffer Zone (Restricted Wilderness Areas); Transition Zone (Ecotourism Zone); Low Intensity Development Zone (Coastal Eco-Resort Zone); and Moderate Intensity Development Zone. The Land Use Management plan listed general regulations for the management of zones identified in the zoning scheme to safeguard the area from urban expansion and ensure the best investment of environmental and cultural resources and the preservation of ecological balance.

The result led to radical changes to the regulations applied previously by the TDA, leading to serious modifications and cancellation of development plans in some zones. For example, in the low intensity zone, the new regulations changed the stipulated maximum density from 20 rooms per feddan (0.42ha) to 2 rooms per feddan and maximum heights from three to two or one storeys. In the transition zone, the only type of lodging facilities allowed will be the ecolodges and campsites with a maximum of 50 rooms on specified sites. The regulations also indicate limits on access.

The new regulations govern both development and conservation activities and were approved by a tripartite committee of the TDA, the Egyptian Environmental Affairs Agency (EEAA) and the Red Sea Governorate. For the first time in Egypt, planning regulations are based on sustainability criteria that combine long-term ecological viability, long-term economic viability, ethical use of resources, equity with local communities, and compliance with EEAA guidelines and Environmental Law 4/1994.

Environmental impact assessment (EIA)

The EIA system in Egypt uses a listing approach to screen projects according to the possible severity of environmental impact, dividing them into those with a mandatory requirement for EIA, those where further screening is needed, and those not requiring EIA.

Responsibility for EIAs for tourism projects is divided between the TDA and EEAA, with evaluation by both. The RSSTI identified many weaknesses in the process, including:

- A lack of guidelines for tourism projects (emphasis had previously been on more polluting industries).
- Insufficient coordination between the developer, TDA and EEAA, leading to hold ups in approval and many projects going ahead without it.
- Conflicting information between TDA and EEAA on EIA compliance.
- No systematic review to ensure that mitigation measures and compliance required by the EIA are followed.

The RSSTI introduced improvements, including: a Memorandum of Understanding between the TDA and EEAA; better guidance on initial screening; and establishing an EIA tracking system to verify compliance. At the outset only 20 per cent of tourism projects were approved by EEAA prior to commencing construction. Complete compliance with EIA regulations is expected by 2006–7 as a result of implementation of these changes.

Environmental monitoring and management

The RSSTI has enhanced the TDA's environmental monitoring capabilities, including establishment of an Environmental Monitoring Unit within it. Protocols, procedures and checklists have been established to facilitate monitoring. An operations manual provides guidelines for monitoring of natural resources (such as coral reefs) and tourism facilities (such as marinas). The baseline data collection and recording process, using GIS, has been designed to enable assessment of the cumulative impacts of TDA facilities over time.

The TDA will encourage developers and operators to implement best practices in environmental management, while monitoring progress in order to adjust TDA promotional policies. This process has been assisted by studies, within the RSSTI, of best practices in the field and by the production of best practice manuals for key issues such as solid waste management, landscape architecture, planting, water and sanitation, energy efficiency, and environmental management for resorts. These manuals highlight for developers and consultants the many issues to be considered at each phase of development (planning, design and construction) and operation. A Red Sea Planting Encyclopaedia interactive CD has been produced to allow professionals to select the types of plants to be used according to functional and environmental criteria.

Environmental Management Systems (EMS) have been designed for integrated resorts. The EMS programme includes stakeholder training courses and certification for hotel environmental officers.

A number of hotels and resorts have proceeded to recognition through the Green Globe certification programme.

Economic instruments

Although regulations have been drawn up, the TDA's policy in dealing with developers is to encourage rather than discourage, provide incentives rather than penalize, and guide rather than command. To this end, a set of economic instruments has been developed, including:

- Use of environmental criteria in the competitive land award process.
- Customs duty exemption and preferential financing for clean technologies.
- Promotion of environmental certification and awards of excellence.
- TDA criteria, standards and incentives for solid waste management.



Ababda woman from the Wadi El Gimal Protected Area
Photo: PA Consulting Group

Ecotourism development

There is considerable interest in ecotourism in Egypt, as a means of diversifying the tourism offer, attracting a growing market and satisfying conservation objectives. Part of the southern coast, the Wadi El Gemal-Hamata area, was declared as a protected area in 2003. It contains important ancient mining sites, dwindling Bedouin populations and a host of rare and endangered plant and animal species. As part of the RSSTI, careful research and mapping was undertaken of the cultural and natural resources, and a study was produced of the ecotourism potential of the area. Challenges include creating appropriately designed facilities and delivering a safe recreational experience in harsh environmental conditions.

The advantages of good knowledge and communication

Three factors important for the success of the RSSTI are:

- The value of experience from elsewhere. The technical assistance and support programme provided an impetus to consider alternative strategies and adopt a new, more sustainable approach. This was helped by a series of study tours to observe good practice in other countries and international conferences held in Egypt.
- The need for harmonization between plans for tourism development and protected areas. The bringing together of the TDA and EEAA on planning and other measures was vitally important.
- The value of objective information. The concept of sustainable tourism only became a reality after extensive data collection, analysis and concrete recommendations were made. This provided extensive insight into a largely unknown area and was important in order to reach agreement on zoning regulations.

Ghana:

Community based tourism initiative

A project that has created new tourism products based on sustainability principles at the local community level, transforming the country's tourism offer and revealing challenges for government support structures

Ghana has the good fortune of receiving increasing numbers of visitors in a troubled West Africa region. Its attractions include numerous well maintained fortresses along the coast, national parks, beaches and the well documented Ashanti culture. Many visitors are Afro-Americans tracing ancestral links as well as individual travellers looking for an interesting mixture of contemporary African life, history and natural attractions. Critical to Ghana's success are acceptable standards of safety and hygiene, efficient access by air and relative political stability.

In 2002, the Community Based Ecotourism Project was set up, with funding from USAID. The project is government led, through the Ghana Tourist Board (GTB) which chairs the steering committee for the project. Implementing partners are the Nature Conservation Research Centre (NCRC), SNV Netherlands Development Organization and the US Peace Corps, together with local tourism management teams at different locations.

The product created and the role of partners

The main outcome of the project has been the creation of 14 community based enterprises throughout the country. These include five sites where the attraction is based on particular wildlife species, such as hippo, monkey or crocodile sanctuaries; five sites based on village and cultural experiences; and four sites where the attraction is a natural landscape feature. The product provided in each place includes a mixture of access, interpretation, catering and accommodation.

Community Tourism Management Teams at the local level represent the community and control resource utilization. They are supported by the partners, as follows:

- The NCRC has been the recipient of the donor funds and has been the main implementation agency.
- GTB assists with resource planning through its regional offices, and is responsible for the production of promotional materials and marketing. It has also conducted visitor surveys and undertaken pricing reviews.
- The District Assemblies, in whose areas the developments take place, are involved in providing permissions.
- Peace Corps Ghana has placed volunteers at the sites for periods of 12 to 24 months. They have assisted in introducing book keeping principles and standard administration material as well as assisting the community with the production of items such as souvenirs and T-shirts.
- SNV provides specific tourism capacity building support to all partners, including planning and implementation, and placed full time advisors with the NCRC and the GTB during the first phase of the project.



The Wechiau hippo sanctuary is linked to facilities provided by the Lobi community

Action at each site has included the provision of an information centre, sanitation facilities, refuse containers, safety equipment, marketing materials and basic training in hospitality skills.

Sustainability objectives and effect on national tourism

This product was developed from the outset around sustainable development objectives. Potential benefits include:

- Community engagement and control.
- Poverty alleviation, including distribution of benefits within the community.
- Conservation of natural and cultural heritage resources, through the efforts of the community supported by visitor income.
- Regional and rural development. Until now, much of the country's tourism focus had been on the capital and coast.
- Product diversification. A variety of different experiences can be placed on tourist itineraries.

Visitor numbers have exceeded initial expectations. Trends are upwards, with almost a doubling in revenue in 2003 over the first year of operation. A number of local and international tour operators are featuring the sites in their itineraries.

The project has had a considerable impact on the national government's outlook on tourism. The Ministry of Tourism has used the experience of the project to make a case in cabinet for the prioritization of ecotourism as a growth sector that

contributes to poverty alleviation, and has linked this to Ghana's National Strategy for Poverty Reduction. Partly as a result of the project, the Ministry of Finance has increased its commitment to tourism by increasing the budget for its development. The government has also been able to secure World Bank HIPC funding for tourism projects, now that they are seen as making a contribution to the fight against poverty.

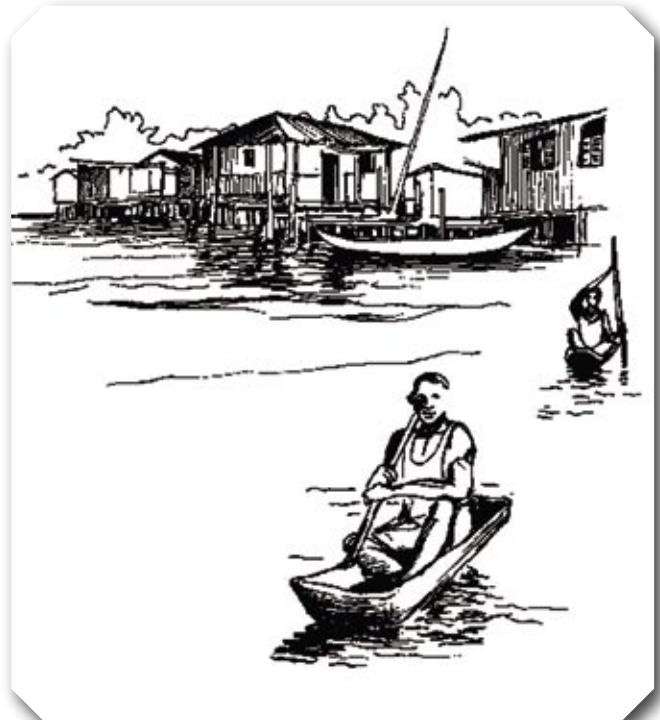
Government capacity at different levels

The project has involved government in the practical issues of tourism development and in the need to adapt policy and approach to incorporate sustainable tourism objectives. However, it has also revealed a number of weaknesses and challenges that need to be addressed, which may also be relevant to other countries seeking more sustainable tourism.

The GTB, as the statutory agency for tourism development and with offices and staff in all regions of Ghana, is hampered by a serious lack of resources and skills. It also suffers from a lack of policy guidelines, meaning that most effort is put into administration rather than development and marketing. There is a tendency to support the development of attractions rather than enterprise, so income generating opportunities may be lost. The distinction between the activities of the GTB and those of the Ministry of Tourism is also insufficiently clear.

A clear commitment to tourism by other relevant ministries is missing. A particular problem rests with the Ministry of Land and Forestry, which is responsible for protected areas. Use of parks for tourism is not a well formulated objective, yet is of critical importance for the wellbeing of sustainable tourism, partly because parks are among the few areas where land tenure has been clarified and guaranteed by government. It is important that the conservation and sustainable tourism use of parks is defended in the face of mining and forestry interests. It is possible that the profile given to sustainable tourism through the project, and the interest generated in the Ministry of Finance, might strengthen the influence that can be exerted over other ministries in this matter.

At the level of District Assemblies (DA), there are problems with the use of locally obtained income. The DAs can tax economic activities in their areas in order to improve local services and infrastructure such as provision of water, electricity and roads. Such services are in very poor condition in many of the project sites, and their improvement would be one way in which communities could benefit from tourism revenue. However, the DAs that are currently imposing a tax on the income from the community tourism initiatives are not delivering improvements to services. This needs to be resolved.



Canoes at the Nzulezu stilt village
Illustration: Kathryn Buren

Instruments used to support sustainable development

The project has made good use of a number of tools in the development of the product and in underpinning sustainability. These include:

Data collection and dissemination.

The regular collection of data on visitor numbers, spending, income, and employment has been very important, not only in the management of the project and tracking progress, but also in providing evidence to ministries. It was only through this data that the government was persuaded of the value of rural tourism in Ghana.

Community consultation

Careful consultation was undertaken through the formal and also the traditional structures of governance—elected district assemblies and traditional authorities.

Project assessment against feasibility and sustainability criteria

A systematic process of assessing proposals was undertaken. Interested communities and individuals may first contact the regional offices of the GTB. At the outset, basic criteria—to do with accessibility, general visitor appeal, ability to deliver local benefits, land tenure and linkages with other attractions—are checked. If these are met, formal consultation with the community is conducted, to investigate the level of community consensus. If consensus is reached, more specific development processes are followed, based on checking against more detailed development criteria, which include sustainability issues such as: community ownership structures, process of distributing benefits, involvement of women and youth, environmental and social carrying capacity, contribution to poverty alleviation and biodiversity conservation.

Funding, reflecting sustainability criteria

The level and nature of funding support to local projects is also assessed against the criteria indicated above. This may be in the form of grants (applied to general attractions and used partly to mitigate negative impacts such as for access control measures and refuse disposal), or loans (applied to enterprise development that has created measurable and significant benefits for the community through a benefit distribution plan). Criteria have also been developed for the termination of support.

By-laws to control use

Most of the projects are related to natural or cultural heritage sites. Although misuse of the site is often prevented through tribal laws, it was felt necessary to establish some official by-laws to add further support to this. These have been aimed mainly at controlling possible damaging activities by the communities and visitors, such as hunting, extraction, vehicle access, etc. Agreement by the communities to these by-laws further underlines their support for the principles of sustainable tourism.

Mexico:

Agenda 21 for tourism in Mexico

A comprehensive initiative to make tourism more sustainable, based on a framework established by central government departments working together, and implemented through a partnership approach at local level using a range of instruments

This large scale initiative in Mexico is founded on principles stemming from the 1992 Earth Summit and its Agenda 21. It also takes account of international and regional policies and declarations made since then such as the establishment of a Caribbean Sustainable Tourism Zone, in 1999, the WTTC and WTO *Agenda 21 for Travel and Tourism*, and the attention given to sustainable tourism at the World Summit on Sustainable Development, in 2002.

It is also a response to fundamental challenges faced by the Mexican tourism industry and to market trends. Tourism is a high priority for the Mexican government. The National Tourism Programme 2001–6 clearly highlights that tourism should provide one of the prime examples of balanced regional development. However, a diagnosis of the sector reveals that Mexican destinations face environmental and social problems, such as disorderly urban growth close to major tourist centres, deterioration of the environment and the loss of cultural identity. Although tourism contributes strongly to GDP, it has not been sufficiently well integrated to local economies to bring maximum benefit to local communities.

The Agenda 21 programme includes established resorts such as Ixtapa-Zihuatanejo



Mexico also recognizes that tourists are becoming more discerning, are using new technology to obtain more information to select their destinations, and will be affected by changes in transportation, geopolitical and security considerations, and social and cultural changes.

All these factors point to the need for tourism planning and development that is more sensitive to visitors needs and to economic, social and environmental impacts.

An integrated policy structure

Agenda 21 for Tourism in Mexico is a joint initiative of SECTUR (Ministry of Tourism) and SEMARNAT (Ministry of the Environment and Natural Resources). It was launched in 2002, with support from the WTO. Essentially, it provides a tool for improving tourism impact at the municipal (local destination) level, supported by state authorities and based on a process developed, coordinated and championed at federal level.



Preserving the historic character of San Miguel de Allende

The initiative is firmly anchored in national policy, stemming from the National Development Plan 2001–6 which set an overall vision for Mexico to 2025, and two policy programmes, the National Programme for the Environment and Natural Resources, and the National Tourism Programme. The latter document identifies the ‘maintenance of sustainable tourism destinations’ as one of four Principal Axes, under which two objectives call for better, integrated planning at a local level supported by the three levels of government.

The approach was based on extensive consultation, including focus groups and discussion panels with government bodies, private sector, academics and NGOs. Meetings to discuss initial proposals were held with a range of tourism and environment agencies, and consultation was also undertaken via an internet site.

A seven-part framework

The most interesting aspect of the Mexican initiative is the comprehensive, seven-part framework for action that has been established.

1. Implementing Local Agenda 21 within municipalities involved with tourism. Defining an integrated model for destination management focused on sustainability, but sufficiently flexible to take account of local conditions and opinions. Pilot projects were launched in five destinations. The approach has since been extended to 25 principal destinations in Mexico, and will eventually extend to the entire country. The results are disseminated to relevant stakeholders, communities and tourists.

2. Developing a system of sustainable tourism indicators. The use of agreed indicators is recognized as a very potent instrument for strengthening sustainability. Indicators have been developed for different types of destination, tested in the pilot areas and then applied in all destinations.
3. Promoting better environmental practices in businesses and destinations. Developing norms and a programme for water conservation for tourism service providers, and establishing an overall sustainability certification scheme and label for hotels, other tourism enterprises and eventually for destinations.
4. Developing incentives for sustainable tourism activities. Concentrating on establishing financial assistance schemes from a variety of sources, with an emphasis on setting up schemes specifically aimed at improvement of small and medium sized enterprises and disseminating information about these sources.
5. Implementing a training and technology transfer programme. Developing human resources to support sustainability of enterprises and destinations, through training based on needs assessment, careful design and delivery of courses, and benchmarking results. Successful cases are also disseminated and university teaching and research on tourism sustainability updated.
6. Utilizing environmental legislation as a basis for integrated development. Including participation in programmes for the management and protection of coastal zones and studying, applying and developing environmental legislation and its application in the land use planning process in tourist destinations.
7. Establishing ecotourism in protected natural areas. Working with local communities to define a model and methodology for development of ecotourism in protected areas, identifying areas where ecotourism will be successful, investing in appropriate infrastructure such as visitor centres and trails, training businesses and guides, and marketing and dissemination.



Oaxaca, a UNESCO World Heritage Site and participant in Agenda 21

Application of the framework

By mid 2004, the Local Agenda 21 process had been established in 5 pilot areas followed by 15 further destinations. These were selected to span seven types of location: Large integrally planned resorts (Cancun); Beach resorts (Acapulco); Large cities (Tijuana); Medium sized towns (Merida); World Heritage Cities (Oaxaca); Magical towns (a national branding of culturally rich places, e.g. Cuetzalan); and Nature areas (Jalcomulco). The programme is also under way in 12 additional localities.

A Local Agenda 21 Committee for each location is responsible for coordinating and monitoring the programme. The tourism unit within the state government provides leadership at the state level and links with other state authorities and with the federal Tourism Secretariat. The latter is also part of the Committee, as technical advisor, and provides links with other federal bodies.

Each Committee has been developing proposals for action to achieve greater sustainability, in conjunction with the local, state and federal stakeholders and taking account of the diverse and unique circumstances of each place.

A Sustainable Tourism Indicator system has been established, and has been used to make a preliminary diagnosis of the sustainability conditions and possible improvement measures in each of the destinations. This has proved to be very important in identifying and presenting the issues for each committee and in assisting decision making. These initial diagnoses are verified by local stakeholders.

The indicators cover:

- Environmental impact: availability of fresh water; water consumption level; treatment of water/sewage; energy consumption; air quality; generation of waste; handling and recycling of waste; environmental education.
- Socio-economic impact: unemployment level; contribution to local economy; contribution to local income tax; wellbeing and engagement of the local population; demographic pressure; security; access.
- Tourism supply and demand: visitor satisfaction; visitor spending; occupancy and seasonality; offer quality and price; certification; attractiveness of destination; bathing water quality.
- Urban development: planning and environmental legislation programmes; control of urban growth; provision of infrastructure; state of housing; preservation of image (architectural and landscape).

An Environmental Quality certification programme for tourism enterprises has been established and certificates have been awarded, principally to hotels but also to other enterprises such as marinas and attractions.

In the area of technical exchange, workshops on the application of Local Agenda 21 in tourist destinations have been held, in conjunction with the WTO, and on international beach certification, jointly with the World Bank. In addition, regular presentations have been given within commercial, academic and municipal forums, and to the stakeholders in Mexico's principal tourism destinations.

Future challenges include: strengthening the operation of Local Agenda 21 committees; simplifying and rolling out the sustainable tourism indicator system; expanding the number of companies in the environmental certification programme; and strengthening the involvement of federal organizations in the overall initiative.

Kaikoura (New Zealand): Sustainability of a small community

A small rural town in a fine natural setting, receiving large volumes of nature-based tourists that has taken a number of steps to reduce the impact of tourism on the environment and on the whole community, so genuinely qualifying for recognition as a sustainable tourism destination and achieving certification to back this up

Kaikoura lies on the east coast of New Zealand's South Island. The municipality covers 2 084 square kilometres. With only 12 employees, Kaikoura District Council is the smallest local authority in mainland New Zealand.

Kaikoura is stunningly situated on a peninsular of land between high mountain ranges and the Pacific Ocean. An unusual feature is a deep sea trench that comes to within 500 metres of the shore and attracts a richness of marine life, including whales and dolphins, which are easily seen by visitors.

In the 1980s, the town was in economic decline, with downsizing of the public and agricultural sectors bringing a serious loss of jobs. However, since that time tourism has expanded dramatically, spurred by the launch of whale watching activities. Tourism development was largely unplanned and unmanaged during the 1990s, led by the market and with little knowledge of the impact on the environment and local community. By 1998 it was estimated that the town was receiving 873 000 visitors (against a local population of just 3 483), with an annual growth rate of about 14 per cent.

Motivations behind a sustainable tourism approach

There were various reasons why the community of Kaikoura decided that it had to devote more attention to creating the right environment for tourism to be sustainable.

The Kaikoura Peninsula
Photo: Peter Morath



These included:

- The threat of a diminishing visitor experience and income. Visitor surveys showed that the quality of the environment, including the natural setting as well as the marine life, was of fundamental importance to tourists. Moreover, visitors had an image of Kaikoura as an environmentally sound destination, but in fact this was not matched by reality. There was therefore considerable concern that failing to meet visitor expectations could ultimately lead to an economic downturn similar to that previously seen in other sectors.
- Local concern for the environment. Surveys found that the quality of the environment was considered to be equally important by the town's permanent residents as by tourists.
- A local incident underlining tourism's environmental sensitivity. In 2001 a road accident caused a lorry to spill a load of poisonous chemicals into the sea. Although the environmental damage turned out to be slight, Kaikoura received urgent requests for reassurance from visitor markets around the world—the potential for loss of trade was recognized.
- Reaching capacity in accommodating waste. The town's landfill site was forecast to be full by 2004, partly due to the rapid expansion in waste as a result of tourism growth. Constructing a new site would place a considerable financial burden on local ratepayers. Rather than do this, the community decided to pursue active waste minimization (see below). Working together on this provided a catalyst for collaboration on wider environmental management.

Agreeing on a strategy

In order to guide the direction of tourism in Kaikoura, the District Council worked together with representatives of the local community and Lincoln University to produce the Kaikoura Tourism Strategy. This is being implemented through a Tourism and Development Committee, which includes councillors, tourism operators, community and Maori (indigenous) members, fishing industry representatives and the wider business community. Community involvement and buy-in to the strategy was considered to be crucially important.

The tourism strategy focused on the need to address the seasonality of the tourism offer, the length of stay and the economic return to the community, by attracting a more diverse market base and developing more local facilities and land based ecotourism activities. Since the tourism strategy was produced, it has been aligned with a more recent policy statement on environmental and social sustainability which sets out specific commitments by the District Council on environmental management and community support and engagement, and has tourism at its core.

Specific management initiatives

Over the last five years, the District Council, local businesses and the local community have been working together on a number of environmental management initiatives, which are also seen as bringing social and economic benefit. Rather than focusing specifically on tourism, these initiatives are aimed at improving the overall environmental management of Kaikoura, but tourism stakeholders are seen as primary participants and beneficiaries of this.

Waste management

Waste management in Kaikoura demonstrates a sound partnership approach between community activists, who pioneered some early initiatives, and the District Council. Action is now carried out by Innovative Waste Kaikoura (IWK), a non-profit joint venture company between the District Council (49 per cent shareholding) and a community trust (51 per cent shareholding). This partnership structure ensures community ownership and the ability to raise funds from charitable sources, together with the political commitment and financial security brought by local authority involvement.

Rubbish collection was stopped and replaced by a recycling service, which quickly led to a 30 per cent diversion of waste from landfill. This subsequently rose to over 65 per cent, assisted by a range of measures including:

- investment in a refuse press and composting unit;
- expanding recycling pick-up from businesses;
- introducing a Waste Management Protocol for businesses, which outlines ways in which they can reduce waste and save money, and is used as a requirement when granting consent for new development;
- opening a second hand shop and developing marketable products from the waste stream.



The community is moving towards a zero waste target in 2015.

An example of promotional innovation in the waste recycling campaign, linked to sustainable tourism objectives, is the Trash to Fashion Show (clothing made out of recycled materials), which helps to attract visitor interest in the low season.

Tree planting—CO₂ offsetting

A study that calculated the amount of greenhouse gas emissions generated by the community estimated that 2 million trees would need to be planted to offset the resulting CO₂. This has been adopted as a target in the Trees for Travellers project, which grows native species of trees on the compost output from the waste recycling programme. These trees are sold to tourists, who can track their progress through the internet. The project also has a social aim, employing young people who have been in trouble with the police in tree propagation and planting work.

Energy efficiency initiatives

A small business energy project was started with the support of the District Council. This was an advice and capacity building project, focusing on 10 local businesses over the course of a year, examining energy use and developing and implementing



Waste management - recovery shed (above) and the refuse press (below)

proposals for its reduction. The Council showed leadership by reducing its own energy consumption as part of the 'energy wise councils programme'.

Biodiversity, land and coastal management

Various projects have been initiated to strengthen biodiversity, including introducing traditional Maori practices of management of marine life and preventing overfishing, and working with private landowners on the management of waterways, wetlands and other habitats. Areas of international, national and local importance to biodiversity have been identified and landowners are encouraged and assisted in their protection through rate relief, private covenants and the establishment of reserves. Conservation working holidays have been introduced, organized by the District Council and IWK in conjunction with the British Trust for Conservation Volunteers, which have assisted the Trees for Travellers project and in the construction of trails used by visitors.

Destination certification

In 2001, the opportunity arose for Kaikoura to be adopted as one of the first pilot communities to work towards certification as a sustainable destination under the international Green Globe 21 scheme. It was felt that this would help to consolidate the various separate initiatives already undertaken and underpin long term commitment.

After signing up to the process, the next stage was comprehensive measurement and benchmarking, covering 10 compulsory topics: presence of a sustainability policy; extent of environmental accreditation of individual tourism enterprises; energy use; greenhouse gas emissions; potable water consumption; resource conservation; waste production; air quality; water quality; and biodiversity. Community wellbeing was

Dusky Dolphins - whale and dolphin watching are the primary attraction
Photo: Dennis Burman



also included as an optional social topic, measured through a survey of local residents. A final local topic that was added, as it reflects a particular local threat, is the number of road accidents resulting in chemical spills.

To achieve certification, Kaikoura also had to demonstrate that it was meeting a number of standards with respect to the management process, including: the commitment of the lead authority; meeting all legal and regulatory requirements; environmental and social planning; and stakeholder consultation and communication. The community also had to submit to annual external inspection and verification.

Kaikoura was finally certified as a Green Globe destination in 2004. Its experience highlights the hard work and difficulties faced in trying to obtain adequate data to achieve reliable measures of impact at a community level, taking into account both resident and tourist impacts. However, the process has proved valuable in raising the level of awareness and commitment to sustainability management across the whole community. It provides an ongoing framework for monitoring and managing impact. It has also raised the profile of Kaikoura externally in the tourism marketplace, as a destination that can now claim, with justification, not only to offer a supreme nature-based experience for visitors, but also to be taking care of the environment.

Relationship to national policy and action

Kaikoura demonstrates a bottom-up approach towards making tourism more sustainable, at the level of a small local community. It has relied on drive and commitment both within the community and by the local authority, working in partnership.

At a national level, the New Zealand government has recognized the importance of such local initiatives. It has often used Kaikoura as an example of good practice. The approach fits well with the New Zealand Tourism Strategy 2010, which has as one of four key objectives 'Securing and conserving a long term future'. The vision speaks of seeking to conserve and sustain New Zealand's environment and culture in the spirit of 'kaikiakitanga' (Maori word for guardianship). The country's marketing slogan '100% Pure' makes an assertion that needs to be matched by sound environmental management.

The government is now providing tangible support for the approach of working on sustainability with groups of individual tourism businesses and communities at a local level. The ministries of tourism and of the environment have jointly introduced a new fund for six regions, which will implement a sustainable tourism project over a three year period. The regions will be asked to develop a sustainable tourism charter, with local businesses committing to the charter's principles. A sustainable tourism expert will be funded to work within each project to turn the charter into action.

South Africa:

Tourism White Paper and subsequent initiatives

A country that has taken proactive measures to transform tourism, stemming from a forward looking policy document which has led to a variety of initiatives and instruments to influence and support enterprises and communities in pursuing sustainable tourism

In the past ten years South Africa has been one of the fastest growing tourism destinations. In 2004 it received 6.5 million international arrivals.

Since 1994 and the advent of democracy, many areas of policy in South Africa have embraced the concept of sustainable development. Moreover, a fundamental driver of policy has been the process of empowerment and transformation within South African society, which is enshrined in the constitution, and stems from the African National Congress' Reconstruction and Development Programme (RDP).

Tourism has been seen as playing a key role in implementing the RDP, and has become one of the three main sectors promoted by the government for sustainable growth.

In the mid 1990s, the government recognized many weaknesses in South African tourism, largely to do with it being an enclave activity for the privileged. It recognized that a new, integrated approach was needed that stimulated entrepreneurship, opened up opportunities for local communities to engage in tourism and addressed a number of key failings such as poor environmental management.

The Tourism White Paper

Tourism policy for South Africa is based on the White Paper on the Development and Promotion of Tourism, 1996. This document spelt out the above weaknesses and sought to tackle them head on. Principles of sustainable tourism (referred to as 'responsible tourism') are more central to this policy document, and more clearly articulated in it, than in equivalent national tourism policies and strategies in other countries.

The emphasis on sustainability was influenced by the widespread consultation that occurred over the earlier Green Paper, including 10 country-wide workshops and many written submissions. The consultation revealed considerable concerns amongst local communities about their involvement in tourism, which policies have subsequently sought to address.

The responsible tourism principles covered economic, social and environmental elements. The White Paper spelt out 15 ways in which the government would facilitate the implementation of responsible tourism, including: defining it; supporting certification; providing incentives and marketing benefits for responsible enterprises; encouraging creative programmes and linkages; and actively assisting local communities in tourism development. The policy statements in the White Paper reflected this approach.

Disseminating policy through guidelines

The White Paper has had a strong influence on subsequent policy and activity in the tourism sector.

Following on from the White Paper, a set of *Guidelines for Responsible Tourism* was published and distributed in booklet form. The process of developing the guidelines generated a great deal of enthusiasm. The guidelines offer an enabling framework for the public and private, the idea being that trade associations, geographically based groups, etc. should use them to develop their own codes of conduct. Some have done so.

Provinces were all involved in the process of developing the guidelines and have given support to their promotion and implementation. They have, accordingly, created tourism functions and developed provincial policies and planning frameworks sensitive to responsible tourism and in line with the White Paper.

In order to make the guidelines more practically meaningful to individual enterprises, a Responsible Tourism Handbook was published which set out the steps enterprises could take, gave short examples of what others had done, and referred to assistance available.

Encouraging voluntary compliance

The approach in South Africa has been to start by encouraging voluntary commitment to sustainability. Should this not be successful, legal instruments might be considered to underpin the responsible tourism approach.

In order to demonstrate their compliance with responsible tourism, enterprises can apply for relevant certification. The Fair Trade in Tourism trademark scheme focuses on social issues and labour relations. The Hospitality Association also issues awards for responsible tourism, including social and environmental criteria. These are both independent certification schemes, but which receive some indirect support from government.

Drakensberg Park, KwaZulu Natal
Province
Photo: Sylvie Blangy





Tourism and local communities benefit from bridge construction
Photo: Great St Lucia Wetlands Park

Setting targets for black empowerment

A key issue in the transformation of South Africa's economy and society, and for its sustainability, is for historically disadvantaged people to have more opportunities to control and benefit from different sectors of the economy. This requires a degree of government intervention to create the conditions to bring it about. Transformation in the tourism sector has been slow—by 2003, it was estimated that only 6 per cent of tourism entities had black ownership and that of people in positions of management and control, only 15 per cent were black males and 2 per cent black women.

The Broad Based Black Economic Empowerment (BEE) Act, 2003, encourages the various economic sectors to develop their own targets and timeframes for BEE. A Tourism BEE Scorecard has been drawn up, based on widespread consultation within the tourism industry. This sets 10 year targets and weightings for the following: Ownership (economic interest and voting rights); Management control; Employment equity (proportions of black people at all skills levels); Skills development; Preferential procurement from BEE compliant suppliers; and Support for community and conservation projects.

Skills and capacity building

Considerable emphasis is placed in South Africa on skills development. A national qualifications framework was initiated under the South African Qualifications Act. Various sectoral education authorities were established, such as the Tourism, Hospitality and Sport Education and Training Authority, with responsibility to promote education and skills development and the establishment of national qualifications for all sub-sectors of the tourism industry. It is felt that the availability of national qualifications will trigger increased investment in training by employers because they have clearly articulated standards of competence against which to measure the impact of training.

Particular features of the approach that are most relevant to the needs of unemployed and historically disadvantaged people, who have practical aptitude but limited formal education, are:

- combining apprenticeships with structured learning (tourism 'learnerships'); and
- national qualifications based on practical assessment on the job rather than through a written or oral examination which can discriminate against people with limited literary or language skills.

Granting concessions and conferring rights

One of the most potent instruments used in South Africa is the process of laying down conditions on developers or operators of tourism facilities, either when granting planning permissions or licences, or when granting concessions to use areas of land over which the government has control. The latter is a tool that government uses to mobilize alternative capacity to develop and manage the country's natural resources for socio-economic development purposes. Conditions imposed often require developers to demonstrate proposals for community involvement and benefit.

An example is the awarding of concessions by South African National Parks to safari operators, caterers and shop managers associated with Kruger National Park. Concessionaires undertook to make sure that 79 per cent of their employees would be recruited from historically disadvantaged communities near the park. They successfully achieved this objective. At the same time, there has been an improvement in the quality of services provided to visitors and more funds have been secured for conservation.

The government recognizes the importance of providing communities with an enabling environment in which they can obtain greater control over private sector operators, and gain more benefit from them. In many situations, communal land rights require clarification. This is important in enabling communities to negotiate concessions with developers.

An initiative of the Treasury has been the introduction of a Tourism Public Private Partnership Toolkit, recognizing that such partnerships offer significant opportunities for job creation, poverty alleviation, infrastructure investment, skills development, environmental protection, black economic empowerment and tourism promotion in especially marginalized parts of the country. The toolkit aims to provide step-by-step guidance to all parties for planning and procuring a range of businesses based on public-private partnership. This initiative's envisaged outcome is to bring certainty and consistency to tourism related commercial investments on state land.

Trainee chefs participating in a tourism skills development programme

Photo: Great St Lucia Wetlands Park



Spatial planning and financial incentives

Over the past 10 years the government has followed a strategic approach to spatial planning for tourism, through the identification of priority locations and corridors to attract tourism investment. Some of these are areas where there is a particular desire to establish more benefits for local communities and to reverse the economic damage of former times. Some of the different types of area designated for development or management purposes have included:

- **Spatial Development Initiatives.** Broad areas or development corridors, attracting investment incentives and a holistic approach to development, including tourism.
- **Priority Areas for Tourism Infrastructure Investment.** Small areas seen as offering a new opportunity for spreading the economic benefit of tourism, and providing a focus for tourism investment.
- **Tourism nodes.** Areas within which tourism enterprises network together, with joint promotions and initiatives coordinated by local Destination Management Organizations.
- **Trans-Frontier Parks or Conservation Areas.** Large areas of important ecosystems, requiring integrated management, where nature based tourism is seen as one key to conservation by providing sustainable livelihoods for often marginalized communities.

These designations have helped to mobilize economic activity in the area in question.

A range of financial incentives and business advisory services has also been introduced to assist MSMEs, some of which require, or give priority to, enterprises which demonstrate a responsible tourism approach. Some of the incentives have been focused on the development areas mentioned above, others have been more widely available. The Development Bank of Southern Africa has developed its own guidelines, based on the government's Guidelines for Responsible Tourism referred to above, to assist in the evaluation of responsible tourism project proposals.

Transformation and competitiveness

In conclusion, South Africa provides a good example of a consistent approach to sustainable tourism through policies and instruments cascading down from a bold original policy document on tourism that put sustainability to the fore.

The case of South Africa demonstrates the advantage of having a clear government commitment to transforming tourism, with a clear policy focus—widening the base of tourism, making it more equitable and opening opportunities for previously disadvantaged people. The value of such an approach to the performance and standing of tourism as a whole can also be seen. A Global Competitiveness Study, conducted by the government, indicated the potential benefits to the tourism sector arising from transformation, such as introducing innovation, providing a broader range of products, offering an authentic South African experience, stimulating growth and spreading economic benefit across the nation.

Calvià (Spain): Local Agenda 21 and resort rejuvenation

A major coastal resort area, suffering from degradation of the environment and the visitor experience, that brought the community and tourism stakeholders together to prepare and implement a long-term improvement plan based on sustainability principles

Calvià is an example of a high-volume tourism destination which, in the late 1980s, faced significant economic, social and environmental decline as a result of tourism pressure. However, after adopting an integrated and collaborative approach to the implementation of sustainable tourism policies, using the participatory process of Local Agenda 21 (LA21), the municipality has received many international awards in the fields of environmental management and sustainable development.

Background and motivations for adopting a sustainable tourism approach

Calvià, lies on the south coast of the Balearic island of Mallorca, Spain. It is less than a 2-hour flight from most major European cities and is one of the most popular Mediterranean summer resorts. It embraces six tourist zones with 60 kilometres of coastline, 27 beaches and 120 000 tourist units. Each year 1.6 million tourists visit Calvià, mainly between May and September. In 2002, 95 per cent of jobs related to tourism and Calvià's GDP was higher than the European average.

From the 1960s until the late 1980s, Calvià grew rapidly as a tourist destination (from 3 000 inhabitants in 1972 to 50 000 by 2003). This growth was, however, fuelled by short-term economic gain—a model based on high volumes, price competition and a standardized holiday experience focusing on sun, sea and sand. The impacts of this rapid growth adversely affected the attractiveness of Calvià as a tourist destination and as human pressure increased a hundredfold and overloaded the capacity of the coastline, tourism fell by almost 20 per cent between 1988 and 1991. The degradation of the island environment, deterioration of social systems and facilities and the threat of further tourism decline prompted the Municipality of Calvià to look towards a more sustainable approach.

The Local Agenda 21 process

In the early 1990s, the Municipality of Calvià undertook an in-depth and technical diagnosis of the area looking at all three pillars of sustainability (social, environmental and economic).

In May 1995, the diagnosis was made public through an initial document, which contained a vision of a more sustainable tourism model and alternative growth scenarios—maintaining the current level of expansion or adopting an alternative approach based on restoration, contained growth and sustainability.



Interviewing citizens about sustainability at a mobile survey point

Participants in a local forum of industry, government and community representatives reached a unanimous decision that a local action plan was needed to make the area more sustainable. This was to be an integrated action plan for all aspects of the future of Calvià, but with tourism playing a central part in it owing to its dominance in the local economy.

From 1995 to 1997, a great deal of work was undertaken in developing the plan, in collaboration with the university, technical experts and the private sector. This centred around six key thematic areas (population and quality of life; ecology; cultural heritage; economy; town planning; and key environmental sectors) which were the subject of separate study, thematic commissions and reports. Twenty seven fields of reference and more than 750 indicators were identified. The results were then shared with the public in a Citizens' Forum, before being formally accepted and developed into the Calvià Local Agenda 21 Action Plan, which was approved in 1997.

The Action Plan identified 40 initiatives under 10 strategic lines of action, as follows:

1. To contain human pressure, limit growth and foster complete restoration of the territory and its coastal area.
2. To foster the resident population's integration, coexistence and quality of life.
3. To protect the natural and marine heritage and promote the establishment of a regional tourist tax to be used for the environment.
4. To restore the historical, cultural and natural heritage.
5. To promote the complete rehabilitation of residential and tourist areas.
6. To improve Calvià as a tourist destination, replacing growth with sustainable quality, increasing expenditure per visitor and seeking a more balanced tourist season.
7. To improve public transport and encourage people to walk or cycle in town centres or from one centre to another.
8. To introduce sustainable management into the key environmental sectors: water, energy and waste.
9. To invest in human and knowledge resources, to diversify the financial system.
10. To innovate municipal management and increase the capacity of public/private planned investment.

High volume tourism,
Magaluf beach



Key aspects of government involvement

Some important aspects of the approach of the Municipality of Calvià in gaining initial support and involvement in the Action Plan, include:

Increasing understanding of the importance of tourism and its sustainability.
This involved lobbying for tourism to be recognized as a core and overarching strategic industry, and educating politicians and technicians about sustainability.

Seeking engagement and endorsement from local people
Effective dissemination and communication of the proposed initiatives to local people was deemed imperative. In 1998, signatures were collected from over 25 per cent of the population in support of the Action Plan.

Clearly defining priorities, based on a consensus view
The Municipality has worked closely with hoteliers, tour operators and other private sector players such as marinas, trade unions and professional training colleges to achieve consensus on priority actions. Part of the consultation involved voting on the different priorities for action, to help to determine initiatives for immediate action and those for the longer term. Consequently, priorities were clearly defined and public and private budgets allocated for each initiative.

Maintaining a system of monitoring and evaluation
Substantial preliminary diagnosis and research (along with the definition of a diverse number of indicators) has enabled Calvià to benchmark, evaluate and monitor progress. This has been fundamental, enabling an adaptive management approach allowing for changing priorities and situations.

Some of the actions implemented since 1997 are considered below.

Planning and regeneration

The Town Planning system has been a major tool supporting the implementation of the new direction and approach. This has been utilized to de-classify land previously allocated for urban development. 1 700 hectares of building land were declassified. Over 30 building clearance action plans were carried out between 1993 and 2002, including actual building demolition and the purchase of urban plots to prevent further construction. By 2004, the entire surface area of demolished buildings was more than 13 500 square metres and urban land saved from construction was over 50 000 square metres. Demolition has included poorly located and unsightly hotel buildings. There was no increase in the number of hotels during this period.

There has also been considerable work on the improvement of amenities. The Magaluf and Palma Nova tourist areas have been upgraded by creating boulevards and pedestrianized zones and planting trees which has improved the overall quality of the area.

Despite these changes, the experience of Calvià suggests that zoning and planning for destinations need to be legislated early on in the development process. Previous lack of planning in Calvià led to over development and critical environmental impacts,

which have been too large to fully reverse despite the initiatives undertaken in the Action Plan.

There have been improvements in transport infrastructure. The Paseo de Calvià, a 40 kilometre cycling and walking path, was built linking urban centres, and is now widely used by tourists and residents. However, public transport is still poor, due to factors such as insufficient integration with other territorial plans, lack of consistent political will, limited support from the taxi industry and lack of usage by the local community who favour private cars.

Environmental management

Significant steps forward on protection and restoration of the local environment have included the establishment of a marine park and terrestrial protected areas to protect wildlife and ecosystems. Sea dredging previously used to regenerate beaches has been terminated, and more environmentally friendly measures put in place to minimize erosion. There are new regulations for mooring and anchoring in place and proposals have been made for floating moorings, removable in winter, to limit anchor damage and harbour congestion caused by boats.

Recycling and urban waste reduction plans have been implemented, to ensure that 30 per cent of all urban waste is separated at origin, facilitating and reducing cost of recycling efforts and minimizing landfill.

Efforts have been made to reduce water consumption, including an awareness campaign and tax incentives. However, it has proved difficult to win support for water conservation, with local people not keen to adjust taxes and charges nor to reduce consumption. Demand exceeds supply and water is still being imported from outside of the municipality. Today most of the potable water comes from a desalination plant located in the municipality of Palma.

Actions have been taken to save energy, but targets have not been met. One factor is the expense of renewable energy equipment.

Human resources and socio-cultural integration

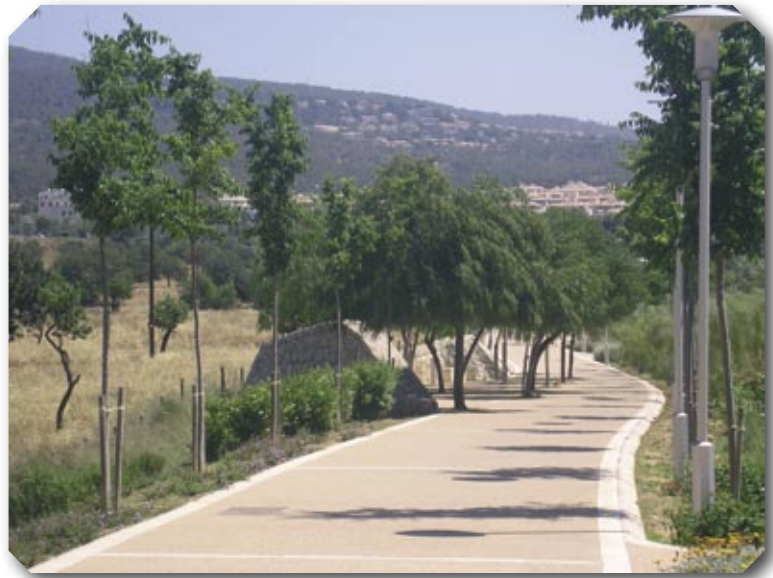
A strength of the approach in Calvia has been the integration of actions relating to tourism and to the quality of life of local people. It has been accepted that a successful, sustainable resort needs to address local social concerns. Programmes have been put in place to combat crime and address housing issues. Innovative work has been undertaken to integrate both tourists and immigrants (often working in the tourism industry) into the Mallorquin way of life, including multi-cultural social programmes such as dance, Spanish language classes and other cultural events.

Despite a number of initiatives in the Action Plan, it has proved difficult to make a significant difference to the knowledge base in tourism, through training and education standards. High-volume tourism continues to be regarded as relying on low-skilled, untrained labour and improvement in educational levels has not been seen as a priority by tourism enterprises or local inhabitants.

The need for a consistent, long term approach

Overall, the formulation and adoption of the LA21 process and Action Plan has been successful. Calvià has demonstrated what can be achieved by a careful process of working together at a local level to develop and disseminate a common vision and move towards achieving it. The use of continual monitoring and an adaptive management approach has been an important feature. However, in addition to the points made above, a number of general lessons also emerge from the experience:

- Stakeholders should be accountable for implementation on an on-going basis, not simply for engaging in the policy formulation process. This should also apply to the wider population. It has been difficult to maintain widespread commitment and response to some of the necessary measures, such as reducing water consumption.
- Social and environmental concerns must, consistently, be given strong weight alongside economic drivers in all aspects of development. For example, a new highway was constructed in Calvià but public transportation, such as a train from the airport to the major tourist resorts was not put in place, with consequent implications for pollution and congestion.
- There needs to be a source of long-term funding to support sustainability effort. In Calvià, many initiatives have been put on hold or are no longer funded, partially due to the abolishment of the Balearic eco-tax. This will prevent some sustainability targets being achieved.
- Integration and cooperation with all government sectors is key to realizing wider policy objectives (e.g. transportation plans, marine protection and protected parks) which need to be supported at both regional and national levels.
- Sustainability requires long-term political commitment. It is fundamental that a vision for sustainability is developed and subscribed to by as many political parties as possible, to ensure that initiatives continue and are realized over time. Although the municipal government of Calvià changed in May 2003, work on Local Agenda 21 continues towards sustainable tourism. Through working groups open to local stakeholders, NGOs and local citizens, Calvià is now developing a new Plan of Action that will take into account recent methodologies and requirements. It is expected that this new Plan of Action will be completed in summer 2005.



Paseo de Calvià, pathway linking urban and rural settlements, lit by solar energy

Scotland (UK):

Tourism and Environment Forum and Green Tourism Business Scheme

A longstanding communication structure to pursue the sustainability of Scotland's tourism, together with an effective certification programme

Scotland has a high quality natural environment, which surveys have repeatedly indicated is the main reason why visitors choose the country as a holiday destination. Over 215 000 jobs in Scotland are supported by tourism.

The Scottish Tourism and Environment Forum

Scotland's Tourism and Environment Forum is an innovative and active structure for promoting the sustainability of tourism amongst a wide variety of organizations. When the Forum was formed, in 1994, it was unique in bringing together and being jointly funded by the state agencies responsible for:

- Tourism development and marketing (VisitScotland);
- Natural heritage conservation and management (Scottish Natural Heritage); and
- Economic development (Scottish Enterprise and Highlands & Islands Enterprise).

The Forum's colourful newsletter promotes examples of good practice



Its mission is to: *'Bring long-term business and environmental benefits to the Scottish tourism industry through encouraging sustainable use of our world-class natural and built heritage.'*

The Forum's membership includes 17 other organizations in addition to the agencies mentioned above, representing the government executive, local authorities, the tourism industry, landownership and land management, conservation and education.

This structure enables the Forum to be independent while having a strong voice at the heart of government.

The Forum itself has no legislative base or statutory powers. It works by influencing its members (and others) that have such powers. For example, particular topics may be debated within the forum which then lead to advisory policy statements or to general conclusions which the individual members can build upon within their respective bodies. A key to success has been to have the right people round the table and a healthy balance of interests. In this way, the Forum functions as a kind of internal pressure group for more sustainable tourism.

Agreeing key aims for sustainable tourism

In 2004, the Forum established a new focus for its work in influencing tourism policies and actions in Scotland when it published a statement entitled '*Scotland... Towards Sustainable Tourism*'. This was partly spurred by moves by the UK and Scottish governments towards more sustainable development and by a new European Union requirement that certain development plans be subjected to Strategic Environmental Assessment.

A review of existing policy documents relating to tourism and sustainable development, together with the WTO's definition of sustainable tourism, was used to prepare an initial list of aims. These were debated during a full day event involving a wide range of stakeholders who were divided into workgroups and asked to score each aim in terms of relevance and achievability. Agreement was reached around the following seven aims:

- A more even spread of visitors throughout the year.
- More tourism businesses actively enhancing and protecting the environment, for example by joining the Green Tourism Business Scheme (see below).
- Greater investment in tourism people and skills.
- A better integrated quality tourism product that meets visitors' demands and expectations and encourages them to stay longer and spend more.
- A clearer understanding of tourism's impacts.
- Greater involvement of communities in tourism planning, development and marketing.
- Greater use by visitors of Scotland's public transport system.



The Trossachs - location for a Tourism Management Programme, now designated as a National Park
Photo: David Warnock

These aims were circulated widely throughout Scotland and each policy organization was asked to develop them into specific, measurable objectives and to incorporate them into its business plans. Forum staff facilitate these processes by working with the respective organizations. A particular opportunity to exert influence lies with the forthcoming review of Scotland's national tourism strategy: Tourism Framework for Action.

Practical management and marketing initiatives

As well as influencing policy, the Forum has promoted more sustainable tourism through a whole range of initiatives and the dissemination of good practice. Examples include:

- Tourism Management Programmes. Twelve partnerships were established at local destination level, in towns or rural areas, bringing together local authorities, tourism businesses and conservation and community interests. These established and implemented visitor management actions including promoting alternative transport, environmental improvements, traffic management schemes and information and interpretation initiatives. These were short term programmes (five years) but were

successful in demonstrating new approaches and relationships that have now largely been absorbed by individual partners and authorities.

- Wild Scotland. The Forum helped to establish an association of nature and wildlife tourism operators, launched in 2003, with their own charter and establishing best practice guidelines based on sustainability principles.
- Website and newsletter. The Forum's website (www.greentourism.org.uk) and newsletter (Positive Impact) contain a great deal of information and many good practice examples aimed at private sector operators, local authorities, national level departments and agencies, and the media.

The Green Tourism Business Scheme

The Green Tourism Business Scheme (GTBS) is a key instrument in achieving greater sustainability in Scotland's tourism. This is a voluntary environmental certification scheme for tourism enterprises established by VisitScotland in 1998; it is closely linked to the Forum. By 2004, there were 550 establishments in the scheme, including accommodation and visitor attractions. Membership has been growing at around 30 per cent per year.

The scheme is based on a menu of 150 actions that businesses can take in the fields of: energy, waste, water, wildlife, transport, supporting the local economy, management and marketing, and involving and informing customers. Some of the actions are mandatory but most are voluntary. Enterprises obtain a bronze, silver or gold award according to the number of actions taken. All enterprises are required to measure and benchmark their energy and water consumption and waste production. Inspection takes place every two years.

Some important pointers emerging from the scheme include:

- The critical link to quality inspection. All enterprises in the GTBS have to be quality inspected and graded by VisitScotland. Certain basic requirements such as compliance with health, safety and other regulations are therefore already covered. Furthermore, the GTBS is actively promoted as an add-on 'sustainability' option to quality grading, rather than as an entirely separate scheme. The official recognition and credibility that this gives to the scheme is vital to its success.
- Advice to participants. Real change in enterprise performance has been achieved as much through the associated advice and information provided to participants

Gleneagles Hotel (left) and a self-catering croft on the Isle of Skye, contrasting participants in the GTBS

Photos: Jon Proctor

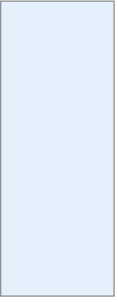


as through the incentive of the label. Personal help is given at the time of initial inspection; a series of data and advisory sheets are provided in a 'green folder'; regular newsletters are sent giving updates on new ideas, regulations, etc.; contacts for more detailed information and assistance are listed; and structured training sessions are offered. Auditors act as green signposts for further advice, financial assistance and as a support team.

- Relating business to government. The scheme provides an excellent communication channel. Each year the criteria are discussed with government agencies (especially Forum members) enabling new concerns to be reflected and feedback from enterprises to be passed on. For example, the Environment Protection Agency's concern about chemical toilet disposal has been translated into a requirement for holiday parks and camp sites.
- Links to financial instruments. Enterprises in the scheme are given up-to-date information about relevant financial assistance such as interest free loans to small businesses for insulation, installation of efficient energy sources, etc. Some government financial assistance schemes to support tourism development or improvement now require enterprises to sign up to the GTBS.
- Involvement of government services. A number of local authorities are having their own services certificated through the scheme. Certification of Tourist Information Centres has been found to be particularly valuable, as their staff have regular contact with small businesses and are able to pass on interest in sustainability through their own experience and example.
- Marketing support. Enterprises in the scheme are clearly identified in VisitScotland's official publications and websites, which display the green label alongside quality rating. In addition, a separate green guide and webpages are dedicated to certificated enterprises only.
- The commercial advantage. Surveys of participants have found that around 30 per cent can point to specific cost savings as a result of their involvement in the scheme and that average bedroom occupancy levels of hotels in the scheme are around 10 per cent higher than for Scotland as a whole. It is these commercial advantages that provide the most persuasive arguments in winning new members.
- The need to keep things simple. Experience has shown that small tourism businesses respond much more positively to simple criteria, clearly expressed.

The GTBS is run by a private sector company on behalf of VisitScotland. Although the scheme is now financially viable in an operational sense, support from VisitScotland and the Forum in promoting the scheme to enterprises and consumers, and maintaining its profile within Scotland, is essential for its survival.

The Forum has found that having a tool like the GTBS is extremely important in influencing government policy. It has demonstrated to politicians that the tourism industry will respond to voluntary initiatives and provides a vehicle for future communication and setting of targets.



Annex 1:

Baseline issues and indicators of sustainable tourism

Baseline issues and indicators of sustainable tourism

The following table is a collection of the most common issues occurring in tourism destinations, selected from among the more than 50 sustainability issues discussed in the WTO *Guidebook on Indicators of Sustainable Development for Tourism Destinations*. Baseline indicators considered most relevant and feasible to measure are suggested for each issue.

Other issues and indicators could arguably be included in the short list—such as health, security, environmental protection, and employment with their corresponding indicators. All these and many other issues and their indicators are covered in the WTO Guide that can be used as a reference. Importantly, the Guidebook also contains a procedure for the development of indicators that correspond to specific issues found at any destination. For this reason, tourism managers need to identify the priority issues at their destinations, in consultation with the main stakeholder groups, and develop indicators that are the most relevant for those priority issues, clear to users and feasible to implement in terms of data availability and the cost to obtain them.

Baseline Issue	Suggested Baseline Indicator(s)
Local Satisfaction with Tourism	<ul style="list-style-type: none"> Local satisfaction level with tourism (questionnaire)
Effects of Tourism on Communities	<ul style="list-style-type: none"> Ratio of tourists to locals (average and peak period/days) % who believe that tourism has helped bring new services or infrastructure. (questionnaire-based) Number and capacity of social services available to the community (% attributable to tourism)
Sustaining Tourist Satisfaction	<ul style="list-style-type: none"> Level of satisfaction by visitors (questionnaire-based) Perception of value for money (questionnaire-based) Percentage of return visitors
Tourism Seasonality	<ul style="list-style-type: none"> Tourist arrivals by month or quarter (distribution throughout the year) Occupancy rates for licensed (official) accommodation by month (peak periods relative to low season) and % of all occupancy in peak quarter or month % of business establishments open all year Number and % of tourist industry jobs which are permanent or full-year (compared to temporary jobs)
Economic Benefits of Tourism	<ul style="list-style-type: none"> Number of local people (and ratio of men to women) employed in tourism (also ratio of tourism employment to total employment) Revenues generated by tourism as % of total revenues generated in the community

Baseline Issue	Suggested Baseline Indicator(s)
Energy Management	<ul style="list-style-type: none"> Per capita consumption of energy from all sources (overall, and by tourist sector, per person day) Percentage of businesses participating in energy conservation programmes or applying energy saving policy and techniques % of energy consumption from renewable resources (at destinations, establishments)
Water Availability and Consumption	<ul style="list-style-type: none"> Water use: (total volume consumed and litres per tourist per day) Water saving (% reduced, recaptured or recycled)
Drinking Water Quality	<ul style="list-style-type: none"> Percentage of tourism establishments with water treated to international potable standards. Frequency of water-borne diseases: number/percentage of visitors reporting water-borne illnesses during their stay
Sewage Treatment (Wastewater Management)	<ul style="list-style-type: none"> Percentage of sewage from site receiving treatment (to primary, secondary, tertiary levels) Percentage of tourism establishments (or accommodation) on treatment system(s)
Solid Waste Management (Garbage)	<ul style="list-style-type: none"> Waste volume produced by the destination (tonnes) (by month) Volume of waste recycled (m³) / Total volume of waste (m³) (specify by different types) Quantity of waste strewn in public areas (garbage counts)
Development Control	<ul style="list-style-type: none"> Existence of a land use or development planning process, including tourism % of area subject to control (density, design, etc.)
Controlling Use Intensity	<ul style="list-style-type: none"> Total number of tourist arrivals (mean, monthly, peak periods) Number of tourists per square metre of the site (e.g. at beaches, attractions), per square kilometre of the destination, mean number/peak period average

Additional Resources

- General information on sustainable development: impacts and principles
 - Sustainable development of tourism: principles, policies and guidelines
 - Structures and strategies to work with other stakeholders
 - Measurement instruments
 - Command and control instruments
 - Economic instruments
 - Voluntary instruments
 - Supporting instruments
-

General information on sustainable development: impacts and principles

Global Environment Outlook, 2004, UNEP-GRID

<http://www.grid.unep.ch/geo/geo3/>

GEO-3 examines environmental trends over the past 30 years to provide an integrated explanation of the developments that have occurred. Continuing the global and regional focus of this series of publications, it complements the detailed assessment of the state of the global environment set out in GEO-2000. GEO-3 not only examines the state of the environment over its reporting period, but also the full range of social, economic, political and cultural drivers that have brought about change. Highlighting human vulnerability to environmental deterioration, it assesses effects of the spectrum of policy measures adopted.

Eco-Efficiency, Regulation and Sustainable Business - Towards a Governance Structure for Sustainable Development, 2004, UNEP

<http://www.earthprint.com>

This book presents important new research on applied eco-efficiency concepts throughout Europe. The aim of eco-efficiency is to achieve market-based measures of environmental protection, in order to enhance the prospects for sustainable development and achieve positive economic and ecological benefits.

Assessing Human Vulnerability to Environmental Change- Concepts, Issues, Methods and Case Studies, 2003, UNEP-DEWA

<http://www.unep.org/dewa/publications/2003/vulnerability.asp>

The report presents concepts, issues, methods and case studies relating to human vulnerability to environmental change. Assessment of vulnerability can provide an important guide to the planning process and to decisions on resource allocations at various levels and help to raise public awareness of risks.

Evaluation of Environmental Impacts in Life Cycle Assessment, 2003, UNEP

http://www.uneptie.org/pc/sustain/reports/lcini/UNEP_US%20EPA%20LCIA%20mtg%20report.pdf

In 1998 and 2000, UNEP joined forces with United States Environmental Protection Agency (EPA) and the Centre of Environmental Science (CML) to facilitate an international discussion forum on two specific issues of scientific development in the field of Life Cycle Assessment. The first issue was the level of sophistication in impact assessment, and the second was the type of environmental indicators to use. In this report, evaluation is meant in its broad sense; here evaluation includes not only the formal step weighting, but also the whole topic of assessing environmental stressors in a life cycle perspective.

Report of the World Summit on Sustainable Development (WSSD), Johannesburg, South Africa, 2002, United Nations

http://www.johannesburgsummit.org/html/documents/summit_docs/131302_wssd_report_reissued.pdf

The World Summit on Sustainable Development (WSSD), held in 2002 in Johannesburg, South Africa, was a useful step for many issues relating to sustainability. In the field of tourism, substantive progress was made in comparison

with Rio, where tourism was not dealt with. The Plan of Implementation which emerged from the Johannesburg conference refers to tourism in relation to energy, biodiversity conservation, Small Island Developing States and African issues. A complete article on tourism (43) was also included.

Agenda 21, 1992, United Nations

<http://www.un.org/esa/sustdev/documents/agenda21/index.htm>

Agenda 21 is a comprehensive plan of action to be used globally, nationally and locally by organizations of the United Nations System, Governments, and Major Groups in every area in which humans impact on the environment. Agenda 21, the Rio Declaration on Environment and Development, and the Statement of principles for the Sustainable Management of Forests were adopted by more than 178 Governments at the United Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro, Brazil, 3–14 June 1992.

Sustainable development of tourism: principles, policies and guidelines

Sustainable Development of Tourism Department's website, WTO

<http://www.world-tourism.org/sustainable>

The website presents all the activities undertaken by the Department, announces events related to sustainable tourism and contains reports, recommendations and guidelines in this field.

Sustainable Tourism web site, UNEP DTIE

<http://www.unepdtie.org/tourism>

This site provides information on UNEP DTIE's activities in sustainable tourism as well as providing access to UNEP tourism publications.

Tour Operators' Initiative web site, TOI

<http://www.toinitiative.org>

The TOI's web site provides an overview of the TOI structure and activities and includes all the TOI publications.

Marketing Sustainable Tourism Products, 2005, UNEP DTIE, Regione Toscana

http://www.unepdtie.org/pc/tourism/documents/EUROMEETING/marketing_sustainable_tourism.pdf

This report reviews the strengths and weaknesses of the tools and channels available to promote and distribute sustainable tourism products. The distribution and promotion channels include destination management organizations and tourist boards, tour operators, guidebooks, media, certification schemes, travel fairs, internet retailers and consumer organizations.

A Practical Guide to Good Practice: Managing Environmental Impacts In The Marine Recreation Sector, 2004, TOI/ Center for Environmental Leadership in Business (CELB)

<http://www.toinitiative.org/supplychain/supply.htm>

This guide provides information, in simple and direct language, on environmental impacts, the rationale for good practice and suggestions on how to reduce impacts

related to boat operation and maintenance and during marine excursions (snorkelling, diving and scuba; seafood consumption and souvenir purchasing; recreational fishing; and marine wildlife viewing). A self-assessment checklist is inserted to promote the practice of evaluating environmental performance among marine recreation providers. The guide is available in English and Spanish.

Supply Chain Management for Tour Operators - Three Steps Towards Sustainability, 2004, TOI/ Center for Environmental Leadership in Business (CELB)

<http://www.toinitiative.org/supplychain/supply.htm>

The Tour Operators' Initiative has developed a methodology for tour operators seeking to integrate economic, environmental and social sustainability criteria in their providers' service agreements. The Guide was developed with a participatory approach, involving from the outset tour operator members of the TOI already working on sustainability with their suppliers. The Guide proposes a three step approach for the integration of sustainability criteria in the selection of suppliers, and is supported by examples and tips.

Tourism and Poverty Alleviation: Recommendations for Action, 2004, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1349-1>

This book provides evidence of the contribution that tourism can make to achieving one of the most pressing UN Millennium Development Goals: alleviating poverty. Based on an extensive analysis of successful experiences, it gives clear and practical recommendations—to governments, private tourism companies, international and bilateral development agencies and other stakeholders—on the various ways and means they can utilize to make tourism a poverty alleviation tool.

Sustainable Tourism: The Tour Operator's Contribution, 2003, TOI

http://www.toinitiative.org/good_practices/case_studies.htm

Over 30 case studies, grouped in the key business areas of supply chain management; internal management; product management and development; customer relations; and cooperation with destinations provide an overview of the diverse approaches and tools that tour operators can adopt. The supply chain management examples include the use of 'green' checklists to assess hoteliers, the introduction of environmental clauses into contracts, the provision of technical assistance, and the introduction of a suppliers' food hygiene campaign.

Climate Change and Tourism, 2003, WTO

<http://www.world-tourism.org/sustainable/climate/final-report.pdf>

This publication was prepared as a result of the First International Conference on Climate Change and Tourism, held on 9–11 April 2003, in Djerba, Tunisia. It includes a basic report and summaries of the discussions and sessions on the consequences, opportunities and risks that the tourism sector is facing as a result of changes in world's climate. The publication includes the Djerba Declaration on Tourism and Climate Change and the Agenda of Action.

A Practical Guide to Good Practice: Managing Environmental and Social Issues in the Accommodations Sector, 2003, TOI/ Center for Environmental Leadership in Business (CELB)

<http://www.toinitiative.org/supplychain/supply.htm>

The guide provides information to managers on key environmental and social issues including: energy and water conservation, waste management, chemical use, purchasing, contributing to community development and biodiversity conservation, staff management and developing environmental management systems. For each issue, the guide offers a brief summary, the business benefits of adopting good practices and a sample of actions that managers can adopt to improve the performance of their facilities. References to additional resources are also provided.

Switched On: Renewable Energy Opportunities in the Tourism Industry, 2003, UNEP-DTIE

<http://www.uneptie.org/pc/tourism/library/energy.htm>

A handbook exploring how clean and renewable forms of energy can sustainably power the tourism industry. It provides the latest information on solar, wind, hydro, geothermal and biomass resources. Written in simple non-technical language with specific tourism case studies, the handbook can help small and medium-sized tourism business assess which technologies and systems are most cost-effective.

Tourism and Biodiversity: Mapping Tourism's Global Footprint, 2003, UNEP-DTIE / Conservation International

http://www.uneptie.org/tourism/library/mapping_tourism.htm

A publication illustrating the overlap between tourism development (present and forecasted) and biodiversity hotspots, highlighting tourism related threats and opportunities for biodiversity conservation and improved human welfare. To explore the relationship between tourism development, biodiversity conservation and poverty reduction at the global level, a series of maps were produced that plot tourism and socio-economic data against priority biodiversity areas.

Tourism and Local Agenda 21 - The Role of Local Authorities in Sustainable Tourism, 2003, UNEP-DTIE and the International Council for Local Environmental Initiatives (ICLEI)

<http://www.uneptie.org/pc/tourism/library/local-agenda21.htm>

This study looks at how tourism has been taken into account in local Agenda 21's, as drawn up and implemented by local authorities. The Agenda 21 planning framework is useful to local authorities facing the impacts of tourism development, in defining strategic goals for all stakeholders, and using tourism effectively to achieve a community's main goals. It is based on a study of the hands-on experience gained by five European local communities involved to varying degrees in tourist activity, and having adopted a local Agenda 21 approach.

Sustainable Development of Ecotourism - A Compilation of Good Practices in SMEs, 2003, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1312-1>

A compilation containing 65 case studies from 47 countries of exemplary practices in small ecotourism businesses. The studies provide rich details on methodologies and business approaches applied successfully by a wide range of ecotourism companies; they provide a valuable well of information that can serve to generate ideas and adapt sustainable ecotourism practices to specific local conditions elsewhere. The experiences presented in this book come directly from the field, from the people who have developed these initiatives and who are daily in charge of these business ventures. They

are a good reflection of the complexity of small businesses, the great challenges and opportunities they face, and the endless creativity that this business allows for.

Tourism and Poverty Alleviation, 2002, WTO

<http://www.world-tourism.org/isroot/wto/pdf/1267-1.pdf>

This report reflects the WTO's concern that the benefits of tourism should be widely spread in society and that the poor should benefit from tourism development. It reviews current experience of tourism and poverty reduction in order to identify what is known about the contribution which the tourism industry can make to the elimination of poverty. It also makes recommendations for action by government, the industry, development agencies and local communities.

WTO Contributions to WSSD, 2002, WTO

<http://www.world-tourism.org/sustainable/wssd/WTO-contributions-eng.pdf>

In preparation for the World Summit on Sustainable Development, WTO published a complete document containing, amongst others, the Report of the WTO Secretary General, a Policy Report on sustainable development of tourism and a list of the Actions in Assisting Developing Countries to Implement Agenda 21 undertaken by the WTO since 1992.

Industry as a Partner for Sustainable Development: Tourism, 2002, World Travel and Tourism Council (WTTC), International Federation of Tour Operators (IFTO), International Hotel and Restaurant Association (IH&RA), International Council of Cruise Lines (ICCL), facilitated by UNEP DTIE

http://www.uneptie.org/pc/tourism/library/wssd_report.htm

UNEP, in partnership with various industry organizations, launched a reporting initiative to gauge progress by the private sector towards sustainable development. This effort contributed to the wider review of progress with the implementation of Agenda 21, under the framework of the World Summit on Sustainable Development.

Ecotourism: Principles, Practices and Policies for Sustainability, 2002, UNEP-DTIE / TIES

<http://www.uneptie.org/pc/tourism/library/ecotourism.htm>

A publication reviewing the current status and trends in ecotourism globally, the challenges ahead and the lessons learned in over 15 years of ecotourism development involving a broad range of stakeholders. It incorporates comments and suggestions from recognized academics, NGO, representative and inter-governmental agencies as WTO, IUCN and UNEP.

Industry and Environment, Vol.25 No.2, Responsible Entrepreneurship for Sustainable Development, 2002, UNEP

<http://www.uneptie.org/media/review/vol25no2/I&EVOL25.PDF>

This issue of Industry & Environment formed part of UNEP's contribution to the World Summit on Sustainable Development in Johannesburg. It examines the role of business and industry in bringing about the changes urgently needed for sustainable development.

International Year of Ecotourism, Report of Activities, 2002, WTO

<http://www.world-tourism.org/sustainable/IYE-Main-Menu.htm>

At the request of the United Nations General Assembly, the WTO has prepared a report on the activities undertaken by States and major international organizations

in the framework of the International Year of Ecotourism. The report and archives of IYE 2002 (preparatory conferences reports, etc.), can be found at the above website.

The World Ecotourism Summit - Final Report, 2002, UNEP and WTO

http://www.world-tourism.org/sustainable/IYE/quebec/anglais/index_a.html

This report contains the summaries of the debates held and conclusions reached at the World Ecotourism Summit and its preparatory process, as well as the Quebec Declaration on Ecotourism. The World Ecotourism Summit, was held in Quebec City, Canada from 19 to 22 May, 2002. This was the principal event to mark 2002 as the International Year of Ecotourism. The purpose of the Summit was to bring together governments, international agencies, NGOs, tourism enterprises, representatives of local and indigenous communities, academic institutions and individuals with an interest in ecotourism, and enable them to learn from each other and identify some agreed principles and priorities for the future development and management of ecotourism.

Enhancing the Economic Benefits of Tourism for Local Communities and Poverty Alleviation, 2002, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1280-1>

This study is based on the document that was presented in a seminar that took place in Petra, Jordan, on 20 June 2002, within the framework of the 68th session of the WTO Executive Council. The document has been complemented by the addition of ten case studies that were presented by the Council members during the seminar. These case studies highlight either the countries' national policies and approaches to community-based tourism or specific projects that are considered success stories.

Sustainable Development of Ecotourism - A Compilation of Good Practices, 2001, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1214-1>

Publication prepared on the occasion of the International Year of Ecotourism 2002. It is the second volume within the series of Good Practices published in the area of Sustainable Development of Tourism. The 55 case studies taken from 39 countries present a wide range of successful ecotourism initiatives. Each of them is presented in a systematic form, describing stakeholders involved, objectives and strategies, funding, sustainability and monitoring aspects, problems encountered and solutions found in each project, etc. The sustainability aspects are further detailed according to specific elements of ecotourism such as: conservation, community involvement, interpretation and education, as well as environmental management practices.

Sustainable Development of Tourism - A Compilation of Good Practices, 2000, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1156-1>

The progress towards a more sustainable tourism industry is best demonstrated through success stories. This publication contains around 50 examples of good practices in sustainable development and management of tourism, collected from 31 countries. A great variety of projects are presented, ranging from local to regional and national levels, including activities of the public, private and NGO sectors, covering aspects of eco-, rural- and cultural tourism, accommodation, tour operations, transportation, protected area management, regulatory and voluntary frameworks, among others. Each case is described in a systematic order, including detailed background information, success factors for sustainability, problems and their solutions, lessons learnt, and monitoring activities.

Global Code of Ethics for Tourism, 1999, WTO

In October 1999, the General Assembly of the WTO, held in Santiago, Chile, approved the Global Code of Ethics for Tourism which sets a frame of reference for responsible and sustainable development of world tourism. The code includes nine articles outlining the 'rules of the game' for destinations, governments, tour operators, developers, travel agents, workers and travellers themselves. The tenth article involves the redress of grievances and marks the first time that a code of this type has a mechanism for enforcement. The Global Code of Ethics for Tourism is an essential tool to help minimize the negative impacts of tourism on the environment and cultural heritage while maximizing the benefits for residents of tourism destinations. A resolution in support of WTO's Global Code Ethics for Tourism was accordingly considered by the United Nations General Assembly on 19 November 2001.

Sustainable Development of Tourism - An Annotated Bibliography, 1999, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1129-1>

To enhance the understanding of sustainable tourism and its practical applications, the WTO has compiled a list of books and articles on the subject. For the second edition nearly 100 books together with more than 250 articles were reviewed. As a result, WTO offers to the international community what is probably the most complete Annotated Bibliography on Sustainable Tourism and related subjects.

Guide for Local Authorities on Developing Sustainable Tourism, 1998, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1016-1>

This enlarged and revised edition of WTO's most popular publication *Sustainable Tourism Development: Guide for Local Planners*, presents concepts, principles and techniques for planning and developing tourism and includes sections on managing environmental and socio-economic impacts at the local level. It also contains numerous examples of sustainable tourism best practices readily adaptable to the particular conditions and level of development of each destination. Three supplementary volumes exist for Asia and the Pacific, Latin America and the Caribbean and Sub-Saharan Africa.

How the Hotel and Tourism Industry can Protect the Ozone Layer, 1998, UNEP-DTIE

<http://www.uneptie.org/pc/tourism/library>

The guide helps the hotel and tourism industry understand the damage being done to the stratospheric ozone layer by ozone depleting substances (ODS) and why they should be concerned. It outlines the steps to be taken by hotel managers to establish their own ODS management programme to properly manage the transition away from these chemicals.

Handbook on Natural Disaster Reduction in Tourist Areas, 1998, WMO and WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1022-1>

Tourism developments are quite often located in areas exposed to, or likely to be exposed to, sudden-onset natural disasters, in particular beach and coastal areas, river valleys and mountain regions. If these developments are hit by natural disasters, the image of the tourist destination will suffer. This handbook, produced jointly by WTO and World Meteorological Organization experts, demonstrates how to combat natural disasters in tourist areas and mitigate their impacts. It guides the reader through disaster onset to post-disaster reconstruction and the relaunching of a tourist destination.

Agenda 21 for the Travel and Tourism Industry, 1996, WTO and WTTC

<http://www.world-tourism.org/sustainable/publications.htm>

A joint WTO, WTTC and Earth Council publication outlining practical steps that governments and private companies can take to implement the goals of the Rio Earth Summit and make the tourism sector more sustainable.

Rural Tourism – A Solution for Employment, Local Development, and Environment, 1996, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1054-1>

This publication is a result of the CEU-ETC Joint Seminar, held in Israel in 1996. The purpose of this seminar was to promote an exchange of experience on rural tourism between member countries, including in particular those for whom tourism presents a new challenge. The publication includes a selection of presentations submitted to the seminar, covering subjects such as rural tourism: products, market, and marketing methods; rural tourism and local development, environmental protection, and government aid; rural tourism: professions, training, qualifications, and employment creation; prospects for rural tourism in the future: cooperation to ensure that this product promotes sustainable tourism at local level.

The Environmental Action Pack for Hotels, Technical Report Series No.31, 1995, UNEP-DTIE

<http://www.uneptie.org/pc/tourism/library/>

The Environmental Action Pack for Hotels is a response to Agenda 21 recommendations that business and industry shall be encouraged to ‘recognize environmental management as among the highest corporate priorities and as a key determinant to sustainable development’. The Environmental Action Pack is an essential first step guide for hoteliers around the world. It is also of interest to industry associations, teaching institutions and governments directly involved in promoting and supporting the tourism industry in its environmental management activities.

Structures and strategies to work with other stakeholders

Environmental Management and Community Participation: Enhancing Local Programmes, 2003, UNEP-IETC

<http://www.unep.or.jp/ietc/kms/data/1459.pdf>

This brief document outlines the mutually reinforcing benefits of environmental management and community participation at the level of a city or urban area. The content is based on work done by UNEP-IETC in the Asia-Pacific region on the themes of environmental management systems and ISO 14001, community studies, urban management and the interlinkages of environmental issues.

Co-operation and Partnerships in Tourism – A Global Perspective, 2003, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1327-1>

The aim of *Co-operation and Partnerships in Tourism: A Global Perspective* is to give inspiration and guidance on how to build, implement and further develop

partnerships, focusing on strategic and operational issues in partnering and lessons learned from past partnering experiences. By examining cases from all regions of the world and from several different areas in tourism, the study provides insight that can be applied beyond the specific cultural and economic contexts of each case. As tourism is increasingly becoming a sector successfully built on cooperation and partnerships, this study is a valuable resource for anyone interested in Public-Private Sector Cooperation.

Green and Sustainable Businesses from a Local Government Perspective: Fostering Business Partnerships for Environmental Sustainability, 2003, UNEP- IETC

<http://www.unep.or.jp/ietc/kms/data/1471.pdf>

Effective business partnerships enable local governments and the private sector to assume initiative and co-responsibility in focusing on sustainability. Through effective and equal partnerships, the advantages of the private sector—dynamism, access to finance, knowledge of technologies, managerial efficiency, entrepreneurial spirit—are combined with the social responsibility, environmental awareness, local knowledge and job generation concerns of local governments.

Waste Management in Agenda 21, 2003, UNEP-IETC

<http://www.unep.or.jp/ietc/kms/data/1449.doc>

This brief document outlines the criticality assigned to waste management within the various chapters of Agenda 21, and discusses the various dimensions of waste management, from global to local. The publication directly emphasize the need to manage waste, or advocate the institution of measures that reduce generation of waste, or its effective integration into a recycling or reuse scheme that maintains material flow loops. It stresses that there is an urgent need to address the prevention and reduction of man-made disasters and/or disasters caused by industries, unsafe nuclear power generation and/or toxic wastes.

Public - Private Sector Cooperation, 2001, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1160-1>

This report investigates the actual overall situation of public-private partnership, its relevance and importance for the competitiveness of tourism destinations. Based on a large number of collected projects, a total of 80 concrete case studies from 50 countries around the world were carefully selected, analysed and evaluated. Among the important findings are the essential principles and practices for public-private partnership as well as the basic conditions under which such cooperation functions. The report also describes strategies and guidelines for carrying out these partnerships best to ensure sustainable development and provides a forecast of the importance of such cooperation in the future.

Technical Workbook on Environmental Management Tools for Decision Analysis, 1999, UNEP-IETC

<http://www.unep.or.jp/ietc/Publications/TechPublications/TechPub-14/summary.asp>

Designed for developing countries, least developed countries, and countries with economies in transition, this workbook focuses on environmental management (EM) tools that aim to anticipate the environmental impact of decisions at the early stages of planning and decision-making, with respect to selection of environmental

technologies, identification and characterization of risks to the environment, health and safety, and planning environmental programmes for cities and municipalities. It does not include auditing and evaluation tools.

Measurement instruments

Indicators of Sustainable Development for Tourism Destinations, 2004, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1369-1>

This guidebook is the most comprehensive resource on this topic, the result of an extensive study on indicator initiatives worldwide, involving 62 experts from more than 20 countries. It describes over 40 major sustainability issues, ranging from the management of natural resources (waste, water, energy, etc.), to development control, satisfaction of tourists and host communities, preservation of cultural heritage, seasonality, economic leakages, or climate change, to mention just a few. For each issue, indicators and measurement techniques are suggested with practical information sources and examples. The publication also contains a procedure to develop destination-specific indicators, their use in tourism policy and planning processes, as well as applications in different destination types (e.g. coastal, urban, ecotourism, small communities). Numerous examples and 25 comprehensive case studies provide a wide range of experiences at the company, destination, national and regional levels from all continents.

Guide to Good Practice in Tourism Carrying Capacity Assessment, 2003, PAP/RAC

<http://www.pap-thecoastcentre.org/publications.html>

The aim of this Guide is to discuss various practices in Tourism Carrying Capacity Assessment (CCA), including those using methodologies other than that of PAP, and to stimulate new ideas for the future preparation of CCA studies in the Mediterranean and in other parts of the world. The examples presented in the document help to demonstrate in which types of area, in both geographic and economic terms, CCA can be used in a most efficient way.

130 Indicators for sustainable development in the Mediterranean Region, 2000, UNEP/PAM/ Plan Bleu

<http://www.planbleu.org/vfrancaise/3-5b1.htm>

The indicators have been adopted by the Contracting Parties in Malta, 1999. They were selected during two-years of work by the Mediterranean Commission of Sustainable Development (MCSD), and were validated by the Contracting Parties.

Command and control instruments

Tourism Congestion Management at Natural and Cultural Sites, 2005, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1370-1>

This guidebook is aimed at a variety of professional users, both within the tourism industry and for people who welcome and manage visitors at their destination or site, including public authorities in the tourism, culture and nature fields. It provides recommendations to the different stakeholders in the tourism industry on how they might contribute to the minimization of tourism congestion. Destination and site managers will find a range of recommendations to build a well-informed

understanding of their places and their visitors, as well as recommendations for upgrading the operational and physical capacities of their areas, in order to handle high levels of tourism activity. The guidebook is intended to provide very practical recommendations, using illustrations from the case studies. Congestion management practices are explained at different levels, linking actions between demand, destination and site management.

Making Tourism Work for Small Island Developing States, 2005, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1372-1>

For most islands, tourism is the main economic activity in terms of income generation, employment creation, and foreign exchange earnings. But due to their small size, islands are vulnerable to the negative environmental and social impacts that tourism can sometimes bring. That is why it is vital to plan, manage and monitor tourism development in small island developing states (SIDS), aiming at sustainability objectives. This WTO report presents a summary of the current status of tourism in SIDS, while providing evidence of the key importance it has for the sustainable development of many islands and for the achievement of the UN Millennium Development Goals. It also addresses the key issues that need to be considered by small island nations and provides policy orientations, guidelines and other tools to the National Tourism Authorities, the tourism industry and other tourism stakeholders in SIDS on how to develop and manage tourism in a sustainable manner for the benefit of their population.

Forging Links Between Protected Areas and the Tourism Sector: How Tourism Can Benefit Conservation, 2005, UNEP DTIE/ UNESCO/RARE and UNF

<http://www.uneptie.org/pc/tourism/library/home.htm>

This manual, based on interviews with tourism companies, provides practical guidance on better ways of understanding the tourism industry. It also details what can be expected from the tourism industry in terms of support for conservation.

Tourism Legislation Database (LEXTOUR), 2004, WTO

<http://www.world-tourism.org/doc/E/lextour.htm>

LEXTOUR has been designed to act as a referral system facilitating direct access through links to external websites, databases and information servers on tourism legislative data produced and distributed by authoritative sources such as parliaments, central government bodies (including National Tourism Administrations), universities, professional associations, etc.

Environmental Impact Assessment and Strategic Environmental Assessment: Toward an Integrated Approach, 2004, UNEP- ETB

<http://www.unep.ch/etu/publications/textONUBr.pdf>

This document annotates and compares the lessons of EIA experience in developing and transitional countries to provide points of reference for EIA practitioners to review or develop EIA guidelines appropriate to countries' specific needs, development priorities and socio-economic and cultural background.

Coastal Zone Management Report: English-Speaking Caribbean, 2003, UNEP-GPA

<http://www.gpa.unep.org/documents/PADH-docs.htm>

This Study was undertaken to facilitate evaluation of the extent to which commitments have been translated into action on the ground, to point out strengths

and weaknesses of the actions taken to date, and to make recommendations on the way forward. In prosecuting these objectives the Study examines the present status of the legal and institutional framework for coastal zone management in the English speaking Caribbean.

UNEP Environmental Impact Assessment Training Resource Manual, Second Edition and Studies of EIA Practice in Developing Countries, 2003, UNEP

<http://www.earthprint.com/>

The main objective of this publication is to facilitate the preparation of training courses and materials that are specific to a particular country or region. Resource aids are included to help EIA trainers to identify the needs of participants and to custom-design courses to meet them. The case studies have been prepared by EIA specialists from developing countries to exemplify how the EIA process is implemented in different parts of the developing world and to identify difficulties that are commonly encountered in EIA practice in this context. It is intended that the case studies will be of use in two main ways. Firstly, they can be incorporated into customized training materials to give them added relevance and realism. Secondly, the studies can be used as 'reference points' or 'building blocks' to develop specific cases that reflect experience and issues of EIA practice in a country or region.

Sustainable Tourism in Protected Areas: Guidelines for Planning and Management, 2002, UNEP/IUCN/WTO

http://www.uneptie.org/pc/tourism/library/sust_prot_areas.htm

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1259-1>

Publication aiming to assist protected area managers and other stakeholders in the planning and management of protected areas based on a wealth of practical case studies and experience. Ensuring that tourism follows a sustainable path requires clear leadership and enhanced partnership at all levels, particularly between the tourism industry and relevant government and non government agencies. This book describes how this can be achieved.

Tourism in the Least Developed Countries, 2001, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1170-1>

To draw attention to the valuable economic opportunities which tourism can create, the WTO and UNCTAD organized a High Level Meeting on Tourism and Development in the Least Developed Countries. This publication is a collection of the presentations and discussion papers delivered during this meeting. It provides recommendations on how developing countries can present and enhance their tourism resources in order to compete in the international marketplace.

Integrated Coastal Management Guidelines for the ROMPE Region, 2000, UNEP-ROMPE

<http://www.ropme.com/pages/publications.asp#>

Guidelines that are applicable in almost any coastal situation, such as a gradual process of ICAM implementation within some or all of the seven steps proposed. Other elements such as the importance of individual natural resources, possibilities of implementation, institutional arrangements, or the application of tools and techniques, must be understood and applied with flexibility and with regard to the conditions prevailing in every particular area.

Tourism at World Heritage Cultural Sites, 1999, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1117-1>

World Heritage Sites include many of the world's most outstanding attractions and grandest monuments of the past. For tourism promoters they act as magnets, while for the nation in which they are found they serve as icons that continue to influence current values. This handbook concentrates on human-made sites, the physical evidence of major historical events. It is devoted to helping the managers of World Heritage Sites accomplish a dual purpose: to conserve the site in their care and provide meaningful and considerate access to as many visitors as the site can allow.

Caribbean Regional Training Manual : Integrated Coastal Area Management (ICAM) for the Tourism Industry, 1999, UNEP/USAID/SeaGrant

<http://www.cep.unep.org/issues/ICAM%20manual.htm>

This manual on general principles of ICAM is geared towards tourism industry practitioners and developers. Its aim is to strengthen the regional capacity to implement ICAM strategies in order to mitigate the negative impacts of tourism activities on the coastal resources.

The International Conference on Sustainable Tourism in Small Island Developing States (SIDS) and other Islands, 1998, WTO/UNEP

<http://www.world-tourism.org/sustainable/doc/lanzarote.pdf>

The conference was convened jointly by WTO and UNEP in Lanzarote, Spain, 1998. Based on its resolutions, regional meetings were organized in collaboration with UNEP:

- Sustainable Tourism and Competitiveness in the Islands of the Mediterranean, Island of Capri, Italy, May 2000,

<http://www.world-tourism.org/sustainable/doc/capri.pdf>

- International Conference on Sustainable Tourism in the Islands of the Asia-Pacific Region, Sanya, Island Of Hainan, China, December 2000,

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1217-1>

An Integrated Approach to Resort Development, 1992, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1018-1>

This WTO study analyses six resorts, all largely completed and representing various regions of the world and different types of development. For each case study, comprehensive details are provided on planning and implementation, including the current status of development. Economic, environmental and socio-cultural factors in planning and implementation are also analysed, as well as the development impact of these factors. The report evaluates the financing of both the infrastructure and tourist accommodation of the resorts, the respective roles of the public and private sectors in financing, and financial policies and procedures applied. Finally, it assesses the potential of applying these planning and implementation procedures in other development projects around the world.

Economic instruments

Tourism Satellite Accounts Project Webpage, WTO

<http://www.world-tourism.org/statistics>

Satellite accounts are a procedure to measure the size of economic sectors which, like tourism, are not defined as industries in national accounts. Tourism, for example, is

an amalgam of industries such as transportation, accommodation, food and beverage services, recreation and entertainment and travel agencies, among others. A Tourism Satellite Account (TSA) is a means to calculate tourist consumption of these goods and services supplied within a country using a common method which will permit comparisons over time and with other countries.

Tourism, Microfinance and Poverty Alleviation, 2005, WTO

<http://ceres.wtoelibrary.org>

Tourism can contribute to the fight against poverty in developing countries, and more specifically in the least developed countries. However, this potential is closely linked to the accessibility of financing sources. With the aim of finding solutions to the numerous problems involved in the financing of tourism development initiatives especially for small enterprises and microbusinesses in developing countries, the WTO in conjunction with PlaNet Finance, a leading microcredit institution, is studying the possibilities of adapting microcredit to the specific needs of the tourism sector. This report presents recommendations for small tourism enterprises and microbusinesses as well as microfinance institutions, with the objective of bringing them together and thus stimulate tourism development that benefits the poor. This report encourages governments and MFIs to adapt lending terms to the specific characteristics of tourism activity and poor populations.

The Use of Economic Instruments in Environmental Policy: Opportunities and Challenges, 2004, UNEP-ETP

<http://www.unep.ch/etu/Publication/EconInst/econInstruOppChnaFin.pdf>

This report seeks to help policy makers, especially in the developing world, to identify, evaluate and apply economic instruments to address a country's environmental problems within its national and local circumstances. It presents an innovative approach by offering tools for comprehensive assessment of the country context and conditions, and by tailoring solutions to the specific country needs.

Leakages and Linkages in the Tourism Sector: Using Cluster-Based Economic Strategy To Minimize Tourism Leakages, 2003, WTO

<http://www.world-tourism.org/quality/E/trade2.htm>

Leakages are broadly defined as the loss of foreign exchange and other hidden costs deriving from tourism related activities. Leakage avoidance can be undertaken proactively through processes that maximize the ability of the national and particularly the regional economy of countries to build and improve their tourism value-chain. A process for accomplishing this, at least in part, has taken shape in the form of regional cluster-based economic development.

Financing for Sustainable Development, 2002, UNEP DTIE / International Monetary Fund (IMF) / World Bank

http://www.unepfi.org/fileadmin/documents/financing_sustainable_devt_2002.pdf

This paper discusses how developing countries can generate some of the resources they need for sustainable development, and how the private sector, developing countries, donors, and local communities can contribute to this effort. In particular, the paper identifies innovative ways of encouraging more effective sustainability financing through public, private, or public-private approaches. It focuses on the issue of generating additional resources to finance sustainable development and does not discuss how these resources are to be employed.

Financing Sustainable Energy Directory: A Listing of Lenders and Investors, 2002, UNEP-FI
<http://www.fse-directory.net/>

The Financing Sustainable Energy Directory is an inventory of lenders and investors who provide finance to the renewable energy and energy efficiency sectors. It is designed to help project developers and entrepreneurs seeking capital, as well as investors looking for financing vehicles.

Tourism Taxation, 1998, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1025-1>

This study presents a comprehensive analysis of the effects of taxation on the tourism industry and offers a series of recommendations aimed at assisting governments in finding the right tourism taxation structure. Building on and complementing previous reports on this subject, it is the result of detailed research and the input of six regional seminars held around the world. It provides an analysis and discussion of tourism taxation concepts and issues, a tourism taxation typology, and examines future trends. The findings and conclusions are illustrated with an analysis of six country case studies and a further selection of other geographic examples.

Voluntary instruments

Reports of the Regional Conferences on Sustainability Certification of Tourism, 2003/2004, WTO

Europe— <http://www.world-tourism.org/sustainable/conf/cert-czech/eng.htm>

Americas— <http://www.world-tourism.org/sustainable/conf/cert-brasil/esp.htm>

Asia-Pacific— <http://www.world-tourism.org/sustainable/conf/cert-malaysia/finalrep.htm>

The need for greater sustainability in tourism services and activities is already widely recognized at all levels. Moreover, there are many and varied planning and development methodologies, as well as tourism management techniques that make it possible to attain higher levels of sustainability and to increase them gradually. Such methodologies and techniques can be complemented by voluntary certification systems for tourism services. The companies and organizations that provide them began appearing on the international tourism market in 1990 and have proliferated over the past few years.

WTO recommendations to governments for supporting and/or establishing national certification systems for sustainable tourism, 2003, WTO

<http://www.world-tourism.org/sustainable/doc/certification-gov-recomm.pdf>

This document emphasizes the role of governments in establishing and coordinating multi-stakeholder processes for certification systems, gives orientations for developing certification criteria, and on the following operational aspects (application, verification, awarding of certification, consulting, advisory and technical assistance services, marketing and communication, fees and funding, etc.)

Voluntary Initiatives for Sustainable Tourism - Worldwide Inventory and Comparative Analysis of 104 Eco-labels, Awards and Self-Commitments, 2002, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1232-1>

This study, based on the analysis of 104 voluntary initiatives worldwide, provides an evaluation of the effectiveness of existing schemes. It identifies similarities and

differences among voluntary initiatives and outlines the factors that make them successful in terms of sustainable tourism development. Based on the results, guidelines are made available to tourism companies wishing to adopt any of these voluntary schemes; organizations that run these initiatives, in order to improve existing schemes or create new ones; as well as for governments and NGOs, to provide them with technical criteria and guidelines for the support and supervision they may wish to give to these initiatives.

Sustainability Reporting Guidelines, 2002, Global Reporting Initiative (GRI)

http://www.globalreporting.org/guidelines/2002/GRI_guidelines_print.pdf

The Guidelines represent the foundation upon which all other GRI reporting documents are based, and outline core content that is broadly relevant to all organizations regardless of size, sector, or location. All organizations seeking to report using the GRI framework should use the Guidelines as the basis for their report, supported by other GRI documents as applicable.

Sustainability Reporting Guidelines- Tour Operators Sector Supplement, 2002, Global Reporting Initiative (GRI)

<http://www.toinitiative.org/reporting/documents/TourOperatorsSupplementNovember2002.pdf>

This book offer performance indicators specific to the sector, developed in multi-stakeholder fashion. The indicators can support tour operators in producing a detailed report on their sustainability performance, for public disclosure as well as to monitor internally their performance and benchmark progress.

Trust Us: The Global Reporters 2002 Survey of Corporate Sustainability Reporting, 2002, SustainAbility

<http://www.sustainability.com/online/>

Trust Us is the second report in the Global Reporters series to put corporate sustainability reporting under the microscope and focus on the emerging trends and hot topics that are bubbling under—or boiling over—in this increasingly important area of corporate accountability.

Child prostitution in tourism watch - International Campaign Against Sexual Exploitation of Children in Tourism, WTO

http://www.world-tourism.org/protect_children/index.htm

In recognition of the need to engage both governments and the private sector in the international campaign against child sex tourism the WTO child prostitution in tourism watch and partners (ECPAT, International Federation of Journalists and Terre des Hommes, Germany) have implemented a series of interrelated projects. The main activities include the implementation of guidelines for focal points at national tourism administrations and local tourism destinations, the application of the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism and its six criteria for tour operators, the incorporation of training modules on SECT in curricula of tourism education centres, the improvement of knowledge about SECT among journalists and young people in Europe. The project also acknowledges the diversity of tourism stakeholders and encourages all sectors to participate, including tour operators, hotels, airlines and government tourism ministries.

Encouraging Voluntary Initiatives for Corporate Greening, 2000, UNEP-DTIE
http://www.uneptie.org/outreach/vi/reports/encouraging_voluntary_initiatives.pdf

This paper maintains that none of the usual options—the market, conventional regulatory authority and customary propriety—can meet the challenge of moving toward sustainability in a dynamic, globalizing political economy. At least they cannot do so as usually applied and haphazardly associated. Efforts to build a coherent and well-integrated set of motivations for ‘voluntary initiatives’ are unlikely to be sufficient by themselves either. Thus, the paper argues, the exercise of building such a set of motivations along with appropriate individual initiatives is necessary, globally as well as nationally.

Voluntary Initiatives: Current Status, Lessons Learnt and Next Steps, 2000, UNEP
http://www.uneptie.org/outreach/vi/reports/voluntary_initiatives.pdf

This paper is organized around the five major types of voluntary initiatives and draws on the presentations and discussions from the UNEP Voluntary Initiatives Workshop (Sept 2000). It summarizes the key messages and outlines possible next steps to improve the efficacy and credibility of voluntary initiatives in today’s context of globalization.

Awards for Improving the Coastal Environment: The Example of the Blue Flag, 1997, FEEE/ UNEP and WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1019-1>

A joint publication of the WTO, the Foundation for Environmental Education in Europe (FEEE), and UNEP, this book outlines Europe’s Blue Flag campaign. It explains how Blue Flag assists the tourism sector and at the same time helps to improve the coastal environment. The book includes chapters on the history of the Blue Flag campaign, how the campaign is financed and monitored, and criteria and lessons that can be learned from the European experience. It also looks at the differences between European beaches and those in other parts of the world and explains how the Blue Flag programme can be adapted to regions outside of Europe.

Ecolabels in the Tourism Industry, 1996, UNEP

<http://www.uneptie.org/pc/tourism/library/ecolabels.htm>

This publication examines the role of ecolabels within the context of voluntary self-regulation in the tourism industry. It aims to help those applying for ecolabels to better understand the nature of ecolabel schemes (the tourism industry, local and national government, local communities and non-governmental organization).

Environmental Codes of Conduct for Tourism, UNEP Technical Report No. 29, 1995, UNEP

http://www.uneptie.org/pc/tourism/library/codes_of_conduct.htm

A technical report based on the results of a survey and analysis of existing codes developed by countries, industry associations and NGOs. It offers not only examples of environmental codes for the tourism industry, for host communities and for tourists, but also essential elements common to successful codes and some of the most common pitfalls; implementation and monitoring tools and programmes currently in use to activate codes and monitor and report on performance; references and useful addresses.

Supporting instruments

Guidelines on Municipal Wastewater Management, 2004, UNEP

http://www.gpa.unep.org/documents/wastewater/Guidelines_Municipal_Wastewater_Mgmt%20version3.pdf

These guidelines provide practical guidance on how to plan appropriate and environmentally sound municipal wastewater management systems. They are meant for decision-makers, operational professionals in government institutions and in the private sector, development banks and related organizations.

UNEP Programmes and Resources for Environmental Education and Training: An Introductory Guide, 2004, UNEP

<http://www.earthprint.com>

This guide showcases some of UNEP's many programmes and resources that support the important work of environmental education and training. It contains details of courses in the UNEP Environmental Leadership Programme, UNEP networks for environmental training, its commitment to supporting environmental action learning activities that link schools with their communities, training programmes for women as managers of natural resources, and examples of its public education programmes in newspapers and television.

Evaluating NTO Marketing Activities, 2003, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1331-1>

This report examines the ways in which tourism destinations and NTOs evaluate the effectiveness of their promotional activities. The study takes account of the extensive analysis of the research carried out on the subject. Based on the results of a survey into current evaluation practices among NTOs, the study compares different evaluation methodologies in terms of best practices. As a result, a guide for the evaluation of the marketing activities of NTOs is developed setting out a number of practical steps.

A Manual for Water and Waste Management: What Tourism can do to Improve its Performance, 2003, UNEP-DTIE

http://www.uneptie.org/tourism/library/waste_manual.htm

This manual looks at solid waste and water management and provides guidelines and examples of how tourism operations can achieve positive results and minimize harm to a community's ecological and physical systems. Specific case studies highlight larger hotel chains that have already implemented environmental management systems but the main focus is on SME in developing countries, Small Island Developing States and developing tourism destinations.

Managing Urban Sewage An Introductory Guide for Decision-makers, Freshwater Management Series No. 10, 2003, UNEP-IETC

<http://www.unep.or.jp/ietc/Publications/Freshwater/FMS10/index.asp>

This document is part of the IETC series of Introductory Guides for Decision-makers. These guides are intended to assist decision-makers at the local level in understanding the issues and making informed decisions for the benefit of all citizens and stakeholders.

Capacity Building for Sustainable Development: An Overview of UNEP Environmental Capacity Development Initiatives, 2002, UNEP

http://www.unep.org/Pdf/Capacity_building.pdf

A UNEP guide highlighting how capacity building is a central element of its activities particularly in its approach to assisting the sustainable development of developing countries and countries with economies in transition. The guide gives selected examples of capacity development taken from ten years since Rio and tries to project into the next decade, after Jo'burg.

Human Resources in Tourism: Towards a New Paradigm, 2002, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1258-1>

Human resource development occupies a central role in achieving efficiency in tourism. In this context, the II International Conference on Tourism Professions, which took as its theme 'Tourism Employment: Towards a New Paradigm' was held in Madrid, Spain on 26–27 January 1998, with the participation of more than 30 speakers and 350 people from 28 countries. This publication is a collection of the papers presented during the Conference on topics relating to the present situation of human resources in the tourism industry and the advisability of creating an alternative conceptual framework for the quality and efficiency of human capital in tourism.

E-Business for Tourism - Practical Guidelines for Destinations and Businesses, 2001, WTO

<http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1210-1>

A report prepared as guidance for those who are prepared to embrace the E-Business. After explaining the concepts of E-Business and Customer Relationship Management, it provides an overview of the changing value chains and the evolving role of DMOs. It continues with practical guidelines on how DMOs should respond to the challenges by developing E-Business systems, and more specifically, how to go about developing websites for consumers, intermediaries, travel media and tourism businesses. The report also focuses on E-Business for tourism suppliers, particularly Small and Medium Sized Enterprises (SMEs). E-tools can help SMEs to get market access, and ensure economic viability, contribution to local economies, poverty reduction, etc.

Urban Environmental Management: Environmental Management System Training Resource Kit, 2001, UNEP / FIDIC / ICLEI

<http://www.earthprint.com>

The majority of Environmental Management Systems (EMS) have been designed to improve the environmental performance of private organizations, especially business enterprises. More recently, local authorities have also shown interest in EMS as a systematic tool to achieve urban sustainability, and improve their liveability. They are, in fact, consumers and producers of goods and services (electricity, food, water, infrastructures, etc.) and their activities and policy choices have a significant impact on the local economy, the environment, human health and people's quality of life.

Sowing the Seeds of Change: Environmental Teaching Pack for the Hospitality, 2001, UNEP-DTIE

<http://www.uneptie.org/pc/tourism/library/training-hotel.htm>

The Teaching Pack enables education professionals to develop tailor-made environmental curricula to suit the needs and objectives of each school and education

system (covering a minimum of 45 minutes teaching time) while for students of hospitality management, it will serve as an environmental information and resource handbook. The pack can also be used by hospitality professionals to support awareness raising programmes and the development and implementation of Environmental Management Systems.

Caribbean Regional Training Manual: Environmentally Sound Tourist Facility Design and Development for the Tourism Industry, 1999, UNEP / USAID / CAST

<http://www.cep.unep.org/issues/design-siting%20manual.htm>

This manual aims to improve the technical capabilities of coastal developers and planners in the countries of the Wider Caribbean Region in addressing the problems arising from the traditional construction and design of tourism facilities, and to introduce concepts and guidance for the construction and environmental sustainability of new facilities.

Caribbean Regional Training Manual: Solid Waste and Wastewater Management for the Tourism Industry, 1999, UNEP / USAID / CEHI

<http://www.cep.unep.org/issues/solid%20waste%20manual.htm>

This manual is geared towards improving the tourism sector's technical capabilities in the area of prevention and control of land-based sources of pollution caused by tourism, in implementing strategies that improve water, wastewater and solid waste management in tourist facilities and in promoting best practices for the reduction, recycling and reuse of most solid wastes generated by and impacting on tourism.

Transport and the Global Environment: Accounting for GHG Reductions in Policy Analysis, 1999, UNEP / RISØ

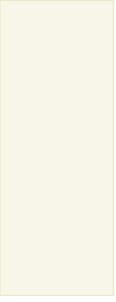
<http://www.earthprint.com>

This book offers a consistent analytical structure for examining the environmental aspects of transport choices; defines the key economic and environmental concepts used in good policy analysis; and gives information on technologies, environmental impacts and cost effectiveness of various policy options. The book also describes international financial mechanisms that can be used to support sustainable transportation policies and programmes.

Improving Training and Public Awareness on Caribbean Coastal Tourism, 1997, USAID / UNEP-CEP

<http://www.cep.unep.org/issues/panos.PDF>

This study is a component of a regional project started in late 1995 to promote corrective actions regarding land-based sources of pollution caused by tourism that have a negative impact on coastal and marine resources. It draws on findings and conclusions to propose a set of public awareness and training activities for the project.



Contacts for Further Information

10. Contacts for Further Information

Publication author: Richard Denman, The Tourism Company, UK rdenman@thetourismcompany.com

Further information relating to the Case Studies and to the examples in boxes may be obtained from the following sources.

Case Studies

Case study	Contact name	Organization	Email	Website
Bulgaria	Kamelia Georgieva	Biodiversity Conservation and Economic Growth Project	kgeorgieva@hrc-bg.com	www.ecotourism.bulgariatravel.org
Scotland	Sandy Dear	Scottish Tourism and Environment Forum	sandy.dear@visitscotland.com	www.greentourism.org.uk
Mexico	Juan Carlos Arnau Avila Leonel Uriarte García	Secretaría de Turismo de México	jcarnau@sectur.gob.mx luriarte@sectur.gob.mx	www.sectur.gob.mx
Egypt	Ahmed Hassan	Red Sea Sustainable Tourism Initiative	ahassan1@rssti.com	www.rssti.com
Costa Rica	Amos Bien	The International Ecotourism Society	amos@ecotourism.org	www.visitcostarica.com www.turismo-sostenible.co.cr
Australia	Alice Crabtree David Morgans	The International Ecotourism Society Tourism Queensland	alice@ecotourism.org david.morgans@tq.com.au	www.atc.net.au www.tq.com.au
Ghana	Wouter Schalken	SNV Ghana	wschalken@snyghana.org	www.snvworld.org
South Africa	Johann Kotze	Department of Environmental Affairs and Tourism	jkotze@deat.gov.za	www.environment.gov.za
Calvia	Maxi Lange Eduardo Cozar Pablo de la Peña	Ajuntament de Calvià	mlange@calvia.com ecozar@calvia.com	www.calvia.com
Kaikoura	Ian Challenger	Kaikoura District Council	ian.challenger@kaikoura.govt.nz	www.kaikoura.co.nz

Boxed Examples

Boxed example	Box #	Contact name	Organization	Email	Website
Honduras structures	3.1	Yara Zuñiga	Honduras Institute of Tourism	yzuniga@iht.hn	www.letsghonduras.com
Fiji SEA	3.2	Daniele Ponzi	Asian Development Bank	dponzi@adb.org	www.wwf.org.uk/filelibrary/pdf/fjijtourism.pdf
Europarc Charter	4.2	Richard Blackman	EUROPARC Federation	r.blackman@europarc.org	www.europarc.org
Lanzarote Observatory	5.1	-	Cabildo de Lanzarote	-	www.cabildodelanzarote.com/areas/presidencia/biosfera
Iguazu data	5.2	-	Iguazu Forest Natural Reserve	-	www.iguazuforest.com
Malta carrying capacity	5.3	Marie Louise Mangion	Malta Tourism Authority	marielouise.mangion@visitmalta.com	www.mta.com.mt

Boxed example	Box #	Contact name	Organization	Email	Website
Namibia conservancies	5.4	-	Namibia Ministry of Environment and Tourism	-	www.dea.met.gov.na
Vietnam law	5.5	Pham Quang Hung Douglas Hainsworth	Vietnam National Administration of Tourism SNV Vietnam	douglas@snv.org.vn	www.vietnam-tourism.com
England regulations	5.6	-	VisitBritain	-	www.tourismtrade.org.uk/uktrade/advisory
ECOLUP planning	5.7	Marion Hammerl	-	marion.hammerl@bodensee-stiftung.org	www.ecolup.info
Maldives regulations	5.8	Moosa Zameer Hassan	Maldives Ministry of Tourism	zameer@maldivestourism.gov.mv	www.maldivestourism.gov.mv
Colombia enforcement	5.9	Richard Tapper	-	rtapper@dircon.co.uk	www.bfn.de/09/tayrona.pdf
Belize Trust	5.11	-	Protected Areas Conservation Trust	-	www.pactbelize.org
Madagascar revenues	5.11	-	Association Nationale pour la Gestion des Aires Protégées	-	www.parcs-madagascar.com/angap
Morocco loans	5.12	Myriem Touhami	United Nations Environment Programme	Myriem.touhami@unep.fr	www.uneptie.org/energy/
Catalonia incentives	5.12	Salvador Semitier Marti	Generalitat de Catalunya, Departament de Medi Ambient i Habitatage	wsamitier@gencat.net	www.gencat.net/mediamb/qamb/inici.htm
Rimini beaches	5.12	Enzo Finocchiaro	Provincia di Rimini	finocchiaro@provincia.rimini.it	www.turismosostenibile.provincia.rimini.it
UK Carbon Trust	5.12	-	-	-	www.hospitableclimates.co.uk
Barbados offset	5.12	-	Government of Barbados	-	www.barbadostourisminvestment.com
Exploitation code	5.13	-	ECPAT	-	www.thecode.org
Arctic codes	5.14	Miriam Geitz	WWF Arctic Programme	mgeitz@wwf.no	www.panda.org/arctic
Sydney reporting	5.15	Simon McArthur	Q-Station	Simon.McArthur@q-station.com.au	www.q-station.com.au
S Africa trademark	5.16	Jennifer Seif	Fair Trade in Tourism South Africa	info@fairtourismsa.org.za	www.fairtourismsa.org.za
VISIT ecolabels	5.17	-	European Voluntary Initiative for Sustainability in Tourism	-	www.yourvisit.info
Blue Flag	5.18	Finn Bolding Thomsen	Foundation for Environmental Education	blueflag@blueflag.org	www.blueflag.org
Lake District Trust	5.19	Claire Stott	Lake District Tourism and Conservation Partnership	Claire@lakespartnership.org.uk	www.lakespartnership.org.uk

Boxed example	Box #	Contact name	Organization	Email	Website
Austria transport	5.20	Veronika Holzer	Austrian Ministry of Agriculture, Forestry, Environment and Water	veronika.holzer@lebensministerium.at	www.mobilito.at; www.alpsmobility.org
Turkey waste	5.21	-	-	-	www.toinitiative.org/destinations/destination.htm#Side
ODIT France	5.22	Jean-Paul Teyssandier	Observation, Développement et Ingénierie Touristique, France	jean-paul.teyssandier@odit-france.fr	www.odit-france.fr
England manual	5.23	-	The Countryside Agency	-	www.greenauditkit.org
Jamaica EAST	5.24	Hugh Cresser	Environmental Audits for Sustainable Tourism project	east@infochan.com	
Nepal TRPAP	5.25	Rabi Jung Pandey	Tourism and Rural Poverty Alleviation Programme	rjpandey_trpap@ntb.org.np	www.welcomenepal.com/trpap
REDTURS	5.26	-	-	-	www.redturs.org
Tanzania Culture	5.27	-	-	-	www.snvworld.org/cds/rgTUR/documents_1.htm
Leave no Trace	5.28	-	The Leave No Trace Programme	-	www.lnt.org
UK market influence	5.29	-	Foreign and Commonwealth Office, Department for International Development	-	www.fco.gov.uk www.dfid.gov.uk/pubs/files/rough-guide/better-world.pdf

Notes

About the World Tourism Organization

The World Tourism Organization is a specialised agency of the United Nations that serves as a global forum for tourism policy and issues. Its Members include 152 countries and territories as well as over 300 Affiliate Members from the public and private sectors.

WTO generates know-how for its members and the international tourism community.

WTO Sustainable Development of Tourism Department is currently involved in the following main fields of activity:

- > **Policies and planning for the sustainable development of tourism:** WTO has been providing technical assistance on sustainable tourism planning at the national, regional and local levels in all countries.
- > **Sustainable tourism at specific destinations:** WTO supports the sustainable development and management of coastal, rural, and urban destinations, cultural heritage sites, protected areas, etc. and of Small Island Developing States.
- > **Tourism and poverty alleviation:** at the World Summit on Sustainable Development in 2002, WTO launched the concept of “Sustainable Tourism as an effective tool for Eliminating Poverty” (ST-EP) and is currently implementing projects in this field. WTO is collaborating with Micro-Finance Institutions and governments in the developing world, encouraging them to coordinate efforts and to support micro, small and medium sized tourism enterprises.
- > **The Global Code of Ethics for Tourism**, approved by the UN, is a comprehensive set of principles whose purpose is to guide the stakeholders in tourism development, including tourists, towards ethical behaviours.
- > **Indicators of sustainable tourism:** WTO encourages the application of sustainability indicators at destinations, as fundamental tools for the planning and monitoring of tourism.
- > **Climate change and tourism:** WTO is addressing the complex relations between climate change and tourism.
- > **Voluntary initiatives for sustainable tourism:** certification systems, eco-labels and other forms of voluntary regulation represent an effective alternative to direct legislation.

WTO's mission is to promote and develop tourism as a significant means of fostering international peace and understanding, sustainable economic development and international trade.

For more information,
see **www.world-tourism.org**