BMZ Federal Ministry for Economic Cooperation and Development

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Tourism Planning in Development Cooperation: A Handbook

Challenges – Consulting Approaches – Practical Examples – Tools

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Foreword



Tourism is one of the largest revenue-generating industries worldwide and has many linkages to key elements of German development cooperation. The high employment intensity in tourism offers considerable potential for poverty alleviation, especially for women. In addition, the tourism industry is closely linked to other sectors, such as the manufacturing industry, agriculture and the service sector. These linkages create broad multiplier effects which stimulate local economies and also provide many new sources of income for the local population. Besides stimulating economic growth, tourism can also contribute to the conservation of biodiversity, as without the large number of visitors many national parks and protected areas would no longer be able to survive financially. Sustainable tourism in developing countries also offers the opportunity to educate travellers about the objectives of development cooperation policies and the challenges at the destinations, and thus to raise general awareness of the necessity of global, sustainable and human rights–based development.

However, an industry of this size also has inherent risks: in recent years tourism activities have been criticized – and not without reason – for their negative impact on local populations and their natural environment. To be able to realize the tourism industry's potential for sustainable development, governments, the private sector and civil society must work together constructively. Efforts must be made to bring the cultural and economic benefits of international tourism to the people in developing countries, and to reduce the negative impacts of tourism on the people, the environment and the climate.

To achieve this objective, the Federal Ministry for Economic Cooperation and Development (*BMZ*) promotes the development of sustainable forms of tourism that are socially, culturally, ecologically and ethically responsible as well as economically successful. The *BMZ* strategy paper on the contribution of tourism to sustainable development and to the achievement of the Millennium Development Goals reflects the importance of tourism with regard to the issues of development policy. The *GIZ* Sector Project "Sustainable Development through Tourism", commissioned by *BMZ*, develops methods, tools and approaches to achieve our common objectives. This handbook, which is a collection of these tools that also provides various examples from practice, is intended as a contribution to the operationalization of the strategies and objectives set out in the strategy paper.

My thanks to all those involved in the development of this Handbook.



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Table of Contents

List of Figures and Illustrations 7
List of Tables 7
Practical Tips 7
List of Abbreviations 8

Part 1:
Introduction and Background 10

WHAT IS THIS HANDBOOK FOR? 10

TOURISM FACTS AND FIGURES 12
TOURISM DEVELOPMENT WORLDWIDE 12
THE IMPORTANCE OF TOURISM FOR DEVELOPING AND EMERGING COUNTRIES 14

TOURISM IN THE GERMAN DEVELOPMENT COOPERATION 16
THE ROLE OF TOURISM IN THE DEVELOPMENT POLICY 16
The BMZ Strategy Paper 17
SYNTHESIS OF CURRENT ACTIVITIES AND PROCESSES 18
Areas of Activity and Projects in Tourism 18
International Processes and Germany´s Contribution 18

Part 2:
Challenges – Consulting Approaches – Practical Examples – Tools 21

AREA OF ACTIVITY: SUSTAINABLE ECONOMIC DEVELOPMENT & INCLUSIVE EMPLOYMENT PROMOTION 22
OVERVIEW AND CHALLENGES 22
Tourism as a Driver of Economic Growth and Employment Creation 22
The Value Chain Approach 24
Corporate Social Responsibility in Tourism 25
Training and Development in Tourism 28

KEY QUESTIONS AND CONSULTING APPROACHES 28
How Can the Socioeconomic Effects of Tourism on a Region Be Assessed? 28
What Can Tourism Enterprises Do to Increase Their Contribution to Sustainable Economic Development? 30
What Can Be Done to Facilitate Access to Direct and Indirect Employment Opportunities in Tourism for the Local Population? 35

PRACTICAL EXAMPLES AND TOOLS 36

AREA OF ACTIVITY: COMMUNITY & LOCAL DEVELOPMENT 44
OVERVIEW AND CHALLENGES 44
Community- and Local-Level Tourism Promotion 44
The Community-based Tourism Approach 44
Critical Evaluation 44

KEY QUESTIONS AND CONSULTING APPROACHES 46
How Can We Determine Whether a Community or Municipal Area Is Suitable for Tourism Development? 46
What Aspects of Tourism Development in Communities and Municipal Areas Must Be Given Special Consideration? 47
What Can Be Done to Facilitate Access to the (International) Market for a Community or Municipal Area? 49

PRACTICAL EXAMPLES AND TOOLS 54

AREA OF ACTIVITY: PROTECTION & VALORIZATION OF BIODIVERSITY 58
OVERVIEW AND CHALLENGES 58
Biodiversity Protection and Conservation in the Partner Countries 58
The Role of Biodiversity for Tourism 58
Ecological Impacts of Tourism 59
Tourism Development in Protected and Natural Areas 59

KEY QUESTIONS AND CONSULTING APPROACHES 60
What Can Be Done to Ensure That the Tourism Sector Uses Protected Areas in a Sustainable Way? 60
What Economic Opportunities Does Tourism Provide for Protected Areas? 60
How Can Sustainable Tourism Be Used to Curb Poaching? 66

PRACTICAL EXAMPLES AND TOOLS 69

AREA OF ACTIVITY: RESOURCE AND ENERGY EFFICIENCY & CLIMATE PROTECTION IN TOURISM 73
OVERVIEW AND CHALLENGES 73
Environmental Policy and Development 74
Environmental Management and Tourism 74

KEY QUESTIONS AND CONSULTING APPROACHES 77
What Can Be Done to Improve the Environmental Balance of Tourism Enterprises? 77
What Can Tourism Destinations Do to Contribute to Resource Protection or to Adapt to Climate Change? 80

PRACTICAL EXAMPLES AND TOOLS 82

AREA OF ACTIVITY: GOOD GOVERNANCE & POLITICAL FRAMEWORKS 88

OVERVIEW AND CHALLENGES 88
Promotion of Good Governance in the Partner Countries 88
The Importance of Good Governance for Tourism 89
Links between Good Governance and Tourism 90

KEY QUESTIONS AND CONSULTING APPROACHES 91
What Control Mechanisms Does the State Have to Support Sustainable Tourism Policies? 91
What Institutional Frameworks Are Needed for Sustainable Tourism Policy? 93
How Does Residential Tourism Influence Sustainable Tourism Development? 94

PRACTICAL EXAMPLES AND TOOLS 98

Part 3: Bibliography 102

Literature and Articles 102
BMZ Strategy Papers 108
Factsheets on GIZ Services 108
Unpublished Sources 109
Internet Sources and Links 110
Editorial Information 112

LIST OF FIGURES AND ILLUSTRATIONS

FIGURE 1 → P. 12
International Tourist Arrivals and Receipts 1990–2012

FIGURE 2 → P. 13
Largest Economic Sectors in Terms of Contribution to the Global GDP and Share of the World Economy in 2011

FIGURE 3 → P. 13
Contribution of the Largest Economic Sectors in Terms of Employment Creation Worldwide and Share of World Employment in 2011

FIGURE 4 → P. 14
Trends in International Tourism Arrivals 1980–2030: A Comparison of Advanced and Emerging/Developing Economies

FIGURE 5 → P. 25
The Tourism Value Chain

LIST OF TABLES

TABLE 1 → P. 15
Tourism as an Economic Factor in Selected Developing and Emerging Countries

PRACTICAL TIPS

PRACTICAL TIPS I → P. 29
Strategic Approaches to the Assessment of the Socioeconomic Effects of the Hotel Sector on a Region

PRACTICAL TIPS II → P. 31
Strategic Approaches to a Sustainable Management of Tourism Supply Chains (Sustainable Supply Chain Management)

PRACTICAL TIPS III → P. 32
Strategic Approaches to Stimulating Inclusive Employment Promotion through Tourism

PRACTICAL TIPS IV → P. 48
Strategic Approaches to Assessing the Suitability of Communities/Municipal Areas for Tourism Development (Rapid Destination Assessment)

PRACTICAL TIPS V → P. 50
Strategic Approaches to Tourism Development in Communities/Municipal Areas (Strategic Community Tourism Development)

PRACTICAL TIPS VI → P. 52
Strategic Approaches to Tourism Marketing for Communities/Municipal Areas

PRACTICAL TIPS VII → P. 61
Strategic Approaches to Visitor Management in Protected Areas

PRACTICAL TIPS VIII → P. 62
Strategic Approaches to the Sustainable Valorization of Ecosystem Services and Protected Areas through Tourism

PRACTICAL TIPS IX → P. 68
Strategic Approaches to Curbing Poaching through Sustainable Tourism

PRACTICAL TIPS X → P. 78
Strategic Approaches to Improving the Environmental Balance of Tourism Enterprises (Environmental Management Approaches)

PRACTICAL TIPS XI → P. 81
Strategic Approaches to Resource Protection and Climate Change Adaptation in Tourism Destinations (Climate Change Mitigation and Adaptation)

PRACTICAL TIPS XII → P. 92
Strategic Approaches State Actors Can Take to Control the Development and Implementation of Sustainable Tourism Policies

PRACTICAL TIPS XIII → P. 95
Strategic Approaches to the Institutional Development of Sustainable Tourism Policy

PRACTICAL TIPS XIV → P. 97
Strategic Approaches to the Sustainable Management of Residential Tourism

LIST OF ABBREVIATIONS

10YFP = 10-Year Framework of Programmes on Sustainable Consumption and Production
AMUR = La Asociación de Municipios de Rivas
ASM = Association de Sauvegarde de la Médina
BMUB = Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
BMZ = Federal Ministry of Economic Cooperation and Development of Germany
BTI = Bertelsmann Transformation Index
CAMPFIRE = Communal Areas Management Programme for Indigenous Resources
CBD = Convention on Biological Diversity
CBNRM = Community-based Natural Resource Management
CBT = Community-based Tourism
CDTOS = Chambre pour le Développement du Tourisme Oasien et Saharien
CIC = International Council for Game and Wildlife Conservation
CITES = Convention on International Trade in Endangered Species of Wild Fauna and Flora
CO_2 = Carbon dioxide
CPA = Communal Property Association
CSD = Commission on Sustainable Development
CSR = Corporate Social Responsibility
CST = Certificación para la Sostenibilidad Turística
CVM = Contingent Valuation Method
DASTA = Designated Areas for Sustainable Tourism Authority
DCC = Danube Competence Centre
DEAT = Department of Environmental Affairs and Tourism
DEG = German Investment and Development Corporation
DGCN = German Global Compact Network
DMO = Destination management organization
DoCST = Department of Culture, Sports and Tourism
DOT = Department of Tourism
DPP = Development Partnership with the Private Sector
DPR = Democratic People's Republic
DRV = German Travel Association
DTI = Department of Trade and Tourism
EconoWin = Economic Integration of Women in the MENA Region
ECPAT = End Child Prostitution, Pornography and Trafficking of Children for Sexual Purposes
EIA = Environmental Impact Assessment
EMAS = Eco-Management and Audit Scheme
EU = European Union
F & B = Food & beverage
FACE = Federation of Associations for Hunting and Conservation of the EU
FFP = Fund for Peace
FTT = Fair Trade Tourism
FUTUROPA = Promoting Costa Rica in Europe
GCET = Global Code of Ethics for Tourism
GDP = Gross domestic product
GIS = Geographic information system
GIZ = Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GPST = Global Partnership for Sustainable Tourism
GRI = Global Reporting Initiative
GSH = Green Star Hotel
GSHI = Green Star Hotel Initiative
GSTC = Global Sustainable Tourism Criteria
GTDA = General Tourism Development Authority
HCD = Human Capacity Development
HDI = Human Development Index
HRIA = Human Rights Impact Assessments
IBLF = International Business Leaders Forum
ILO = International Labour Organization
ISO = International Organization for Standardization
ITF-STD = International Task Force on Sustainable Tourism Development
ITP = International Tourism Partnership
KAZA = Kavango–Zambezi Nature Park
KAZA TFCA = Kavango–Zambezi Transfrontier Conservation Area
KfW = Kreditanstalt für Wiederaufbau
KNP = Krüger National Park
LAC = Limits of Acceptable Change
LDCs = Least Developed Countries
LCA = Life Cycle Assessment
MDGs = Millennium Development Goals
MENA = Middle East and North Africa
MSMEs = Micro-, small and medium enterprises
NGO = Non-governmental organization
ODK = Open Development Kit
OECD = Organisation for Economic Cooperation and Development
ORF = Open Regional Fund for Southeast Europe
PAEI = Programme d'Appui à l'Entreprenariat et l'Innovation
PAN = Protected Area Network
PATA = Pacific Asia Travel Association
PAVIM = Protected Area Visitor Impact Management
PES = Payments for Ecosystem Services
PIA = Exante Poverty Impact Assessment
PNKB = Phong Nha-Kè Bàng
PoWPA = Programme of Work on Protected Areas
PPC = Provincial People's Committee
REDD = Reducing Emissions from Deforestation and Forest Degradation
ROS = Recreation Opportunity Spectrum
SADC = Southern African Development Community
SANParks = South African National Parks Board
SCP = Sustainable Consumption and Production
SEDETUR = State Secretariat of Tourism of Quintana Roo
SEMA = Ministry of Ecology and Environment of Quintana Roo
SIDS = Small Island Developing States
SPSS = Superior Performing Software System
STCAA = Sustainable Tourism Certification Alliance Africa
TATO = Tajik Association of Tourism Organizations
TCM = Travel Cost Method
TEEB = The Economics of Ecosystems and Biodiversity
TOMM = Tourism Optimization Management Model
TUI = Touristik Union International
UMTS = Universal Mobile Telecommunications System
UNCTAD = United Nations Conference on Trade and Development
UNEP = United Nations Environment Programme
UNESCO = United Nations Educational, Scientific and Cultural Organization
UNICEF = United Nations International Children's Emergency Fund
UNWTO = United Nations World Tourism Organization
US = United States
USP = Unique Selling Proposition
VAMP = Visitor Activity Management Process
VCA = Value Chain Approach
VERP = Visitor Experience and Resource Protection
VIM = Visitor Impact Management
WEF = World Economic Forum
WSSD = World Summit on Sustainable Development
WTM = World Travel Market
WTTC = The World Travel & Tourism Council
WWF = World Wide Fund for Nature
YCI = Youth Career Initiative

Part 1 Introduction and Background



What Is This Handbook For?

More than twenty years have passed since the second global UN Conference on Environment and Development in Rio de Janeiro in 1992 (commonly known as the Rio Conference), which attracted a host of international attendees. The focus of the debate was on the term 'sustainable development', which, after the conference was over, would later create quite a stir worldwide, as the key idea behind a new perception of development. This key idea was inspired by the realization that economic efficiency, social justice and the preservation of natural resources that are vital to the livelihoods of people are interests which deserve equal consideration and complement one another. Thus, in keeping with the key idea of sustainable development, the goal is to find a sustainable balance between economic, ecological and social needs that arises in connection with economic development – a goal that has also been a top priority of German development cooperation for many years.

If we look at the tourism industry and how it has developed in the past two decades, we see that it has become one of the largest economic sectors by size and revenue in the world. During this period, tourism suddenly became a major economic factor, especially for developing countries. In 1978, 27.3 million arrivals were recorded in developing countries; by 1998, the number of arrivals had increased to 189.7 million. Over these twenty years the share of the developing countries in the world tourism market grew steadily from 11% to 30.34%, with an average growth rate of 4.84% between 1990 and 1998, well above the global average of 3.98% (Aderhold et al. 2000). Today, tourism accounts for 7% of the developing countries' total exports and as much as 45% of their commercial services exports (*UNCTAD* 2010). Tourism has become the main source of foreign exchange for one in three developing countries. It has been estimated that from 2015 on, the emerging and developing countries will receive more tourist arrivals than the advanced countries, and that their market share will increase to 57% by 2030 (*UNWTO* 2011a).

The rapid growth of the tourism industry and the inspiration with regard to sustainable economic development received worldwide from the Rio Conference back in the early 1990s played a major role in the German development cooperation´s decision, over twenty years ago, to work towards the implementation of sustainable tourism in its partner countries. Tourism is not an explicit focus of activity, but because of its economic importance and its many linkages to a variety of major issues of development policy, it has been playing an important role in many partner countries and projects, such as in projects concerned with sustainable economic development and poverty reduction, rural development or environmental, climate and biodiversity protection. It is important to note, however, that the purpose of this involvement is not to promote the tourism sector itself, but rather to achieve economic, ecological and social development effects through and within tourism. For this reason, the activities referred to here are not limited to those in niche segments of the market, but include all forms of tourism, even and especially the mass tourism market.

Over the years, the German development cooperation has worked with a wide range of actors in many developing and emerging countries and on different spatial levels to implement numerous tourism-related projects on a large number of issues. This led to the idea of developing a handbook on "Tourism Planning in Development Cooperation".

The purpose of this publication is to collect the last two decades of experience in working on issues of sustainable tourism development, to reflect critically on this experience and to compile it into a practical handbook. With this purpose in mind, the Handbook offers strategic, technical and methodological recommendations to address major challenges and questions that arise in connection with tourism planning and the implementation of tourism projects in developing and emerging countries. It is aimed at international and local tourism consultants, those involved in development cooperation tourism projects, national tourism organizations in the partner countries, and international and local tourism companies and associations.

It is the hope of the publishers that this publication will make a practical contribution to the operative implementation of sustainability in the tourism industry, and that it will add some new ideas to the national and international debates about a sustainable development of tourism.

Tourism Facts and Figures

TOURISM DEVELOPMENT WORLDWIDE

Tourism has grown faster in the last 60 years than most other industries. In 1950, only 25 million international tourist arrivals were recorded worldwide. This number grew to 166 million by 1970 and to as many as 436 million by 1990 (*UNWTO* 2009). The number of international tourist arrivals also continued to rise steadily in the last two decades, and in 2012, it exceeded the one-billion mark for the first time (1.035 billion). Europe accounted for over half of all tourist arrivals worldwide (534 million, or 52%), followed by Asia and the Pacific (234 million, or 23%), the Americas (163 million, or 16%), and Africa and the Middle East (53 and 52 million respectively, or 5 %) (*UNWTO* 2013a).

The *UNWTO* estimates that the number of international tourist arrivals will increase by an average of 43 million (3.3%) a year in the second and third decades of this century. An annual increase of 3.3% is a conservative estimate when compared to the period of 1980–2010, where the number of international tourist arrivals increased at a real annual growth rate of 4.2%, and might be explained by the slow global economic growth and the rising cost of transportation. However, given the large numbers on which the estimate is based, even at such a low rate, the absolute number of tourist arrivals would increase significantly. If this estimate is correct, the number of international tourist arrivals should reach 1.8 billion by the year 2030, corresponding to an increase of over 800 million, or 80%, in the space of only two decades. Geographically speaking, Northeast Asia will then have overtaken the Mediterranean as the most visited region in the world (*UNWTO* 2011a).

The increase in tourist arrivals in the last two decades in turn led to a substantial increase in receipts from tourism. In 1950, international tourism generated only US$2.1 billion in receipts. This increased to US$17.9 billion by 1970 and to US$273 billion by 1990 (*UNWTO* 2009). This positive trend continued in the last two decades, and in 2012, tourism receipts were US$1.075 trillion. Of these, US$458 billion (43%) were generated in Europe, US$324 billion (30%) in Asia and the Pacific, US$212 billion (20%) in the Americas, US$47 billion (4%) in the Middle East and US$34 billion (3%) in Africa (*UNWTO* 2013a).

Including domestic tourism, the global tourism industry generated US$2 trillion in 2012, contributing 2.9% of the global *GDP* and creating jobs for 101 million people (3.4% of jobs worldwide) (*WTTC* 2013). These are the direct effects; that is, the receipts generated and jobs created exclusively by tourism businesses (e.g. tour operators, hotels).

To be able to assess an industry's contribution to the economy as a whole, indirect and induced effects that influence other industries in the form of feedback and multiplier effects must be taken into consideration as well. Indirect economic effects occur in companies and enterprises which act as suppliers in product manufacturing or service delivery processes. In the area of tourism, these include agricultural businesses and food producers, the construction industry and skilled-trade businesses, or insurance companies. Induced effects are the result of a general increase in demand which are based on the receipts or earnings generated in the originally considered economic sector. In the end, this benefits the economy as a whole, even if some parts of it are not directly or indirectly affected by the original demand, such as for tourism related services.

As a result, for every US dollar spent in the global economy, an average of 2.70 US dollars is generated by upstream suppliers (indirect effect) and through a general increase in demand (induced effect). In the area of tourism, this multiplier effect is even more beneficial because every US dollar spent in the tourism sector generates 3.20 US dollars. The only other economic sectors which generate more are the chemical and automotive industries. The effects of tourism on the labour market are just as powerful. If direct, indirect and induced effects are taken into consideration, 50 jobs are created for every million US dollars in receipts generated in the tourism industry. This makes tourism twice as effective in terms of job creation as the automotive, telecommunications and financial industries. The only field that is more efficient in terms of job creation is the education sector, which creates about 65 jobs for every million US dollars in turnover. The average number of jobs created for every million US dollars in receipts from the global economy as a whole is as low as 39 (*WTTC* 2012a).

A comparative study of the annual reports issued by the five largest organizations from each of 13 industries between 2004 and 2011 showed that the hotel sector created 20 jobs for every million euros in turnover, compared to only 2–6 jobs in other sectors, such as the pharmaceutical, banking and IT industries (*Lengefeld* 2012).

Including all direct, indirect and induced effects, the tourism industry generated US$6.63 trillion (or 9.3% of the global GDP) and provided 261 million jobs in 2012 (*WTTC* 2013). This makes tourism the fourth largest economic sector worldwide after the financial and telecommunications industries and the education sector.

With the exception of the education sector, no other industry provides more direct jobs. There are six times as many people employed in tourism as in the automotive industry; five times as many as in chemical manufacturing; four times as many as in the mining industry; twice as many as in the telecommunications industry; and a third more than in the financial sector (*WTTC* 2012a, 2012b).

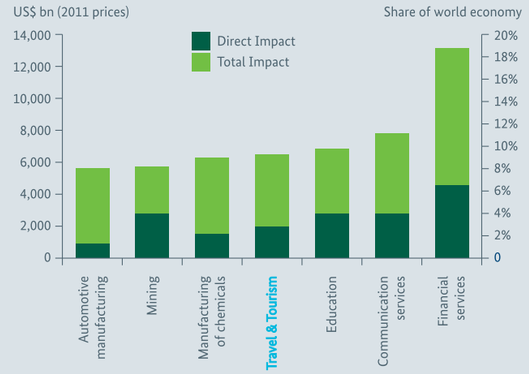
The World Travel & Tourism Council (*WTTC*) estimates that by 2023, global tourism receipts and the number of jobs generated by tourism worldwide will increase by 4.4% and 2.4% respectively per annum. If this estimate is correct, the tourism industry will generate US$10.51 trillion in receipts (or 10% of the global *GDP*) and provide 338 million jobs (9.9% of world employment) in 2023, meaning that it will create 76 million new jobs over the next over the next 10 years (*WTTC* 2013).

Fig. 1: International Tourist Arrivals and Receipts 1990–2012 (in US$ million and billion respectively)



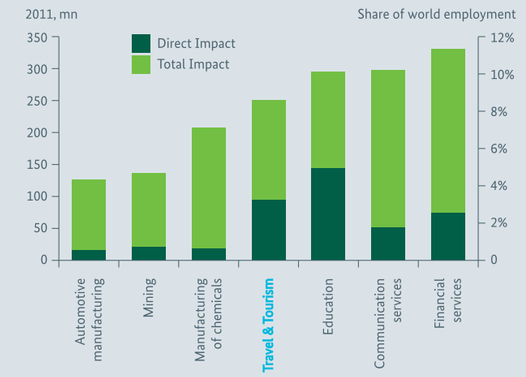
Source: Authors' calculations based on UNWTO (2012 and 2013a)

Fig. 2: Largest Economic Sectors in Terms of Contribution to the Global GDP and Share of the World Economy in 2011 (in US$ billion and per cent respectively)



Source: Authors' calculations based on WTTC (2012a)

Fig. 3: Contribution of the Largest Economic Sectors in Terms of Employment Creation Worldwide and Share of World Employment in 2011 (in million and per cent respectively)



Source: Authors' calculations based on WTTC (2012a)

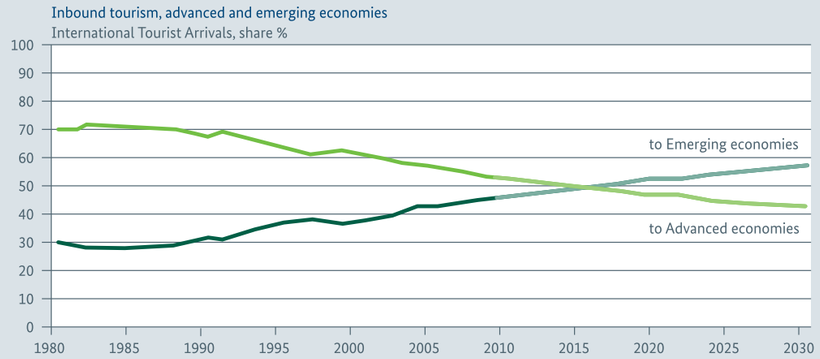
THE IMPORTANCE OF TOURISM FOR DEVELOPING AND EMERGING COUNTRIES

The changes in the distribution of international tourist arrivals between the advanced countries and the developing and emerging countries have been extremely dynamic, especially since the turn of the century. In the year 2000, the advanced countries recorded 62% of all international tourist arrivals (417 million); by 2010, this share had dropped to 53% (by then, 498 million). Accordingly, the share of the emerging and developing countries increased by 9% within just one decade from 38% (257 million) in 2000 to 47% (by then, 442 million) in 2010 – evidence of the relatively rapid growth of the travel markets of the countries in question. This trend will continue in the future. 2015 will be the first year that the emerging and developing countries record more international tourist arrivals than the advanced countries, and it is safe to assume that their market share will increase to 57% (1.04 billion) by 2030. The major drivers behind this development include the emerging countries in Asia, Latin America, and Central and Eastern Europe, whose travel markets are growing twice as fast as those of the advanced economies in North America and Europe. In addition, the next 20 years will see an enormous increase in domestic tourism in developing and emerging countries as well as in travel between the countries of these two groups (*UNWTO* 2011a).

The contribution of tourism to the national *GDP* of the diversified national economies of the developed countries varies between 2% and 10% depending on whether tourism is a relatively small sector or a major pillar of the country's economy. For the economies of developing countries, and especially for those of Small Island Developing States (SIDS), the tourism sector can be of far greater importance. In many of these countries, tourism contributes up to 25% of the national *GDP*. In about half of the *least developed countries* (*LDCs*), the travel industry generates even more than 40% of *GDP*, and for one in three developing countries, tourism is the most important source of foreign exchange (*UNWTO* 2013a; *UNCTAD* 2010).

How important tourism is as a source of foreign exchange becomes clear from its contribution to exports. The presence of international tourists in the host country leads to an increase in demand for goods and services. This demand in turn stimulates the production of these goods and services, the effect of which on the host country's balance of payments is not unlike that of the export of these goods and services. Tourism is the world's fourth largest sector in terms of income from exports after the petroleum industry, chemical manufacturing and the automotive industry. In over 150 countries, tourism is one of the five major export industries, and in 60 countries, it is even the most important industry in terms of export earning (*UNCTAD* 2010). In developing countries, tourism contributes an average of 7% of total exports and 45% of service exports. Especially in the national economies of the *LDCs*, the tourism industry is a major contributor to exports, with 9% of total exports and 65% of service exports. In over half of the 49 *LDCs* worldwide, international travel is thus one of the three main sources of foreign exchange, and for 7 of these countries, it is the single most important branch (*UNCTAD* 2010).

Fig. 4: Trends in International Tourism Arrivals 1980–2030: A Comparison of Advanced and Emerging/Developing Economies



Source: Authors' calculation based on UNWTO (2011a)

Table. 1: Tourism as an Economic Factor in Selected Developing and Emerging Countries

	Selected Developing and Emerging Countries	HDI* 2012	International Tourist Arrivals in 2012	Gross Foreign Exchange Earnings from International Tourism 2012	Contribution of Direct Earnings from Tourism to GDP in 2012		Contribution of Earnings from Internat. Tourism to Exports in 2012
			in thousand	in US$ billion	in %		in %
					Total	Internat. Contr.	
EUROPE	Turkey	High: 0.722	35,698	28.1	4.1	47.9	13.7
	Bulgaria	High: 0.782	(2011) 6,328	4.2	3.8	74.7	12.2
	Albania	High: 0.749	(2011) 2,865	1.8	6.1	86.7	34.7
	Montenegro	High: 0.791	1,264	1.0	9.9	78.5	51.8
	Serbia	High: 0.769	810	1.0	1.6	55.2	6.5
ASIA	China	Medium: 0.699	57,725	52.7	2.6	10.3	2.4
	Malaysia	High: 0.769	25,033	20.4	7.0	54.8	7.7
	Thailand	Medium: 0.690	22,354	32.9	7.3	68.0	12.1
	Indonesia	Medium: 0.629	8,044	9.6	3.0	21.1	4.4
	India	Medium: 0.554	6,649	18.8	2.0	19.7	4.2
	Philippines	Medium: 0.654	4,273	4.4	2.0	41.7	5.8
	Sri Lanka	High: 0.715	1,006	1.5	3.8	42.4	10.3
	Maldives	Medium: 0.688	958	0.7	22.4	94.4	60.3
	Nepal	Low: 0.463	(2011) 736	0.4	4.3	34.3	24.0
	Myanmar	Low: 0.498	593	0.1	1.3	10.9	1.6
AFRICA	Morocco	Medium: 0.591	9,375	8.4	8.7	68.4	24.4
	South Africa	Medium: 0.629	9,188	11.2	3.2	42.4	10.1
	Tunisia	High: 0.712	5,950	2.7	7.3	58.3	12.8
	Zimbabwe	Low: 0.397	1,794	0.4	5.2	62.4	8.9
	Kenya	Low: 0.519	(2011) 1,750	2.0	5.0	54.4	19.1
	Tanzania	Low: 0.476	1,043	1.7	4.8	70.6	24.8
	Namibia	Medium: 0.608	(2011) 1,027	0.7	3.0	49.1	8.8
	Senegal	Low: 0.470	(2011) 1,001	0.6	5.0	46.7	15.8
	Seychelles	Very high: 0.806	208	0.4	24.7	91.2	40.6
	The Gambia	Low: 0.439	(2011) 106	0.1	8.2	75.5	79.4
MIDDLE EAST	Saudi Arabia	High: 0.782	13,664	9.2	2.2	42.2	2.2
	Egypt	Medium: 0.662	11,196	11.1	6.9	46.2	21.7
	Jordan	Medium: 0.700	4,162	4.4	5.9	88.8	31.9
LATIN AMERIKA	Mexico	High: 0.775	23,403	12.8	5.8	12.4	3.3
	Peru	High: 0.741	2,846	3.7	3.4	28.5	7.4
	Costa Rica	High: 0.773	2,343	2.5	4.8	61.1	15.3
	Colombia	High: 0.719	2,175	3.2	1.7	24.6	4.9
	Guatemala	Medium: 0.581	1,305	1.4	3.2	44.0	10.9
	Ecuador	High: 0.724	1,272	0.9	2.0	36.0	3.6
	Nicaragua	Medium: 0.599	1,180	0.4	4.8	44.9	11.5
	Bolivia	Medium: 0.675	(2011) 946	0.6	2.9	39.9	4.6
	Venezuela	High: 0.748	710	1.2	3.1	5.6	1.3
CARIBBEAN	Dom. Republic	Medium: 0.702	4,563	4.8	4.7	73.3	33.2
	Cuba	High: 0.780	(2011) 2,688	2.7	2.7	55.7	19.0
	Jamaica	High: 0.730	1,986	2.3	8.4	76.4	48.9
	Bahamas	High: 0.794	1,419	2.4	22.0	82.3	64.3
	Grenada	High: 0.770	112	0.1	6.4	78.2	52.4
COM-PARISON	Germany	Very high: 0.920	3,408	45.1	1.6	36.6	2.5
	Worldwide	0.561	1,035,000	1.243.0	2.9	29.3	5.4

Source: Authors' compilation based on WTTC Country Reports (2013); UNWTO (2013a) | * *HDI = Human Development Index* (*UNDP* 2013)

Tourism in the German Development Cooperation

THE ROLE OF TOURISM IN THE DEVELOPMENT POLICY

The rapid development of tourism worldwide has led an increasing number of developing countries to exploit natural and cultural assets that have tourism potential, such as warm climate, cultural wealth and biodiversity. Tourism creates significant opportunities for these countries to develop infrastructure, create employment, promote local circular flows of income, preserve natural resources and culture and reduce poverty. But uncontrolled tourism development can also pose great risks and have negative impacts on the society, culture and natural resources of a country.

For this reason, sustainability and responsibility are the guiding principles of the German development cooperation's work in the area of tourism. Sustainable development ensures a healthy balance between economic growth and ecological sustainability. *Sustainable tourism is a long-term goal; it is ethically and socially fair and shows respect for cultural differences*. The aim of the *Federal Ministry of Economic Cooperation and Development* (*BMZ*) in this context is to use the opportunities tourism provides while minimizing its negative impacts. It is also committed to the protection of human rights in the destinations and supports the introduction, implementation and monitoring of minimum standards of social security and environmental protection. In doing so, *BMZ* contributes to the achievement of the Millennium Development Goals, especially to Goal 1: To eradicate extreme poverty and hunger (through sustainable economic development), and Goal 7: To ensure environmental sustainability (through environmental and climate protection and biodiversity conservation).

International tourism involves a wide variety of political stakeholders and actors from the private sector. Sustainable development of the tourism sector in a country is possible only if all those involved coordinate their efforts and work closely together. The responsibilities of the German development cooperation also include acting as a mediator to resolve conflicts of interest and negotiating appropriate solutions with regard to bilateral cooperation projects and international processes in which *BMZ* is involved. The work of the German development cooperation is aimed at a wide variety of economic and political actors in the tourist-sending and tourist-receiving countries, including the tourists themselves, private tourism businesses, public-sector institutions on the local, regional and national levels, and non-governmental organizations. The German federal government seeks to strike a balance between public and private tasks and responsibilities to promote greater involvement of the private sector and civil society. *BMZ* is involved in various educational activities related to development policy, such as programmes to provide comprehensive information on developing countries and campaigns to raise awareness of socially responsible and ecologically fair travel among German tourists. To ensure that tourism is sustainable in the long run, the tourism enterprises must align their business objectives and strategies with international labour, social, environmental and human rights standards. Germany supports voluntary commitment in the tourism sector, and *BMZ* actively promotes efforts to integrate aspects of *corporate social responsibility* (*CSR*) into organizational structures and operational processes and to establish appropriate internal and external mechanisms to monitor their implementation. This also means involving the suppliers in developing countries in these processes. To support this, Germany offers consulting on the introduction of appropriate standards and certification programmes. In addition, *BMZ* supports the implementation of the German federal government's cross-sectoral Action Plan for the Protection of Children and Young People from Sexual Violence and Exploitation. It also provides assistance to organizations working in this area and promotes activities in the partner countries to support the implementation of the Action Plan, often in cooperation with tourism enterprises.









THE BMZ STRATEGY PAPER

The *BMZ* strategy paper *The contribution of tourism to sustainable development and achieving the Millennium Development Goals*, published in 2011, is the source of reference in which *BMZ* outlines its position regarding cooperation with international organizations such as *UNWTO*, the United Nations Commission on Sustainable Development (*CSD*) and the Biodiversity Convention (*CBD*). It also guides the policy dialogue with relevant tourism partners. The strategy paper was the first of its kind to emphasize the potential of tourism in the German development cooperation, especially with regard to Germany's contribution to the achievement of the *MDGs*, the economic and cultural development of destinations, the promotion of decentralized flows of income and value chains, and the strengthening of local cultures. While not a major focus of its work, tourism is still described as an important part of the German development cooperation and as an area in which *BMZ* will intensify its efforts and its dialogue with the relevant actors.

The policy document sets out twelve development policy principles that guide the German development cooperation's efforts to promote tourism activities:

1. Economic Viability: Contributes to ensuring the survival of destinations and tourism enterprises in the market

2. Local Value Creation: Creating local value is regarded as an integral part of the support strategy.

3. Employment Quality: A particular focus is on the quality of employment in tourism, specifically on working conditions, equal access to work and respect for human rights.

4. Aspects of Social Equality and Distribution: Equal distribution of the direct and indirect economic and social benefits of tourism among the local population.

5. Local Participation: Active involvement and participation of local communities in the destination planning and management processes.

6. Satisfying the Wants and Needs of Tourists: Efforts to meet the visitors' expectations during their stay in the destination, without discrimination.

7. Promoting Welfare in the Destinations: Making a contribution to the establishment of a fair, non-exploitative and improved standard of living in the destinations.

8. Cultural Wealth: Contributing to the protection and strengthening of the identity and unique cultural heritage of destinations and their populations.

9. Integrity of the Heritage and the Environment: Avoiding environmental impacts and supporting the conservation of natural and cultural heritage.

10. Biodiversity: Conservation of biological diversity in all its forms and avoiding practices that are harmful to the environment.

11. Resource Efficiency: Avoiding tourism activities that use scarce and non-renewable resources.

12. High Environmental Standards: Meeting high standards to minimize pollution, waste and climate-damaging emissions.

SYNTHESIS OF CURRENT ACTIVITIES AND PROCESSES

AREAS OF ACTIVITY AND PROJECTS IN TOURISM

The tourism development efforts focus on five major areas of activity, which are promoted through bilateral projects and international processes (for a detailed description, see Part 2 of this Handbook):

- Sustainable Economic Development & Inclusive Employment Promotion
- Community & Local Development
- Protection & Valorization of Biodiversity
- Resource and Energy Efficiency & Climate Protection in Tourism
- Good Governance & Political Frameworks

Every year *BMZ* implements a number of projects and activities that are directly or indirectly related to the tourism sector. Most of these projects and activities do not focus primarily on tourism; rather, it is one of several components of bilateral projects which focus on such areas of development policy as promotion of economic development, management of natural resources, training and development, and regional development. Currently (as of 2013), *GIZ* is implementing 40 regional and supraregional projects on behalf of *BMZ* of which tourism is either the primary component or one of several components. Expenditure on projects was €7.3 million in 2013. The focus of these projects is on the promotion of economic development and environmental protection in developing countries in Africa, Eastern Europe, Asia and the Middle East.

In 2003 *GIZ* launched the sector project "*Sustainable Development through Tourism*" on behalf of *BMZ* to provide advice on every aspect of tourism and to coordinate the network "Tourism in the German Development Cooperation". In addition, the sector project works with German and international organizations to support various actors in partner countries in exploring the sustainable development potential of tourism and in minimizing negative ecological and social impacts of tourism. On the international level, the sector project also works closely with various development cooperation organizations and development banks. Through the sector project and on behalf of *BMZ*, *GIZ* supports the work of organizations such as the *Pacific Asia Travel Association* (*PATA*), the *Sustainable Tourism Certification Alliance Africa* (*STCAA*), the *Global Sustainable Tourism Council* (*GSTC*) and the *Global Partnership for Sustainable Tourism* (*GPST*). The sector project also works with various large and small German and international private-sector partners, such as tour operators, hotel chains and trade associations, as well as with a number of universities (mostly in Germany) which offer tourism-related programmes. The aim of these activities is to promote knowledge sharing and research that supports development. Other aims of the sector project are to communicate the official position of the German development policy on tourism to international committees and economic forums (*World Economic Forum – WEF, World Tourism Forum Lucerne, PATA, WTTC*) and at major international tourism fairs such as ITB Berlin, and to provide critical input to international processes that support the development and dissemination of sustainability standards (*Global Sustainable Tourism Criteria, Travelife, The Code*).

INTERNATIONAL PROCESSES AND GERMANY'S CONTRIBUTION

Since the Rio Conference of 1992, sustainable tourism has become an increasingly important issue of the international environmental and development policies of governments, UN organizations, donor organizations, non-governmental organizations and the tourism industry. Over the years, *BMZ* has been playing an important role in shaping the processes initiated by the Rio Conference, thus contributing to the achievement of major milestones of international tourism policy and the promotion of the sustainable development of tourism itself and of the areas affected by its development.

One of these major milestones was the Marrakech Process (2003–2012), which responded to the call of the World Summit on Sustainable Development (*WSSD*) in Johannesburg in 2002 to increase international cooperation to support the development of a 10-Year Framework Programme on Sustainable Consumption and Production, of which sustainable tourism (including ecotourism) was to be one component. This led to the creation of the French-led International Task Force on Sustainable Tourism Development (*ITF-STD*) in 2006, one of seven working groups. This task force supported a variety of initiatives to promote sustainable tourism development (qualification, guidelines, partnerships) and was institutionalized in the form of the Global Partnership for Sustainable Tourism (GPST) in 2011. Germany, through *BMZ*, has been a member of *GPST* since 2011, and in this capacity has been supporting the organization in various ways, such as by hosting the 3rd Annual Conference of the *GPST*, which was held in Bonn in 2013. *GPST* is currently one of the most important international sustainable tourism development initiatives and is coordinated by the United Nations Environment Programme (*UNEP*) and *UNWTO*. Besides Germany, the members of *GPST* include a large number of other countries, as well as tourism organizations of international importance.

Another major milestone of international tourism policy were the Rio+20 Summit of 2012 and its outcome document *The Future We Want*, the first of this kind to officially recognize the contribution of sustainable tourism (including ecotourism) to a green economy. In addition, the above mentioned 10-Year Framework of Programmes on

EXTRACT FROM *THE FUTURE WE WANT*:

"130. We emphasize that well-designed and managed tourism can make a significant contribution to the three dimensions of sustainable development, has close linkages to other sectors and can create decent jobs and generate trade opportunities (...)

131. We encourage the promotion of investment in sustainable tourism, including ecotourism and cultural tourism, which may include creating small and medium sized enterprises and facilitating access to finance, including through microcredit initiatives for the poor, indigenous peoples and local communities in areas with high eco-tourism potential (...)"

Source: *United Nations General Assembly* 2012

Sustainable Consumption and Production (*10YFP*) was officially proposed for five major areas of activity, one of which is sustainable tourism (including ecotourism). It is currently being developed in an international participatory design process, and it is safe to say that it will provide significant opportunities for international development cooperation in the future.

A third milestone is the development and implementation of tourism guidelines on the basis of the *CBD* Guidelines, in which the Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety (*BMUB*) and other actors played an active and constructive role. In preparation for the 12th Conference of Parties in South Korea in 2014, Germany is currently developing initiatives to contribute to the discussion about biodiversity and sustainable tourism development.









THE *HUMAN CAPACITY DEVELOPMENT* PROGRAMME ON "TOURISM AND SUSTAINABLE DEVELOPMENT"

In response to the strong demand for training programmes on issues of sustainable tourism from the partner countries and from internal and external experts in German development cooperation, the *GIZ* Sector Project "Sustainable Development through Tourism" and the State Office Saxony were commissioned by *BMZ* in 2013, to implement a Human Capacity Development (*HCD*) programme which involved, among other things, the development of a conceptual framework for training programmes in this area.

THE *HCD* PROGRAMME IS BASED ON THE FOLLOWING DIDACTIC PRINCIPLES:

- Cooperative learning (learning in groups, from other people, through exchange and through dialogue)
- Participation (teachers and learners as equal partners)
- Diversity (methods and formats)
- Practical relevance (practical use of what is learned)
- Focus on participants (consideration of existing knowledge and of needs)
- Tolerance (intercultural open-mindedness)
- Transparency (open discussion of objectives, contents and conditions of cooperation)
- Joined-up thinking (systemic perspective, interdisciplinary contents)
- Self-directed learning processes
- Coaching and transfer (activities to support practical implementation)
- Gender equality

THE *HCD* PROGRAMME IS AIMED AT THE FOLLOWING TARGET GROUPS:

- Local actors involved in German development cooperation projects in which tourism is the main focus or one of the focus areas
- Tourism-relevant actors in the partner countries (e. g. ministries, tourism service providers and *NGOs*)
- Tourism specialists working in German development cooperation
- German and international tourism experts

THE *HCD* PROGRAMME CONSISTS OF FIVE TRAINING MODULES:

1. Sustainable Economic Development & Inclusive Employment Promotion
2. Community & Local Development
3. Protection & Valorization of Biodiversity
4. Resource and Energy Efficiency & Climate Change Mitigation and Adaptation
5. Good Governance & General Political Conditions

The modular design of the programme allows for easy reconfiguration of the individual modules and even the individual units or subjects as well as for great flexibility in terms of contents and time, depending on the wants and needs of the target groups. In addition to group training and individual coaching, the ***HCD*** programme includes a field trip programme on relevant issues, which is aimed specifically at international actors.

FURTHER INFORMATION ON THE *HCD* PROGRAMME IS AVAILABLE FROM:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Sektorvorhaben »Nachhaltige Entwicklung durch Tourismus«
Dag-Hammarskjöld-Weg 1–5
65760 Eschborn | Germany
T.: +49 (0) 6196 79-3251
Tourismus@giz.de
www.giz.de/expertise/html/6499.html

Part 2 Challenges – Consulting Approaches – Practical Examples – Tools



Area of Activity: Sustainable Economic Development & Inclusive Employment Promotion

OVERVIEW AND CHALLENGES

A thriving private sector is generally considered to be the basis for economic growth. But economic growth alone does not necessarily lead to a widespread diffusion of material and non-material wealth. For this reason, German development policy actors work towards sustainable economic development in the partner countries, which is based on socially responsible and ecologically sustainable growth that effectively contributes to employment creation and poverty reduction. To achieve this, the German development cooperation follows the principles of social and ecological market economy, its primary objective being to promote the economic potentials of poor and marginalized population groups. A major focus of its work has been on *micro-, small and medium enterprises* (*MSMEs*) which represent the majority of private businesses in the partner countries. These enterprises provide employment and income-generating opportunities, especially for poorer population groups. The work of German development cooperation in this area includes activities which

- improve the general conditions for private investment and new business;
- promote economic policies that open the way for development;
- facilitate the creation of competitive economic structures and ecologically and socially sustainable value chains;
- strengthen corporate social responsibility (such as through the establishment of human rights, social and environmental standards and gender equality); and
- improve the employability of people looking for employment and help them to find their way and position on the labour market.

Development partnerships with the private sector (*DPP*) can also play an important role in promoting sustainable economic development. Examples include strategic partnerships with enterprises or industry trade groups and activities that combine services provided by private-sector businesses with programmes or projects of bilateral development cooperation.

TOURISM AS A DRIVER OF ECONOMIC GROWTH AND EMPLOYMENT CREATION

As outlined in Part 1, tourism has become a key sector for national economic development in a large number of developing and emerging economies and, therefore, plays a strategic role in the achievement of the *MDGs*. This is particularly true looking at the poorest countries in the world (i.e. the *LDCs*) and peripheral underdeveloped regions (most notably *SIDS*), where tourism is often a promising option to stimulate economic growth and to reduce poverty effectively. But how has the tourism sector come to play such an important role?

One major factor is the tourism potential of the natural beauty and richness and the cultural diversity found in many countries and regions. In many cases this potential is not just high but unique and different, and it provides major unique selling propositions (*USPs*) for developing and emerging countries which set them apart from competing tourism destinations. Moreover, unlike other traditional export products (e.g. coffee, tobacco, cocoa and minerals), nature and cultural tourism products can only be experienced – or 'consumed' – at the destinations. The valorization of culture – in the sense of a mobilization of cultural resources – that goes hand in hand with the development of tourism potential also often contributes to the rediscovery and revitalization of cultural values and customs, thus strengthening cultural identity in the tourism destinations. In addition, the valorization of natural heritage through tourism helps to raise awareness of biodiversity conservation issues and promotes the sustainable use of natural resources in tourism. However, for this to work, the valorization of both resources – cultural and natural heritage – must not create inflationary pressure, nor must it have profit-making as its sole aim; rather, it must be promoted both by the government and by the private sector in a reasonable and responsible manner, and always with the sustainability agenda in mind.

An important and characteristic feature of tourism is that it is a service-based industry with very little potential for labour to become automated or substituted by technology, which makes the tourism industry one of the most manpower-intensive economic sectors. With many jobs in tourism requiring only low or basic skills, the industry also has comparatively low barriers to entry, which provides realistic opportunities for finding employment, especially for people with lower levels of training or education. In addition to the direct economic effects (such as the creation of jobs in the tourism sector and the generation of income for tourism businesses), the indirect and the induced effects (created by food production, the construction industry, trade businesses and the day-to-day expenditures by those working in tourism) play a particularly important role in setting the tourism industry apart from other economic sectors in terms of contribution to the national economy. For this reason, it is necessary to identify appropriate and targeted development policy activities to develop the potential for these effects, with a key focus on the creation and establishment of a functioning staff training and development system.

In many cases, especially in peripheral regions, tourism development can also contribute to the creation or improvement of the basic infrastructure (e.g. water supply, wastewater and waste disposal systems, transport infrastructure) – or make such developments possible in the first place – because the existence and quality of the basic infrastructure plays a vital role in whether or not a tourism destination can be marketed successfully. But tourists are not the only beneficiaries of an improved infrastructure; it also benefits the local population, provided that a good balance is achieved and maintained between the interests of those involved in the tourism development activities and the interests of the local community, and that the needs of poor and marginalized population groups are not ignored. An improved infrastructure also provides better opportunities for economic growth that extends beyond the tourism sector.

All in all, tourism can be regarded as a sunrise industry for many partner countries, and its role as an effective tool for poverty reduction will grow even more as the promotion of sustainable economic development continues. However, even tourism must not be considered a panacea. Its economic potential must be explored in relation to other relevant economic sectors of the country concerned, to ensure the sustainable and effective allocation of government

SERVICES PROVIDED BY THE GIZ SECTOR PROJECT "SUSTAINABLE DEVELOPMENT THROUGH TOURISM" (COMMISSIONED BY BMZ) IN CONNECTION WITH THE AREA OF "SUSTAINABLE ECONOMIC DEVELOPMENT & INCLUSIVE EMPLOYMENT PROMOTION"

- Analysis of socioeconomic effects in tourism
- Analysis and establishment of poverty-reducing value chains (value chain management) and supply chains (supply chain management) in tourism
- Consulting for micro-, small and medium enterprises in tourism and other sectors as well as for new business start-ups
- Development partnerships (DPP) with the private tourism sector (www.developpp.de)
- Support in the establishment of social standards and corporate social responsibility strategies
- Training and development activities and programmes in tourism (capacity development)
- Training for women, young people and indigenous population groups to facilitate their entry into the tourism labour market





funds and development cooperation funds from foreign sources. Total economic dependence on the tourism sector should be avoided; so too should be the dominance of particular types of tourism and the monostructural development of the accommodation sector. It should also be remembered that the desired inclusive employment promotion effects that are supposed to benefit poor population segments will not come out of thin air. For such effects to occur, targeted activities in the partner countries will be needed which promote diversified economic development and large-scale value creation effects through tourism.

THE VALUE CHAIN APPROACH

The term 'value creation' is generally used to denote the sum of all values created by an enterprise, an industry or a national economy over a given period of time. 'Value chain' is the term used to describe the way of the complete product or service, from the supplier to the producer or service provider to the end user. A tourism value chain is actually not so much a chain in the strict sense of the word as a complex network of horizontally and vertically linked actors (such as tourism service providers, transportation companies, salespersons and agricultural and skilled-trade businesses). The horizontal links of the tourism value chain connect all enterprises that are directly involved in the provision of a tourism product, from the guests' arrival to their departure (such as travel agencies, tourism operators, airlines, accommodation businesses and F&B companies). These links ensure the direct economic effects of tourism. On the vertical level are all those enterprises that are indirectly involved in the provision of specific components of a tourism product (such as companies that supply food to hotels or restaurants). These enterprises create the indirect and the induced economic effects of tourism.

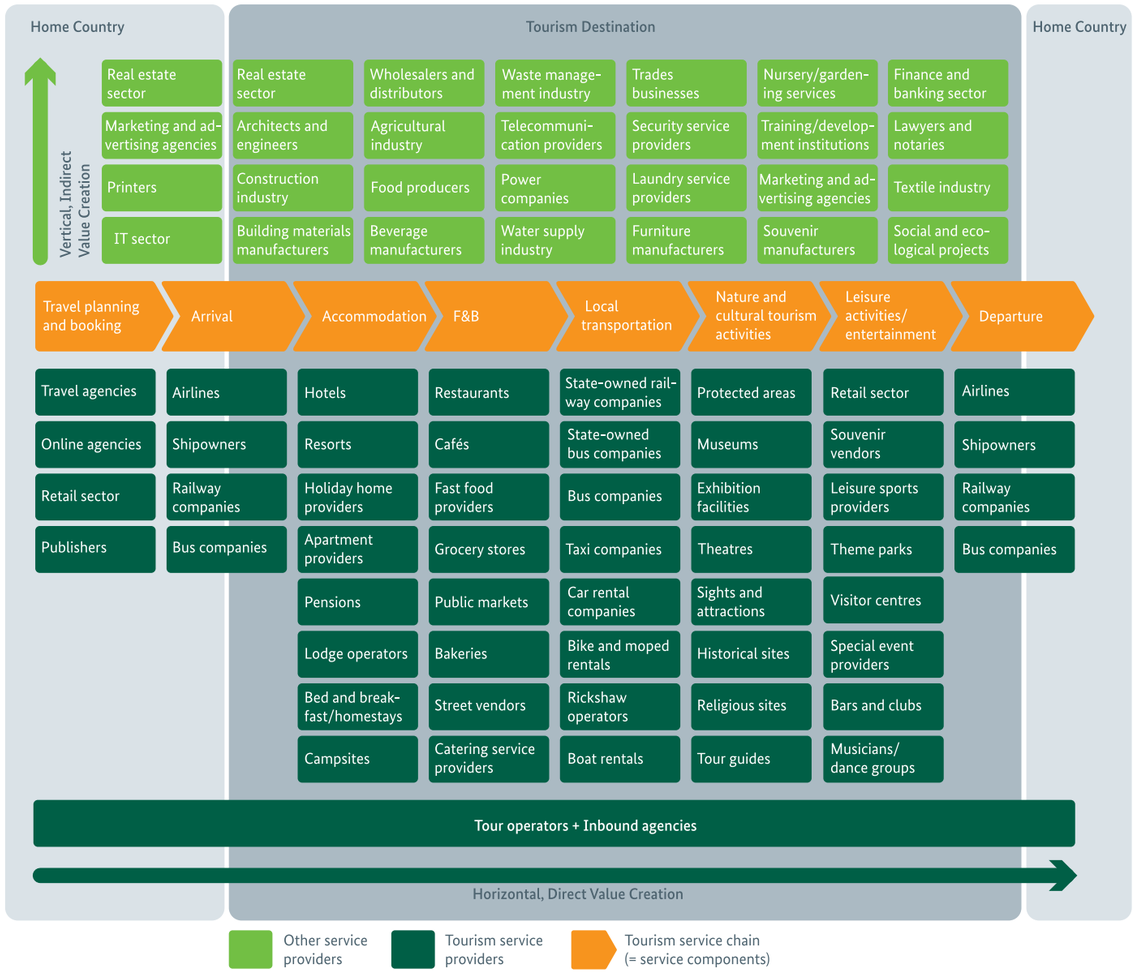
The value chain approach is an element of poverty reduction strategies used in German development cooperation and as such serves as an important tool for the establishment of poverty-reducing, inclusive and sustainable economic structures in the tourism destinations through and within tourism. The primary objective of the value chain approach is to include poor and marginalized population groups in the dynamics of the tourism value chain and to rebalance the distribution of income within the value chain in favour of these groups. The success of this approach depends critically on a careful and detailed analysis of the tourism value chain (value chain analysis) in the tourism destination concerned, which must be conducted to identify any weaknesses and potentials of individual links of the chain and, based on these, to derive qualified strategies as well as recommendations regarding areas in which poverty-reducing and sustainable economic effects are most likely to be achieved. Such analyses should not only consider economic aspects, but should also focus specifically on social, human rights and ecological issues. Because tourism value chains can have positive effects on the social and ecological balance of a tourism destination, such as a better carbon footprint as a result of using more locally produced consumer goods, as well as negative effects, such as the depletion of local resources (see also the sections in this handbook on other areas of activity).

Important activities on the operational level include:

- the active initiation of new relations and the provision of technical support in the establishment of business relationships with the purpose of implementing poverty-reducing measures (sustainable supply chain management);
- the provision of training and capacity development (e.g. through *DPP* projects);
- the process-oriented introduction of norms and standards;
- organizational support in the establishment of networks and other cooperation structures within the private sector;
- multi-stakeholder approaches; and
- consulting on strategic marketing.

Thus, at the heart of the value chain approach are the establishment of circular flows of income (national, regional and local) which ensure the highest possible level of sustainability, and the establishment of an integrated product and business policy which considers the entire tourism value chain and assumes responsibility for ecological, social and human rights aspects as well as for economic ones. Aspects that should be mentioned in this connection include the important role of distributors in the supply chain (such as for the hotel industry) and the necessity of supporting the establishment of common business and cooperation structures, especially for *MSMEs*. The effectiveness of the value chain approach in tourism is in direct relation to the volume of tourism-relevant goods and services of appropriate quality that the destination concerned can provide itself, and to the number of people with higher levels of training who are available for work in tourism. For this reason, the efforts of German development cooperation in tourism are not limited to niche segments, but are directed at all forms of tourism, including mass tourism, which for many developing countries not only provides the highest level of value creation but also involves the greatest risks.

Fig. 5: The Tourism Value Chain



Source: Authors' compilation based on Beyer (2013)

CORPORATE SOCIAL RESPONSIBILITY IN TOURISM

Without any additional information, numbers and figures on absolute value creation through tourism alone say nothing about the relative living conditions in tourism destinations. Due consideration must be given not only to the objective of creating long-term value creation effects in the tourism destinations but also to the working and living conditions of those directly and indirectly employed in tourism. This requires that the tourism companies align their business policies and activities to the requirements of corporate social responsibility (*CSR*). It also requires clear policy regulations and standards, as well as appropriate tools to monitor compliance with these regulations and standards on the company level.

The term '*CSR*' is used to denote responsible corporate management to promote sustainable development by shaping the contexts and frameworks for all related business activities. This implies that a long-term integration of social and ecological aspects into the business strategy must be clearly motivated by operational considerations. The purpose of combining social and ecological improvements with a transparent and participatory culture of dialogue with the 'stakeholders' (i.e. the interest groups involved and the groups that affect or are affected by the operations of a company, such as employees, customers, shareholders, creditors, neighbouring communities or the general public), is to make a lasting contribution to business success. *CSR* thus means that companies are willing to assume social responsibility both for internal stakeholders

A BRIEF NOTE ON: THE (SEEMINGLY) INTRACTABLE PROBLEM OF 'LEAKAGE'

The most often-heard comment in the international debate about critical views of long-distance travel and the presentation of negative impacts of tourism in developing countries is that 'there is leakage'. But is there actually something to it?

First of all, there is no single, universally accepted definition of the term 'leakage'. According to general consensus, 'leakage' denotes the foreign exchange generated by tourism that does not remain in the tourism destination in which it was generated – because some of it is spent on imports of tourism-relevant goods and services and some is returned to foreign enterprises as profits which they have generated in the destination. However, many definitions of 'leakage' also include the expenditures tourists make in their home country when booking a tourism product before travelling (these are called pre-leakages or structural leakages), because this money does not go to the tourism destinations but to international tourism companies (such as travel agencies, tour operators, airlines and hotel chains). 'Leakages' can thus be taken to mean different things and to reflect different views depending on how the term is interpreted. Additionally, there are a great variety of different methods to assess leakage, each of which uses a different set of indicators, and that such assessments are not necessarily based on the same spatial scope. The conclusion from this is that, if no additional information is provided, the percentages of leakage published say little about actual leakage and are almost impossible to compare. More transparency is needed with regard to the precise definition of 'leakage' and to the methodological procedure and spatial scope in order to make the results of leakage assessments reproducible and to put the international debate about this important issue on solid ground.

Criticism which argues that very little of the money spent when booking certain products (and especially certain mass tourism products) actually goes to the tourism destinations is factually correct, but such criticism ignores that this fact simply reflects the structural conditions of a globalized tourism value chain, which involves not only the tourism destinations but also the source markets. Even if a portion of the money tourists spend on travel does not go directly to the tourism destinations, this does not necessarily mean that the distribution of such tourism products creates no or negligible economic effects in the destinations. In fact, quite the contrary: various studies have shown that mass tourism destinations in coastal regions of developing countries in particular greatly benefit from the presence of large hotel complexes and resorts if the workforce needed to meet the labour demand can be recruited from the local population and if appropriate production facilities for the supply of agricultural and other products exist in the area. The higher the quality (and thus the price) of a product in this segment, the more jobs are created per hotel room and the greater the relative and absolute contributions to poverty reduction. That said, there are, of course, many good reasons to question and criticize the mechanisms that dominate the global tourism industry (such as the dominance and market power of multinational tourism companies) and the developments in mainstream and mass tourism (such as the emergence of tourism monostructures and ecological and social issues). However, on the whole, there is no evidence to suggest a causal relationship between mass tourism products and a low level of local value creation in the tourism destinations.

Another aspect that must not be forgotten in the discussion of leakage is the fact that, even if there is considerable leakage in the form of foreign exchange going out of the country, the income effects tourism can create for the local population are still much more pronounced than those that might be created by alternative sources of income in the destinations. Thus, the real economic importance of leakage can only be properly assessed if the net income generated through tourism is considered in relation to the net income generated through other economic sectors in the same tourism destination – which is usually not done. Moreover, the macroeconomic conditions in tourism destinations are rarely taken into consideration. For example, it is in the nature of things that, unlike mainland destinations, small island destinations such as the Maldives or small Caribbean islands generally depend very heavily on imports because they would not be able to meet the tourists' food expectations and other needs if they relied solely on their local economic production capabilities. Facts such as these must be openly discussed and given due consideration to ensure that the resulting high leakage rates can be seen as they are in their proper proportion.

(e.g. employees) and for external stakeholders (e.g. customers), a responsibility that extends to the location of the company and its environment and internal processes, but also to the value chain as a whole. There are a variety of documents and tools available for companies to use, to develop and implement *CSR* strategies, including the ISO 26000 standard on Social Responsibility, the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, the guidelines of the Global Reporting Initiative (*GRI*), and the declarations and guidelines concerning multinational enterprises by the *Organisation for Economic Cooperation and Development* (*OECD*) and the *International Labour Organization* (*ILO*).

Seasonal work, shift work and night work, overtime work and low wages are typical characteristics of employment in tourism all over the world, especially in the hotel industry. If we look at the situation in developing countries, we see a variety of other factors that affect the working conditions in tourism, such as inadequate social security systems, discrimination in the workplace, a lack of appropriate regulatory policies and frameworks (e.g. minimum wages) and low rates of unionization which prevent employees from pursuing their own interests. Therefore, the aim must be to ensure appropriate basic social conditions and fundamental labour rights that benefit those working in the tourism destinations, and not just in large tourism enterprises, but also and especially in small tourism companies. Because these businesses are usually more likely to rely on precarious forms of employment due to their limited scope of operations.

The *ILO* Core Labour Standards are generally accepted as a set of minimum standards that must be met regardless of a tourism destination's level of development. One of the key points made in this regard is that the private tourism sector should pay its employees fair wages. But as legitimate as this claim may be, there is no clear answer as to what exactly constitutes fair wages and, more importantly, how such fair wages could be calculated objectively. Many of those working in tourism receive their wages in foreign exchange, which means that unfavourable local exchange rates alone can result in a significant loss of income. And even if employers pay statutory minimum wages or above minimum wage, it does not necessarily mean that these wages are fair. Thus, further clarification and further research are needed within the broader international debate on tourism to be able to find conclusive answers to questions surrounding fair wages.

In the Dominican Republic and other countries, practical experience has also shown that the living conditions of employees in the hotel industry can continue to be difficult even if their working conditions are appropriate. This is due to insufficient investment in health care, education and the general infrastructure by the government, as a result of which these employees have to bear higher costs, such as when they want to send their children to a private school because of the poor quality of public school education in the country. Accordingly special consideration must be given not only to the specific working conditions in the enterprises concerned, but also to the social living conditions in their environment, such as specifically designed social security systems, affordable and appropriate housing for the employees and their families, availability of basic foods, access to healthcare and educational institutions, and the socially responsible regulation of migration effects of tourism.

German development cooperation has been actively working towards the establishment of human rights and social standards in tourism and other economic sectors, and has been supporting enterprises in the development and implementation of *CSR* strategies for many years. A key focus of its work has been on protecting children from sexual exploitation and forced labour. Gender aspects also play an important role in the development and establishment of social standards, because women in many developing countries are socially, politically, legally and economically marginalized due to the prevailing notions of gender roles. Although the percentage of working women is higher in tourism than in many other economic sectors, they are still often denied access to higher-skilled jobs and leadership positions. In order to reduce existing gender disparities, German development cooperation supports a variety of projects, including activities that strengthen women's economic participation in tourism (Economic Empowerment of Women) and contribute to the integration of gender-specific aspects into business policies, legislative bills and administrative structures (see also the section in this handbook on "*Good Governance & General Political Conditions*").

Besides the establishment of industry-wide social standards, another tool often used to promote sustainable forms of business is enterprise certification. There are a variety of certification programmes in tourism that focus on environmental policies, but very few such programmes are exclusively dedicated to social issues. However, several promising initiatives have been started in the last few years. One of these is the "Fair Trade Tourism" initiative (*FTT*). As the first fair-trade-in-tourism certification organization worldwide, *FTT* has been using fair-trade criteria to certify tourism service providers in South Africa since as far back as 2003. Another important initiative in this area is the "*CSR TOURISM Certified*" label developed by the German organization TourCert, the first certification programme in tourism to focus explicitly on *CSR* criteria.

TRAINING AND DEVELOPMENT IN TOURISM

Although, as has been noted above, tourism has relatively low barriers to entry in terms of skill requirements and although the industry provides ample employment opportunities through on-the-job training, especially for unskilled workers, training and development plays an important role in ensuring appropriate product and service quality and in achieving long-term and inclusive employment promotion effects. As a service industry, tourism, more than many other economic sectors, depends heavily on professional interaction between guests and their hosts or the local service providers, as well as on a dedicated focus on service quality. This requires appropriate training for those working in tourism. Thus, there is a close relationship between training quality, productivity and competitiveness. The higher the skill level of the local workforce at large, the higher the skill level of the job opportunities that are created, and the higher the quality of the range of tourism products that can be created, which in turn justifies price increases that result in a higher wage level in the tourism destination in question.

German development cooperation works towards meeting the demand for training and highly-skilled workers through its Human Resource Development strategy, which involves collaboration with partners to conduct labour market demand analyses in the tourism sector, to support the development of occupational profiles, standards and curricula, and to provide targeted assistance in relation to training and development activities in the partner countries. One example of this collaboration is the implementation of a *DPP* project for the establishment of a state-approved training centre for cooks in Namibia, which also includes a teaching restaurant to ensure practice-based and professional vocational training.

KEY QUESTIONS AND CONSULTING APPROACHES

HOW CAN THE SOCIOECONOMIC EFFECTS OF TOURISM ON A REGION BE ASSESSED?

Generally speaking, there is an abundance of available data and statistical surveys that can be used to trace the development of the sector in a given tourism destination and to assess the economic significance of the destination in question. These resources provide information on a variety of parameters, including tourist arrivals, tourism intensity, average length of stay, demand and spending behaviour, accommodation capacity, the number of those directly or indirectly employed in tourism, and the contribution of tourism to foreign exchange earnings and to the gross domestic product. Usually most of the available data and statistics are collected by governments (such as tourism ministries and statistics authorities) and analysed to obtain information about the national level and, if necessary, the regional and local levels. They are also used by international organizations to conduct comparative analyses of specific parameters in order to gather information on the tourism industry on the global level. Examples include the annually published *UNWTO Tourism Highlights* and the *WTTC Tourism Satellite Account*, which covers almost every country in the world.

However, if we look at these data and statistics from the perspective of development policy, we see that they provide very little information which could be used to assess the poverty-reducing effects of tourism and its large-scale economic impact on tourism destinations. But this is precisely the kind of insights needed to develop poverty-reducing, inclusive development strategies and value chain approaches in tourism, and to find appropriate solutions for the tourism destination in question. In view of this, the *GIZ* Sector Project "*Sustainable Development through Tourism*", commissioned by *BMZ*, began to develop its own set of tools for the assessment of the socioeconomic effects of tourism several years ago. The purpose of this set of tools is to assess the approximate poverty-reducing effect of tourism in a given region, using the hotel industry as an example.

Methodologically, such an assessment is based on a comprehensive and detailed questionnaire, which is aimed primarily at the general management, the human resources department, and the F&B or purchasing department of the hotel in question. The questionnaire collects general information and facts about the hotel, as well as detailed information data on staff, the purchase of goods and external services, the sale of excursion programmes and goods to tourists and on resources spent on philanthropic causes (cf. Practical Tips I). To get a picture of the tourism supply chain that is as complete and accurate as possible, the first survey is complemented by a survey of a representative

PRACTICAL TIPS I
STRATEGIC APPROACHES TO THE ASSESSMENT OF THE SOCIOECONOMIC EFFECTS OF THE HOTEL SECTOR ON A REGION

See also **Practical Tips II, V, X**

Primary Data to Be Collected

GENERAL INFORMATION AND FACTS
General information that should be obtained include:

- Address and contact information of the hotel
- Types and number of rooms, number of beds
- Special amenities (spa area, swimming pool)
- Amount invested in the construction of the hotel
- Investments made in the last few years (maintenance and repair)
- Revenues in the last few years
- Average occupancy rate in the last few years
- Number of guests in the last few years
- Number of overnight stays in the last few years
- Distribution of guests by region of origin
- Types of guests (package or independent travellers)
- Operating expenses and quantities (waste, water, wastewater, electricity, gas, petrol/diesel) in the last few years

DATA ON HUMAN RESOURCES
Information on human resources (if possible, disaggregated by gender, disability, ethnic group, etc.) that should be obtained include:

- Total number of staff
- Number of full-time employees and seasonal staff
- Number of staff with work contracts
- Distribution of staff by region and/or country of origin
- Number and skill levels of male and female staff
- Average job tenure of staff
- Working conditions by department and position (number of working hours, length of breaks, weekly working hours, number of paid holidays)
- Total annual gross salaries by department, position and region/country of origin of employees
- Total annual contributions to social security, incl. types of contributions (health insurance, pension insurance)
- Total annual investment in training and development for employees, incl. types of investment
- Total annual investment in training for future staff members, incl. types of investment
- Total annual amount of other employee-related expenses (free transportation, free meals, work clothes)

DATA ON THE PURCHASE OF GOODS

Categories of goods that should be covered in the survey include:

- Fish, seafood, meat, poultry, sausages and cold cuts, vegetables, fruits, dried foods (pasta, rice), dairy products, canned food, bakery products, eggs, spices, hot and cold non-alcoholic beverages, alcoholic beverages, cosmetics, cleaning supplies, furniture and fixtures, textiles, office supplies, electrical appliances
- If appropriate data are available, each category of goods can be further subdivided (e.g. fish: salmon, gilt-head bream, perch).

Operational data that should be obtained for each category of goods include:

- Total annual spending on goods
- Annual volume of goods
- Percentage distribution of goods by origin: local, regional, national, international (including exact place of origin, if available)
- Percentage of imported goods
- Names and locations of suppliers

DATA ON THE PURCHASE OF EXTERNAL SERVICES

Services that should be covered in the survey include:

- Music, programmes of activities, maintenance and repair, airport transfer, laundry service, landscaping and gardening, security service

Operational data that should be obtained for each type of service include:

- Annual spending on external services
- Names and locations of external service providers

DATA ON THE SALE OF EXCURSION PROGRAMMES TO TOURISTS

Organization and sales channels that should be covered in the survey include:

- Organization and sale of excursion programmes by the hotel
- Organization of excursion programmes by third parties and sale of the programmes by the hotel
- Organization and sale of excursion programmes by third parties at the hotel

Operational data that should be obtained for each excursion programme include:

- Type of excursion programme
- Price pp
- Annual number of participants
- Annual revenues and commissions
- Names and locations of organizers

DATA ON THE SALE OF GOODS TO TOURISTS

Sales channels that should be covered in the survey include:

- Sale in stores owned by the hotel
- Sale in hotel stores that are owned by third parties
- Sale in stores in the vicinity of the hotel
- Sale by hawkers

Operational data on the sale of goods that should be obtained include:

- Types of goods (e.g. souvenirs, textiles, cosmetics)
- Origin of goods
- Annual revenues and rental income for the hotel
- Names and locations of suppliers/manufacturers of the goods

SUPPORT OF SOCIAL, ECOLOGICAL OR CULTURAL PROJECTS BY THE HOTEL
Operational data that should be obtained include:

- Type, purpose and name of the projects
- Project-executing organization
- Beneficiary of the project
- Annual contributions of the hotel

sample of employees and additional interviews and surveys at the facilities of the hotel's suppliers and/or external service providers. The compilation of the required data by the hotels and conducting the surveys and interviews are both very time-intensive, so a generous amount of time must be allowed to conduct the study in the destination. This is also important because obtaining additional data after the surveys and interviews have been conducted has proved very difficult in the past. Hotels should also be approached as early in the process as possible to allocate the necessary time and human resources. Because most of the information collected consists of internal and thus highly sensitive data, it is advisable to sign a confidentiality agreement with the hotel management on the use of the data. If possible, statistical analysis software should be used for evaluation to allow for easier correlation between individual results and for easier comparison of the hotels under study. Alternatively, the evaluation can be conducted using a simple spreadsheet application. The results must be presented in graphical form, in a way that makes it possible to see the different flows of money involved (To which places/regions do the wages, the expenses for goods, other resources flow?). From these results it is then possible to derive specific conclusions and recommendations as to how the hotels and the tourism destinations concerned might improve the socioeconomic effects further. This methodology has been successfully applied in assessments of individual hotels and samples of hotels in the same region in various tourism destinations (e. g. the Dominican Republic, Jamaica, Nicaragua and Turkey). The most extensive research *GIZ* has ever conducted was a study directly commissioned by the Ministry of Sustainable Development and Tourism of Montenegro, which involved the analysis of a representative sample of accommodation businesses and the geographical extrapolation of the cash flows to and from these businesses. The results of this study were used to develop an Excel-based tool for the approximate calculation of the economic effects and the ecological sustainability balance for Montenegro's accommodation sector.

WHAT CAN TOURISM ENTERPRISES DO TO INCREASE THEIR CONTRIBUTION TO SUSTAINABLE ECONOMIC DEVELOPMENT?

In the long run, business policies that are closely aligned with sustainability criteria will become increasingly important for tourism enterprises in their efforts to reconcile operational efficiency, quality assurance, acceptable profit margins and activities to prevent damage to the environment and the climate, and thus to ensure long-term competitiveness. Sustainability can only create surplus value for a tourism enterprise if it has become the guiding principle for all of the enterprise's management processes and if the enterprise's internal and external operations are embedded in the social, cultural, economic and political environment of the relevant tourism destination. To achieve this, it is necessary to implement quality, human rights, social and environmental standards on a sufficiently large scale and to develop and maintain lasting business relations with





PRACTICAL TIPS II
STRATEGIC APPROACHES TO A SUSTAINABLE MANAGEMENT OF TOURISM SUPPLY CHAINS (SUSTAINABLE SUPPLY CHAIN MANAGEMENT)

See also **Practical Tips I, V, VIII, IX, X**

Strategic Approaches	Tools
VALUE CHAIN ANALYSIS **The purpose of conducting a horizontal and vertical analysis of selected value chains of tourism-relevant goods or services (= products) is to identify potentials and bottlenecks for the strengthening and/or the establishment of inclusive and sustainable supply chains in a tourism destination.** **Aspects to be considered in the analysis include:** ➲ Customer and Market Analysis • Who are the end users, and what do they expect? • Who are the competitors? • What about the market dynamics? • What obstacles to competitiveness are there? • What potential for growth is there? ➲ Actor Analysis • Who are the actors that are directly or indirectly involved in the creation of the product? • Where are the actors located? • Who are the key actors? • How do the actors work with each other? • How is the flow of information and money coordinated between the actors? ➲ Product Analysis • What products are offered to the end user? • What are the steps involved in bringing the product to the end costumer? • What is the environmental and climate performance of the product? ➲ Value Creation Analysis • What are the costs and revenues of each stage? • What is the distribution of the value created?	➲ Statistical analysis ➲ Empirical analysis ➲ Company surveys and primary data collection ➲ Expert interviews ➲ Workshops ➲ GIZ environmental and climate assessment – Tourism Sector Tool ➲ GIZ Orientation Sheet "Sustainable Consumption and Production (SCP)" ➲ The horizontal and vertical relationships within the value chain should be represented in the form of a diagram *(value chain map)*
IDENTIFICATION, SELECTION AND PREPARATION OF NEW BUSINESS PARTNERS AND INTEGRATION INTO THE VALUE CHAIN **The targeted integration of local/regional providers of goods and services into the value chain (with a special focus on MSMEs) supports sustainable economic development and promotes inclusive employment effects in a tourism destination! Issues to be considered and resolved when initiating business relationships between providers of goods and services and the private tourism sector include:** ➲ Lack of awareness of the production conditions of *MSMEs* on the part of the private tourism sector ➲ Differences in business mentality between the private tourism sector and *MSMEs* ➲ Expertise (e. g. in the area of marketing) ➲ Skilled employees ➲ Existence of a product portfolio that responds to market demand or of a wide product range ➲ Provision of the required product volume ➲ Product price competitiveness ➲ Product quality and quality management ➲ Flexibility ➲ Punctuality and reliability (e. g. with regard to delivery) ➲ Terms of payment and liquidity ➲ Seasonality ➲ Packaging and storage (e. g. proper cooling of food) ➲ Long-distance transport and difficult transport conditions ➲ Access to investment capital ➲ Communication infrastructure (e. g. Internet access)	➲ New business partners should be selected in accordance with the needs of the private tourism sector. To ensure this, it is recommended to develop a set of selection criteria. ➲ Intensive training is required to prepare the providers of goods and services appropriately and to resolve any issues that may exist. In addition, consulting should be provided throughout the process.
ESTABLISHMENT AND CONTROL OF AN INCLUSIVE AND SUSTAINABLE SUPPLY CHAIN MANAGEMENT **Business relationships between local/regional providers of goods and services and the private tourism sector can only be successful in the long run if there are standards, rules, responsibilities and control mechanisms that are binding on all involved.** **Activities to be considered in this area include:** ➲ Raising awareness of the importance and challenges of business relationships between the private tourism sector (general management and employees) and the providers of goods and services ➲ Development of a mission statement for a poverty-reducing and sustainability-oriented supply chain management (sustainable supply chain policy) by the private tourism sector ➲ Joint development of realistic objectives and responsibilities for the business relationships and agreement of a code of conduct ➲ Development and introduction of (minimal) standards by the providers of goods and services: • Quality standards • Human rights standards • Environmental standards • Social standards ➲ Business agreements (terms of delivery, terms of payment) ➲ Development of indicators and/or a monitoring systems for the monitoring of: • Compliance with the code of conduct • Compliance with standards • Achievement of the agreed objectives	➲ Mission statement (sustainable supply chain policy) ➲ Code of conduct ➲ Quality, environmental and social standards ➲ Business agreements ➲ Monitoring system

PRACTICAL TIPS III
STRATEGIC APPROACHES TO STIMULATING INCLUSIVE EMPLOYMENT PROMOTION THROUGH TOURISM

See also
Practical Tips
I, II, V, VIII, XIII

Strategic Approaches

PROMOTION OF DIRECT EMPLOYMENT OPPORTUNITIES IN TOURISM

The tourism sector provides a variety of opportunities for direct employment, self-employment or the establishment of new enterprises along the horizontal value chain.
Direct employment opportunities in tourism that must be considered include:

- Employment with private tourism companies
  - Full-time, part-time or seasonal employment in the hotel and restaurant industry, inbound agencies, ground staff of airlines
- Employment with community-based tourism companies
  - Full-time, part-time or seasonal employment with community-based companies (community ownership), such as ecolodges, restaurants and hotels
  - General managers of the community-based company as employees of the community of owners
- Employment with tourism institutions of the state
  - Full-time, part-time or seasonal with tourist information centres, destination management organizations (DMOs), museums
- Direct self-employment (freelancing) in tourism
  - Work as local tour guides, boat drivers, guides in protected areas, as demand requires
- Operation of a private tourism company
  - Foundation/purchase and general management of a hotel, restaurant, transport company, etc.

PROMOTION OF INDIRECT EMPLOYMENT OPPORTUNITIES THROUGH TOURISM

Tourism-relevant suppliers and service providers offer additional potential for strengthening the local labour market through tourism along the vertical value chain.
Indirect employment opportunities created through tourism that must be considered include:

- Employment with tourism-relevant suppliers
  - Full-time, part-time or seasonal employment with direct sellers, wholesalers, traders, distributors or manufacturers of goods for the tourism sector (food, furniture, textiles)
- Employment with tourism-relevant service providers
  - Full-time, part-time or seasonal employment with provides of security, laundry or nursery and gardening services, taxi companies.
- Operation of a tourism-relevant supply or service company
  - Foundation/purchase and general management of agricultural businesses, maintenance and repair shops, Internet cafés, souvenir shops
- Indirect self-employment (freelancing) in tourism
  - Work as local musicians, singers, dancers, interpreters, as demand requires

CONSIDERATION OF INFORMAL INCOME OPPORTUNITIES THROUGH TOURISM

Informal income opportunities created through tourism must also be considered besides the direct and indirect employment opportunities, because they play a crucial role in the livelihoods of many people in the tourism destinations, especially for poor and marginalized groups.
Informal income opportunities created through tourism that must be considered include:

- Direct sale of goods to tourists by individuals or small vendors
  - Sale of souvenirs, (home-made) food, beverages, jewellery and other goods in self-owned stores, on the street, on beaches or in the vicinity of sights and attractions
- Direct sale of services to tourists by individuals or small vendors
  - Massages, manicure, pedicure, hairstyling, guided tours and other services offered in self-owned stores, on the street, on beaches or in the vicinity of sights and attractions

SUPPORT OF TRAINING AND DEVELOPMENT ACTIVITIES IN THE TOURISM SECTOR

Vocational education is the key to providing prospects for highly skilled employment in the tourism sector for a large segment of the local population and to raise the level of service quality in a tourism destination to meet the requirements of the international market.
The following is a selection of important activities that help to support vocational training and development in tourism:

- Analysis of the conditions for training and development and the labour demand of the tourism market in the destination
  - Analysis of the skill level (compared with that of the competing destinations)
  - Identification and analysis of existing training and development opportunities and institutions
  - Labour market demand analyses
- Promotion of skilled trades in tourism
  - Development of occupational profiles (hotel specialists, highly skilled restaurant staff, cooks, travel agents, tour guides)
  - Development of standards and curricula
  - Development of teaching and learning materials
  - Examination system and certification
  - Training for teachers
  - Establishment of a (dual) education system (e. g. by way of establishing hotel schools): Development of theoretical and practical skills
- Promotion of university education in tourism-related areas
  - Development of occupational profiles (tourism management, destination management, hotel management)
  - Development of standards and curricula
  - Development of teaching and learning materials
  - Examination system and certification
  - Training for teachers
- Training for company founders and MSME operators in tourism
  - Development of training modules and seminars that meet local needs, in-house training, mentoring programmes, learning groups, visits to best-practice companies, consulting programmes for *MSMEs*
- Professional development for employees in the tourism sector
  - Development of formal and informal training modules and seminars that meet local needs, in-house training, train-the-trainer programmes, on-the-job training, visits to best-practice companies

external service providers and suppliers. From the perspective of development policy, the contribution to poverty reduction that results from the business activities is also of great importance. For this reason, the aim must be to support tourism enterprises in the partner countries by directing their efforts to the establishment of inclusive and sustainable supply chain management systems.

The first step in this direction is based on the value chain approach described earlier. It involves a horizontal and vertical analysis of selected value chains of tourism-relevant goods and services to identify potential and existing bottlenecks to the establishment of inclusive and sustainable supply chains. The choice of methodological approach depends on the type of value chain and the scope of analysis and may involve 'mapping' the entire chain and the actors involved in it (value chain mapping), market research or conducting new quantitative surveys. Such a study should include customer, market and product analyses to reveal the relationships between the actors involved and to provide information on the amount and the distribution of the value created along the chain.

The results of the analysis can then be used to design measures to improve the tourism value chain, although its organizational and technical optimization should not be their only intended purpose. They should also serve to reinforce the social relationships among actors and to help them to develop expertise and to achieve learning effects. Of crucial importance is the identification of new providers of goods and services that are based in the destination concerned and their purposeful integration into the value chain. A major focus within this element should be on *MSMEs*. The purchasing departments of hotels offer particularly rich potential for inclusive employment promotion effects and the strengthening of local/regional circular flows of income. One case in point is the hotel chain Sandals. In Jamaica, Sandals employs its own agricultural consultant, who works with government organizations to provide consulting to five agricultural cooperatives on how to grow agricultural products (such as what seeds and fertilizer to use) and on how to diversify their product range. The cooperatives sell their goods directly to Sandals and now have combined annual revenues of US$3 million. However, there are a variety of other products that must also be taken into consideration besides agricultural products, such as furniture, decorative items, flowers, textiles, cosmetics and souvenirs. It is important that the providers and services are selected in close cooperation with the private tourism sector and that the providers are appropriately prepared to face the expectations and general conditions of the tourism sector – especially with regard to the supply of (fresh) food – by providing them additional consulting throughout the process.

Establishing and controlling a long-lasting poverty-reducing and sustainability-oriented supply chain management system also requires standards, rules, responsibilities and control mechanisms that are binding on all stakeholders involved. Recommended activities in this area include the participative development of a mission statement (sustainable supply chain policy) and the agreement of a code of conduct between the actors involved in the supply chain, which provides common objectives and norms to supplement bilateral business agreements. Among other things, the code of conduct should include (minimum) quality, human rights, social and environmental standards that are binding on all partners and specific sanctions for non-compliance with these standards. Introducing an inclusive and sustainable supply chain management system is a process that requires trust, patience and taking one step at a time. It is therefore important that the actors involved evaluate the achievement of their common objectives regularly and transparently by using appropriate indicators or a dedicated monitoring system in order to build stable and long-lasting business relationships.







WHAT CAN BE DONE TO FACILITATE ACCESS TO DIRECT AND INDIRECT EMPLOYMENT OPPORTUNITIES IN TOURISM FOR THE LOCAL POPULATION?

Depending on the size of a tourism destination and the stage of its tourism development, the industry generally provides a variety of opportunities for direct employment, self-employment or the establishment of new enterprises along the horizontal value chain. The most important employers in the sector that offer full-time, part-time or seasonal jobs for the local population are privately and community-owned companies, followed by state institutions and organizations such as tourist information centres and destination management organizations (*DMOs*). Self-employment for freelancers (tour guides, boat drivers) and founders as well as operators of companies (hotels, restaurants) also play an important role. In addition, the tourism-relevant suppliers and service providers make a major indirect contribution to the strengthening of the local labour market along the vertical value chain, in the forms of employment and self-employment.

Ensuring that the employment and income potentials in and of tourism benefit those looking for work in the best possible way requires accurate analysis of the labour demand of the tourism market and of the conditions for training and development in the destination concerned. Vocational education is the key to providing prospects for highly skilled employment in the tourism sector for a large segment of the local population and to raise the level of service quality in a tourism destination to meet the requirements of the international market. What many partner countries lack most are appropriate training and development opportunities for medium-skilled workers (hotel and restaurant professionals, cooks). In most cases, employees receive only minimal or on-the-job training, and only the larger companies have their own training and development systems and training schools. Appropriate market orientation and proper quantitative and qualitative development of training opportunities to meet the demand of the local tourism sector are also often lacking. Resolving these issues requires demand-based promotion of skilled trades and opportunities for university education in tourism-related areas, along with the development of standards, curricula, teaching and learning materials, the establishment of an examination system, and appropriate training and education of teachers. In addition to providing vocational training, suitable training and development programmes should be developed and systematically integrated into the work life to ensure the continuous development of those working in tourism (lifelong learning).

But employees are not the only group that needs appropriate training; employers and founders of companies depend on it as well. Customized consulting programmes for *MSMEs*, in-house training and mentoring programmes (i.e. knowledge transfer from established companies to small enterprises) are suitable means to provide technical and strategic support to entrepreneurs and management in the tourism sector.

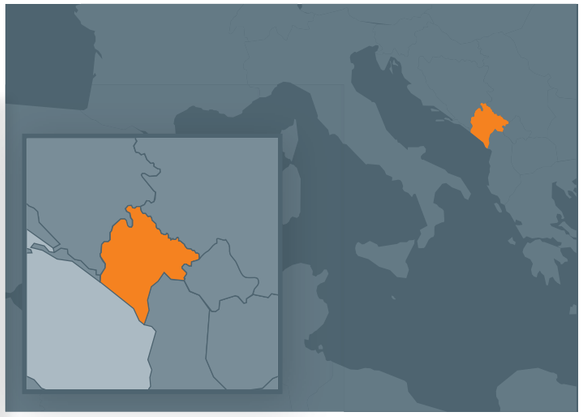
All training and development opportunities must be developed in a way that promotes both the acquisition of theoretical knowledge and practical skills and the development of technical, individual and social abilities such as communication and decision-making skills, leadership qualities, critical and creative thinking, and emotion, stress and conflict management skills. These 'life skills' are indispensable, especially in a service industry such as tourism, where personal service and professional conduct in dealing with customers and tourists are major parts of the day-to-day work.

Other factors that must not be overlooked are informal employment and income opportunities provided through tourism, which play a crucial role in the livelihoods of many people in the tourism destinations, especially for poor and marginalized groups. Typical informal activities include the direct sale of goods (souvenirs, jewellery, food) and services (massages, manicure, hairstyling) to the tourists. To address this issue, it is necessary to create non-formal opportunities to teach these people some basic skills (reading, writing, doing arithmetic, foreign languages, marketing) that allow them to expand their business opportunities and, if possible, to access the regular labour market.

PRACTICAL EXAMPLES AND TOOLS

ANALYSIS OF TOURISM-INDUCED CASH FLOWS IN MONTENEGRO

COUNTRY: Montenegro
PROJECT TITLE: "Development of Tourist Sites in the Montenegrin Hinterland" programme (2006–2013)
PARTNER: Ministry of Sustainable Development and Tourism of the Republic of Montenegro
INFORMATION: *www.giz.de/en/worldwide/21182.html*





BACKGROUND AND OBJECTIVES

Located on the western coast of the Balkans, Montenegro has a population of 625,000. Since its independence in 2006, the country has experienced an enormous increase in tourism. In 2011, 1.37 million tourist arrivals and over 8.7 million overnight stays were recorded, which translate to €510 million in tourism revenues (15% of *GDP*, including indirect and induced effects) and 23,000 jobs (14% of total employment). According to *WTTC* estimates, earnings from tourism will increase at a rate of 12% p.a. over the next ten years.

Most tourism in the country has been centred on its coast. As of 2008, nine out of ten hotel beds were located in coastal communities, which recorded 95% of all overnight hotel stays in the country. Consequently, the enterprises and population segments in the hinterland have few opportunities for economic participation in tourism. Such a heavy concentration on seaside tourism also results in very pronounced seasonality. As many as 90% of all overnight stays occur in the summer months from June to September, which in the past has often led to infrastructure capacity problems with regard to electricity and fresh water supply, waste and wastewater disposal, as well as traffic and transportation.

The aim of this *GIZ* programme, which was implemented on behalf of *BMZ* and in cooperation with the Ministry of Sustainable Development and Tourism of Montenegro, was to create alternatives to seaside tourism in the hinterland of the country. This region offers an enormous tourism potential thanks to its numerous natural attractions, which include Lake Scadar, a very important bird reserve; Durmitor National Park, with peaks that reach a height of up to 2,500 metres; and the Tara River Canyon, the deepest river canyon in Europe. One strategy to use this potential is the development of new products in the area of nature and adventure tourism, which are expected to create more employment opportunities and generate more income. To achieve this, the project sought to establish sustainable management structures in the tourism regions, to develop marketable tourism products and to promote the professional marketing of the regions.

A good understanding of the economic effects of tourism, and especially of the cash flows it involves, is an important factor in the success of tourism planning in this area. The analysis of the tourism-induced cash flows was thus a major component of this programme.

METHODOLOGICAL APPROACH AND TOOLS

Although a number of tools for the statistical analysis of tourism had already been implemented when the programme started, no detailed information was available on the economic effects of tourism, and especially on the distribution of the earnings from tourism across the country. For this reason, the study addressed the following key questions:

- How much revenue did each of the different forms of tourism generate?
- How is this revenue distributed across the country?
- How can this type of information be used to make predictions of future revenues from tourism?

To answer these questions, several supply-side surveys of tourism companies and a large-scale guest survey were conducted. The supply-side surveys included 119 tourism companies of different quality categories in the accommodation, restaurant and tour operation industries, both in the coastal region and in the interior of the country. In addition, 270 employees of the hotel sector were interviewed across the country to obtain information about their income situation and living conditions. The guest survey covered all regions of the country and involved 1,500 face-to-face interviews.

Because the methods used for the survey were to be adopted by the institutions in Montenegro, efforts were made from the outset to make these methods as user-friendly as possible. This included the development of internet-based input masks, which ensure that standardized data collection can be performed not only by technical staff, but also by the tourism companies themselves, and which minimize the risk of data input errors by means of various plausibility checks.

RESULTS AND EFFECTS

Extrapolated to the total number of tourism companies and travel guests in Montenegro, revenues from tourism in 2007 suggested by these methods were €591.5 million, with 25,300 employment opportunities provided (including 16,000 permanent jobs). With regard to geographical distribution, it was found that the hinterland contributed about 12% of these revenues, despite the fact that only 5% of overnight stays were recorded in these regions. It was also found that €58.8 million in wages was paid to the population, and that no less than €36.1 million was spent on food supply alone.
About 81% of all wages earned in the hotel sector in the coastal regions remained in the areas in which the corresponding value was created; 11% were transferred to the hinterland, due to the employees' personal situation; and 8% of the wages went abroad. In the hotel businesses in the hinterland, leakage rates were significantly lower, with 93% of the wages earned remaining in the region, and only 4% and 3% being transferred abroad and to the coastal regions respectively. In terms of food supply, the hinterland is much better integrated into the tourism value chain: 27% of the money the coastal hotels spent on food went to the hinterland, with the rest remaining in the coastal communities. The hotel businesses in the hinterland, on the other hand, purchased hardly any food at all from the coastal region, with only 3% of the money spent on food going there. This means that food supply offers much greater potential than income generation when it comes to the integration of the hinterland into the tourism value chain on the coast.
Besides these findings, a few other interesting observations were made. The staff-to-room ratio was considerably higher in the hinterland than in the coastal regions, both in the hotel sector as well as in the apartment complexes and the private accommodation sector. Permanent employment was much more commonly found in the hinterland. With regard to hotel ratings, it was observed that permanent employment was significantly more common in 2- and 3-star hotels than in establishments of the 4- and 5-star segments. Lower-category hotel businesses and hotels located in the hinterland also usually have more local employees than foreign ones. The study thus showed that the employment effect of accommodation businesses in the hinterland and of lower-category accommodation businesses was much more positive than expected.
Based on these results, two major recommendations were given:

- further integration of the hinterland into the food supply chain of the hotels in the coastal regions;
- tourism development of the hinterland without a special focus on achieving a higher standard.

In the final stage of the project, two calculation tools were developed which use the data obtained in the survey. The first of these tools is used to assess the economic effects and the ecological sustainability balance of different types of accommodation businesses based on the type of business (hotel or apartment complex/private accommodation), the quality standard (star classification) and the region. It allows users to compare the economic performance of different accommodation businesses and to assess the relative effects in each region of the country. The second tool uses data from the guest survey, which allow for the development of a typology of travellers. It provides information on preferred activities, sociodemographic characteristics, and the tourists' travelling and spending behaviour, and allows for the analysis and comparison of different types of guests and different forms of tourism. Both these tools have been used to support decision making on sustainable investment in Montenegro's tourism industry.

PROMOTION OF SUSTAINABLE TOURISM VALUE CHAINS ON BOHOL ISLAND

COUNTRY: Philippines
PROJECT TITLE: "Promotion of the Private Sector" programme (2003–2012)
PARTNERS: Department of Trade and Industry *(DTI)*, Department of Tourism *(DOT)*
INFORMATION: *www.giz.de/en/worldwide/18299.html*







BACKGROUND AND OBJECTIVES

Over 99% of all businesses in the Philippines are micro-, small or medium enterprises (*MSMEs*). Taken together, these enterprises play a crucial role in the economic development of the Philippines, and especially for that of the rural regions. The wide range of employment opportunities created by *MSMEs* offers a significant poverty reduction potential. However, the unfavourable business and investment climate in the country has had an adverse effect on their growth and competitiveness. The businesses have to comply with a host of laws and regulations and are constrained in their development, not least of all by the lack of coordinated, demand-oriented government services and funding opportunities. As part of the "Private Sector Promotion" programme, the German development cooperation worked with its national, regional and local partners to remove these obstacles through the use of previously untapped potential, aiming to strengthen the backbone of the national economy of the Philippines.

The objective of the programme was to win the support of local authorities, *MSMEs* and industry associations for the implementation of value creation strategies that would make it easier for businesses in the prioritized economic sectors to access the market and to distribute the profits to the various elements of the value chain in a more equitable way.
One of the prioritized economic sectors within the programme was tourism. On Bohol Island, various activities were implemented to make the horizontal and vertical tourism value chains more sustainable. One approach was to enhance the environmental management of tourism companies and suppliers, and another to improve the development of the local and regional potential in order to maximize tourism value creation in the destinations. The following description focuses on the second approach.

METHODOLOGICAL APPROACHES AND TOOLS

To implement specific activities to promote value creation through tourism on Bohol, it was first necessary to collect and analyse information on the general situation of tourism and the existing tourism value chains on the island.
To this end, comprehensive and detailed surveys on the tourist attractions and the existing tourism service providers were conducted, supplemented by interviews with 270 tourists.
During the research it was found that there was a fair amount of data and survey results already available in the destinations, but that these data and results were incomplete and had not been processed in a way that would allow for easy comparison. For this reason, *BMZ* commissioned *GIZ* to work with a local university to develop a consistent digital system for efficient and cost-effective data collection and inventory, which involves tablet computers, GPS and an *Open Development Kit* (*ODK*) software. This system was used to collect basic data needed to assess the economic effects of existing value chains, and to take photographs of tourism companies and attractions, which were then placed and displayed in digital maps.
One strategy to accelerate value creation through tourism was to make specific efforts to promote closer cooperation and integration between the hotel sector and small and medium local enterprises which supply the hotels with the goods and services needed for value creation. The digital system described above was used for the systematic collection and analysis of data on the supply side to obtain information about the range of goods and services as well as about the existing value chains. An analysis was also conducted on the demand side (i.e. the hotel sector), which involved face-to-face interviews on willingness to cooperate and interest in local goods and services.

RESULTS AND EFFECTS

The analysis of the supply side showed that there are a large number of local MSMEs on Bohol that produce high-quality goods (made from natural materials), such as manufacturers of furniture, decorative items (lampshades, vases) and everyday consumer goods (handbags, wallets, towels). All these businesses have in common that very few of them have business relationships with the local hotel industry, and that most of their goods are exported or sold to local consumers. Given the high quality of the goods, there are plenty of opportunities to integrate local *MSMEs* more closely into the tourism value chain. Several businesses expressed their willingness to consider local manufacturers more seriously in the future, such as when new furniture will be needed or public areas of the hotels need to be redecorated.
The mini-marts and souvenir shops that can be found in many hotels would also provide good sales options for local *MSMEs*.
However, bringing the hotel sector and agricultural and food producers together is more difficult. In this area, the hotels prefer working with wholesalers, which are best equipped in terms of ability to deliver the requested volume of goods, proper storage, quality, price, flexibility, and logistics and transport. Direct cooperation with small-scale producers and manufacturers would only be a realistic option for the hotel sector in a small number of cases and would require careful and detailed preparation of the producers.
Several businesses have already established relationships with local service providers, most notably in the areas of security, gardening, laundry, guest transportation and skilled-trade services. Many hotels also work with local tourism agencies, which offer excursion programmes for the hotel guests.

Based on the analysis results, a number of activities were initiated to strengthen the tourism value chains on Bohol and to increase local value creation:

- The Department of Trade and Tourism (*DTI*) was provided with a comprehensive set of basic data (including a digital map) on local suppliers and providers which can provide goods, agricultural products, food and services that are of interest to the hotel sector.
- A special event was hosted, which involved a 'speed dating' session for purchasing managers of interested hotels and resorts and local *MSMEs*. Even during the event, participants were spontaneously closing deals with a combined sales volume of several thousand US dollars.
- *DTI* uses the annual Sandugo Festival on Bohol to establish a trade fair to give local manufacturers the opportunity to present hand-made high-quality products that are suitable for sale to tourists.
- With the support of *DTI*, a permanent showroom was opened in Cebu City, the capital city of Cebu, a neighbouring island of Bohol, which exhibits a large number of unique locally manufactured high-quality decorative and household items that are of interest to the hotel sector as well as to tourists.
- It was also recommended that *DTI* develops a sales catalogue of local goods to support the *MSMEs* in the sale of their products and to develop new sales channels.

ANALYSIS OF THE SOCIO-ECONOMIC EFFECTS OF ALL-INCLUSIVE RESORTS

COUNTRIES: Dominican Republic, Jamaica, Nicaragua
PROJECT TITLE: Analyses of Sustainable All Inclusive Tourism (2004–2008)
PARTNERS: Various hotel chains
INFORMATION: *www.giz.de/expertise/html/6499.html*



BACKGROUND AND OBJECTIVES

The term 'all-inclusive' is used to denote a package plan offered by hotels and restaurants where the consumption of all meals and (locally produced) beverages is included in the price. Depending on the category of accommodation and price level, additional services may be included in an all-inclusive package, such as imported alcoholic beverages, the use of spa and gym facilities and participation in sports and leisure activities.

All-inclusive packages are very popular with tourists and have shown high growth rates in the past. All-inclusive hotels and resorts have been a commonly offered component of package tours to the Mediterranean coasts of Europe and North Africa, to the Caribbean or to Southeast Asia especially in the seaside and beach holiday segment. And it is not altogether without reason that all-inclusive package tours are often associated with mass tourism to agglomerations of large hotels and resorts that stretch endless miles along many coasts.

Despite (or perhaps precisely because of) the enormous boom of all-inclusive travel, this segment has never played a prominent role for German development cooperation. On the contrary, it has always consciously distanced itself from this phenomenon of mass tourism because its effects have been believed to be neither poverty-reducing nor ecologically sustainable. However, in view of the increasing growth of all-inclusive tourism in many countries and regions that have been the focus of development policy (small island countries in particular), the question arises as to whether this attitude will be compatible with the objectives of development policy in the long run. What is more, the negative economic, social and ecological effect with which all-inclusive tourism is commonly associated have neither been extensively studied nor actually convincingly proven. Thus, there is still a great need for systematic case studies that identify and analyse the socioeconomic effects of all-inclusive resorts.

METHODOLOGICAL APPROACH AND TOOLS

The research tool used in the study was a questionnaire, which was developed to collect the data and facts needed for the socioeconomic analysis. The questionnaire was aimed primarily at the general management and individual departments of the all-inclusive resorts under study (Human Resources, F&B, Accounting). It collected general information about the businesses (number of rooms, occupancy rates), as well as detailed information on the employees, the purchase of goods and services, the range of services offered, and the resorts' commitment to social and ecological responsibility in the destination. The questionnaire had a modular structure to enable the individual departments to collect all the information relevant to their activities and to represent it in a standardized form. Data analysis was based primarily on tables and diagrams and on key indicators (number of jobs created per hotel room, ratio of wages to statutory minimum wage, average spending on training per employee, ratio of locally produced goods to imported goods).

A second questionnaire was also developed to ask the employees of the resorts about their socioeconomic working and living conditions. This questionnaire was used for face-to-face interviews with a representative sample of employees from the lower-wage groups which were conducted during the course of the study. As well as collecting the desired information, the employee survey also served to check the results and analyses derived from the first questionnaire for plausibility.

The study started with a pilot study of one of the resorts to test the methodology. Subsequently, additional all-inclusive resorts of various international hotel chains were recruited for the study, and in the end a total of eight businesses in three destinations were analysed (Dominican Republic, Jamaica, Nicaragua).

RESULTS AND EFFECTS

The key results of the socioeconomic analysis of all-inclusive results can be summarized as follows:

- The all-inclusive resorts under study created between 0.5 and 1.9 jobs per hotel room. Almost all of the employees were domestic employees. Only a small number of management positions were held by foreigners. With the exception of the Nicaraguan case study, all of the businesses only hired permanent employees.
- The wages consisted of a base salary and social security contributions, plus gratuity payments, the amount of which is set by the state (Dominican Republic) or a share of the revenues (Jamaica). In all of the all-inclusive resorts under study, the wages in the lowest-wage groups were above the statutory minimum for the tourism sector that was in effect when the study was conducted.
- In addition, all employees also received non-monetary benefits, such as free transportation to and from work, free meals during working hours and free accommodation (when needed). Including additional benefits, wages were between 2.1 and 4.7 times the statutory minimum. Employees who provide direct service to guests also benefit greatly from tips, which may exceed US$100 a month when occupancy is high.
- The more luxurious and the more expensive the all-inclusive resort, the more jobs were created per room and the higher the wages in the lowest-wage groups.
- Most of the employees who had worked in other economic sectors before working at the resorts considered the wage level and the working conditions in the resorts to be better or much better than those in their previous jobs.
- Contrary to popular belief, between 70% and 90% of the goods purchased by the all-inclusive resorts were sourced from domestic suppliers. High import rates were observed primarily for products that were not available at all or could not be produced in the quality required (e.g. cheese, butter, brand liquors) and when there was not enough cultivable land for agricultural production (e.g. in island countries in the Caribbean).
- The resorts had service agreements with local companies or individuals, such as in the areas of security, nursery and gardening, passenger transportation and entertainment. Excursion programmes were organized by the tour operators, who worked with local agencies, tour guides and transportation companies.

Overall, the analyses showed that all-inclusive resorts make a substantial contribution to the creation of employment and to the direct and indirect promotion of local economic growth, thus proving that the achievement of poverty-reducing effects does not depend on whether a business model is 'all-inclusive' or not. Rather, the question is whether a country can produce a sufficient quantity of the goods and services that are bought by hotels/resorts and their guests on its own and in the necessary quality, and whether it can also provide manpower for highly skilled jobs. In this area development cooperation can give valuable support (such as through capacity development or the establishment of local value chains).

However, a singular focus on all-inclusive tourism should be avoided because such a focus can have a variety of negative effects, such as heavy dependence on international tour operators, the depletion of local resources and migration-related issues.Instead, a wide range of tourism-related products should be provided that also creates prospects for market access for other local tourism providers.

Analysis of the Socio-Economic Effects of All-Inclusive Resorts (Preliminary Results)

Countries and Resorts under Study	Employees per hotel room	Percentage of seasonal staff	Statutory minimum wage in the tourism sector (US$/month)	Average wage in the lowest income group (US$)[1]	Average wage in the lowest income group + benefit[2]	Ratio of average wage (including benefits) to minimum wage
Nicaragua 1 four-star resort	0.5	42	88 (2002)	114	182	2.1 : 1
Dominican Republic 5 four-star resorts	1.1	0	110 (2003)	182	272	2.5 : 1
Jamaica 2 five-star resorts	1.9	0	139 (2004)	456	656	4.7 : 1

1) Basic wage + social security benefits + statutory gratuity payments (Dominican Republic) or a share of the revenues (Jamaica)
2) Free transportation to and from work, free accommodation, free meals during working hours

DIVERSIFICATION OF TOURISM OFFERS IN TUNISIA

COUNTRY: Tunisia
PROJECT TITLE: Development of sustainable concepts for Sahara tourism in the Tozeur region (since 2012)
PARTNER: Chambre pour le Développement du Tourisme Oasien et Saharien (CDTOS)
INFORMATION: *www.giz.de/en/worldwide/19742.html*



BACKGROUND AND OBJECTIVES

In the last decades tourism has become one of the most important sectors of the Tunisian economy. In 2010 international arrivals reached almost 7 million and over 35 million overnight stays were registered, with tourism generating 8.5% of gross domestic product and 17% of foreign currency earnings. Then, in January 2011, the Arab Spring began with the expulsion of Tunisia's authoritarian ruler Ben Ali. Today Tunisia is the only North African country where, despite several set-backs, democratisation has been moving forward. But Tunisia had to pay a high price for the political instability caused by these events: the economy contracted and tourism shrank to about two thirds of its previous size. The situation in the interior and in southern Tunisia was even more dramatic. In the Tozeur region losses amounted to around 70%. Many hotels and travel agencies had to close down and lay off their employees.
On behalf of *BMZ*, *GIZ* is engaged with several programs in Tunisia. Their main objectives are to stabilize and renew the economy and to create employment opportunities, also within the tourism sector. Since 2012, the "Program to Support Entrepreneurship and Innovation" (*PAEI*, Programme d'Appui a l'Entreprenariat et l'Innovation) has been supporting the administrative district of Tozeur to reposition its tourism industry.

METHODOLOGICAL APPROACH AND TOOLS

The project currently consists of four components:

- Analysis of the current situation and identification of new potentials
- Carrying out a 2-day stakeholder workshop to discuss future development goals of the region
- Promote the establishment of a new *DMO*
- Support innovative tourism service providers with the development of a sustainability certification system

The analysis revealed that tourism in Tozeur had already had structural problems before the 'Jasmine Revolution', as it is often called in the Western World. The cause for this could be found mainly in the fact that external investors had carelessly replicated the all-inclusive business model of beach tourism in a region marked by desert and oases. The goal for the future is to create a type of tourism that is better integrated into its socio-economic and ecological environment, such as boutique hotels or private guesthouses in historic buildings, as well as guided trekking and agro-tourism offers. So far the existing supply of such alternative offers remains rudimentary. They hardly receive any government support and many stakeholders, including tourism professionals, lack a basic understanding of these type of offers.

RESULTS AND EFFECTS

- Establishment of a regional *DMO*, the Chamber for Development of Oasis and Sahara Tourism (*CDTOS*, Chambre pour le Développement du Tourisme Oasien et Saharien), with representatives from *NGO*s such as the Association for Preservation of Old Towns (*ASM*, Association de Sauvegarde de la Médina) as well as stakeholders from the tourism industry.
- A cooperation of *CDTOS*, the *ASM* and the business association Dar Tunisia have looked into possibilities for boutique hotels (hôtels de charme) and private guesthouses to be certified as sustainable tourism enterprises. The objective is to support small and innovative businesses in establishing a common brand. Environmental and social sustainability is an integral part of these new types of tourism in Tunisia and forms part of the mission statement of Dar Tunisia.



IMPROVING EMPLOYABILITY OF DISADVANTAGED YOUNG PEOPLE

COUNTRIES: Costa Rica, Egypt, Ethiopia, Kenya, Vietnam
PROJECT TITLE: "Promoting poverty alleviation by establishing a youth employability program"
PARTNER: *International Business Leaders Forum (IBLF)*
INFORMATION: *www.youthcareerinitiative.org*



BACKGROUND AND OBJECTIVES

Tourism and in particular the hospitality industry are one of the most labour-intensive sectors with enormous growth perspective at worldwide level. Major international hotel groups are key players when it comes to offering job and career perspectives especially for less qualified people. However, young people from a poor background often miss these chances because they do not meet basic entrance qualifications for service jobs. This challenge was first taken up by the *Youth Career Initiative (YCI)* in Thailand in 1995 (under the brand *Youth Career Development Program*), where young people from poor rural communities with completed secondary school were sponsored by *UNICEF* Thailand to take part in a 20-week life and work skills training in international hotels (this was later expanded to a 24-week program). So far, more than 1,200 youngsters have been able to obtain a decent job after having passed the *YCI* training, and not just in tourism, but also in other service sectors such as health, finance, retail, etc.
The *International Tourism Partnership (ITP)*, an important collaboration platform of the world's leading hotel companies that cooperate on common issues around environmental and social responsibility within the sector, has positioned *YCI* as one of their global programs. *ITP* sets up national *YCI* programs in developing and emerging countries together with development and government partners, NGOs and local hotel properties operating in those markets. GIZ, on behalf of BMZ, supported the expansion of the *YCI* program in five countries with a particular focus on Africa (Egypt, Ethiopia, Kenya, Costa Rica and Vietnam) within the framework of a development partnership with the private sector.

METHODOLOGICAL APPROACH AND TOOLS

The starting point for *YCI* implementation is the commitment of international hotel companies and their local properties in a new country to operate the life and work skills training with their own resources, mainly with regard to management staff time, access to training rooms and teaching materials, uniforms, duty meals, transportation allowances, etc. The other key element is the participation of local NGOs with access to young people from disadvantaged backgrounds with completed secondary school. Given these conditions, qualifying hotel properties are confirmed to operate the training program, and a qualified local *YCI* coordinating partner is appointed and coached on the implementation of *YCI*, including how to organize, mobilize and encourage the cooperation between these stakeholders and the relevant public entities from training, education, youth development and tourism.

The core element of the *YCI* program is the 24-week life and work skills training for young people under the full responsibility of the hotel's management team. The objective of this training is to improve their basic work and life competencies such as self-presentation, communication, financial literacy, customer service in hospitality and language skills in order to increase their chances to get a job especially in tourism and other service sectors. After the *YCI* training, the participants are further coached until they have successfully entered the labour market.

RESULTS AND EFFECTS

- Ten hotels have so far implemented the program in these markets, with a pipeline of at least ten more hotels to join the initiative in 2014–2015.
- 105 young people have completed the program so far, with 58 more students expected to complete *YCI* in 2014. Over 85 % of the program's graduates have been able to secure employment or continue their education.
- The programme continued in Costa Rica, Ethiopia and Vietnam. Egypt is expected to re-launch in 2015 while Kenya is expected to pilot *YCI* in 2014.

Area of Activity: Community & Municipal Development

OVERVIEW AND CHALLENGES

One of the consequences of the recent decentralization reforms in many partner countries is that local governments have come to play an increasingly important role in creating favourable conditions for economic development. Community and local development is therefore one of the key priorities of German development cooperation, the aim being to improve the regional infrastructure to provide a solid foundation for the economic development of local communities. In practical terms, this involves facilitating access to markets, vocational training and financial services; promoting investment in local infrastructure (transport, communication, energy supply, healthcare); and taking appropriate steps to ensure food security, sustainable land use and the protection of the natural resources.

COMMUNITY- AND LOCAL-LEVEL TOURISM PROMOTION

As the last two decades have shown, international donor organizations are increasingly realizing that tourism is one of the sectors that plays an important role in promoting sustainable economic development on the local level. Many peripheral rural areas, nature reserves, as well as coastal and mountainous regions in the partner countries dispose of highly attractive and, in many cases, unique natural features and a rich cultural heritage, which suggest that tourism promotion is a promising venture that makes good economic sense.

To tap into this potential, *BMZ* and other German and international donor organizations and *NGO*s have commissioned several community-level tourism projects across the world. All these projects have in common that their aim is to use tourism as a means to reduce poverty through the exploration of alternative or new sources of income for local populations and the creation of synergies with other development policy objectives in the area of community and local development (capacity development, community infrastructure improvement, sustainable resource management). The community-level and local-level tourism projects give careful consideration to the local conditions and tourism potentials and are focused primarily on niche products and markets, thereby making conscious efforts to differentiate themselves from the mass tourism market. The accomodation sector offers a variety of products ranging from homestay to basic and standard accommodation to luxury ecolodges. The overall aim of these projects is to use tourism to support the diversification of the local economies and thus to offer employment and development opportunities, especially for young people and women.



THE COMMUNITY-BASED TOURISM APPROACH

The community-based tourism (*CBT*) approach has become one of the most commonly used approaches in the implementation of community-level and local-level tourism projects by international donor organizations and *NGO*s, both in conceptual and strategic terms. While there is no universally accepted definition of the term, *CBT* is generally understood to mean a form of tourism in which a major portion of the local population has significant influence on and control over the development and management of tourism, with a substantial part of the earnings from tourism and its other positive effects being used to benefit the community or local area concerned. The aim is therefore to provide the local population with opportunities for large-scale political and economic participation in tourism development (bottom-up approach), which gives them an active and influential role in the process (ownership) and helps them develop their competencies (empowerment). The choice of strategy to facilitate such participation depends on the local circumstances. The planning, coordination and implementation of a tourism project may be carried out, for example, by an entire community or parts of a community (e. g. a number of families), or it may involve a joint venture between a community or individual members of a community and other business partners.

CRITICAL EVALUATION

Various of the many tourism projects that have been implemented in the past can serve as examples of how involvement of the local population in tourism development can successfully contribute to the promotion of community and local development. One such example is the *Chalalán Ecolodge*, a *CBT* project in the Madidi National Park in Bolivia (www.chalalan.com). 50% of the earnings generated through the establishment and profitable operation of the ecolodge go directly to 70 families in the neighbouring community that are involved in the project and to village development projects such as the construction of a medical centre.

However, success stories such as this should not blind us to the fact that, when everything is considered, many of these projects have been beset with considerable difficulties and issues and have failed to achieve the desired success, as documented many times, not least of all by the many project evaluations conducted by the international donor organizations. But what are the key issues and difficulties?

Tourism development is often only one component of a comprehensive community and local development project, or is not found to be making a valuable contribution until the project is already under way. While there are experienced community development specialists present in the destination, who are responsible for the implementation of the project in question, tourism experts are usually not involved. For this reason, many local tourism development projects and activities are prepared, planned and implemented without the level of professionalism needed for such undertakings. This in turn leads to unrealistic expectations and, ultimately, to wrong decisions.

In many cases, it is obvious from the outset that a project region does not even meet the basic requirements of a tourism destination, such as in terms of connectivity and accessibility, tourism development potential or the necessary local infrastructure, so that it is clear that successful tourism development in the region will be extremely difficult, if not downright impossible.

Involving an entire local community, or at least a large portion of it, in a project or in tourism development in general makes sense from the perspective of development policy, but has often proven difficult to translate into practice. One reason is that communities are not homogeneous entities, but rather are characterized by competing interests, unequal power relations and a multi-ethnic composition. Another reason is that most local populations have no experience whatsoever with tourism, with the result that they are unable to cope with the demands of their new role as individual or collective tourism entrepreneurs that also have to deal with international competition.

Experience with many projects has also shown that the active and extensive involvement of a local community in decision making on future tourism development only leads to more ownership and empowerment for the local actors, if no unrealistic expectations are raised and if their involvement provides not only political benefits, but material ones as well.

Yet another very common problem is that projects fail due to insufficient market research and market knowledge or because those responsible for the tourism marketing are inadequately trained. In many cases, the market potential of a destination and its products is overestimated. In addition, there is a general tendency to focus primarily on the international source markets without regard to the possibility that demand on the regional and national levels might also open up new opportunities. Many tourism products are also developed with an overly narrow focus on local-scale issues without knowing if there is even a market for these products. This leads to a lack of focus on target groups and lowers the attractiveness and quality of many tourism products, which in turn affects their marketability. What is more is that few, if any, of these projects involve the establishment of professional distribution structures, which are of crucial importance if the efforts to market the destination and its tourism products are to be successful in the long run.

But, despite all the difficulties and issues described in this section, it would be premature to conclude that local tourism development that is based on the bottom-up approach has failed or does not have the desired effects. Rather, efforts must be made in the future to manage all stages of community-based tourism projects with a higher level of professionalism and to adopt methodological and strategic approaches that are more appropriate to the case at hand.

SERVICES PROVIDED BY THE GIZ SECTOR PROJECT "SUSTAINABLE DEVELOPMENT THROUGH TOURISM" (COMMISSIONED BY BMZ) IN CONNECTION WITH THE AREA OF "COMMUNITY & MUNICIPAL DEVELOPMENT"

- Tourism feasibility studies, mission statements and strategic concepts for local tourism (based on the CBT approach)
- Stakeholder and network analysis
- Tourism marketing strategies, marketing consulting, establishment of competitive distribution structures
- Organizational consulting and development for the establishment of effective management structures in tourism
- Capacity development programmes in tourism for communities and local/municipal governments
- Establishment of strategic partnerships between communities and actors from the private tourism sector
- Initiation and implementation of local DPP projects
- Development of monitoring systems

KEY QUESTIONS AND CONSULTING APPROACHES

HOW CAN WE DETERMINE WHETHER A COMMUNITY OR MUNICIPAL AREA IS SUITABLE FOR TOURISM DEVELOPMENT?

The rural atmosphere in a community or local area, the natural beauty they see in its environment or their subjective perception of its cultural appeal lead many tourism actors to see potential for tourism development even when there is little or no objective reason to do so. Insufficient analysis, and the overestimation of the role of tourism as a means of community and municipal development and of poverty reduction that goes along with it, ultimately lead to unrealistic expectations, poor planning decisions and wrong investments, which must be avoided in the future.

Before a decision is made as to whether or not tourism development will be supported in a community or municipal area (and if so, in what way), an assessment should be made to determine whether the community or municipal area is suitable for tourism development (rapid destination assessment). Such suitability assessments require additional time and financial resources, but the investment of such resources is more than justified if it supports a comprehensive situation analysis and realistic decision making, and if it helps preventing unwanted developments. Assessments of this type should consider not only communities and municipal areas that may be on the cusp of possible tourism development, but also those that already play an active role in tourism. For just because a community is making efforts to get involved in tourism does not necessarily mean that technical and financial support in this area will actually have the desired results. Rather, careful consideration is needed whether to promote tourism development or to support other (existing or potential) economic sectors and forms of land use (foresting, agriculture, fishery) to boost and diversify the local economy in the best possible way.

Thus, the purpose of a rapid destination assessment is to measure relevant key factors in the shortest possible time to determine whether promoting tourism development would make economic sense from the perspective of development policy. Such an assessment must consider the tourism potential, the range of tourism products, the tourism infrastructure, the local circumstances, the competitive situation and other factors that are relevant to tourism. This requires the development of appropriate criteria and indicators, which must then be tested and evaluated by means of a field study in the community or municipal area.

The main purpose of conducting an assessment of the tourism potential of a community or local area is to determine whether it would be attractive enough to national and/or international tourists. In addition to evaluating the attractiveness of existing natural and cultural resources, such an assessment should also determine whether the community or local area in question has a unique selling proposition (e.g. a hot spring) that would set it apart from other tourism destinations. The assessment must also consider the range of (existing or potential) tourism products of the community or municipal area in question to ascertain whether it is (or would be) able to offer tourism-related services and/or goods that are of sufficient quality. To assess the tourism infrastructure, a study must be conducted in the community or municipal area to determine whether it already has the basic infrastructure needed for tourism development (e.g. energy supply, drinking water supply, communications infrastructure, health system). Such an infrastructure study must give special consideration to connectivity and to the distance between the community or local area and major tourism hotspots (such as larger cities). The analysis of the local circumstances should focus specifically on whether the community or local area has a genuine interest in tourism development and whether the cultural identity and other important human rights of the local population would be appropriately protected if the area were to undergo tourism development. This is best done through a preliminary stakeholder analysis and personal and face-to-face interviews with key actors from the area concerned, including members of poor and marginalized population groups, such as indigenous peoples. In order to assess the competitive situation, it is necessary to identify potential competitor destinations, to understand their market position and to evaluate their potential for synergy and cooperation with the community or local area under study, with a view to engaging in joint marketing efforts. Finally, a number of other tourism-related factors must also be taken into consideration that might impede tourism development efforts in a community or local area, such as safety and security issues, environmental health hazards or local labour shortage.

Together with the outcomes of studies on other economic sectors, the results of the assessment can then be used to decide whether a tourism project should be initiated in the community or local area, and if so, what form it should take.

WHAT ASPECTS OF TOURISM DEVELOPMENT IN COMMUNITIES AND MUNICIPAL AREAS MUST BE GIVEN SPECIAL CONSIDERATION?

Before the actual planning of tourism development activities begins, a detailed analysis must first be conducted to understand the current situation in the community or municipal area concerned (status-quo analysis). This analysis should be based primarily on the results of the rapid destination assessment described in the previous section, which should be supplemented by additional research in the community or municipal area (e.g. livelihood analysis, value chain analysis).



During the planning stage that follows, consideration must be given to the fact that a tourism and/or destination management strategy to promote sustainable and participatory development requires a shared vision for tourism for the community or municipal area as well as professional organizational structures. To achieve this, the local actors must be involved in planning and decision making processes as early in the project as possible to enable them to pursue their interests and satisfy their needs independently and to encourage them to identify more with the tourism project. However, an unrestricted, absolute participatory approach would be neither realistic nor practical. After all, not everyone can – and should have to – get politically involved in everything just to ensure a substantial local influence on the development of tourism opportunities in their community or local area. Instead, efforts should be made to establish effective organizational and decision-making structures, with due consideration given to the specific local circumstances, in order to provide opportunities for political participation that is both fair and practicable for all stakeholders of a tourism project, especially for poor and marginalized groups and population groups that are particularly affected by it, such as indigenous peoples. Key tools to use in this process include stakeholder and network analysis as well as the participatory development of a strategic concept for tourism development in the community or local area and the joint development of a code of conduct. It is also strongly recommended to involve not only civil-society representatives and elected local decision makers closely in the establishment and operation of a local destination management organization (*DMO*) or comparable local organizational units (such as local tourism committees), but also actors from the private tourism industry (public–private dialogue), because these actors have the necessary technical expertise (e.g. administration, management, marketing).

On the community or municipal level, the tourism sector generally provides direct and indirect income opportunities for local populations in a variety of areas, including accommodation, F&B and catering, transportation, production and sale of goods (souvenirs, agricultural products),

PRACTICAL TIPS IV
STRATEGIC APPROACHES TO ASSESSING THE SUITABILITY OF COMMUNITIES/MUNICIPAL AREAS FOR TOURISM DEVELOPMENT (RAPID DESTINATION ASSESSMENT)

See also **Practical Tips V, VI**

Strategic Approaches	Tools
TOURISM POTENTIAL **Key question: Will the community/municipal area be attractive enough to national and/or international tourists?** **Key criteria include:** ➲ Attractiveness of natural resources (diversity of flora and fauna, diverse ecosystems, attractive natural scenery, special attractions such as waterfalls and rare animal species) ➲ Hospitality of the local population ➲ Attractiveness of cultural resources (historical monuments, museums, local traditions and festivals, typical local cuisine, local handicrafts and souvenirs) ➲ Tourism-related unique selling propositions (hot springs) ➲ Seasonality (rainy seasons)	➲ Checklist of criteria and indicators ➲ Evaluation of the prospective destination (visits to institutions, places and highlights of relevance to tourism)
RANGE OF AVAILABLE TOURISM PRODUCTS **Key question: Is or will the community/municipal area be able to offer tourism services and/or goods for the tourism sector that are of sufficient quality?** **Key criteria include:** ➲ Types, quality, range and price level of (prospective) accommodation products ➲ Types, quality, range and price level of (prospective) restaurant and catering services ➲ Types, quality and range of (prospective) tourist information products (brochures, exhibitions, visitor centres) ➲ Types, quality, range and price level of (prospective) bookable tourism products (guided tours, cultural performances) ➲ Types, quality, range and price level of (prospective) tourism-related goods (souvenirs, supply of agricultural products to tourism businesses)	➲ Checklist of criteria and indicators ➲ Evaluation of the prospective destination (assessment of the [potential] range of tourism-related services and goods) ➲ Preliminary review of secondary sources (brochures, websites), if available
TOURISM-RELATED INFRASTRUCTURE **Key question: Does the community/municipal area have the basic infrastructure needed for tourism development?** **Key criteria include:** ➲ Transport connectivity and distance to other tourism hotspots in the region ➲ Energy supply ➲ Drinking water supply ➲ Existence of a health system ➲ Communication infrastructure (telephone, Internet, mobile phone networks) ➲ Sanitation infrastructure ➲ Possible environmental issues (wastewater, waste)	➲ Checklist of criteria and indicators ➲ Evaluation of the prospective destination (assessment of the tourism-related infrastructure)
LOCAL CIRCUMSTANCES **Key question: Do the community/local area and the local population have a genuine interest in tourism development?** **Key criteria include:** ➲ Functioning political administration and organizational structures ➲ Willingness of the community or parts of the community to get actively involved in the tourism development activities ➲ Local interests and conflicts of interests in relation to tourism ➲ Ethnic composition and the resulting potential for conflicts in relation to tourism	➲ Guidelines for semi-structured interviews ➲ Preliminary stakeholder analysis ➲ Face-to-face interviews with important local actors in the destination (individual and/or group interviews) ➲ Consideration of the needs of poor and marginalized population groups (e.g. indigenous peoples) ➲ Do-not-harm approach
COMPETITION **Key question: Will the community/municipal area be able to survive in the tourism market on its own or in collaboration with other destinations? Key criteria include:** ➲ Market potential and market position of the competing destinations in relation to those of the community/municipal area ➲ Potential of the community/municipal area to set itself apart from competing destinations and/or their range of tourism products ➲ General business and investment climate in the community/municipal area in relation to that in competing destinations ➲ Potential for synergies and cooperation in the community/municipal area in relation to joint marketing efforts with other destinations	➲ Checklist of criteria and indicators ➲ Identification of competing destinations ➲ Evaluation of the prospective destination (visits to relevant competing destinations in the region) ➲ Preliminary review of secondary sources (statistics, market studies), if available
FACTORS THAT MAY IMPEDE TOURISM DEVELOPMENT **Key question: Are there any other factors that may impede successful tourism development in a community/municipal area? Key criteria include:** ➲ Safety and security issues ➲ Hygiene issues and/or environmental health hazards (malaria) ➲ Tourism-related use of resources and possible environmental impacts ➲ Lack of funds (access to microloans) ➲ Shortage of local labour for the tourism sector ➲ Lack of interest in cooperating with the community on the part of the community's environment (hotels, inbound agencies)	➲ Checklist of criteria and indicators ➲ Evaluation of the prospective destination (assessment of relevant factors)

tour guiding and cultural performance (music, dance, theatre). The vertical and horizontal integration of the local population into tourism value chains is the most important key to large-scale economic and employment promotion through tourism in a community or municipal area. Whether a community, or a part of a community, should act as independent tourism entrepreneurs (and if so, to what extent) must be determined on a case-by-case basis. Practical experience has shown that joint ventures, *DPP*s and other forms of business partnership between a community (or individual members of a community) and tourism companies that are committed to responsible practices are far more likely to succeed, because in such cases the main responsibility for the business activities is with experienced professional entrepreneurs. And while it is true that this comes at the expense of a loss of economic participation for the community or municipal area, it is also true that it significantly reduces the business risk and the financial burden.

Another important aspect that should not be ignored is the fact that a community or municipal area can only survive in the tourism market if opportunities for intensive and targeted training and development (capacity development) are available. Key activities to strengthen the competitiveness of the tourism products offered include basic training programmes in tourism-related areas (e.g. service, housekeeping, cooking) and training on service quality and quality management. In addition, other financing options should be explored and investment incentives should be created while the project is still in progress to enable the communities or municipal areas to continue their efforts towards independent tourism development far into the future. The establishment of a customized monitoring system to control sustainable tourism development is also an important part of the project work because such a system would allow the local actors to analyse the effects of tourism on their own and to take precautions against harmful effects.

A final recommendation is to record all relevant analyses, planning activities and project steps in the form of a local tourism strategy, which can then serve as a set of guidelines for sustainable tourism development in the community or municipal area.

WHAT CAN BE DONE TO FACILITATE ACCESS TO THE (INTERNATIONAL) MARKET FOR A COMMUNITY OR MUNICIPAL AREA?

Very often in the past, the subject of marketing has not been given the attention needed for tourism projects in the partner countries to achieve long-term economic effects. Participatory tourism planning is important, but it is not enough to place a community or municipal area in a promising position on the national and international tourism markets. This is one of the main reasons why many tourism projects have ultimately failed to achieve the desired success in the past. It is therefore necessary to develop appropriate marketing strategies and to take effective action very early in the process to promote the destination and

PRACTICAL TIPS V
STRATEGIC APPROACHES TO TOURISM DEVELOPMENT IN COMMUNITIES/MUNICIPAL AREAS (*STRATEGIC COMMUNITY TOURISM DEVELOPMENT*)

See also **Practical Tips I, II, III, IV, VI**

Strategic Approaches	Tools
STATUS-QUO ANALYSIS **A detailed analysis of the current situation provides the basis for sustainable and successful tourism development in the community/municipal area.** **Aspects to be considered in the analysis include:** ➲ Identification of tourism actors and actors that are relevant to tourism development (including poor and particularly disadvantaged population groups) ➲ Livelihood analysis (assessment of the direct and indirect income and employment structure) ➲ Analysis of existing value chains ➲ Tourism potential ➲ Range of tourism products, seasonality ➲ Infrastructure relevant to tourism ➲ Local circumstances (interest in tourism development on the part of the community, political organizational structure) ➲ Competitive situation ➲ Factors that may affect tourism development (safety and security issues, consumption of resources through tourism activities)	➲ Checklist of criteria and resources, guidelines for semi-structure interviews ➲ Stakeholder and network analysis ➲ Evaluation of the prospective destination and interviews with important local actors (individual and/or group interviews) ➲ Review of secondary sources, if available
ORGANIZATIONAL DEVELOPMENT **Sustainable and participatory tourism and destination management requires a shared vision for tourism as well as professional organizational structures.** **Aspects to be considered in relation to organizational development include:** ➲ Development of a strategic concept for tourism ➲ Establishment and operation of an effective destination management organization (*DMO*) or a comparable local organizational unit ➲ Integration of tourism actors and actors that are relevant to tourism development into the local *DMO* structure ➲ Integration of local *DMO* structures with supraregional ones	➲ Participatory development of a shared vision for tourism for the community/municipal area ➲ Development of codes of conduct for the *DMO* and the tourists ➲ Process-based organizational consulting (development of structures for participatory decision making)



Strategic Approaches	Tools
CREATION AND ESTABLISHMENT OF TOURISM VALUE CHAINS **Local/regional value chains are the key to ensuring successful large-scale economic and inclusive employment promotion through tourism in the community/municipal area. Aspects to be considered in relation to the promotion of economic development and employment include:** ➲ Community-managed tourism enterprises ➲ Tourism enterprises managed by individual local actors ➲ Tourism-related services provided by local actors (e.g. tour guides) ➲ Production and supply of goods by local actors to tourism enterprises (e.g. vegetables for hotels) ➲ Manufacturing and sale of goods by local actors to tourists (e.g. souvenirs) ➲ Employment of the local population by tourism companies or suppliers ➲ Joint ventures or *DPPs* between the community and tourism enterprises (hotels, inbound agencies) ➲ Tourism enterprises managed by third parties from outside the community/municipal area	➲ Vertical and horizontal integration of the local population into the tourism value chain ➲ Development of codes of conduct, consulting on collaboration agreements (joint ventures, *DPPs*)
TRAINING AND DEVELOPMENT (CAPACITY DEVELOPMENT) **The community/municipal area can only survive in the tourism market if opportunities for intensive and targeted training and development are available.** **Areas for training and development to be considered include:** ➲ Basic training in the areas of accommodation and restaurant/catering service ➲ Special training (tour guides) ➲ Service quality/quality management ➲ Tourism planning and management ➲ Tourism marketing (product development, communication, pricing, distribution) ➲ Sustainability management ➲ Language training ➲ Customer service	➲ Development of training modules according to local needs ➲ Training seminars ➲ Train-the-trainer programmes ➲ In-house training ➲ On-the-job training ➲ Visits to best-practice companies/destinations
FINANCING **Other financing options must be explored and investment incentives must be created while the project is still in progress to enable the community/municipal areas to continue its efforts towards independent tourism development long into the future.** **Aspects to be considered in relation to questions of financing and investment include:** ➲ Strengthening of the local business and investment climate ➲ Access to microloans ➲ Identification of potential investors ➲ Acquisition of third-party funds ➲ Income from tourism for the community/municipal area	➲ Use of locally relevant financing instruments
EVALUATION OF EFFECTIVENESS (MONITORING) **A monitoring system is required which allows the local actors to analyse the effects of tourism on their own and to take precautions against harmful effects.** **Aspects to be considered include:** ➲ Parameters relevant to tourism ➲ Economic criteria and indicators ➲ Ecological and sociocultural criteria and indicators ➲ Quality criteria and indicators	➲ Definition of economic, ecological, social and cultural carrying capacity limits ➲ Development of a monitoring system for controlling tourism development according to local needs

PRACTICAL TIPS VI
STRATEGIC APPROACHES TO TOURISM MARKETING FOR COMMUNITIES/ MUNICIPAL AREAS

See also **Practical Tips V**

Strategic Approaches	Tools
PRODUCT DEVELOPMENT The tourism products must be developed with regard to specific target groups and must meet certain minimum quality standards. Aspects to be considered in relation to product development include: • Definition of appropriate target groups as a basis for product development • Identification of attractive tourism opportunities • Consideration of different programme areas during product development (adventure, creative activity, education/making discoveries/experiencing [new] things, physical exercise, conviviality, health/wellness, relaxation/contemplation) • Every product should be based on a theme/motto/vision • Creating experience (interaction with nature) • Appealing, creative product names/titles • Offering modular packages (modular design) rather than fixed, inflexible ones • Testing products prior to market launch, if possible	• Definition of themed activities and product lines and categorization of the individual tourism products according to these activities and product lines • Market research (primary data surveys of guests, review of market studies) • Development of minimum quality standards • Development of guidelines on "How to develop innovative and market-appropriate tourism products"
PRICING The tourism products must offer an appropriate price–performance ratio. Aspects to be considered in relation to pricing include: • Accurate calculation of fixed and variable costs incurred during product development • Consideration of the prices of competing products • Consideration of the prospective target groups' willingness to pay (price sensitivity) • Differential pricing to compensate for fluctuations in demand (e.g. during off-season)	• Technical and methodological support in the professional costing and pricing of tourism products
EXTERNAL COMMUNICATION Successful external communication requires professional planning and must convey a clear sales message. Areas to be considered in relation to external communication include: • Positioning of the destination (brand development and brand message, communication of the unique selling proposition) • Development of a corporate design for print and digital media • Press and public relations work (creation of a press database, distribution of press releases, press trips, cooperation with the media) • Information and advertising (websites for the destination and individual contributors, use of social networking services, brochures and flyers, placement of advertising, events, image films, apps) • Sales promotion (trade fairs, promotional trips for tour operators/fam trips, souvenir marketing)	• Development of a communication strategy • Development of a tourism marketing plan for the community/ local area (definition of marketing objectives, marketing activities and responsibilities, scheduling, costing)
DISTRIBUTION For the distribution of tourism products to be successful, a wide network of direct and indirect distribution channels must be established very early in the process. Distribution channels to be considered include: • Direct, centralized distribution through the tourism providers • Direct, decentralized distribution (e.g. online booking platforms, trade fairs, tourist information centres) • Indirect distribution through channels within the tourism sector (e.g. local inbound agencies, tour operators in the source countries) • Indirect distribution through channels outside the tourism sector (e.g. environmental organizations, eBay)	• Establishment of strategic alliances to support indirect distribution
INTERNAL MARKETING Successful external marketing requires professional internal marketing. Aspects to be considered in relation to internal marketing include: • Optimization of information exchange • Promotion of local identification with tourism • Creating and strengthening a sense of 'we-ness' • Reduction of competitive pressure among local actors • Development of a local creative potential • Increase private and public actors' willingness to invest	• Development and promotion of formal and informal network structures

to create the structures needed for the distribution of the tourism products. This could take the form of a community or municipal marketing concept.

A closer look at the aspect of strategic development in the marketing of tourism regions reveals that the sector has gone through a number of different stages in the last few decades. In the first stage, which lasted many years, the marketing efforts were focused on the destinations themselves. In response to increasing competition between destinations across the world, in the last decade this pure destination marketing strategy was gradually replaced by the thematic-marketing approach, the aim of which is to establish a distinctive image for destinations and to increase their visibility and thus their competitiveness. By developing themed tourism activities and product lines ("*Aktiv in der Natur*" in Germany, Health & Wellness), the numerous tourism products of a destination can be bundled together and marketed under a common theme. If we take the current and expected challenges of tourism marketing into consideration as well, we already see the next stage in the development on the horizon which will guide and shape the future of local (and/or regional) tourism development in the partner countries. Owing to the multitude of different target groups in tourism and because the travellers' wants, needs and activities are becoming increasingly diverse and heterogeneous, the guests are quickly becoming the main focus of strategic marketing considerations of destinations. In the future, the needs of the target groups will be at the very heart of new marketing and product development strategies, and differentiated target-group-specific approaches will be the main factors for the success of brand development activities and efforts to position tourism destinations in the market. Rather than just taking a broad and general approach to attract guests who are interested in a specific theme, thematic marketing must be combined with target group marketing to give due and careful consideration to the tourists' rational and emotional needs, their different lifestyle and their sociographic and psychographic characteristics. Carrying out market research, such as by conducting a primary data survey of guests or a review of market studies, is an indispensable means to this end. In addition, product development must involve the consideration of minimum quality standards and an appropriate price–performance ratio.

The key approaches to gaining exposure for a community or municipal area and its tourism products are press and public relations work (press releases, press trips), information and advertising (website, use of social networks, brochures) and promotional activities (trade fairs, promotional trips for tour operators, fam trips). Any such activities must have a clear message that promotes image and brand awareness and helps position the destination in the appropriate segment of the market. Rather than relying on isolated and scattered activities here and there, as it is often done, external communication requires careful planning and long-term strategies, the costs of which should be borne in full or at least in part by the community or municipal area concerned, the local tourism actors and any other tourism actors that may be involved.

Distribution plays a prominent role in marketing. For the distribution of tourism products to be successful, appropriate distribution channels must be established very early in the process. This includes direct (centralized and decentralized) distribution channels and indirect ones (both within and outside the industry). To ensure mutual benefits for all, it is advisable to establish strategic alliances with tourism companies that have extensive experience in the area of distribution in general and indirect distribution in particular (local in-bound agencies, tour operators in the source countries).

Any and all external marketing activities rely on professional interior marketing to be successful. This requires formal and informal network structures which contribute to the optimization of information exchange, the promotion of local identification with tourism, the reduction of competitive pressure among local actors and the development of the local creative potential.

PRACTICAL EXAMPLES AND TOOLS

SUSTAINABLE TOURISM AND COMMUNITY-BASED RESOURCE MANAGEMENT IN SOUTH AFRICA

COUNTRY: South Africa
PROJECT TITLE: "Training and Support for Resource Management (TRANSFORM)" programme (1996–2008)
PARTNERS: *Department of Environmental Affairs and Tourism (DEAT), South African National Parks Board (SANParks)*
INFORMATION: *www.sanparks.org/parks/kruger*







BACKGROUND AND OBJECTIVES

In 1969, a community of over 3,000 people in the Pafuri Region, which is situated in what is now the northernmost part of the Krüger National Park (*KNP*), was dispossessed of its land and forced at gunpoint to resettle to another area. It was not until the adoption of the Restitution of Land Rights Act in 1994 and successful negotiations with the South African government and the national-park management body *SANParks* that the region was given back to its former owners, the Makuleke people. The negotiations had four major results:

- The Makuleke received full ownership and title to 24,000 hectares (59,305 acres) of land.
- This area has the highest diversity of wildlife fauna and flora and of landscape types in the *KNP*. The Makuleke agreed to use the land exclusively in accordance with the principles of wildlife conservation and sustainability.
- The Makuleke were given the right to use the area within the park for commercial purposes and in cooperation with the private sector.
- A joint committee of representatives of the adjoining villages and environmental organizations has been established, which decides what area protection activities to implement.

The agreement provided that the land would be restituted as part of the *KNP*, to which the Makuleke in turn added 5,000 hectares (12,355 acres) of their own community land. Because of the environmental conservation requirements of the agreement with the Makuleke, the development of alternative forms of land use and the sustainable use of natural resources of the region were made obligatory.

Between 1996 and 2008 the German development cooperation and its South African partners, the *Department of Environmental Affairs and Tourism* (*DEAT*) and the national park authority *SANParks*, implemented the *Training and Support for Resource Management programme* (*TRANSFORM*) to support the Makuleke in improving their living conditions through a sustainable and responsible use of the natural resources.

METHODOLOGICAL APPROACH AND TOOLS

The Makuleke Project involved the following steps:

- To have their property restituted to them, the Makuleke established a communal property association (*CPA*). The association uses the same traditional forms of local self-government that had existed before the land claims. The *CPA* has the exclusive right to the area, and its executive committee is democratically elected every two years.
- The Makuleke established a development forum to ensure that the needs and views of the local population would be given due consideration and that the village development would be in accordance with the principles of transparency and sustainability.
- The responsibilities assumed by the joint committee included: combating poaching, road and fence maintenance and repair, as well as resource management. These responsibilities were shared by the *CPA* (in its capacity as representative of the villages) and *SANParks* (in its role as a government authority).
- The Makuleke trained 15 park rangers, whose work includes anti-poaching activities and the collection of data on the area.

As part of the *TRANSFORM* programme, the German development cooperation acted as mediator between the *CPA* and the public sector during and after the negotiations and also provided consistent financial and technical support concerning the joint management of the area. This included providing support to the *CPA* on issues of protected-area management and organizational development (such as on questions of good local governance and the inspection and design of new institutions to ensure a fair set-off of benefits). In addition, the German development cooperation supported *DPPs* between the *CPA* and the private sector to promote tourism development and to generate income in the Makuleke region.

RESULTS AND EFFECTS

The aim of the *TRANSFORM* programme was to establish a community-based natural resource management (*CBNRM*) system to enable the rural population to increase its financial income from the management of the protected areas and to ensure a sustainable use of the natural resources.

The results of the Makuleke project have made a major contribution to the general acceptance of *CBNRM* as a tool for sustainable environmental conservation in South Africa, with far-reaching implications for the future. Although reducing poverty on the local level will continue to be a major challenge for the Makuleke, the project is a prime example of a successful *DPP* which involved the restitution of a protected area to a community and the introduction of a community-based natural resource management system.

Cooperation with the public sector enabled the Makuleke to implement an integrated environmental protection approach, which led to private-sector investments of up to US$8 million in the medium term alone.

The project achieved the following results:

- While SANParks is responsible for the day-to-day management of the park, the Makuleke own the commercial rights to the area. They alone are entitled to the earnings from the tourism development activities, and they alone decide how funds are used.
- The Makuleke have developed a comprehensive key skill development programme, which focuses on the areas of management training, environmental and resource protection management, hotel and restaurant management in tourism, and business administration.
- In order to contribute to employment creation, the *CPA* supports the establishment of small enterprises (in areas such textile crafts and handicrafts) and cultural institutions, and also promotes the establishment of such enterprises and institutions in villages outside the park.
- A replica of the former Makuleke chief's old homestead now serves as a guesthouse for the *CPA* which, along with the local museum, generates additional revenues/income for the local population.

Successful partnerships with the private sector have been playing an important role in the design of the *TRANSFORM* programme and have been a key factor in the development of the Makuleke region, with the following results:

- A number of top-of-the-range safari lodges were opened in the Makuleke region of the *KNP* as a result of various *DPPs*. The lodges hire only local people, and only local people were hired for the construction of the lodges. The tourism activities now provide a secure income for about 900 Makuleke families.
- In addition to their regular rent, all lodges also pay a percentage of their revenues to the *CPA*. The income from the regular rent payments for a six-star lounge with 36 beds that resulted from a partnership with the private sector make up as much as 10% of the *CPA's* total annual revenues.
- A *DPP* with Wilderness Safaris, a tourism company with operations in several southern African countries, resulted not only in investments in the construction of three lodges but also in the establishment of a cultural-heritage centre for tourists and of facilities for hydroponic farming in the Makuleke village.

COMMUNITY-BASED ECOTOURISM IN LAOS – THE AKHA EXPERIENCE

COUNTRY: Lao People's Democratic Republic
PROJECT TITLE: Community-Based Tourism in the Mountainous Region of Northern Laos – The Akha Experience (2005–2006)
PARTNER: Exotissimo Travel Laos
INFORMATION: *www.giz.de/expertise/html/6499.html*



BACKGROUND AND OBJECTIVES

A large proportion of the population of the rural mountainous regions in Laos lives in poverty, including the Akha hill tribe. Access to social services and opportunities for participation in the economic development of the country is very limited for these people due to their poverty, which in turn is due to poor infrastructure. The project was part of the larger "Integrated Rural Development of Mountainous Regions in the North of the PDR Lao" programme, which involved partnerships with provincial and district authorities to improve the living conditions of the indigenous mountainous people with lasting results. In view of the fact that tourism has gradually become one of the pillars of the Lao economy, this sub-project aimed to use opportunities for cooperation with the private sector to establish community-based tourism initiatives and to create new sources of income for the local population.

METHODOLOGICAL APPROACH AND TOOLS

In accordance with the cooperation agreement between eight Akha villages and the tour operator Exotissimo, the parties entered a long-term *DPP* in which the rights and responsibilities of all the partners were distributed equally. One of the accomplishments of the partnership was the joint planning and marketing of an ecotourism product called "*The Akha Experience*". The partnership also involved the construction of ecolodges, training for local Akha guides and awareness campaigns on community-based tourism. The National Tourism Administration was involved in the planning of the project and received support in the areas of marketing, infrastructure development and management.

RESULTS AND EFFECTS

- The expertise gained in the highly promising tourism industry of the country is leading to a lasting improvement of the Akha's living conditions.
- As of December 2006, "*The Akha Experience*" had been booked by no fewer than 64 groups.
- The *DPP* serves as a model project and provides important inspiration for similar *DPPs* in the area of tourism.

TRANSNATIONAL DEVELOPMENT OF HIKING TOURISM – "*PEAKS OF THE BALKANS*"

COUNTRY: Albania, Kosovo, Montenegro
PROJECT TITLE: "The Peaks of the Balkans Trail", as part of the "Open Regional Fund for Southeast Europe – Foreign Trade Consulting" (2010–2012)
PARTNERS: Ministry of Tourism, Cultural Affairs, Youth and Sports of Albania; Ministry of Trade and Industry of Kosovo; Ministry of Sustainable Development and Tourism of Montenegro
INFORMATION: *www.peaksofthebalkans.com*





BACKGROUND AND OBJECTIVES

The people living in the mountainous tri-state Prokletije region (meaning '*enchanted mountains*') are among the poorest population groups in their respective countries. However, the rich biodiversity and scenic mountain ridges of this almost unspoilt region offer significant potential for tourism development. Tapping into this potential can be particularly successful if the tourism development efforts are based on a transnational strategy. One of the key objectives of the project was to use tourism to create new sources of income for the local population and thus to discourage rural-to-urban migration effectively. Another major objective was to develop a common tourism strategy for the border areas to market the region as one tourism destination under the slogan "*Peaks of the Balkans*".

METHODOLOGICAL APPROACH AND TOOLS

At the heart of the project was the joint development of a transnational hiking trail as a means of establishing socially and environmentally responsible tourism in the destination. This involved working with the responsible authorities to introduce new regulations on mountain hiking in the border area, to develop a coordinated mountain safety strategy and to establish transnational minimum standards to ensure an appropriate level of quality of service for tourism products. To support the positioning of the region in the market, a target group-specific marketing strategy was developed and presented to national and international tour operators. In addition, the project involved collaboration with the German Alpine Club to provide mountain guide training for locals from the three countries.

RESULTS AND EFFECTS

- The transnational 192-km hiking trail (119 miles) has been fully signposted since 2012. A special hiking map is available to tourists, and information on the destination is provided via a dedicated website and by the visitor centres in the three countries.
- An agreement on simplified border-crossing procedures was signed to make border crossing easier for hikers.

Area of Activity: Protection & Valorization of Biodiversity

OVERVIEW AND CHALLENGES

In accordance with the Convention on Biological Diversity (*CBD*), the term 'biodiversity' is used to cover the diversity of ecosystems in the world, the diversity of species and the genetic diversity of species. Biodiversity provides essential goods and ecosystem services that are essential to human life, such as clean water, fertile soils, medicine, food and raw materials, and ensures health and a stable environment. Biodiversity is also of ethical, cultural and aesthetic importance for humans. Tourism is one of the industries that has been increasingly relying on the cultural benefits and aesthetic values of nature. However, the ever-growing demand for food, energy and water has led to an enormous and usually irreversible loss of biodiversity across the world. The main reasons for this loss of biodiversity are drainage of wetlands, irrigation in dry regions, deforestation and eutrophication of coastal waters. Climate change also contributes significantly to these developments because changes in temperature and precipitation, and an increase in extreme weather events have a direct impact on the living conditions of many species in that they lead to major shifts in their geographic range and in the species composition and structure of entire ecosystems. The species-rich tropical forests, on the other hand, serve as particularly effective regional climate regulators which can store large amounts of carbon dioxide. Biodiversity conservation and systematic climate protection efforts are thus not to be regarded as mutually exclusive; they rather go hand in hand.

SERVICES PROVIDED BY THE GIZ SECTOR PROJECT "SUSTAINABLE DEVELOPMENT THROUGH TOURISM" (COMMISSIONED BY BMZ) IN CONNECTION WITH THE AREA OF "PROTECTION & VALORIZATION OF BIODIVERSITY"

- Establishment of (supraregional and transnational) protected areas and development of strategies for the sustainable use of natural resources and the valorization of ecosystem services
- Zoning concepts for protected areas
- Tourism development concepts for protected areas
- Visitor management and monitoring in protected areas
- Participatory strategies for the resolution of conflicts of interest between tourism and nature conservation
- Activities to promote the active involvement of the local/indigenous population in nature conservation efforts and to provide income and employment opportunities through tourism for the local/indigenous population

BIODIVERSITY PROTECTION AND CONSERVATION IN THE PARTNER COUNTRIES

About 80% of the world's biological and genetic resources are found in developing countries. For many of the people living there, they directly provide for income, food and healthcare. But the poverty prevalent in these countries often forces them to overexploit the natural resources. This leads to environmental problems, an accelerated loss of biodiversity and ecological imbalance. The rapid decline of biodiversity poses an immediate threat to the livelihoods of many people, especially to those of indigenous groups who have always depended on their natural environment. The reduced productivity of the ecosystems, the growing risk of uncontrollable and unpredictable changes in ecosystems (tipping points) and rising poverty among the population will ultimately lead to increasing social and economic costs. The long-term conservation and sustainable use of biodiversity and the fair distribution of the benefits resulting from their use are the major global challenges besides climate change, and both the industrialized and the developing countries have a shared responsibility to meet these challenges.

The German development cooperation contributes to biodiversity conservation in many ways. Based on the *TEEB* approach (*The Economics of Ecosystems and Biodiversity*), which provides methods for the economic assessment of ecosystem services and biodiversity, a step-by-step strategy was developed on behalf of *BMZ* which sets out how ecosystem services can be integrated into development planning.

THE ROLE OF BIODIVERSITY FOR TOURISM

A closer look at the range of tourism products on offer reveals that experiencing natural diversity and unspoilt landscapes is one of the most important components of a tourism product. This is as true of mainstream tourism (which is characterized by the three S's: *Sun, Sand and Sea*) as it is of niche products (e.g. trekking tourism) and, depending on the target group, almost the entire range of terrestrial and aquatic ecosystems in the different climate zones. Natural environments and landscapes play a major role for tourism products in that they serve as scenery or setting (sunbathing on the beach), spaces of experience (birding) and/or spaces of activity (hiking, horse riding, canoeing and other nature-based sports). While it is difficult to determine with certainty to what degree tourism is dependent on biodiversity, it is obvious that in many biodiversity hotspot countries (Australia, Belize, Brazil, Costa Rica, Mexico, Kenya, Madagascar, Tanzania, South Africa), a significant portion of the contribution of tourism to the gross domestic product is directly dependent on biodiversity, especially in countries where biodiversity is the most important tourist attraction.

Few, if any, other industries thus rely as heavily on ecosystem and species diversity as the tourism sector. Moreover, the only way to provide for the continued survival of this diversity is to take steps to conserve it and to make sure that its components are used in a sustainable way. The tourism sector plays a dual role in this in that it may both contribute to and be affected by negative effects on biodiversity. In this sense, one might say that the subject of biodiversity deserves twice as much attention from the tourism sector.

ECOLOGICAL IMPACTS OF TOURISM

The potential ecological impacts of tourism on protected or natural areas are complex and sometimes even significant. Such impacts include deactivation of biological areas as a result of construction and road building (soil surface sealing), consumption and contamination of natural resources such as water and air, and destruction of flora and fauna as a result of habitat loss or through direct interference with animals and plants. Coastal ecosystems are particularly affected by such developments. There are more than enough examples that illustrate just how devastating the consequences of massive (and in many cases uncontrolled) tourism growth can be with regard to the preservation of biodiversity. A case in point is Cancún in Mexico, which as recently as the 1970s had a population of 45,000 and was surrounded by almost unspoilt rainforest and beaches. Today, there are over 300,000 people living in the city, which attracts as many as 3 million tourists every year and which has about 30,000 hotel beds. Mangrove stands and entire forests have been cleared to make way for tourism development; bogs and lagoons have been systematically drained, dunes have been relocated, and many animal species, among them water fowl, have disappeared from the region. Ultimately, tourism development will always involve some degree of interference with ecosystems. The question is how much interference is necessary or acceptable. The aim must be to minimize the potential ecological impacts of tourism from the start or at least to make (noticeable) improvements afterwards.



TOURISM DEVELOPMENT IN PROTECTED AND NATURAL AREAS

True to its motto "*Protection through Sustainable Use*", the German development cooperation strives to ensure that the natural resources of protected and natural areas that may be affected by tourism development are comprehensively protected and that appropriate preventive action is taken to avoid potential conflicts of interest between nature conservation and tourism (destruction of plants, disturbance of animals, trampling damage, erosion). The focus of activities in this area is on supporting a cooperative and sustainable protected-area management (tourism zoning, visitor direction and information, creation of an appropriate infrastructure, visitor monitoring). In addition, tourism is used to create new sources of income which are intended to benefit the local or indigenous population and to provide more financial flexibility for sustainable protected-area management.

KEY QUESTIONS AND CONSULTING APPROACHES

WHAT CAN BE DONE TO ENSURE THAT THE TOURISM SECTOR USES PROTECTED AREAS IN A SUSTAINABLE WAY?

Nature tourism has been one of the fastest-growing segments of the international tourism market. Developing countries have established themselves as particularly important nature tourism destinations. It is safe to assume that the global demand for nature-based recreational tourism and nature experience products will continue to increase in the future. Active involvement by the tourism sector and the tourism destinations in biodiversity conservation efforts and activities to protect environmental health and natural areas in the long term is not only essential, but is also in the industry's own interest. This is most especially true of areas which are protected and which are particularly popular (such as national parks and biosphere reserves) because of their ecological importance.

As early as the mid-1990s, the term 'ecotourism' came into frequent use in the international debate on sustainable forms of nature tourism. It is crucial to note that this term is not regarded as synonymous with 'nature tourism'. Conceptually, it is based on the definition of sustainable tourism, which means that it implies the aim of implementing sustainable forms of tourism, especially in protected areas. Thus, 'ecotourism' is not used to denote a tourism product, but rather a conceptual approach to responsible travel within natural areas. At the heart of the debate on ecotourism is the question of under what conditions and how tourism in natural and (large-scale) protected areas can be developed and managed in an ecologically and socially responsible way.

A major milestone in the debate on ecotourism were the Guidelines on Biodiversity and Tourism Development, which were developed with substantial input from Germany as part of the Convention on Biological Diversity (*CBD*) and published in 2004. These international guidelines ('*CBD Guidelines*' for short) cover all forms and activities of tourism and are intended to provide specific (though non-binding) guidance on sustainable tourism development in sensitive ecosystems. Another important international tool for the implementation principles enshrined in the *CBD* Guidelines is the European Charter for Sustainable Tourism in Protected Areas, an initiative of the *EUROPARC* Federation to recognize protected areas in Europe that support sustainable tourism. Unlike traditional certification programmes, however, the European Charter does not focus on the implementation of a prescribed set of minimum standards; rather, it is an integrative process that involves all relevant actors working together to develop long-term strategies and programmes for tourism development in a protected area. Also of major importance is the *PAN* Park Foundation, the only organization in Europe to specifically work towards the protection of wildernesses and development of sustainable tourism in wilderness areas. To be accepted to the Protected Area Network (*PAN*), protected areas must comply with a number of strict *PAN* Park principles and criteria (e.g. minimum size of 20,000 ha/49,400 acres, no commercial use of the core zone).

However, the real challenge in practice is to protect natural areas from negative impacts while also creating opportunities for the general public to understand the true value of nature directly and providing for high-quality recreational experiences. This can be achieved if the local population is actively involved in the process and if an integrated protected-area management exists which allows for the development of appropriate approaches to resolving the competing interests of nature conservation and landscape-based forms of recreation as early as possible. Generally, the smaller an area and the more protection it needs, the less these areas should be exploited for tourism purposes and the greater the necessity of activities to ensure professional visitor management. Protected-area zoning, specific visitor direction strategies (access restrictions, targeted path layout), appropriate basic infrastructure and continued visitor monitoring are some of the main strategic approaches to the prevention of harmful impacts of tourism on the environment. There also are a variety of visitor management tools for use on the operational level, including the Limits of Acceptable Change (*LAC*), Visitor Impact Management (*VIM*) and Visitor Experience and Resource Protection (*VERP*) frameworks.

WHAT ECONOMIC OPPORTUNITIES DOES TOURISM PROVIDE FOR PROTECTED AREAS?

The beauty and variety of species and ecosystems and the genetic diversity found in nature are valuable in and of themselves. Long-term biodiversity conservation is thus an ethical imperative. However, just because people appreciate biodiversity for ethical reasons does not necessarily mean that they are also willing to contribute to its long-term conservation and to invest money in protection projects. Often private interests in tourism development and/or claims regarding the use of land to reduce poverty are considered more important. Only if ecosystem services are given an economic value, the polluter-pays principle is fully implemented, the indirect costs of the depletion and destruction of natural resources are included in the prices and the opportunity cost to the local population (e.g. for reduced crop yield due the protected-area status) are overcompensated for by alternative ecologically sustainable sources of income (payments for ecosystem services, or *PES*), is there a real incentive on the local level to get actively involved in biodiversity conservation.

PRACTICAL TIPS VII
STRATEGIC APPROACHES TO VISITOR MANAGEMENT IN PROTECTED AREAS

See also **Practical Tips V, VI, VIII, IX**

Strategic Approaches	Tools
PROTECTED AREA ZONING **Zoning concepts can be used to divide protected areas into different zones depending on how much protection certain parts of the protected area need and how vulnerable they are to the impacts of tourism. Examples of such zones include:** ➔ **Taboo areas** Areas which can only be properly protected if they are excluded from use for tourism. ➔ **Natural recreation areas** These areas are primarily dedicated to conservation, but restricted use for tourism is permitted (nature observation, hiking, cycling, swimming). ➔ **Scenic areas** Areas of natural and scenic value which also have considerable carrying capacity. Conservation interests do not supersede, and must be carefully weighed against, commercial interest, which may include construction projects (accommodation facilities, mountain bike trails).	➔ Guidelines on Biodiversity and Tourism Development (*CBD Guidelines*) ➔ Sustainable Tourism in Protected Areas: Guidelines for Planning and Management *(IUCN)* ➔ European Charter for Sustainable Tourism in Protected Areas certification programme of the EUROPARC Federation ➔ Protected Area Network (*PAN*) of the *PAN* Park Foundation ➔ Visitor management tools: • Limits of Acceptable Change (*LAC*) • Visitor Impact Management (*VIM*) • Visitor Experience and Resource Protection (*VERP*) • Visitor Activity Management Process (*VAMP*) • The Recreation Opportunity Spectrum (*ROS*) • Tourism Optimization Management Model (*TOMM*) • Protected Area Visitor Impact Management (*PAVIM*) • Geographic information systems (*GIS*) for path and trail network analysis and assessment
VISITOR GUIDANCE IN THE PROTECTED AREA **The implementation of an appropriate visitor guidance strategy is essential to the success of projects for the sustainable use of protected areas for tourism.** **Key visitor guidance activities include:** ➔ **Restricted access to the protected area** • Admission fees • Compulsory reservation • Admission by lot • First-come, first-served principle • Limited group size • Limited length of stay ➔ **Visitor guidance in the protected area** • Targeted path layout • Natural barriers (tree trunks/logs, shrubs) • Psychological barriers (different surfacing materials for paths and trails, different gradients) • Systematic infrastructure development (location, quality and capacity of infrastructure) • Signposting • Patrols by staff • Access permitted only in the company of a tour guide ➔ **Information and Environmental Education** • Visitor centre • Information resources • Exhibitions and information panels • Seminars and presentations • Guided tours • Educational trails ➔ **Required and prohibited conduct** • Rules of conduct for visitors • Restricted/prohibited activities • Restricted/prohibited use of certain means of transportation • No access to certain areas, either temporarily or during certain seasons • Sanctions for violation of rules ➔ **Requirements imposed on tourism providers (tour guides, tour operators, transportation companies)** • Compliance with codes of conduct • Certification • Usage fee	
BASIC INFRASTRUCTURE **The existence of basic infrastructure increases the quality of the stay and supports targeted visitor guidance. Basic infrastructure should include:** ➔ Access roads for motorized vehicles ➔ Entrance area with reception, information resources and parking spaces ➔ Network of nature sport trails on land and water (loop trails, themed trails, canoe trails) ➔ View points/platforms ➔ Picnic areas ➔ Signposting system, information panels ➔ Sanitary facilities ➔ Electricity and drinking water supply ➔ Waste and wastewater management ➔ If possible: shopping facilities, restaurant/catering, accommodation (campsite, lodges)	➔ Environmental Impact Assessment *(EIA)*
VISITOR MONITORING **Effective visitor management requires continued analysis of the visitors and their behaviour.** **Key parameters to be measured for visitor monitoring purposes include:** ➔ Visitor structure and visitor needs ➔ Spending behaviour of the visitors ➔ Visitor numbers ➔ Spatial distribution of visitors (visitor density)	➔ Expert interviews ➔ Qualitative questionnaire-based visitor surveys ➔ Manual counting ➔ Long-term measurement tools (photoelectric sensors, pressure mats, magnetic or heat-sensitive sensors) ➔ Data transfer via *UMTS* mobile telephony

PRACTICAL TIPS VIII
STRATEGIC APPROACHES TO THE SUSTAINABLE VALORIZATION OF ECOSYSTEM SERVICES AND PROTECTED AREAS THROUGH TOURISM

See also
Practical Tips I, II, III, V, VI

Strategic Approaches

FEES
Fees imposed on tourists provide for continued direct income for protected areas.
Types of fees to be considered include:

- **Admission fees**
  - Fees for entering a protected area on foot or by car (per person and/or per vehicle)
- **Usage fees**
  - Fees for using infrastructure in a protected area (campsite, parking lot, visitor centre)
- **Fees for recreational activities (recreation fee)**
  - Fees for certain recreational activities in a protected area (hunting, fishing, underwater diving)

CONCESSION/LEASE/LICENCE AGREEMENTS
Usage agreements between a protected area and the private sector support the protected area management and create income through fees.

- A **concession** is the granting of the right to use publicly owned facilities (e.g. accommodation facilities) to a third party in exchange for a fee or a share in the revenues.
- A **lease** agreement gives a third party the right to use a property (land, building) temporarily for specific purposes. The protected area remains the owner of the property, while the lessee is given the right of use of the property.
- **Licences** are long-term permissions which allow a third party to engage in certain activities in the protected area that would be illegal without such permission (e.g. guided tours). Licenses cannot be used to transfer land ownership rights.

- **Aspects to be considered in relation to such agreements include:**
  - Transparent selection of private partners according to market conditions
  - Clear responsibilities with regard to the award of contracts and the monitoring of their implementation
  - Exact definition of usage rights, including rules of usage and rules of conduct
  - Specific provisions to ensure involvement of the local population
  - Clearly stated fees, clear terms of payment
  - Transparent use of fees (e.g. through a foundation or a fund)
  - Quality checks at facilities of private partners
  - Sanctions for breach of contract

Tools

- **Tools for measuring the economic benefits of activities to support the sustainable valorization of ecosystem services and protected areas through tourism:**
  - Cost–benefit analysis
  - Input–output analysis
  - Value chain analysis

- Tools for measuring the non-quantifiable immaterial effects of activities to support the sustainable valorization of ecosystem services and protected areas through tourism:
  - Travel cost method (*TCM*)
  - Contingent valuation method (*CVM*)
- Adaptation of the *IUCN* Protected Area Matrix to the tourism sector
  - Coordination of multi-stakeholder or citizen participation processes in buffer zones of protected areas
  - Mediation between enterprises, local population and the public sector
  - Consulting on and support of public invitations to tender for concessions
  - Promotion of investments by responsible enterprises
  - Legal advice on concession agreements
  - Capacity building in relation to the financial administration of protected areas and conservation authorities
  - Development of participatory monitoring mechanisms and independent reporting systems

Strategic Approaches

PROMOTION AND SALE OF TOURISM-RELATED SERVICES AND GOODS
Tourism-related services and goods developed and sold by the protected area are another important source of income.
Goods and services to be considered include:

- **Services**
  - Accommodation, restaurant/catering, guided tours, equipment rental
- **Goods**
  - Souvenirs, merchandising products, food, informational material

GOVERNMENT FUNDING
Despite tight budgets, the state has the responsibility to continuously provide basic funding for management and (tourism) infrastructure maintenance in the protected areas.
Sources of government funding and financing measures to be considered include:

- Tourism- or conservation-related taxes (ecotax, earmarked airport tax) to provide funding for protected areas
- Government investments (e.g. in the tourism infrastructure)
- Direct government payments (staff, rent for buildings)
- Promotion of tourism- and conservation-related projects (e.g. development of a tourism concept)

VOLUNTARY CONTRIBUTIONS
Voluntary contributions of cash, goods or services provide additional income for protected areas.
Voluntary contributions to consider include:

- **Cash donations**
  - Voluntary cash donations from tourists, *NGO*s or private enterprises
- **In-kind donations**
  - Technical equipment, vehicles
- **Volunteering**
  - Volunteers working in protected areas, volunteer tourism
- **Support from international donors**
  - Projects funded by the German development cooperation

Tools

See page 62







Tight budgets and inadequate financial resources for protected-area authorities as a result of the difficult financial situation of governments are among the most serious challenges to biodiversity conservation in developing countries. The state has the responsibility to continuously provide basic funding for management and infrastructure maintenance in the protected areas (such as through conservation- or tourism-related taxes), but in the future long-term and effective biodiversity conservation will also increasingly require private-capital investments in environmental protection. The tourism industry and, not least of all, the tourists themselves play a key role in this regard because they are among the primary beneficiaries of biodiversity and thus have a major strategic interest in making an appropriate contribution to the financial viability of protected areas. Experience in many partner countries shows that the private tourism sector is gradually coming to accept this responsibility by increasingly putting the long-term valorization of natural resources as well as sustainable value creation at the centre of its activities, rather than short-term marketing or a business philosophy that focuses exclusively on operating profits. In Morocco, for example, the German development cooperation supported a tourism project in the Souss-Massa National Park that now generates annual revenues of €1.2 million and provides a direct income for 400 local families. As this example shows, tourism offers a variety of opportunities to develop a broad portfolio of locally-based and strategically oriented funding sources which benefit both the protected-area management and the local population.

Important financing tools for protected areas include income from fees (admission fees, usage fees, fees for leisure activities) and profits from the direct sale of tourism-related services (accommodation, guided tours) and goods (souvenirs, food).

Usage agreements in the form of concession, lease and licence agreements, which are usually made between the public sector and private tourism companies, have also proven to be successful. The Madikwe Game Reserve in South Africa, for example, earns US$95,000 in concession fees a year from the private operation of lodges. However, special care must be taken to ensure that such usage agreements are fair, reasonable and professionally sound. The private partners must be selected in a transparent manner and according to the market conditions. Just as important are clear responsibilities with regard to the award of contracts and the monitoring of their implementation, and the exact definition of the usage rights, including rules of usage and rules of conduct. Agreements in this area should also specifically provide for the involvement of the local population and clearly state the fees, the terms of payment and the intended use of the fees. It is also recommended that quality checks at the private partners' facilities be performed and sanctions for breach of contract be imposed.

Voluntary contributions are yet another tourism-related source of additional funding for protected areas. These may take the form of cash donations (e. g. from tourists), in-kind donations, volunteering or projects funded by international donors.

HOW CAN SUSTAINABLE TOURISM BE USED TO CURB POACHING?

The excessive or illegal hunting (poaching) of wild animals is a common problem that poses enormous challenges to many countries, especially in Africa and Asia. The reasons for poaching are complex, which means that there are no quick and simple solutions. The pressure to deal with this problem has been mounting because poaching is increasing steadily in some regions. According to the World Wide Fund for Nature (*WWF*), in South Africa alone, poaching has increased by at least 3,000 % in the last five years. A recent census conducted in the Selous-Mikumi area in Tanzania revealed that there were only some 13,000 elephants left, compared to about 100,000 in the 1970s. One of the major reasons for poaching is that local populations often live in extreme poverty and thus rely on hunting as a source of income and food that allows them to survive. Another reason is that for many culture groups, game has always played an important role as aliment and that hunting is an essential element of their traditional subsistence economy. Yet another reason is that wild animals are often not regarded as a resource that is worth protecting but as competitors for food, water and habitat.

Additionally it should not be forgotten that poaching as well as the trade and smuggling of hunting trophies (ivory, horns) is an extremely lucrative business, especially for international criminal organizations. It has been estimated that the illegal trade in wildlife species generates at least €8 billion annually. Most of the markets for rhino horn, elephant tusks and big cat bones are located in Asia; certain segments of the rapidly growing upper class in the Far East use ground rhino horn and lion bones as a medicine or as status symbols, and the 1973 *Convention on International Trade in Endangered Species of Wild Fauna and Flora* (*CITES*), though an important tool to control international trade in wildlife, has limited power to curb the well-organized smuggling trade.
Tourism is not a panacea for all these problems, but practical experience has shown that in some cases, sustainable development that serves the needs of the local population can make a very effective contribution to biodiversity conservation, ecosystem stabilization, local poverty reduction and anti-poaching efforts. This essentially requires:

- extensive involvement of the local population in decision making on questions of protected-area and wildlife management;
- direct or indirect economic benefits of tourism for the local population and the fair distribution of these benefits;
- a proper balance between the interests of the tourism sector and those of the local population; and
- clearly defined land use rights and ownership policies.

If tourism can create additional direct benefits for the people in the destination, these people are likely to show the necessary appreciation for wild animals, accept activities for their protection and finally have a specific incentive to give up poaching by involving them actively in the tourism value chain instead. Foreign tourists are a very solvent clientele, and they are prepared to pay good money for the opportunity to directly experience wildlife species in protected areas or game reserves. Thus, tourism makes it possible to generate significant income with a relatively small number of tourists, which not only benefits the local population but which can also be invested in nature and wildlife protection activities. This is also true of wildlife management efforts in tourism which involve the controlled and sustainable hunting of elephants, rhinoceros, buffalo, lions, antelope, zebra, crocodile and hippopotamus. Hunting is a very attractive and fascinating activity for tourists, not least because of the trophies from the wild animals.

To prevent negative impacts on wildlife populations and the environmental balance of habitats, (hunting) tourism activities must be controlled by appropriate means, such as visitor guidance, rules of conduct for tourists, and bag limits. In addition, suitable organizational, legal and conceptual frameworks are needed to ensure that tourism projects can be implemented in a sustainable and professional manner, including legally binding rules for the award of concessions or hunting licences to tourism providers, the introduction of fees, and strategies for marketing game, hides and trophies from controlled hunting tourism.

One of the most widely known international projects in this area is the *Communal Areas Management Programme for Indigenous Resources* (*CAMPFIRE*), which was developed in Zimbabwe. The programme gives the villagers the right to make their own decision on how the wildlife on their land should be used and to generate financial income through the controlled issuing of hunting licences to safari operators or the sale of animal products. The German development cooperation is also actively involved in efforts to combat poaching and illegal trade in wildlife products in Asia and Africa, and successfully advised the Selous Game Reserve in Tanzania on issues of wildlife management and sustainable tourism for many years.

PRACTICAL TIPS IX:
STRATEGIC APPROACHES TO CURBING POACHING THROUGH SUSTAINABLE TOURISM

See also **Practical Tips VII, VIII**

Strategic Approaches	Tools
ORGANIZATIONAL, LEGAL AND CONCEPTUAL FRAMEWORKS **Suitable organizational, legal and conceptual frameworks are needed to ensure that tourism projects can be used to curb poaching in a sustainable and professional manner.** **Activities to be considered include:**	
➲ Organizational frameworks • Appropriate organizational structures for professional wildlife management • Appropriate organizational structures for tourism management in the protected area ➲ Legal frameworks • Clearly defined land use and ownership rights • Legally binding rules for the award of concessions or hunting licences to tourism providers • Introduction of fees (admission fees, shooting fees, hunting ground fees, trophy processing fees) • Fines for violations of rules and regulations, prosecution of offence ➲ Conceptual frameworks • Identification of major migration routes, habitat corridors and crossings that animals have to use due to changing environmental features • Visitor guidance concepts • Tourism zoning • Temporal and spatial hunting strategies • Regional or national hunting regulations • Strategy for coordinating hunting with other forms of land use (agriculture, forestry) • Strategies for marketing game, hides and trophies	➲ Adaptive wildlife management plans ➲ Wildlife-ecological spatial planning concepts ➲ Development of a monitoring system for tourism management ➲ Integration of hunting tourism into rural development planning
CONTROL OF TOURISM ACTIVITIES **Tourism activities must be controlled appropriately to prevent negative impacts on the wildlife population and the environmental balance. Important tools to control tourism activities include:**	
➲ Prohibition of introduction of non-indigenous species or populations ➲ Rules of conduct for tourists ➲ Definition of specific observation and hunting periods ➲ Prohibition of night observation and night hunting ➲ Continued patrolling of the area to prevent/curb poaching ➲ Consideration of already fragmented wildlife habitats during hunting trips ➲ Prohibition of hunting at watering holes ➲ Prohibition of certain types of hunting (e.g. from a car or an airplane) ➲ Wounded animals must be pursued and killed. ➲ Bag limits for each hunting ground to prevent overhunting and uncontrolled removal of wildlife • Bag limits must be based on scientific studies and data • Shooting plans and lists to record and monitor interference with wildlife populations through hunting ➲ Prohibition of hunting natural enemies of trophy animals to prevent unnatural population increases	➲ Recommendations and guidelines of the International Council for Game and Wildlife Conservation (*CIC*) and the Federation of Associations for Hunting and Conservation of the EU (*FACE*) ➲ Development of a range of certified hunting and wildlife products: • Development of standards regarding quality, ecological and social sustainability • Branding and labelling
INVOLVEMENT OF LOCAL ACTORS **The active involvement of local actors is essential to cooperative collaboration, acceptance of protection activities and anti-poaching efforts.** **Actors and activities to be considered include:**	
➲ Local population • Education and awareness raising on the importance of biodiversity and resource conservation as well as on the opportunities provided by the sustainable valorization of ecosystem services through tourism • Active involvement and assumption of responsibilities with regard to protected-area and wildlife management and in tourism management • Training and development • Direct and indirect integration into the tourism value chain (including clear guidelines regarding the local communities' share of the tourism benefits) ➲ Local tourism providers and tour operators • Agreements and conditions • Development of standards and codes of conduct • Support of anti-poaching activities • Training and qualification ➲ Protected-area staff (e.g. wildlife managers) • Codes of conduct • Training and development	➲ Development of local and regional tourism value chains ➲ Training and development activities (capacity development)

PRACTICAL EXAMPLES AND TOOLS

TOURISM AS ONE COMPONENT OF AN INTEGRATED DEVELOPMENT AND NATURE CONSERVATION PLAN IN PHONG NHA-KÈ BÀNG NATIONAL PARK

COUNTRY: Vietnam
PROJECT TITLE: "Integrated Nature Conservation and Sustainable Management of Natural Resources in Phong Nha-Ke Bàng National Park" programme (2007–2010)
PARTNERS: Phong Nha-Ke Bàng National Park, Tourism Administration Office of Quang Bình DoCST, Provincial People's Committee of Quang Bình
INFORMATION: *www.giz.de/en/worldwide/18650.html*



BACKGROUND AND OBJECTIVES

Located in the western part of Quang Bình Province on Vietnam's North Central Coast, Phong Nha-Ke Bàng National Park (*PNKB*) was designated a *UNESCO* World Heritage Site in 2003 for its unique geomorphological features and its karst landforms. The park also has an unusually high level of biodiversity, which includes numerous endemic species that are critically endangered due to illegal use of the natural resources. Pressure on the park's resources is increasing steadily, not least of all because the park authority's efforts to patrol the area have not been very effective in the past.

Quáng Bình Province is one of the poorest regions in Vietnam. The 65,000 people who live in the 13 rural communities in the buffer zone of the national park have little or no opportunity to create any new sources of income in addition to their earnings from agriculture. There are practically no jobs available to the local population outside agriculture, and legal access to forest resources is highly limited as well.

Rapid and previously uncontrolled tourism development is another factor that has had negative impacts on the fragile ecosystem. The number of visitors to the region has been growing steadily over the last ten years, and in 2012 over 400,000 tourist arrivals were recorded. The main reason for the increasing popularity of Quang Bình Province as a tourism destination is the World Heritage Site status of the national park, which is also widely regarded as a major factor for the promotion of local economic development.

However, until recently, no coordinated concept for the national park and its surrounding area existed that would meet both the nature conservation objectives and the local development needs.

In 2007, the German development cooperation and the *Provincial People's Committee* (*PPC*) of Quáng Bình initiated a project for the protection of PKNB National Park. The project took an integrative approach which involved national park management, sustainable socioeconomic development in the buffer zone and the development of sustainable tourism activities for the national park region.

METHODOLOGICAL APPROACH AND TOOLS

The project promoted the development and dissemination of cross-sectoral strategies and methods for sustainable resource use and for integrating aspects of nature conservation and sustainability into socioeconomic development and sector plans for the Phong Nha-Ke Bàng region. To this end, the project focused primarily on two levels: advising the provincial authorities on how to optimize strategic planning processes and consulting actors on the mediator level on questions of coordination and implementation.

Institutional structures, expertise, knowledge management and communication are essential to the successful management of sustainable tourism activities in a region. To support the development of these resources, the German development cooperation implemented a variety of activities, including:

- institutional strengthening and training for the environmental protection, tourism and forestry authorities (with a special focus on planning and management);
- establishment and support of coordination committees;
- effective implementation of concession agreements between the administrative authority of the national park and enterprises that offer commercial tourism activities in the national park or the surrounding communities;
- development and implementation of a sustainable tourism development plan.

The continued pressure on the national park caused by the illegal trade in wildlife, deforestation, high poverty rates and the unsustainable livelihoods for the people in the buffer zone of the national park also made it necessary





to create new and/or alternative sources of income and sustainable financing mechanisms. To achieve this, *GIZ* was commissioned by *BMZ* to support the development of sustainable financing strategies for the national park, which involved the development of tourism products that would also provide financial benefits for the local population.

RESULTS AND EFFECTS

In late 2010, a sustainable tourism development plan was developed in a participatory process and subsequently adopted by *PPC*. The development stage involved several coordination meetings of the local stakeholders, as well as consulting workshops and additional meetings with key decision makers from the region. The development plan provides information on the tourism potential of the national park and its surrounding area, describes the vision for tourism development in the region during the period 2010–2025, defines the tourism management and development guidelines and includes an implementation plan for the period 2010–2020. The development plan is intended to serve as the primary planning tool for local, regional and national authorities, as well as for potential tourism planners and investors in the *PNKB* region.

Activities promoted by the German development cooperation during the first stage of practical implementation included the development of an ecotrail and training for guides who are to accompany tourists on the ecotrail. In addition, a number of strategies have been developed and implemented to get the local population actively involved in tourism, to help them develop skills that are needed in the area of service and to give them responsibilities in the development of sustainable tourism. *GIZ* was also commissioned by *BMZ* to develop a management plan for the infrastructure development of the Phong Nha and Tiên Son caves, two very popular tourist attractions in the region

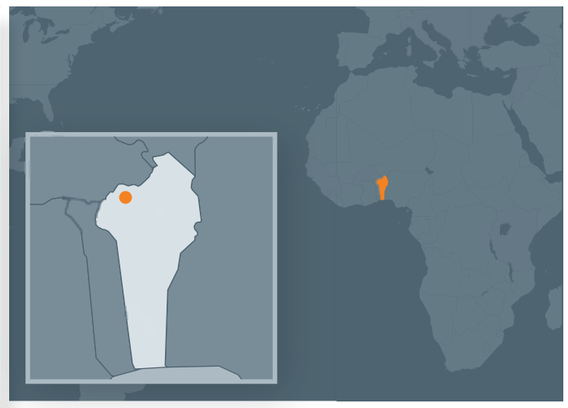
Another major focus was set on creating sustainable and alternative sources of income for the people in the Quang Bình region to improve their economic situation and to support the protection of the national park. This involved the development of strategies to improve the quality of the existing traditional products and to create new products and services for local communities and providers.

The German development cooperation also supported efforts to improve visitor management and monitoring, to raise service standards and to develop and diversify existing tourism products.

To support the development of new products, the local actors were taught the skills needed to identify potential tourism activities, to build partnerships with the private sector, to make efficient use of the potentials of the tourism value chain and to develop new handicrafts products and souvenirs using locally available materials. In addition, the local actors were inspired with the idea of creating their own product brand to make their products more widely known and to facilitate their distribution.

HUNTING TOURISM IN THE PENDJARI BIOSPHERE RESERVE

COUNTRY: Benin
PROJECT TITLE: "Protection and Management of the Natural Resources: Programme Component 'Management of the Pendjari Biosphere Reserve'" (2003–2007)
PARTNER: Federal Ministry of Education and Research
INFORMATION: *www.pendjari.net*



BACKGROUND AND OBJECTIVES

The Pendjari National Park in northern Benin was designated an animal reserve in 1954. This also involved the forced relocation of the indigenous communities, who were reluctant to accept the environmental protection requirements for the park. This led to the depletion of the natural resources in the now densely populated buffer zone of the protected area.

The objectives of this programme component were to preserve the protected area in perpetuity, to install an efficient park management and to provide opportunities for the local population to get actively involved in these efforts.

METHODOLOGICAL APPROACH AND TOOLS

GIZ was commissioned by *BMZ* to advise the local actors on the development of an effective funding structure and the management of the protected area and the hunting zones, and to support the establishment of an ecological monitoring system. A major focus was on the active involvement of the local population in these activities, which also involved efforts to promote tourism as an additional source of income. To support the development of the area's tourism potential, the German development cooperation also helped the local partners with their public relations work in the region and with the marketing of their tourism products on the international level.

RESULTS AND EFFECTS

- Some trophy hunting is now allowed in designated hunting zones. The fees for shooting individual animals make a major contribution to the funds needed to preserve the other animals in the reserve. On average, there are about 65 hunting tourists per year.
- 30% of the income from trophy hunting is paid to the surrounding villages to support development activities (2004: €34,500). The meat from trophy hunting is given to the village groups, who can either eat it themselves or sell it.
- 130 full-time jobs were created for people from the surrounding areas. The income from ecotourism and hunting tourism has steadily increased in the last few years.

Sadly, the partners in Benin did not pursue the implementation of the protection-through-tourism model in Pendjari with enough determination after completion of the project, and increasing poaching pressure led to the decimation of the wildlife. This has become a major obstacle to tourism development in the region.





TOURISM PROMOTION IN THE TRANSFRONTIER KAVANGO-ZAMBEZI NATURE PARK (KAZA)

COUNTRIES: Angola, Botswana, Namibia, Zambia, Zimbabwe
PROJECT TITLE: Kavango-Zambezi Transfrontier Conservation Area – KAZA TFCA (since 2010)
PARTNER: Southern African Development Community *(SADC)*
INFORMATION: *www.kavangozambezi.org*



BACKGROUND AND OBJECTIVES

The Kavango-Zambezi Transfrontier Conservation Area consists of 36 protected areas in five Southern African countries, which are to be connected to form the largest nature park in the world. With an area of the size of Sweden, the nature park features not only a rich flora and fauna (including the largest population of African elephants) but also high-profile tourist attractions such as the world-famous Victoria Falls. *BMZ*, the largest donor, contributes €35.5 million through the *KfW* banking group for investments in the development of park infrastructure, for habitat corridors and wildlife management, and for activities to get the local population involved in natural resource management and tourism development.

METHODOLOGICAL APPROACH AND TOOLS

A major focus in the development of the transfrontier nature park has been on balancing biodiversity protection with economic development. The purpose of creating opportunities for economic development is to win the support of the local population for environmental and species protection. Tourism plays a key role in this process because it is an effective strategy to promote growth, employment and to reduce poverty among the local population.

EXPECTED RESULTS AND EFFECTS

- Creation of new jobs and income opportunities for activities in the tourism sector in the mostly underdeveloped regions of the countries involved. As a rule of thumb, one job is created in Southern Africa for every eight tourists who come to the region.
- Active involvement of the local population in tourism development through tourism-related community initiatives of village communities and private investors.
- Conservation of biodiversity and ecosystems to ensure the livelihoods of present and future generations.
- Development of park infrastructure (e.g. establishment of park authorities).

Area of Activity: Resource and Energy Efficiency & Climate Protection in Tourism



SERVICES PROVIDED BY THE GIZ SECTOR PROJECT "SUSTAINABLE DEVELOPMENT THROUGH TOURISM" (COMMISSIONED BY BMZ) IN CONNECTION WITH THE AREA OF "ENERGY AND RESOURCE EFFICIENCY & CLIMATE PROTECTION IN TOURISM"

- Feasibility studies on resource- and climate-related issues in tourism
- Systematic advice on aspects of resource and climate protection in projects and in policy and investment programmes in the area of tourism
- Consulting on environmental management for tourism enterprises
- Development and implementation of emission reduction strategies and activities for the tourism sector and of climate change adaptation strategies for destinations
- Planning and implementation of dialogue processes on resource and climate policy in tourism
- Activities to raise public awareness of aspects of resource and climate protection in the partner countries

OVERVIEW AND CHALLENGES

The weather has always been a major factor for recreational travellers in deciding which holiday region to go to or which activities to engage in. Weather reports describe the atmospheric conditions in a particular place within a short period of time and tell us to expect sunshine or clouds and rain or wind in the next few days. Climate reports, on the other hand, provide a complete description of the meteorological processes all over the world over an extended period of time and of their potential effects (e.g. extreme weather). So, strictly speaking, the phrase "a happy climate", which is often used in the tourism industry, is not technically correct, nor does it reflect how the climate has really developed in the last ten years. Scientists have been observing dramatic changes in the climate for many years. This climate change manifests itself in a steady increase of carbon dioxide levels in the atmosphere, which is accompanied by a gradual rise in global atmospheric temperatures (greenhouse effect). Since the beginning of industrialization, the levels of carbon dioxide and other greenhouse gases in the atmosphere have increased by about 35% and global atmospheric temperatures have risen by about 0.8 °C in the last hundred years (and by 0.6 °C in the last 30 years alone). This ongoing climate change also has natural causes, but it is primarily the result of human activities such as deforestation, intensive farming and the burning of fossil fuels, all of which contribute to the emission of greenhouse gases that affect the climate. Major impacts of climate change include rising sea levels due to the melting of glaciers, shifts in climate and vegetation zones, an increase in extreme weather events and ocean acidification. Climate change has thus become one of the most pressing challenges humanity must confront.

The research on the large-scale impacts of climate change clearly shows that the costs of not investing in climate protection will be significantly higher in the long run than the costs of climate protection. The international community's primary objective is therefore to reduce the emission of greenhouse gases to limit the global temperature rise to 2 °C. While for most people in Europe 'climate change' is still a rather abstract concept, many developing countries (and especially many *SIDS*) are already facing the real consequences of the changes in the climate, and although these countries contribute very little to climate change, in the intermediate and long run they will be the ones that suffer most. To achieve global climate justice and to counteract

the emerging impacts of climate change as much as possible, it is imperative to support the development of appropriate emission mitigation and climate change adaptation strategies, especially for developing countries.

ENVIRONMENTAL POLICY AND DEVELOPMENT

Climate change has been a major factor in the global rise in poverty and social conflict across the world. For this reason, the German development cooperation has integrated climate change into its bilateral cooperation projects as a cross-sectoral theme and in the last few years has systematically expanded its efforts to contribute to climate protection in developing countries. Its aim is to initiate activities to reduce greenhouse gas emissions (promotion of renewable energy, increase of energy efficiency) and to adapt to the effects of climate change without jeopardizing the social and economic development of the partner countries. To achieve this aim, the German development cooperation supports economic transformation towards a green economy which focuses primarily on the interaction of economic, societal and environmental factors to ensure a proper balance of these three dimensions based on the principle of sustainability. Economic growth is thus intended to be qualitative and inclusive by focusing on ecological management while also reducing poverty and creating additional income and employment opportunities in the green sector (inclusive green growth). For this to happen, economic growth must be gradually decoupled from greenhouse gas emissions. This is an ambitious goal and a major challenge because global consumption of resources is more likely to increase than to decrease in the future, due to continued population increases and growth of *GDP*. Between 1980 and 2005 alone, global resource extraction increased by about 45% (from 40 to 58 billion tonnes), and primary energy consumption increases by 1.4% a year.

ENVIRONMENTAL MANAGEMENT AND TOURISM

A closer look at the relationship between climate change and tourism reveals that for many destinations, climate change has had obvious impacts on the industry. Extreme rain showers, tropical cyclones and floods have already caused substantial damages to tourism infrastructure in many destinations (especially in developing countries), which has resulted in a temporary or long-term decline in demand and significant financial losses and remediation costs. In 2005, Hurricane Wilma alone caused millions of dollars in damages to tourism infrastructure in the Mexican state of Quintana Roo and a loss of US$8–9 million a day because hotels and other tourist facilities had become unusable. Of course, not every extreme weather event can be attributed to climate change, but these events have been shown to occur with increasing frequency, which suggests a direct link to the ongoing and expected changes in the climate. It is expected that small island states that are currently just above sea level will be among the first to be affected by global warming and the gradual rise of sea levels that will accompany it. Possible consequences include crop failure due to extreme weather, coastal erosion, coral bleaching, salty drinking water and loss of habitable land and developable land. These consequences will also affect popular holiday regions such as the Maldives and other island countries (especially in the South Pacific), where tourism, agriculture and fishery support the livelihoods of the local population, with the result that the effects of climate change will have direct intermediate-term impacts on the lives of these people.

It is also likely that climate change will lead to an increase in heat waves, snowless winters and extreme weather events, changes in species composition and diversity of flora and fauna, and a greater spread of infectious diseases, which in turn will have an impact on all types of tourism (culture and city tourism, nature tourism, seaside tourism, summer and winter tourism). This also means that climate change will have a direct or indirect influence on tourists' subjective sense of security, level of satisfaction and travelling behaviour. Some destinations will hardly notice any effects of climate change at all. Others will be hit particularly hard, and still others may even benefit from effects of climate change (comfortable temperatures, reliable snow conditions).

But tourism also contributes to the build-up of greenhouse gases in the atmosphere and thus to climate change. Tourism accounts for about 5% of carbon dioxide emissions worldwide. The largest proportion of these emissions (75%) are associated with transportation, and of this proportion, 40% is caused by air traffic. Other factors that contribute to the climate footprint of tourism besides travel to and from a destination include accommodation, food, mobility in the destination, and recreational facilities and activities. According to *UNWTO* estimates, an average tourist trip generates about 0.25 tonnes of carbon dioxide. Resource and energy consumption are thus the key factors when it comes to the impact of tourism on the climate, not least of all because energy consumption will continue to increase due to the consumers' preference for energy-intensive modes of transportation, the ever-growing popularity of long-distance and short-term travel, and a general increase in travel.

Energy supply infrastructure is often underdeveloped, especially in developing countries. Energy shortages thus create a situation in which the question of access to energy and energy distribution quickly becomes one of fairness and justice. Similar challenges have emerged in relation to tourism-related water consumption and land use. Water consumption in the tourism sector is relatively low compared to other economic sectors (such as agriculture and industrial production), but in regions where water is in short supply, and tourism-related water consumption is high, water shortage can quickly become a problem that

A BRIEF NOTE ON: (LONG-DISTANCE) AIR TRAVEL, THE ACHILLES HEEL OF SUSTAINABLE TOURISM MANAGEMENT

Air travel contributes as much as 40% to the tourism-related carbon dioxide emissions. Travel to and from developing countries almost always involves the use of an airplane. Because of the long distance between the source and destination countries, such travel often requires long-distance travel and thus long-distance flights, which are particularly emission-intensive. Is this form of travel in any way compatible with the postulated principle of sustainability in tourism? The honest answer is no, it is not. No other issue in the debate about sustainability in tourism involves as obvious a contradiction and as serious a conflict of objectives as this one. (Long-distance) air travel is thus the Achilles heel of sustainable tourism development, and not least because further increases in long-distance travel have been predicted for the next few years and decades.

One side in this debate – the one that focuses primarily on the impacts of international air travel on the environment and the climate – argues that airfares should be raised, that special fees should be imposed and even that (long-distance) air travel should be strictly regulated. The other side emphasizes the socioeconomic benefits for the local population and the poverty-reducing effects of tourism to developing countries, and to the fact that these benefits and effects would not be possible without it. Both sides have a good point – and therein lies the dilemma. A one-dimensional and polarized view on the issue will lead nowhere. Rather than playing off positive and negative economic, social and ecological effects against one another, all actors must openly admit to the fact that long-distance travel to developing countries has upsides as well as downsides. Only then will there be a solid foundation to take the heat out of the debate and to build the necessary trust and credibility with the public.

Ultimately, the point is not to pillory air travel, but rather to find a much-needed solution to a global problem – namely, the significant reduction of global carbon dioxide emissions. If the major emitters do not participate voluntarily, then a decision must be made on the sociopolitical level as to how much each of them will have to contribute to finding such a solution. It is theoretically conceivable to exclude air travel when thinking about such efforts, but this would mean that the other major emitters would have to reduce the carbon dioxide emissions caused by air travel as well as their own absolute share, which is a very unlikely scenario.

In the long run, it would be counterproductive for the tourism sector and the airlines to refuse to take active and effective responsibility, especially because, unlike other emitters, they are excluded from the EU emissions trading system, which further weakens their bargaining power. Sooner or later air travel will have to do its share, be it in the form of fees, its integration into the emissions trade system or some other types of compensation payments, with special rules for certain types of travel (e.g. lower fees for flights to destinations that are particularly dependent on tourism). The fees generated from the emitters could then be used for a variety of purposes, such as supporting developing countries in their efforts to reduce carbon dioxide emissions or funding necessary climate adaptation projects. Other activities that should be undertaken to make (long-distance) air travel more climate-friendly include the diversification of tourism product portfolios to include more climate-friendly products, the establishment of low-emission traffic systems in the destinations and the cultivation of a quality-over-quantity attitude in tourism planning in developing countries.



may lead to intense competition over this valuable resource. Tourism infrastructure development can also have a variety of impacts on land and soil resources, including deterioration of landscape features, destruction of flora and fauna and conflict over land use. The more resources tourism uses the greater its direct and indirect contribution to climate change and the greater the potential for conflict over resources with the local population. This is especially true of mass tourism destinations, which are characterized by a dense agglomeration of tourism infrastructure and a large number of tourists in a relatively small area, which result in the consumption of large amounts of energy, water and land and the production of enormous quantities of waste and wastewater.

As we have shown, tourism is affected by and contributes to the negative impacts on the environment and the climate, which makes it a victim as well as a perpetrator. The question of how much and exactly what should be done to mitigate climate change and the negative impacts on the environment is thus of crucial importance, especially for the tourism sector. The responsibility to find an answer to this question is with politicians and consumers but also with the destinations and the tourism enterprises themselves. Depending on the degree to which a destination or enterprise is affected by climate change and resource consumption, these two factors must be given appropriate consideration in disaster prevention strategies and in quality and risk management policies. An increasing number of destinations and tourism enterprises are becoming aware of this and have initiated a variety of activities and projects to confront the challenges of climate change and the negative impacts on the environment head-on, including the development and implementation of sustainable tourism master plans (e.g. in Morocco, Myanmar and Belize), the independent development of climate protection and climate change adaptation strategies (carbon footprint assessments, efficient energy use, energy saving programmes, use of renewable energy sources) and the change of political conditions (development programmes, tax incentives, administrative regulations). But despite these positive signals, the tourism sector still has a long way to go to fulfil its responsibility to make an effective and credible contribution to climate change mitigation efforts on a large scale.

To aid in this process, the German development cooperation supports destinations and tourism enterprises in the partner countries in their efforts to introduce environmental management systems, to develop environmental standards and to prepare for certification. In Egypt, for example, a *DPP* project was implemented which involved the launch of a "*Green Star Hotel Initiative*", a certification system that contributes to the improvement of environmental services in Egypt's hotel sector and to raising



awareness of environmental issues among hotel guests and staff. Other activities in the German development cooperation's service portfolio include systematic consulting on strategies to integrate climate-related aspects into projects and policy and investment programmes, the organization and implementation of tourism-related climate policy dialogue processes, as well as climate protection and climate change adaptation strategies. Countries which have benefited from these activities include Morocco, Thailand, India and small island countries in the South Pacific such as Samoa and Vanuatu.

KEY QUESTIONS AND CONSULTING APPROACHES

WHAT CAN BE DONE TO IMPROVE THE ENVIRONMENTAL BALANCE OF TOURISM ENTERPRISES?

We have all seen the signs in hotel bathrooms that encourage guests to use their towels more than once to contribute to saving the environment. This may be one of the oldest environmental protection strategies in tourism, a strategy that the hotel sector has been using for about thirty years now. Perhaps the main reason why so many hotels joined in this initiative was that it allowed them to contribute to environmental protection without having to make any substantial investments and even to save money in the process because there was less dirty laundry to wash. But it would certainly be hasty to conclude that tourism enterprises and hotels in particular were pioneers of environmental protection.

Just as in other industries, it was not until ten years ago that the tourism sector started to realize that environmental management is necessary and that it can also be an effective strategy for enterprises and destinations to create additional value in the long run. Environmental management reduces resource use and thus reduces operational costs, which is becoming increasingly important to many enterprises and destinations, especially considering

PRACTICAL TIPS X
STRATEGIC APPROACHES TO IMPROVING THE ENVIRONMENTAL BALANCE OF TOURISM ENTERPRISES (ENVIRONMENTAL MANAGEMENT APPROACHES)

See also
Practical Tips I, II, XI

Strategic Approaches

ESTABLISHMENT OF AN INTERNAL ENVIRONMENTAL MANAGEMENT SYSTEM
Successful environmental protection in a tourism enterprise requires an environmental management system that allows for the effective and efficient management of its various activities and for employees and customers to get actively involved in this process.
Aspects to be considered include:

- **Environmental policy**
  - Making environmental management a business objective
  - Development of an environmental mission statement, including objectives and standards
  - Appointment of an internal sustainability officer
  - Development of an action plan, including timeline and responsibilities
- **Involvement of employees**
  - Raising awareness of environmental issues among employees
  - Regular employee training and creation of internal environmental working groups (if appropriate)
  - Active involvement in the implementation of environmental management activities
- **Involvement of tourists**
  - Instruction on and active involvement of tourists in the implementation of environmental protection activities
  - Guided tours of the enterprise; communication with tourists (surveys, blogs)
- **Environmental monitoring system**
  - Regular assessments of the consumption of water, electricity, gas, etc. per guest and overnight stay; monitoring of other measures
  - Systematic collection of all data
  - Monitoring of progress against objectives and initiation of corrective action if necessary
- **Cooperation on environmental issues**
  - Establish partnerships with other tourism enterprises in the region to facilitate experience sharing and the definition of minimum environmental standards
  - Raising awareness of environmental issues among the local population and involvement of local communities in environmental projects (shared use of constructed wetland)
  - Support of local environmental projects
- **Environmental reporting**
  - Regular documentation and publication of environmental activities and results achieved

IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT ACTIVITIES
Environmental protection activities must cover all of the enterprise's internal and external operations that have an influence on environmental quality and on the intensity of resource use.
Areas to be considered include:

- **Appropriate location and environmentally friendly architecture**
  - Environmental impact assessment (*EIA*) of the location, environmentally friendly building materials, roof greening
- **Energy-saving measures**
  - Energy-saving light bulbs, use of renewable energy, heat recovery ventilation
- **Water-saving measures**
  - Flow reducers, dual-flush toilets, use of greywater and rainwater, timer-controlled sprinkler/irrigation systems
- **Proper waste management**
  - Waste minimization, waste sorting, recycling, proper disposal of hazardous waste
- **Environmentally friendly wastewater treatment**
  - Proper disposal into communal sewage systems, constructed wetland, cesspit
- **Environmentally friendly purchasing policy**
  - Regional/energy-efficient/CFC-free products, biodegradable cleaning agents, biological pest control agents
- **Protection of flora and fauna**
  - No sale of products made from endangered animal species, use of indigenous plants in gardens

Tools

- ISO 14000: Environmental Management
- Environmental management in accordance with the Eco-Management and Audit Scheme (*EMAS*)
- Ecological balance or life cycle assessment (*LCA*) in accordance with ISO 14040 and14044
- Carbon dioxide balances and ecological footprints
- Global environmental certification programmes in tourism (Green Globe, Travelife, Green Key, TourCert, etc.)
- Regional environmental certification programmes in tourism (*EU Ecolabel, Green Star* in Egypt, *Fair Trade Tourism* in Africa, *CST* in Costa Rica)
- Global Sustainable Tourism Criteria of the Global Sustainable Tourism Council (*GSTC*; see www.gstcouncil.org)
- Verification programme of the Rainforest Alliance (with a focus on *MSMEs*; see www.rainforest-alliance.org/tourism/verification)
- *GIZ* environmental and climate assessment – Tourism Sector Tool
- *GIZ* Orientation Sheet "Sustainable Consumption and Production (*SCP*)"
- Various publicly accessible handbooks, checklists and best practice examples for environmental management in tourism enterprises (see, e.g., www.destinet.eu)





the ever-increasing resource prices (e.g. energy prices) or local shortages of resources (e.g. water). Customers are also becoming increasingly aware of environmental issues and expect the sector to make genuine efforts to get involved in environmental management activities – which has become somewhat of an image factor as a result. While at the beginning only a few isolated activities such as the one mentioned above were implemented, corporate environmental management today involves a wide range of different activities, and environmental protection has become a central component of the quality management systems and day-to-day operations of many companies, especially of those of large tour operators. *MSMEs*, on the other hand, which represent between 80 and 90% of all enterprises in the industry, will still have a lot to do in terms of awareness raising and implementing environmental protection strategies. Access to capital and mechanisms to stimulate sustainable investments are two of the most important challenges in this regard, especially for developing countries.

Successful environmental protection in tourism enterprises requires a dedicated environmental management system that enables the enterprises to manage the wide range of related activities appropriately and to get employees and customers actively involved in this process. There are a variety of tools available that can be used to achieve this, including ISO 14000: Environmental Management and the Eco-Management and Audit Scheme (*EMAS*). There are also over a hundred global and regional certification programmes for sustainable tourism (e.g. Green Globe, Green Key, TourCert, Travelife) which support enterprises in the establishment of appropriate environmental management systems, although the fact that there are so many of these programmes does not exactly help the enterprises to find their way through the maze of labels. To increase the objectivity and credibility of existing sustainability certification programmes, the Global Sustainable Tourism Council (*GSTC*) developed an accreditation programme, which is based on a set of global minimum standards for sustainable tourism. It is important that enterprises focus on making environmental protection a business objective, that they have a generally binding environmental mission statement (including objectives and standards) and that clear responsibilities for the management and implementation of activities within the enterprise are defined.

Any specific environmental management activities that are developed in this connection must cover all of the enterprise's internal and external operations that have an influence on environmental quality and on the intensity of resource use. Important aspects in this regard include the selection of an appropriate location and environmentally friendly architecture (such as a hotel). In addition, internal activities must be initiated in various areas, including energy (renewable energy use, heat recovery ventilation), water (flow limiters, use of greywater and rainwater), waste (waste reduction, waste separation, recycling) and wastewater (proper disposal into communal sewage systems, constructed wetland). Internal activities include an environmentally friendly purchasing policy (preference for regional, energy-efficient and CFC-free products) and strategies for the protection of animal and plant species (no sale of products made from endangered animal species). To ensure an appropriate level of transparency, an environmental monitoring system must be established which allows for regular monitoring of resource use and systematic data collection. This must also involve the regular documentation and publication of the environmental activities that have been initiated and the results that have been achieved (e.g. in the form of a sustainability report).

WHAT CAN TOURISM DESTINATIONS DO TO CONTRIBUTE TO RESOURCE PROTECTION OR TO ADAPT TO CLIMATE CHANGE?

Besides poverty reduction and biodiversity conservation, climate change is one of the key issues for the future when it comes to global justice and the long-term protection of our natural resources. Climate change and, along with it, resource protection are now at the top of the political agenda and it is widely acknowledged that action must be taken to address these issues, but no specific and, more importantly, binding targets have been set to counteract climate change throughout the world. If we take a closer look at the tourism sector, we see that there have been numerous debates, studies and global conferences that have focused on climate protection and climate change adaptation strategies and instruments for destinations which resulted in international declarations (such as the Djerba Declaration on Tourism and Climate Change and the Davos Declaration). A number of initiatives to specifically address the issue of climate change and tourism and to find appropriate solutions for the future have also been launched both on the regional level (Middle America, Pacific region) and on the national level (South Africa, Samoa and, with the support of the German development cooperation, Thailand).

In view of the global challenge of climate change and its impact on the tourism sector, all destinations in the world, regardless of how much they might be affected by climate change, have the responsibility to make an active contribution to climate protection by reducing energy consumption, increasing energy efficiency and substituting emission-intensive energy sources. This requires a systematic climate protection strategy for tourism at the destination level. This involves raising awareness of the issue among key government actors and private actors (in the tourism sector), as well as the development of an active climate policy that regards climate protection as a cross-sectoral mission and promotes its integration into all areas of policy making; ensures that the issue of climate change is incorporated into all tourism development concepts and master plans; defines environmental standards for the tourism sector; and provides a consistent action plan for the reduction of carbon dioxide emissions and fossil fuel use in the tourism sector. In addition, appropriate conditions must be created to ensure the successful implementation of the climate strategy for tourism, including the provision and development of financing tools (microloans, climate change taxes), the systematic promotion of sustainable investments (temporary tax reductions, low-interest loans) and appropriate information and education programmes to provide the necessary expertise (specific training on related issues, raising awareness of environmentally friendly technologies and activities, general promotion of knowledge management in relation to climate change).

On the operational level, the destinations can use a variety of tools to make an active contribution to climate protection and the reduction of tourism-related carbon dioxide emissions, including planning and administrative tools (such as integrated coastal area management), regional and land use planning, relevant construction code provisions and environmental impact assessments. In addition, the destinations must be required to encourage environmental management practices in tourism conpanies; increase their efforts to develop climate-friendly tourism products; establish or strengthen local and national goods and service supply chains; and ensure the protection of endangered ecosystems (especially of coral reefs and mangrove swamps, which play an important role in coastal protection). A monitoring system that measures parameters such as greenhouse gas balances and climate footprints should also be established to assess the progress of these activities at regular intervals.

Destinations that are or will be particularly affected by climate change must also develop and implement appropriate adaptation strategies, especially destinations in the Caribbean, the Mediterranean, small island countries in the Indian and Pacific Oceans, Australia and New Zealand, where impacts of climate change are most likely to be felt first, according to recent forecasts. Detailed studies must be conducted in these destinations and regions to assess the potential impacts of climate change and their consequences for tourism (infrastructure damage, health risks), and risk and cost–benefit analyses will be needed to identify necessary climate change adaptation measures. In addition, appropriate risk management and disaster prevention measures must be developed and implemented based on local circumstances, such as flood warning systems and flood prevention plans, evacuation plans, evacuation drills and appropriate strategies to inform tourists and to prepare them for such eventualities.

PRACTICAL TIPS XI
STRATEGIC APPROACHES TO RESOURCE PROTECTION AND CLIMATE CHANGE ADAPTATION IN TOURISM DESTINATIONS (CLIMATE CHANGE MITIGATION AND ADAPTATION)

See also **Practical Tips I, II, V, X, XII**

Strategic Approaches

SYSTEMATIC DEVELOPMENT OF CLIMATE STRATEGY FOR TOURISM

All destinations, regardless of how much they might be affected by climate change, have the responsibility to make an active contribution to climate protection by reducing energy consumption, increasing energy efficiency and substituting emission-intensive energy sources.
Activities to be considered include:

- **Awareness raising among key actors**
  - Raising awareness of climate change issues among key government actors, private actors (in the tourism sector) and the local population
  - Instruction on and active involvement of tourists in the implementation of environmental protection activities
- **Active climate policy**
  - Integration of climate protection as a cross-sectoral mission into all areas of policy making
  - Incorporation of climate change into all tourism development concepts and master plans
  - Definition of environmental standards for the tourism sector (and other industries)
  - Development of an action plan for the reduction of carbon dioxide emissions and fossil fuel use, transformation into a destination that is (almost) completely climate-neutral
  - Government investments in climate protection activities
- **Provision of funding and development of financing tools**
  - Access to funding and (micro)loans for tourism enterprises (especially for *MSMEs*) to make necessary investments in climate protection activities
  - Creation of new sources of income for the government for earmarked investments in climate protection activities (climate change taxes for tourists, compensation payments)
- **Promotion of sustainable investments**
  - Government incentives (temporary tax reductions, subsidies) and low-interest loans for climate-friendly investments in tourism infrastructure (e.g. renewable energy)
- **Provision of expertise (knowledge transfer)**
  - Specific training for key government actors and private actors (in the tourism sector) on effective and locally appropriate climate change adaptation strategies
  - Raising awareness of environmentally friendly technologies and activities (solar power, wind power, efficient use of biomass, geothermal energy, water power) through trade shows and conferences
  - Promotion of knowledge transfer in relation to climate change
- **Strengthen environmental management efforts in tourism enterprises**
  - See Practical Tips X
- **Development and marketing of climate-friendly products and services**
  - Elimination or substitution of particularly environmentally unfriendly products
  - Development of high-quality climate-friendly products
  - Promotion of new mobility concepts and low-emission modes of transportation
  - Targeted marketing of climate-friendly products
- **Sustainable tourism supply chain management**
  - Establishment or strengthening of local/national supply chains for tourism goods and services to reduce carbon dioxide emissions and leakage effects
- **Protection of endangered ecosystems**
  - Coral reefs and mangrove swamps are not only a major source of income from tourism, they also play a particularly important role in coastal protection (e.g. from tsunami waves)
- **Use of planning and administrative tools**
  - Establishment of an integrated coastal area management to avoid land use conflicts and to contribute to the protection of the natural resources
  - Development of regional and land use plans to ensure controlled tourism development
  - Compliance with relevant construction code provisions (minimum setback from the shoreline, thermal insulation)
  - Environmental impact assessments (*EIAs*)
- **Establishment of a monitoring system**
  - Systematic measurement and documentation of carbon dioxide emissions (greenhouse gas balances)
  - Carbon footprint assessments to monitor process against objectives, initiate corrective action if necessary
- **Regional partnerships**
  - Establishment of regional partnerships for the development and implementation of transnational climate protection and climate change adaptation strategies

Destinations that are or will be particularly affected by climate change must also develop and implement appropriate adaptation strategies.
Activities to be considered include:

- **Vulnerability analyses**
  - Detailed analysis of the potential impacts of climate change (extreme weather events, heat waves, rising sea levels) and their consequences for tourism (infrastructure damage, health risks, loss of attractiveness)
  - Risk and cost–benefit analysis to identify necessary climate change adaptation measures
- **Risk management and disaster prevention**
  - Establishment of flood warning systems and flood protection infrastructure
  - Development of evacuation plans, evacuation drills
  - Avoidance of areas that are prone to natural disasters
  - Appropriate strategies to educate tourists and to prepare them for such eventualities

PRACTICAL EXAMPLES AND TOOLS

THE *GREEN STAR HOTEL INITIATIVE* IN EGYPT

LAND: Egypt
PROJECT TITLE: "Improvement of the environmental performance and competitiveness of the Egyptian Hotel Industry (*DPP*)" (2007–2012)
PARTNERS: Orascom Hotels and Development, Ministry of Tourism of Egypt, Travco Group, TUI AG and others
INFORMATION: *www.greenstarhotel.org*



BACKGROUND AND OBJECTIVES

The tourism industry is one of Egypt's most important economic sectors, but its development also has serious environmental implications. In a region known for its arid desert landscapes such as this, tourism-related environmental damage caused by water pollution and inefficient waste and wastewater disposal have particularly negative effects. Adding to the problem are the absence of region-specific standards for hotels and the general lack of awareness of environmental issues among hotel management and staff.

In view of this situation, the Green Star Hotel Initiative (*GSHI*) was launched, a *DPP* between various private and public partners from Egypt and Germany (Orascom Hotels and Development/*GIZ*, on behalf of *BMZ*; Ministry of Tourism of Egypt) which was later joined by *TUI AG*, its subsidiary Travco Group and other actors from the private tourism sector. The common objective was to establish a *Green Star Hotel* eco-certification system and training programme for Egypt's hotel industry to encourage the adoption of sustainable management practices throughout the sector. This involved activities to improve the environmental performance of the country's hotel industry and to increase awareness of environmental issues among the guests and staff.

To be certified as *Green Star Hotels*, hotels must implement an environmental management system and meet a variety of criteria, which include:

- reduction of energy and water use by 20 to 30%;
- efforts to increase renewable energy use;
- proper waste disposal/recycling and wastewater treatment;
- environmentally friendly use of chemicals;
- training for staff and activities to increase environmental awareness among staff and guests;
- active protection of resources and biodiversity; and
- targeted efforts to support the local population.

There are now plans to firmly establish the *Green Star Hotel* system, which has been implemented in several destinations across Egypt, on the national level, to continue its implementation in the form of a standardized *DPP* and to extend it to other destinations in Egypt and the Middle East.

METHODOLOGICAL APPROACH AND TOOLS

The Green Star Hotel (*GSH*) certificate is awarded to hotels with very high environmental standards. The certification criteria are based on the Global Sustainable Tourism Criteria (*GSTC*) and on the guidelines of various environmental organizations. These criteria were developed with due consideration of the local climatic conditions, Egypt's infrastructure and the experience of the hotel industry in the destinations, and include measurable indicators and benchmarks for electricity and water consumption. The project initiators also took into account that there is still only a small range of environmentally friendly products available for sale or further processing and that technical expertise in such areas as the sustainable construction and operation of tourism facilities is limited in most parts of the country.

A set of 151 sustainability criteria is used in the *GSH* certification process, which cover the hotel management, staff, guests, suppliers, and all operational areas of a hotel, including environmental management; training and development; water, energy and waste management; guest information; housekeeping; kitchen; restaurant; garden and beach areas; and the interior and exterior appearance of the facilities.

To support the introduction of the *GSH* label, *GSHI* provides the hotels with practical guidance and a training and development package, which consists of guidelines, best practice examples, practical experiences and observations, monitoring and marketing tools, and customized training for specific areas of the hotels.

The auditing and certification system was developed on the basis of and in collaboration with leading environmental labels on the national level. It involves in-person audits that are conducted in the destination by an auditing committee to ensure a transparent certification process. *GSHI* also supports the institutionalization process on the national level and offers a capacity building programme for young local professionals and customized train-the-trainer programmes.

RESULTS AND EFFECTS

The mission of the *Green Star Hotel Initiative* is to support hotels throughout Egypt in the implementation of more environmentally friendly and more sustainable management practices. Elements of the implementation process that have been completed successfully include:

- El Gouna, a seaside resort on the Red Sea, was chosen in 2007 as the first pilot destination for the *Green Star Hotel* Label. By 2012, there were as many as seven more pilot destinations in Egypt where 46 hotels of the project partners *Orascom Hotels and Development* and *Travco Group/ Jaz Hotels and Resorts* had been awarded the *Green Star Hotel certificate* after undergoing a training programme and a successful implementation and auditing process.
- 65 hotels were actively involved in the *Green Star Hotel Initiative* as of December 2012, which by then had been extended to include 14 pilot destinations: El Gouna, Taba Heights, Madinat Coraya, Madinat Makadi, Sharm el-Sheikh, Hurghada, Marsa Alam, Ain Sukhna, Luxor, Taba, Dahab, Alexandria and Mersa Matruh.
- The participating hotels in these destinations have been making various efforts towards certification, including the development of informational resources on biodiversity and environmental protection for environmental campaigns; energy- and water-saving strategies; and activities to promote recycling. In addition, training has been provided for over 2,000 hotel employees.
- The partners in the tourism sector raise awareness of related issues among guests and tour operators and use their communication media to provide information about the initiative and the activities of the hotels.
- The minister of tourism of Egypt signed another cooperation agreement with *GIZ* (on behalf of *BMZ*) in the presence of the key actors of the initiative in February 2012 which ensures the implementation of the Green Star Hotel certification system on the national level.
- The close cooperation with the Ministry of Tourism of Egypt has led to the creation of a department for the environment within the ministry and to the development of a policy to promote sustainable tourism.

The hotels have been playing a leading role in these developments, but in some cases they have also reached their limits due to unfavourable local conditions in the destinations, such as when waste cannot be disposed of in an environmentally friendly way because the city council does not provide facilities for waste sorting. The firm establishment of an improved national framework to support Egypt's tourism sector has therefore become one of the *Green Star Hotel Initiative's* key objectives for the future.





SUSTAINABLE WASTE MANAGEMENT IN THE HOTEL SECTOR IN THE MEXICAN CARIBBEAN

COUNTRY: Mexico
PROJECT TITLE: "Sustainable Waste Management in the Private Sector in the Mexican Caribbean" (2008–2010)
PARTNERS: Kuoni Travel Holding, Amigos de Sian Ka'an, Travel Foundation Netherlands, Ministry of Ecology and Environment of Quintana Roo (SEMA), State Secretariat of Tourism of Quintana Roo (SEDETUR)
INFORMATION: *www.giz.de/expertise/html/6499.html*



BACKGROUND AND OBJECTIVES

Tourism in the Mexican Caribbean is booming. In 2007, over seven million tourist arrivals were recorded in Cancún and on Cozumel and the Riviera Maya. One third of all waste produced in the region (400 tonnes a day) is produced by tourism. Improper disposal can have significant environmental impacts on the destinations because the soil and the porous karst aquifer in the region facilitate the release of contaminants into the groundwater. Not only does this pose a potential threat to the drinking water, it can also have substantial impacts on the highly sensitive ecosystems of the subterranean rivers and the nearby coral reefs. The objective of the project was to establish a sustainable waste management system for the hotels and to raise awareness of the waste problem among the tourists.

METHODOLOGICAL APPROACH AND TOOLS

In 2008, a *DPP* agreement was signed with the partner organizations and institutions to promote integrated waste management in the region. *GIZ* was commissioned by *BMZ* to aid in this process and to provide consulting on the development and implementation of sustainable waste management plans. Kuoni provided financial support for workshops, and *SEMA* and *SEDETUR* provided for an appropriate legal and normative framework. The German development cooperation also supported the creation of waste collection and recycling programmes and facilities on the local level, and campaigns were launched to raise awareness of waste-related issues among hotel operators and tourists.

RESULTS AND EFFECTS

- With the necessary legal framework created, the waste management plans were implemented at all the participating hotels.
- Based on a market analysis of the recycling potential in the region, a number of recommendations were developed for the government on incentives for the private sector to get more involved in the process. These recommendations were also integrated into national environmental policies.





IMPROVEMENT OF ENVIRONMENTAL MANAGEMENT PRACTICES OF TOURISM COMPANIES AND PRODUCTS IN UTTARAKHAND

COUNTRY: India
PROJECT TITLE: "Promotion of Regional Economic Development in Uttarakhand" (2007–)
PARTNERS: Department of Rural Development, State Government of Uttarakhand
INFORMATION: *www.giz.de/expertise/html/6499.html*





BACKGROUND AND OBJECTIVES

The German development cooperation supports the Indian State of Uttarakhand in its efforts to close the economic and social gap between urban and rural areas through inclusive growth and other poverty reduction activities, with a major focus on the tourism sector. The objectives of the project are to develop value chains, to facilitate market access for small and medium enterprises and to improve the environmental management of tourism companies and products in Uttarakhand, with particular attention to the hotel sector and to trekking tours.

METHODOLOGICAL APPROACH AND TOOLS

The first step was to work with external partners to conduct a status-quo analysis of the environmental management of a number of selected hotels and trekking tours in the destination, using questionnaires, checklists and interview guidelines that had been specifically developed for this purpose. The results of this analysis were then used to develop specific strategies and activities to support hotels and trekking tour providers, as well as the state of Uttarakhand as a destination, in improving their environmental balance in a step-by-step process.

EXPECTED RESULTS AND EFFECTS

- Development of two handbooks for hotels and trekking tour providers with practical tips and examples in various areas (water, wastewater, waste, energy) and specific technical recommendations on how to optimize the environmental management of enterprises and products.
- Development and delivery of training seminars on sustainable destination management for political decision makers.
- Initiation of a multi-stakeholder dialogue between actors from the public and private tourism sectors with the aim of developing an action plan for environmentally friendly and economically sustainable tourism development in Uttarakhand.

CLIMATE PROTECTION AND TOURISM IN THAILAND

COUNTRY: Thailand
PROJECT TITLE: "Sharing Experiences in the Implementation of Climate Protection Policies in Nature-Based Tourism" (2009–2011)
PARTNERS: *Designated Areas for Sustainable Tourism Administration (DASTA)*
INFORMATION: *www.international-climate-initiative.com/en/*



BACKGROUND AND OBJECTIVES

The tourism sector plays a major role in Thailand's economy and is also the most important source of foreign exchange in the country. However, in many regions the rapid development of the tourism industry has also led to increased resource and energy consumption and negative effects on valuable natural areas which jeopardize the sustainability of the tourism sector. Nevertheless, if properly managed, tourism can still make an important contribution to the conservation and valorization of natural areas and thus to climate protection. The objective of the project was to promote climate-friendly tourism by integrating certain aspects related to climate change and nature conservation into the tourism development plans for the Sea of Trat pilot region in eastern Thailand.

METHODOLOGICAL APPROACH AND TOOLS

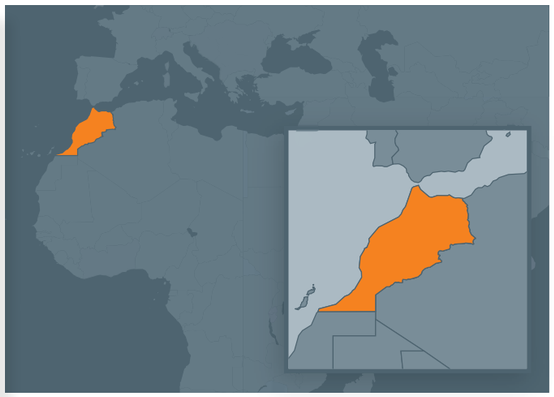
A participatory multi-stakeholder approach was used to integrate carbon footprints that had been measured in the region into tourism planning and management tools; to support relevant authorities in developing their technical expertise; and to conduct workshops and training seminars to raise awareness of the implications of climate change for tourism among a variety of actors. The project also supported the Thai partners on the national level in creating more favourable conditions for climate-friendly tourism. The Thai partners' active involvement in climate protection efforts is also intended to serve as inspiration for other emerging countries.

RESULTS AND EFFECTS

- Carbon footprints have become an integral part of tourism planning.
- Thailand's first low-carbon footprint hotel has been built.
- Various training and pilot projects have been implemented which have enabled enterprises to reduce their operational costs by reducing their greenhouse gas emissions and energy consumption.
- Effective resource management strategies have been used to support a number of agrotourism projects.
- Thailand has made a name for itself and has put itself on the map as a country that actively supports climate protection efforts.

TOURISM AS A TOOL TO PROTECT NATURE AND COMBAT DESERTIFICATION IN MOROCCO

COUNTRY: Marokko
PROJECT TITLE: "Nature Conservation and Desertification Control" (2006–2011)
PARTNER: *High Commissariat for Water, Forestry and Combating Desertification of Morocco*
INFORMATION: *www.giz.de/en/worldwide/20177.html*





BACKGROUND AND OBJECTIVES

Increasing desertification has been forcing Morocco to make special efforts to ensure the conservation and sustainable use of its unique biodiversity, the richest in the Mediterranean. To achieve this, the country is seeking to manage its ten national parks in a way that the interests of the traditional land users are balanced with the requirements of nature protection. The objective of the project was to make long-lasting improvements to existing protected-area management practices and to implement long-term strategies to combat desertification.

METHODOLOGICAL APPROACH AND TOOLS

The programme supported the development of decentralized voting and decision-making structures and promoted interaction and cooperation between the state and the civil society. Autonomous park authorities were established to support decentralized structures and to avoid land use conflicts. Innovative management solutions were used and attractive ecotourism projects implemented which contributed to the conservation of natural resources and generated sources of income that benefited the local population and anti-desertification projects. Project activities on the national level included supporting the readjustment of relevant institutional and legal frameworks, promoting cooperation with the relevant ministries and consulting on interdisciplinary endeavours such as the development of national ecotourism strategies.

RESULTS AND EFFECTS

- The approach developed for the participatory land use concept to combat desertification is now used for community financing programmes.
- The implementation of strategies for the sustainable management of natural resources improved the income situation in the national parks, and the number of visitors increased by one fifth.
- A handbook was developed which provides consistent guidelines for the national-park authorities.
- Strategies and activities implemented by newly established coordination committees also had positive effects in terms of climate change adaptation on the national and regional levels.

Area of Activity: Good Governance & Political Frameworks

SERVICES PROVIDED BY THE GIZ SECTOR PROJECT "SUSTAINABLE DEVELOPMENT THROUGH TOURISM" (COMMISSIONED BY BMZ) IN CONNECTION WITH THE AREA OF "GOOD GOVERNANCE & POLITICAL FRAMEWORKS"

- Ex-ante poverty impact assessments (*PIA*) to assess the poverty-reducing effect of tourism development projects in the early stages of implementation
- Development of national sustainable tourism policy guidelines and master plans
- Support in the development of strategies for reforms and programmes to promote poverty-reducing and sustainability-oriented tourism policy and governance
- Development of appropriate political instruments for the sustainable management of tourism development
- Consulting on the policy area and organizational development on the national, regional and local levels to support the development of effective institutional structures in tourism
- Promotion of participatory and planning mechanisms

OVERVIEW AND CHALLENGES

Starting in the 1990s, it became widely accepted that progress in developing countries depends not only on their economic prosperity but also on the existence of functioning government, legal and judicial systems. There were a number of countries at the time – most of them in Africa but also in other parts of the world – that were in a 'governance crisis' due to poor governance, the arbitrary court decisions, inefficient administration systems and corrupt structures. Not only was this crisis a major obstacle to economic development in these countries, it also made it unlikely that activities to promote economic development would ever be successful. Around that time, the German development cooperation started to use the term '*good governance*' to denote frameworks that are conducive to economic development. *Good governance* might be described as a responsible form of decision making by governments that is based on the principles of sustainable development, and it has been one of the key strategies in economic development since the mid-1990s.

PROMOTION OF GOOD GOVERNANCE IN THE PARTNER COUNTRIES

One of the objectives of the *German development cooperation* is to promote *good governance* to create a stable political framework that supports economic, social and ecological development in the partner countries. In practical terms, this means supporting the partner countries in the development of poverty-reducing and sustainable policies in ways that ensure the respect, protection and fulfilment of human rights, uphold the principles of democracy and the rule of law, and promote cooperation within the international community. These principles include the political participation of the population, the responsible role of the parliament, the lawfulness of government action and the separation of powers. Other elements include efficiency and transparency of government administration, transparent and effective public financial systems on the central and local levels and inclusive reporting to the public.

Human rights are the universal basis for a life in dignity, equality and freedom. Everyone is entitled to these fundamental rights, which are also the guiding principles of *German development policy*. In accordance with its Human Rights set out in the *German Development Cooperation strategy*, the German development cooperation supports efforts to establish a decent standard of living in the partner countries, which includes the rights to food, health care, education, water, sanitation, appropriate shelter and housing, social security and decent work. To achieve this objective, the *German development cooperation* supports reform policies that promote the implementation of international human rights obligations, ensure the provision of basic social services and strengthen national human rights organizations and civil society organizations.

The main focus of the *German development cooperation's* efforts to promote democratization is to strengthen the power of the state and its political system. Strategic good governance approaches such as the institutionalized involvement of civil society in decision-making and implementation process, the promotion of gender equality (e.g. through modifications to existing legal norms) and freedom of the media are just as important as administrative reform and the establishment of an independent judicial system. The *German development cooperation* also supports activities which, along with targeted anti-corruption intervention, strengthen the role of the government budget as the key instrument of policy management and improve the state's self-financing capacity (*good financial governance*).



To achieve these *good governance* objectives as effectively as possible, the German development cooperation uses a multi-level approach which involves the promotion and consistent implementation of activities on all spatial levels and the involvement of all relevant state and non-state actors (the government, state authorities, civil society actors, media).

Generally speaking, it is difficult to measure good governance. Therefore, several international organizations have developed tools to determine the approximate level of governance of a country. The most important of these governance indices include:

- the *Worldwide Governance Indicators* (*WGI*) of the World Bank,
- the *Bertelsmann Transformation Index* (*BTI*),
- the *Corruption Perceptions Index* published by *Transparency International*,
- the *Failed States Index* prepared by the *Fund for Peace* (*FFP*) and published by *Foreign Policy magazine* and
- the *Enabling Environment for Civil Society indicator*, which was developed by the *international CIVICUS network* as recently as 2013 and which covers, among other things, aspects of the transparency, legitimacy and accountability of civil-society groups, of the legal framework within which they operate and of their involvement as political actors in decision-making processes.

THE IMPORTANCE OF GOOD GOVERNANCE FOR TOURISM

The existence of political frameworks and institutions that meet the standards of good governance is very important both for tourism in general and for the *German development cooperation's* involvement in tourism in particular. This has several reasons. Although the image of and the demand for a tourism destination do not depend directly on *good governance*, insufficient protection of human rights and democratic governance or serious security and health risks can have a negative effect on competitiveness. Unlike the products of other economic sectors, tourism products are consumed directly in the location in which they are produced or provided, which means that the tourism sector, more than any other industry, depends on a politically, economically and legally reliable environment which ensures that investors, tourism providers and tourists have confidence in the country.

Appropriate constitutional and democratic governance structures and compliance with human rights in the destinations are also crucial to achieving the *German development cooperation's* objective of promoting large-scale sustainable tourism development in the partner countries. In countries where these conditions are not met, tourism development very often has negative effects on civil society and the environment that are out of all proportion to any benefits it might have for economic development. Such negative effects include the skewed distribution of land titles in favour of tourism development projects, which ignores the land and usage rights of the local population (such as indigenous peoples) and often results in

dispossession and displacement. A lack of basic employment rights for those working in the tourism sector also has negative effects. Several large tourism enterprises have been making efforts to identify and minimize or respond effectively to human rights violations. One such initiative in Germany is the *Roundtable on Human Rights in Tourism*, which developed from the *German Global Compact Network (DGCN)*. During a symposium of the Roundtable in October 2013, eight German and Swiss tourism enterprises signed a *Commitment to Human Rights in Tourism*, by which they committed themselves to developing a human rights strategy and to integrating this strategy into all operational processes and into their work with business partners and suppliers. The Commitment also provides that the enterprises have to systematically monitor the effects of their business activities on the human rights situation in the countries in which they operate and to develop a complaint management system to allow for any human rights violations to be addressed quickly and effectively.

Another aspect to be considered in connection with good governance is that many of the partner countries of the *German development cooperation* that serve as major tourist destinations have been undergoing complex political and economic transformations, with examples including a number of tourist destinations in North Africa (most notably Tunisia and Egypt); Myanmar, a country on the verge of a lengthy socio-political transformation process; and the countries of the Balkans, which have been developing into market economies. These countries will need particularly strong international support in the future to strike a proper balance between reform processes and the resulting changes while maintaining a stable political, economic and social environment, which will enable them to remove potential obstacles to recent and expected developments and to pave the way towards sustainable tourism.

LINKS BETWEEN GOOD GOVERNANCE AND TOURISM

A major focus of the German development cooperation's activities to promote human rights in the partner countries is on minimizing the negative effects of tourism on disadvantaged and marginalized groups, including women (promotion of gender equality), children (protection against sexual and economic exploitation), migrant workers (legalization and assimilation), indigenous people (rights to self-determination) and people with disabilities. Opportunities to integrate members of the latter group into the tourism labour market are the subject of a study *GIZ* is currently conducting on behalf of *BMZ*. Other important links between *good governance* and tourism include employment rights and mandatory social standards, opportunities for political participation for the local population and land use rights. In 2014, the *GIZ Sector Project* "*Sustainable Development through Tourism*" will conduct a comprehensive international study on human rights and tourism on behalf of *BMZ* to provide a systematic overview of this complex issue and to suggest possible strategies to prevent human rights violations.

The *German development cooperation* has also been working with *ECPAT Germany* to familiarize actors in the tourism sector with issues of sex tourism, HIV/AIDS and child prostitution through awareness-raising and training activities. To support efforts in this direction, the *German Travel Association (DRV)* signed the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (*The Code*) in 2001, which was jointly developed by *ECPAT, UNWTO* and the private tourism sector, and in 2012, the *UNWTO Global Code of Ethics for Tourism* (*GCET*). The multi-stakeholder approach of The Code is a particularly powerful tool to protect children against sexual exploitation and to push the private tourism sector and the destinations to contribute to these efforts. There will be various projects to further expand the scope and to improve the effectiveness of *The Code* in the next few years, including activities to increase the number of paying members.

Ultimately, *good governance* and sustainable tourism are two sides of the same coin in that they complement each other and both require specific locally adapted solutions in the tourism destinations (micro-level) as well as industry-wide transnational ones (macro-level). Changes and improvements cannot be made from outside, but there are many opportunities for the *German development cooperation* to advise tourism policy actors in the partner countries on matters of good governance and to expand its activities in this area, especially activities which promote the implementation of effective political control mechanisms in tourism destinations and the establishment of appropriate institutional frameworks that support sustainable tourism development.

KEY QUESTIONS AND CONSULTING APPROACHES

WHICH CONTROL MECHANISMS DOES THE STATE HAVE TO SUPPORT SUSTAINABLE TOURISM POLICIES?

Tourism is a complex global system of supply chains which involve a wide range of international actors, all of whom try to generate profits by distributing tourism products in and related to specific destination areas. The reason why the situation in the tourism destinations has important implications for the activities of the tourism providers is that they expect to find conditions in these areas that are conducive to successful distribution, including such aspects as a positive image, attractive destination areas, a good price–performance ratio and an appropriate infrastructure. If these conditions are not met, demand for a destination may suffer, which may lead to the tourism providers losing interest in that destination, and this in turn may affect its market position within the tourism supply chain. However, given the wide range of tourism destinations worldwide and the vast number of tourism products in the market that can easily be substituted by others, tourism providers have very little interest in specific tourist destinations beyond responding to market demand. They too have a certain responsibility for the tourism activities in the destinations – a responsibility they fulfil with varying degrees of success – but the nature and level of their involvement will always depend primarily on marketing considerations.

For the tourist destinations, moreover, there is far more to think about than just satisfying certain needs of the international market for a short while. They have to ensure that tourism will bring long-term economic benefits to the country, so decisions on the strategic direction of their tourism development efforts must be made with foresight and care and must consider not only economic aspects but also human rights, cultural, social and ecological concerns. This must also involve systematic consideration of the manifold needs of civil society, careful coordination of the different land use and development interests of the tourism sector and other industries, as well as the identification of clear priorities. The state thus has the direct responsibility to influence and direct social and economic activities so as to support and enhance the positive effects and prevent or minimize the negative impacts of tourism. This requires not only a high level of professionalism and strategically and methodologically sound approaches, but also the courage to make decisions that might hurt earnings from tourism in the short term but will have positive long-term effects on tourism development in the country.

Tourism policy must be regarded as a cross-sectoral policy because tourism is always directly or indirectly influenced by concerns of other policy areas which must be given appropriate attention. The most notable of these include the areas of economic and monetary policy, agricultural and consumer policy, transport and regional policy, environmental policy, health and social policy, as well as foreign policy. In this process the state simultaneously plays the roles of coordinator (labour market, infrastructure), catalyst (competition, growth), planner (tourism/regional planning) and producer (safety, transport system) and in doing so must use a combination of different instruments to develop and implement a sustainable tourism policy which has cross-sectoral implications and complies with the principles of *good governance*. Such tools include legal instruments (laws, regulations), intervention, enforcement and implementation instruments (energy supply, waste disposal), economic and fiscal instruments (taxes, levies), planning and evaluation instruments (regional and landscape planning), as well as communication instruments (open council meetings, roundtables) and voluntary instruments (commitments, negotiated settlements). All of these instruments must have a firm institutional basis and must be used on all spatial levels to ensure that they achieve the desired control effects.

Many countries use tourism master plans as guiding policy documents for tourism development. Such master plans can be effective instruments, provided that they do not just reflect the political and economic interests of certain groups – as is usually the case in practice – but are also based on a participatory approach. In addition, tourism master plans should impose limits to tourism growth and provide clear and specific guidelines for sustainable tourism development.

PRACTICAL TIPS XII
STRATEGIC APPROACHES STATE ACTORS CAN TAKE TO CONTROL THE DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE TOURISM POLICIES

See also **Practical Tips V, XIII, XIV**

Strategic Approaches

LEGAL INSTRUMENTS
By imposing laws and by requiring or prohibiting certain activities, the state can intervene directly to restrict the discretionary powers of tourism actors and to create a legal framework that helps to prevent or resolve conflict.
Instruments to be considered include:

- Tax law
- Competition law
- Environmental law
- Nature protection law
- Environmental Impact Assessment Acts (Germany/Austria)
- Regional planning law
- Labour law
- Construction law
- Transport/transportation law
- Eco Management and Audit Scheme
- Food/food hygiene law

INTERVENTION, ENFORCEMENT AND IMPLEMENTATION INSTRUMENTS
The state has a range of intervention, enforcement and implementation instruments at its disposal which it can use to directly or indirectly control the competitiveness and sustainability of tourism development.
Intervention, enforcement and implementation instruments to be considered include:

- Traffic control and traffic restriction
- Construction supervision
- Regulatory measures (e.g. in the areas of wastewater, waste, water)
- Designation of protected areas
- Road building
- Wastewater treatment
- Waste disposal
- Energy supply
- Drinking water supply
- Telecommunication infrastructure
- Work health and safety regulations, collective agreements, minimum wage regulations

ECONOMIC/FISCAL INSTRUMENTS
By imposing or reducing taxes, levies, etc., and by using financial resources for specific purposes, the state can influence supply and demand, support disadvantaged groups or regions and invest in sustainable technology.
Economic/fiscal instruments to be considered include:

- Taxes
- Levies, fees
- Subsidies, grants
- Credits, loans, sureties
- Investments (e.g. in public infrastructure that is relevant to tourism development; precautionary purchase of land)
- State funding (e.g. for tourism projects, research projects)

PLANNING AND EVALUATION INSTRUMENTS
Planning and evaluation instruments enable the state to control diverging land use claims, to define tourism development milestones and/or to prevent negative effects of (and on) tourism.
Planning and evaluation instruments to be considered include:

- Regional planning (land use plans)
- Landscape planning (landscape plans)
- Tourism planning (national tourism master plans)
- Environmental impact assessment (*EIA*)
- Human Rights Impact Assessments (*HRIA*)
- Eco Audits

Actors

- **National state actors**
  - Government
  - Parliament
  - Political parties and committees
  - Ministries in the areas of tourism, economy, environmental protection, regional planning, transport, health, education, agriculture, social policy, consumer protection, foreign policy
  - Subordinate authorities
- **Regional state actors (if any exist)**
  - Regional government and decision makers/decision-making committees
  - Regional administration
- **Local state actors (if any exist)**
  - Local government and decision makers/decision-making committees
  - Local administration
- **Civil society actors (NGOs and other local stakeholder groups)**
  - *ECPAT*
  - Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (*The Code*; see www.thecode.org) etc.
- **Tourism Enterprises and Tourism Business Associations**
  - German Travel Association (*DRV*) etc.

Strategic Approaches

COMMUNICATION INSTRUMENTS
Communication instruments allow the state to ensure political participation of local populations, to coordinate planning processes and/or to raise awareness of relevant issues.
Communication instruments to be considered include:

- Open council meetings
- Roundtables with interest groups
- Steering and working groups
- Public information for citizens/tourists
- Public awareness campaigns
- Mandatory consultation procedures (e.g. with regard to activities that affect indigenous peoples

VOLUNTARY INSTRUMENTS
Voluntary instruments enable the state to strengthen tourism actors' sense of commitment and responsibility, to inspire innovation, to identify potential trendsetters and/or to resolve conflict.
Voluntary instruments to be considered include:

- Commitments (codes of conduct)
- Voluntary agreements (e.g. on minimum standards)
- Negotiated settlements
- Quality labels
- Contests

Actors

See page 92

WHAT INSTITUTIONAL FRAMEWORKS ARE NEEDED FOR SUSTAINABLE TOURISM POLICY?

The more important a role tourism plays for a country or the more attractive tourist destinations a country has, the more complex the processes involved in the implementation of the tourism policies and the more demanding the institutional requirements to ensure that tourism development is based on considerations of effectiveness, efficiency, transparency and responsiveness to the needs of the citizens. Besides appropriate controlling instruments, a sustainable tourism policy also requires a functioning and effective framework, which should ideally involve all levels, from the national and regional to the local. In accordance with the subsidiarity principle, the objective is thus to establish decentralized tourism policy structures which involve administrative decentralization (transfer of competencies), as well as fiscal (provision of financial resources) and material decentralization (provision of public/private services). Because lack of financial resources is always a bottleneck, funds must not be evenly distributed to all institutions that play an important role in the development of the tourism policy but must be allocated according to priorities and needs, which must be identified by means of a needs assessment. In addition, every institutional unit involved in the process should also be enabled to obtain funding on its own, such as through taxes, levies, fees or third-party programmes.

Establishing democratic decision-making, planning and participation structures on the different spatial levels requires not only that each level has a say and a stake in the decision-making and planning processes on the next higher level but also that each level in turn acts in accordance with the decisions of the next higher level. It is particularly important to note that this top-down/bottom-up approach is difficult or extremely time-consuming to implement, especially in countries with hierarchical political structures. To give appropriate consideration to the necessarily cross-sectoral nature of tourism policy, efforts must also be made to create vertical institutional structures (at local, regional and national level) as well as horizontal linkages with other relevant policy areas (such as between tourism, regional and landscape planning or between tourism and environmental policy). This is the only way to achieve a fully integrated tourism policy and a professional implementation of the control mechanisms it contains.

Tourism policy initiatives are organized and funded either by public or private organizations, or by a combination of the two. They share the responsibility to provide the formal frameworks (polity), to define the objectives and responsibilities (policy) and to contribute to the political design and to the process (politics) of tourism development. Four major types of funding bodies and organizations can be distinguished: 1) the state (the political and administrative levels), 2) destination management organizations (*DMOs*), 3) tourism industry associations and 4) *NGOs*.

DMOs play a particularly important role in tourism and development policy because they are responsible for managing and marketing the tourist destinations on the national level and, ideally, on the regional and local levels (image and brand development, market research, coordination and distribution of tourism products, development of strategic alliances). These organizations therefore need special attention and support from the German development cooperation, especially with regard to organizational development, strategic focus, funding and staff training (capacity development). In addition to their general tourism policy responsibilities, some state agencies in a number of countries also act as *DMOs*. However, this dual role has often proven inefficient in practice and should therefore be avoided or institutionally decoupled.

Most tourism industry associations are organizations of private tourism enterprises which seek to represent their interests when dealing with policy makers and other actors in the sector. The establishment of such associations plays an important role in building mutual trust within the private sector and in overcoming the commonly observed resistance to working together. The German development cooperation has supported efforts in this direction, such as by contributing to the consolidation of *Futuropa*, a market-oriented association for the promotion of destination marketing in Europe and the only one of its kind in Central America.

NGOs, finally, are a necessary corrective in that they draw attention to poor management and undesirable trends in tourism on the national, regional and/or local levels, and because they represent the interests of the population groups affected by policy makers and the tourism industry.

HOW DOES RESIDENTIAL TOURISM INFLUENCE SUSTAINABLE TOURISM DEVELOPMENT?

Residential tourism does not play a particularly prominent role in either the international debate about sustainable tourism or in the development policy discourse. This is surprising considering the worldwide spread and enormous growth of this form of tourism and its often profound ecological and socio-economic impacts. It is already evident that these trends will further accelerate, especially in developing countries. This means that much greater efforts must be made on the international level to address potential issues of residential tourism and to initiate sustainable development strategies for this form of tourism. These efforts must also be extended to the *German development cooperation's* tourism-related project activities in the partner countries, where residential tourism and its impacts have not been given much consideration.

But exactly what does '*residential tourism*' mean? The term denotes a form of tourism that involves the construction, purchase and valorization of holiday homes and apartment buildings (para-hotel sector) which are usually located in attractive coastal areas and which serve as holiday residences or as second homes for their predominantly foreign users, who (co-)own or rent them. These properties are often complemented by an infrastructure that increases their value, such as marinas and golf courses. Residential tourism is not a new phenomenon. It has experienced an enormous boom on Europe's Mediterranean coast since as far back as the 1970s – a boom that is still going strong – but it is also increasingly found in coastal regions in Asia, Latin America, the Caribbean and Africa. There are an estimated 600,000 residential tourism properties in Mexico alone, and as many as 2.6 million in Brazil. As a result of the great demand, many coastal areas are now largely owned by (predominantly foreign) real estate developers and investors, who have bought up large tracts of land over the years and whose primary interest is to buy attractive coastal properties relatively cheap and then resell them (either developed or undeveloped) at substantially higher prices. However, many local land owners who eagerly sell their property do so at substantially below market average because they are unaware of its real value, not least of all due to the widespread poverty in many coastal regions. This leads to land speculation, land use conflicts and the displacement of the local population. These negative effects are often exacerbated by corrupt business practices, legal uncertainty about ownership (such as when cadastres are poorly maintained) and insufficient regional planning efforts to control the situation.

The economic and employment effects of residential tourism are relatively modest compared to its impacts because residential tourism facilities have a significantly lower demand for labour after the construction stage than other types of accommodation. Another reason is that residential facilities often go unused for several months at a time during which period they do not have any economic effects at all. The spending and travelling behaviour of residential tourists is also noticeably different from that of traditional tourists. Daily per capita spending is less among the former group, who also use significantly fewer tourism-related services in the region than traditional tourists because they frequently return to and are thus already familiar with the tourist destination.

Residential tourism is also an extremely invasive and ecologically harmful form of tourism, which requires large tracts of land for its development and involves massive changes to the landscape and its overall appearance. Along with land consumption, extreme water consumption is also a major issue. Most residential tourism facilities have swimming pools and gardens which, along with golf course irrigation systems, have significantly higher per capita water consumption than facilities for traditional tourists

PRACTICAL TIPS XIII
STRATEGIC APPROACHES TO THE INSTITUTIONAL DEVELOPMENT OF SUSTAINABLE TOURISM POLICY

See also **Practical Tips XII, XIV**

Actors	Responsibilities
POLITICS AND ADMINISTRATION **The state institutions and actors on the national, regional and local levels have the responsibility to provide favourable conditions for tourism development and to prevent or minimize negative effects of, and on, tourism**	
➔ State institutions and actors on the national, regional and local levels are: • Government • Parliament • Political parties and committees • Administration (ministries and authorities)	➔ Economic diversification through tourism ➔ Promotion of regional and local development through tourism (value chain development) and support for *MSMEs* ➔ Increase spending by foreign tourists ➔ Increase public revenue through tourism ➔ Training and development in tourism ➔ Employment creation and poverty reduction through tourism ➔ Control tourism development to ensure sustainable growth by using appropriate instruments (legal instruments; intervention, enforcement and implementation instruments; economic/fiscal instruments; planning and evaluation instruments; communication instruments; voluntary instruments) ➔ Coordination of activities between the different spatial levels
DESTINATION MANAGEMENT ORGANIZATIONS (*DMOS*) **The existence, the expertise and efficiency of destination management organizations are vitally important to ensure professional and effective destination management and marketing on the national, regional and/or local levels.**	
➔ Most *DMOs* are either state agencies which are integrated into the public administration system or private companies (limited companies) in which the state is a majority shareholder with considerable influence on decisions. *DMO* structures should ideally exist not only on the national levels but also on the regional and local levels.	➔ Image and brand development, positioning of the destinations (trademark licensing/franchising) ➔ Tourism planning and marketing strategies ➔ Market research ➔ Public relations work and advertising (online and print advertising, trade shows) ➔ Press relations ➔ Coordination and distribution of tourism products (e.g. via an information and reservation system) ➔ Quality and sustainability management (standards, certification) ➔ Guest service and tourist information ➔ Development of strategic alliances and partnerships (e.g. with airlines) ➔ Creation of synergies through cooperation with tourism service providers and coordination of activities between the different spatial levels
TOURISM INDUSTRY ASSOCIATIONS **Associations of private tourism enterprises promote cooperative collaboration and mutual trust and also enable enterprises to represent their interests when dealing with policy makers and other actors in the sector.**	
➔ Tourism industry associations are national interest groups which consist of private tourism enterprises. Similar structures may also exist or be established on the regional and/or local levels, such as in the form of: • Hotel associations • Restaurant associations • Tour operator associations • Associations of actors from different areas of the private tourism sector (e.g. *Futuropa* in Costa Rica)	➔ Interest representation, lobbying of policy makers and other actors in the sector (improvement of political and economic frameworks) ➔ Involvement in tourism planning ➔ Training and development ➔ Labour market and collective bargaining policy ➔ Quality and sustainability management (standards, certification) ➔ Support for members on industrial policy, economic and legal matters ➔ Special services for members (legal advice, model contracts, tax advice, insurances) ➔ Mediator in disputes
NON-GOVERNMENTAL ORGANIZATIONS (*NGOS*) **The existence and the work of civil-society interest groups are a necessary corrective in that they draw attention to poor management and undesirable trends in tourism on the national, regional and/or local levels, and because they represent the interests of the population groups affected to policy makers and the tourism industry**	
➔ *NGOs* are non-governmental interest groups on the national, regional and/or local levels which are made up of representatives from the civil society. Examples include: • Environmental and nature conservation organizations • Social organizations and human rights activists • Local citizen initiatives (grassroots movements)	➔ Interest representation, lobbying of policy makers and the tourism industry ➔ Involvement in tourism planning ➔ Drawing attention to poor management and undesirable trends in tourism ➔ Public information and education campaigns



(400 litres a day and more), and the intensive use of groundwater may ultimately lead to a groundwater-level decline and seepage of salty seawater into the aquifer.

Given these issues, it is imperative that residential tourism be developed in accordance with norms and regulations and with due consideration of its potential long-term effects. This requires an approach that combines regional and tourism planning, and effective strategies to ensure that tourism development in a region does not focus primarily or exclusively on residential tourism. The main responsibility for this lies with the communities, which need appropriate support to be able to control the development of residential tourism in their area.

PRACTICAL TIPS XIV
STRATEGIC APPROACHES TO THE SUSTAINABLE MANAGEMENT OF RESIDENTIAL TOURISM

See also **Practical Tips V, XII, XIII**

Strategic Approaches

REGIONAL AND TOURISM PLANNING

The sustainable management of residential tourism requires close coordination between regional and tourism planning.
Aspects of regional and tourism planning to be considered include:

➲ Regional Planning

- Assessment of the ecological carrying capacity (esp. with regard to availability of water resources)
- Development of a land use or zoning plan:
  - How much of
  - what may be built or developed
  - in which regions and
  - for what purpose?
- Ensuring public access to beaches

➲ Tourism Planning

- Assessment of the potential demand for residential tourism
- Analysis of the socio-economic and ecological effects of residential tourism (in comparison to other forms of tourism)
- Restrictions on residential tourism (e.g. maximum number of beds)
- Diversification of the tourism product in the region concerned
- Coordination of the development of different forms of tourism in the region concerned

NORMS AND REGULATIONS

The existence or development of regulations and norms is a necessary condition for the effective and sustainable control of residential tourism development.
Norms and regulations to be considered include:

➲ Regulations on transport infrastructure development in residential tourism destinations
➲ Regulations on construction methods (to save energy; to preserve the appearance of localities and landscapes; to protect characteristic local architectural styles)
➲ Regulations on the use of certain building materials to ensure energy efficiency
➲ Water-saving regulations and solutions
➲ Regulations on and technical solutions for environmentally responsible wastewater disposal
➲ Regulations on and recommendations for the use of indigenous plant species (e.g. in gardens of residential facilities)
➲ Regulations on construction site sign-age (signs which state the names of the general contractor and the individual businesses)

STRENGTHENING LOCAL ADMINISTRATION STRUCTURES

The communities and their local administrative units ensure the controlled and sustainable development of residential tourism and must therefore be appropriately prepared and strengthened.
Activities to strengthen local administration structures to be considered include:

➲ Awareness raising and training for administrative staff (e.g. on the effects of residential tourism and on locally available instruments to control its development)
➲ Establishment and proper maintenance of a cadastre to ensure legal certainty about ownership
➲ Supporting anti-corruption activities
➲ Creation of an appropriate framework for the consistent prosecution of third parties which violate laws and regulations
➲ Creation of fiscal incentives to promote resource-efficient and sustainable residential tourism development
➲ Promotion of inter-community cooperation on the development and control of residential tourism
➲ Development of information resources for the local population on issues related to ownership, land rights and real property (property lease agreements instead of sales agreements)
➲ Establishment of a monitoring system to control and monitor residential tourism development
➲ Campaigns and initiatives to raise awareness of *corporate social responsibility (CSR)* among owners of residential tourism facilities

Tools

➲ Land registry
➲ Regional planning law and regional plans
➲ Landscape planning and landscape plans
➲ Construction law (construction permits)
➲ Environmental law
➲ Land use law
➲ Environmental impact assessments (*EIA*)
➲ A legally binding system of penalties for violations of construction and environmental laws, including regular (unannounced) inspections
➲ Fiscal instruments (taxes, levies) and fees ordnances (water use, construction permits)
➲ Other relevant laws and regulations
➲ Local/regional tourism development plans

PRACTICAL EXAMPLES AND TOOLS

ESTABLISHMENT OF A STRATEGIC FRAMEWORK FOR SUSTAINABLE TOURISM DEVELOPMENT IN TAJIKISTAN

COUNTRY: Tajikistan
PROJECT TITLE: "Establishment of a Strategic Framework for Sustainable Tourism Development" (2010–2013)
PARTNER: Committee of Youth Affairs, Sports and Tourism under the Government of the Republic of Tajikistan
INFORMATION: *www.giz.de/expertise/html/6499.html*







BACKGROUND AND OBJECTIVES

Although various studies published in the last ten years indicate that Tajikistan has significant potential for tourism development, few organizations in the country have been involved in tourism-related activities, and the tourism sector is still administratively and economically underdeveloped. This becomes particularly evident when compared to its immediate neighbours (Kirgizstan, Uzbekistan) and other competitors in the region (Nepal, Pakistan).

However, the Tajik government is aware of the contribution that tourism would make to economic development in the country and has started to provide active support to the tourism sector. The promotion of tourism has become an integral element of the national development strategy and of the current *Poverty Reduction Strategy Paper*.

The German development cooperation supports these efforts to further strengthen the tourism development strategies and activities in the country, especially on the macro-level. This will involve a reform of the legal framework to improve the economic opportunities for state and private actors in Tajikistan. Other objectives of the project include supporting appropriate vocational training for staff in the sector and the development of marketing activities to reach specific target audiences and to promote Tajikistan as a tourist destination.

The overarching objective of the project is the establishment of a network of actors from a wide range of areas which is intended to ensure a participatory process and economically, socially and ecologically sustainable tourism development in the country.



METHODOLOGICAL APPROACH AND TOOLS

To support the lobbying and networking activities, the German development cooperation sent a development aid worker to the country. During the first stage, the focus of the work was on improving the overall image of the tourism sector, boosting the local actors' confidence in the tourism department of the *Committee of Youth Affairs, Sports and Tourism* and creating a central and widely accepted contact point.

Besides activities to raise awareness and boost the image of tourism, the consulting efforts also involved working closely with the tourism department of the Committee to develop a better and more powerful strategy to establish Tajikistan in the international tourism market. In doing so, the partners were able to draw on the experience from activities that *GIZ* (on behalf of *BMZ*) and other organizations had previously implemented in Tajikistan:

- Definition of quality standards for a smaller range of tourism products,
- Development of regional 'brands' (Zeravshan Valley, Pamir),
- Creation of a logo and a slogan for the destination,
- Development of a website for the national tourism sector.

ACHIEVEMENTS AND EXPECTED RESULTS AND EFFECTS

The lobbying and networking efforts on the national level have shown some success in the last few years. Tourism has been playing an increasingly important role in Tajikistan's economy. This is evident from the fact that more and more government and non-government organizations are getting involved in tourism development and that national and international investors are currently implementing a number of large-scale tourism-related projects across the country.

The project has also considerably boosted confidence in the tourism department of the Committee, with the result that domestic tour operators and travel agencies, government authorities and international donor organizations now recognize the tourism department as a legitimate partner in talks and negotiations on issues of tourism development.

Various formal and informal networks have emerged which give a voice to a wide variety of representatives of actors with a stake in the tourism development debate, and the fact that the country had already held three national tourism conferences by 2012 should also be counted as a success. The conference serves as a platform for tourism actors to share their knowledge and experience in the area of tourism development in the country and has been widely recognized as an example of a successful *DPP* because it is jointly organized by the tourism department of the Committee and the *Tajik Association of Tour Operators* (*TATO*).

Tajikistan's international marketing efforts have also shown some success. Though still reliant on support from donor organizations, the country has made several efforts to promote the sector at international tourism fairs, with increasing involvement of the private sector.

Tajikistan has exhibited at large European tourism trade fairs, such as the *World Travel Market* (*WTM*) in London and the *ITB* Berlin, thus taking a major step towards entering new markets. For the first time, the actors involved also worked with the global press, developed promotional material that was aimed at an international audience and invited foreign journalists to Tajikistan and engaged with them.

The tourism sector plays an important role for the economic development of the country. It can contribute to the creation of new income opportunities in rural regions and to initiatives to combat poverty. The situation of women and low-skilled workers can be improved through tourism as well.

Various project ideas and approaches related to tourism development have already been proposed by other ministries and international organizations.

RESIDENTIAL TOURISM ON THE PACIFIC COAST OF THE RIVAS REGION

COUNTRY: Nicaragua
PROJECT TITLE: "Sustainable Resource Management and Entrepreneurial Capacity Building (MASRENACE)" (2006–2012)
PARTNER: Association of Municipalities of Rivas (AMUR)
INFORMATION: *www.masrenace.wikispaces.com*





BACKGROUND AND OBJECTIVES

The objective of the *MASRENACE* project was to support the local population of selected regions in Nicaragua in the sustainable management of natural resources. One component of the project was to strengthen and improve the planning expertise of regional and local decision makers and institutions to aid in the successful development of regional and development plans. The rapid development of residential tourism on the Pacific coast of the Rivas region quickly proved to be a major obstacle to regional planning efforts. This required direct intervention by the planning authorities because an ever-increasing number of family homes and apartment buildings for tourism and other purposes had been built in ecologically sensitive coastal areas in previous years, in most cases without involving the regional building control and planning authorities.

METHODOLOGICAL APPROACH AND TOOLS

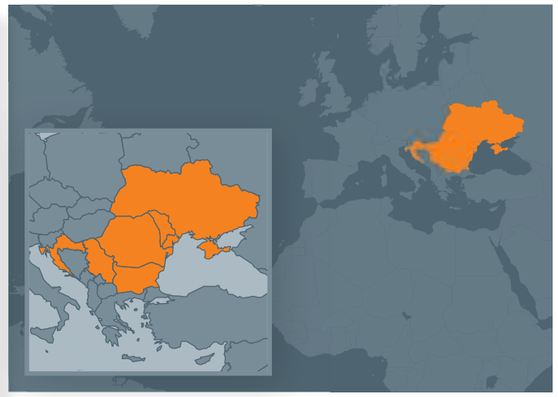
In the first stage, the project commissioned a study of the potential economic, ecological and social effects of the rapid development of residential tourism, which also drew on experience from other destinations (e. g. Spain). The second step was to discuss the results of the study with the regional actors and to develop alternative development scenarios for tourism in the region to support the planning efforts of political decision makers in the future.

RESULTS AND EFFECTS

- The study on residential tourism showed that it offers few economic benefits compared to other existing or potential forms of tourism and that further uncontrolled growth will have a number of negative environmental impacts (landscape modification, water shortage, loss of biodiversity).
- A multi-stakeholder approach was used to develop a mission statement for sustainable tourism development in the Rivas region which gives priority to other forms of tourism over residential tourism.

ESTABLISHMENT OF A DANUBE COMPETENCE CENTRE TO STRENGTHEN TOURISM IN THE MIDDLE AND LOWER DANUBE REGIONS

COUNTRIES: Serbia, Croatia, Romania, Bulgaria, Moldova, Ukraine
PROJECT TITLE: "Regional Project to Strengthen Border-Crossing Tourism in the Middle and Lower Danube Regions by the Danube Competence Centre" (since 2009)
PARTNERS: Ministries of Economy and of Regional Development of the Republic of Serbia
INFORMATION: *www.danubecc.org*



BACKGROUND AND OBJECTIVES

The countries of the Middle and Lower Danube regions are currently undergoing a profound transformation into market economies. But even now, after the end of the conflicts in the region, international cooperation efforts do not meet the needs of these countries. This has serious impacts on many economic sectors, especially on industries with significant growth potential such as tourism. To address this problem, the countries of the Middle and Lower Danube regions developed a new Danube strategy, which promotes the region's tourism potential with a strong focus on the EU. The main objective of this strategy is to further develop the framework needed to promote regional cross-border tourism in the Middle and Lower Danube regions.

METHODOLOGICAL APPROACH AND TOOLS

The central – highly innovative – element of the project approach is to establish and develop a *Danube Competence Centre* (*DCC*) which is to serve as a regional institution for the promotion of tourism development. One of the main functions of the *DCC* is to support the promotion of small and medium enterprises in a way that generates wider economic benefits and to strengthen the transnational cooperation of public and private tourism institutions in the Middle and Lower Danube regions.

RESULTS AND EFFECTS

- On the political level, the *DCC* suggested that the national tourism strategies of the six countries be coordinated for the first time and got actively involved in the EU-Danube-strategy development process. The *DCC* was recognized as a mediator between public and private tourism institutions and now coordinates activities of members from seven countries in the Danube region.
- The *DCC* has quickly built a highly effective and dynamic structure which has proven very beneficial, especially for small and medium enterprises. Some of its members have already developed their own marketing and pilot projects and made investments to broaden the range of tourism products available in the region. One of the intermediate-term goals of the project is to develop a common brand for the entire Danube region.



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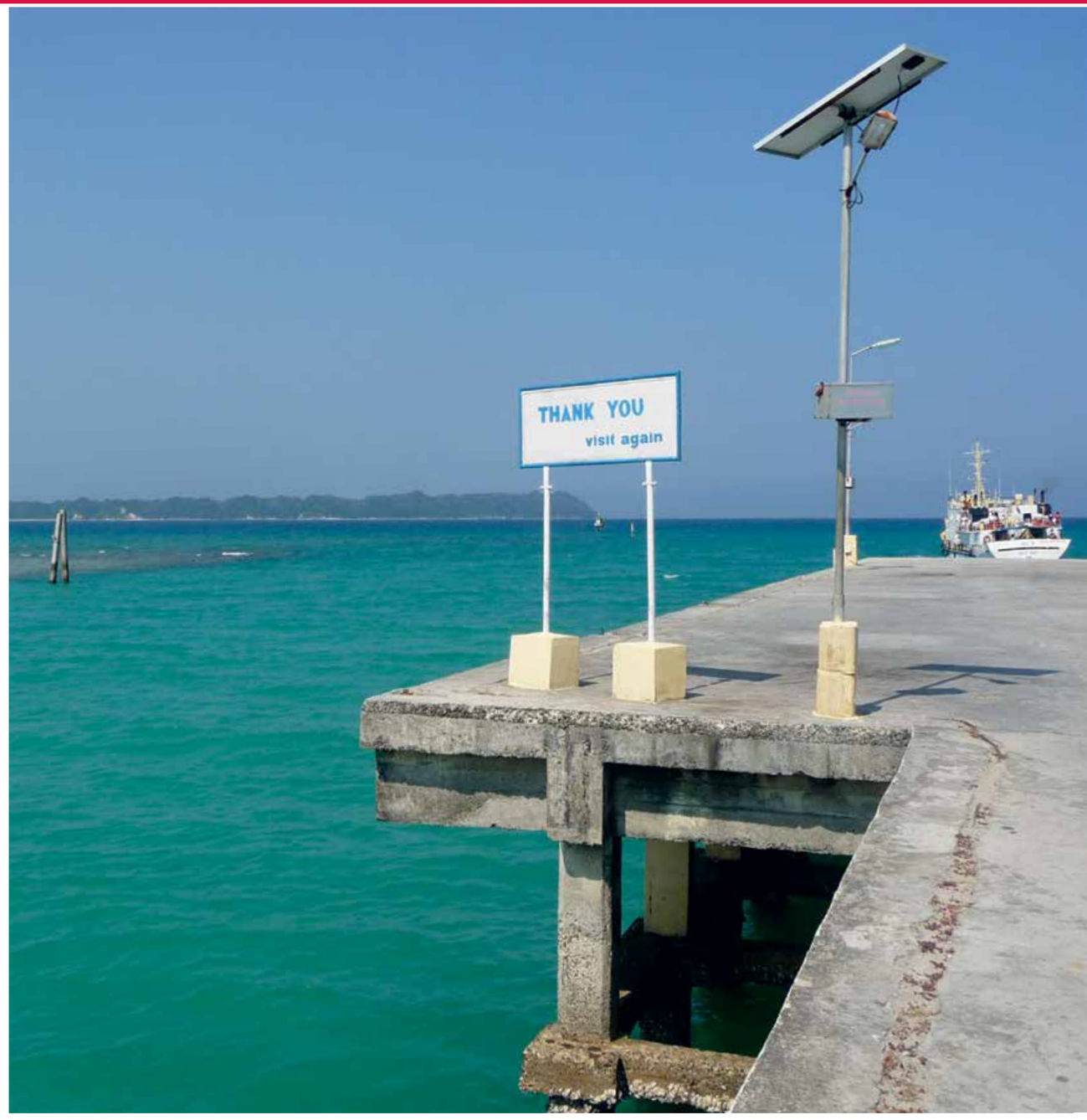
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