



Progress in Responsible Tourism

Volume 5(1) November 2016



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Editors: Harold Goodwin and Xavier Font

Progress in Responsible Tourism is evolving to have a stronger focus on the industry and on the progress the travel and tourism sector is making towards achieving sustainable development through tourism.

The journal is an open source publication available only electronically.

This edition has been edited by Harold Goodwin harold@haroldgoodwin.info

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Contents

Editorial	2
Justin Francis Reflects on Progress in Responsible Tourism	3
Justin Francis	
Industry and Consumer Views on Responsible Tourism 2016	4
Harold Goodwin	
The 2016 World Responsible Tourism Awards	8
Harold Goodwin	
The 2016 Irish Responsible Tourism Awards	18
James Chilton	
Managing Tourism in Barcelona	28
Harold Goodwin	
The Sustainable Development Goals	49
Sandra Carvao	
From Process to Performance in the Hotel Sector	52
Fran Hughes	
Sustainability Reporting for Small Businesses	54
Jenefer Bobbin	
Child protection and the volunteer travel industry: we can do better	58
Philip Mudge and Sallie Grayson	
From universal good to universal problem? Volunteering with children	64
Michael Horon	
Modern slavery: risks for the UK hospitality industry	67
Rebecca Armstrong, Responsible Tourism Matters	
Improving market access in established mainstream contexts	79
Salli Felton	
Bonito, Brazil – managing sites with their carrying capacity	90
Harold Goodwin	
Sustainability communication in the tourism and hospitality industry	94
Prof Xavier Font and Jeremy Smith	
Can the hospitality sector ask customers to help them become more sustainable?	98
Chris Warren and Alexander Coghlan	
A sustainable vision, 175 years in the making	103
Victoria Barlow, Group Environmental Manager, Thomas Cook Group plc.	
Setting new standards in cruising	107
TUI	
Canned Lion Hunting in South Africa: the Role Tourism Plays	109
David Nash	
Wild and Free: Changing the way people view whales and dolphins	115
Dylan Walker, Daniel Turner and the Captivity Working Group	
Staggering numbers of wild animal suffering	121
World Animal Protection	

Editorial

Progress will continue to publish material from academics and others which is relevant to the practice of Responsible Tourism. The focus of this publication is on progress in Responsible Tourism and that continues to be the case. We shall continue to publish the judges' reasons for the Awards made in the family of World Responsible Tourism Awards – the global awards made each year in London at WTM, in Ireland, at the annual ICRT Conference, and for Africa at WTM Africa. This year we have added India to the family and there will be Awards announced there in January.

The Awards are important because they set the Gold standard. We award those businesses and other organisations from amongst those which are nominated and which are at the cutting edge of Responsible Tourism. To win an Award becomes more challenging each year – there is so much good practice out there; practice which deserves to be shared with others, to challenge, inspire and educate. The aspiration of the Awards is to spread best practices and to encourage people to take responsibility for making better, more sustainable tourism, tourism that contributes to making better places for people to live in and for people to visit - in that order.

This is the first iteration of this edition of Progress in Responsible Tourism – more will be added and the final version will be published in May 2017 – that edition will contain details of the Indian and African Awards, and more contributions from practitioners.

As you will see from this edition, we publish articles by practitioners and academics across the whole range of issues on Responsible Tourism agenda.

Harold Goodwin

Faversham 15 November 2016

If you would like to contribute an article please contact Harold Goodwin <harold@haroldgoodwin.info>.

To be sure to know when this publication is finalised, and to keep up to date with developments in Responsible Tourism, subscribe to RT News. It is published once per month and never contains more than ten stories. Subscribe here <http://responsibletourismpartnership.org/>

Justin Francis Reflects on Progress in Responsible Tourism

Justin Francis responsibletravel.com CEO

I've been closely involved with the movement for more responsible tourism for the past 18 years. In 1999 I took a few trips expressly to try to understand what tourism could do to support communities and conservation, then in 2000 I did a MSc with Harold Goodwin. In 2001 we started Responsible Travel, exclusively selling holidays screened for responsible tourism, and in 2004 The World Responsible Tourism Awards to celebrate the best of the best. Around then we also started our activism program targeted irresponsible parts of the industry.

I think the best way to characterise the changes I've seen since then is to say the industry's response to responsible tourism has changed from: 'I don't understand what you are talking about', to 'I understand but it's not my responsibility as there are many other players in the destination and I can't make a difference', and then 'tell me something simple I can do', to finally 'let me show you a few things we've done'.

In 2000 there was only one (small) tour company with any formal policies for Responsible or Sustainable Tourism. I spent 4 days at World Travel Market trying, and failing to find a destination that could discuss anything concrete they had done. Some hotels were starting to realise they could save money by being more environmentally responsible, but none were really thinking about their local economic or social impacts.

Responsible Travel now sells holidays from close to 400 tour operators, all screened at a company and trip by trip level for responsible tourism. We have close to 10,000 customer reviews of their holidays AND their thoughts on the impacts of their trip. Every single one of these has been sent back to our tour operator suppliers to help them improve further.

Having said all this, when you stand in many destinations and talk with local people or conservationists they feel little or not enough has changed. This gives me a sense of how far there is to go. At Responsible Travel we are essentially trying to popularise authentic and responsible holidays with the public. The growth in consumer interest has taken longer and been harder than I thought, but it's now started. Our bookings are up +25% on last year. Through sharing this success we hope to get more of the industry to copy and adopt responsible tourism.

Industry and Consumer Views on Responsible Tourism 2016

Emeritus Professor Harold Goodwin, WTM Responsible Tourism Advisor

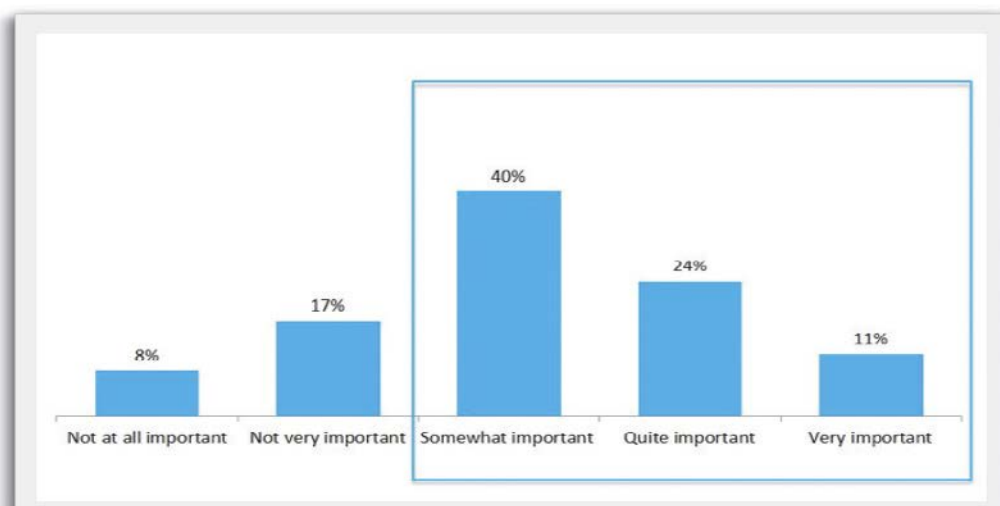
This article is based on two sets of surveys conducted for World Travel Market by Fusion, one was a survey of a representative sample of 1,775 UK residents, all of whom had taken at least one 7 day holiday in the UK or abroad this year. The survey was conducted, according to Market Research Society's guidelines, in September. There were 1,145 responses.¹ The second survey was of industry executives. WTM provided a sample of World Travel Market London stakeholders comprised of exhibitors (tourist boards and private sector travel industry organisations), and the industry's senior buyers from the WTM Buyers' Club and travel trade visitors. The survey was conducted in English, French and Spanish. There were 2,044 responses.

Consumer Views

When asked how important the environment and sustainability was in their choice of holiday destination, 75% said environment and sustainability were important, in 2015 it was only 61%. In 2016 only 8% said that it was not at all important. It is notable that the environmental quality of the destination, and its sustainability, is important to consumers.

Q. How important is the environment and sustainability in your choice of holiday(s) and destination(s)?

(UK holidaymakers survey)



Asked about what steps they had taken to reduce their environmental impact, the results are very different. 32% of respondents did not answer this question. It is probably best to assume that it does not cross their minds to offset their carbon emissions. 73% (74% in 2015) of those respondents who answered the question reported that they never offset their carbon emissions, if those who did not respond are added, this suggests that 82% do not consider offsetting.. Only 4% of respondents offset all of their flights, unchanged since last year.

¹ WTM (2016) 2016 Industry Report http://www.wtmlondon.com/RXUK/RXUK_WTMLondon/2016/PDFs/WTM_INDUSTRY_REPORT_2016_FINAL%20PRIN_OPTIMISED.pdf?v=636141145766223392

79% of respondents said that they consider environmental issues during their holiday, compared with 81% last time. When asked what they might consider doing while on holiday to reduce their environmental impact, 51% reported that they adhered to hotel policies on re-using bath towels; 37% said that they bought local produce and souvenirs; 42% used public transport. It is not possible to know from the survey how many of these reported positives the respondents would have done anyway. However, only 21% said that they did “not consider the environment when on holiday.”²

Asked who they believed had responsibility it is to make tourism more sustainable, 59% said it was the responsibility of the industry, 25% said it was the responsibility of the government and 17% said that neither had responsibility. 70% thought that tourism had become more sustainable over the last 10 years, 15% said that it had not, 14% were not sure of did not know.

Respondents were then asked about their perception of the performance of the travel and tourism industry’s efforts to reduce its contribution to climate change. 30% felt that the industry was not doing enough, 9% felt the industry was doing more than enough, 25% felt they were doing ‘just the right amount’, 36% were not sure or said they did not know.

Disintermediation: Social Media

Only 12% of respondents to the 2016 UK holidaymakers’ survey reported that they had used Airbnb to book accommodation in the past 12 months, 6% had used Uber. 76% reported that they had not booked accommodation, travel or transport using a peer to peer website. Of the 88% who had never used Airbnb less than 20% would consider using it in the future, 30% said that they no intention of using it; 48% were undecided.

Of the 12% who had used Airbnb only 60% said they would do so again.

In the trade press and in academia there has been considerable debate about the impact of peer to peer websites like AirBnB, Onefinestay, Couchsurfing, Flipkey and Uber. When asked, and reminded of these sites, 47% said that they had had no impact on their company and 21% a positive impact. Only 8% reported a significantly negative impact and only 24% a slightly negative impact. The consumer survey 76% reported that they had not booked accommodation or travel/transport using a peer to peer website in the past 12 months. 12% reported using Airbnb and 6% Uber.

Industry Executives’ perceptions of the impact of Airbnb on their business:

	2015	2016
Unaffected	58%	47%
Negative impact	26%	32%
Positive impact	16%	21%

Source: WTM Industry surveys 2015 & 2016

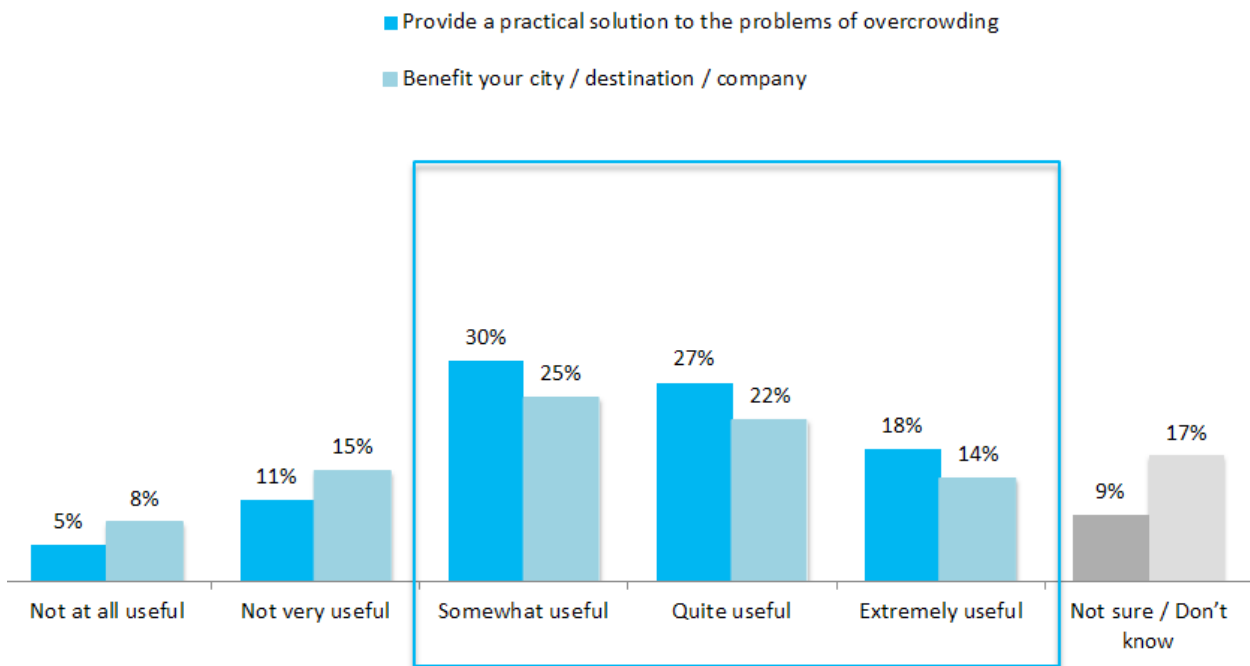
² A similar question was asked in 2015 – the results were very similar.

Industry Report

When asked whether their company was doing anything to increase the positive economic impact of their business in the destinations they operate within, 34% said yes, 28% said no, 38% didn't know or were not sure. The activities they reported were

- Working with local people / organisations / suppliers
- Supporting local communities and non-profit organisations
- Education and training
- Marketing and advertisement campaigns e.g. destination rebranding
- Creating employment opportunities
- Corporate social responsibility

Respondents were reminded of the challenges of managing visitor numbers at Disney resorts, Barcelona, Venice, and Machu Picchu and were asked how useful they felt caps on visitor numbers would be. Not surprisingly respondents were ~5% less enthusiastic when they were encouraged to think about the consequences for their destination, city or company.

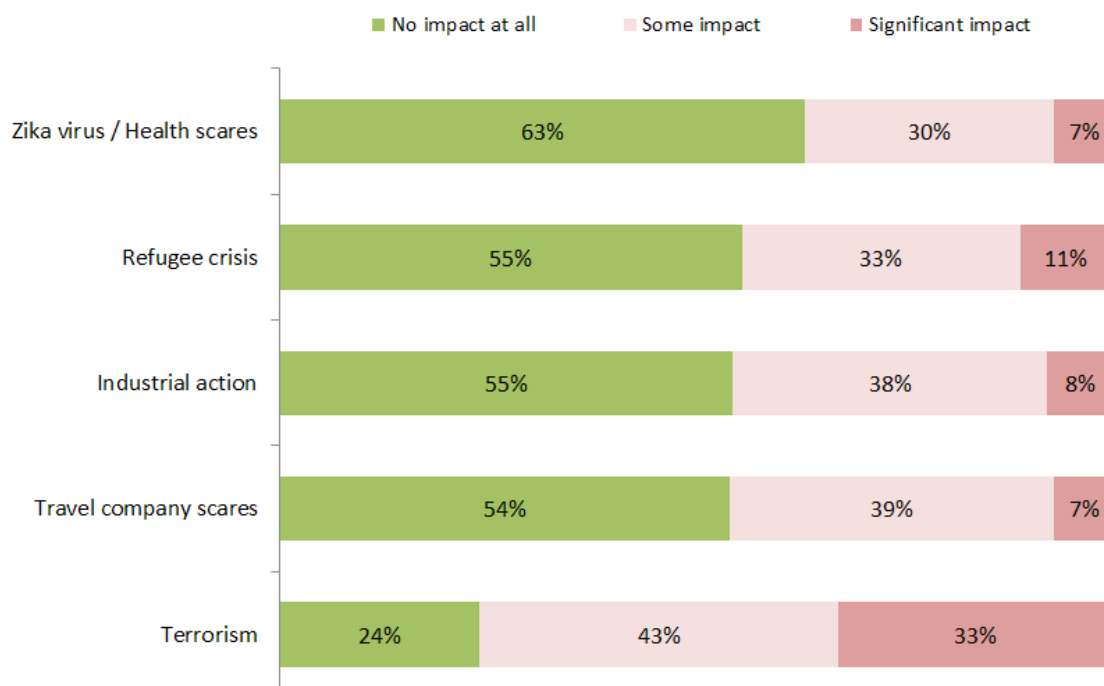


It is easier to accept or support a supply limiting strategy in the abstract, views could be expected to change significantly if tickets were rationed or prices rose above inflation.

The resilience of tourism businesses, air and ground transport, and destinations is of increasing concern. The challenges of sustainability and of whose responsibility of it is to manage and reduce those risks is now established as a major part of the Responsible Tourism agenda.

Q. To what extent have the following impacted your company / organisation?

Base = total respondents (n: 2,044)



Unsurprisingly industry perceptions of the impact of various risks reflect recent experience. There has been a relative absence of health scares; the refugee crisis and industrial action significantly affects only a limited number of businesses and destinations, travel business insolvencies affect only a limited number of source markets. However all of these risks are regarded as having at least some impact by between 37% and 46% of respondents. The pervasive, widespread and persistent nature of the terrorism threat is that only 24% of respondents report no impact and 33% report significant impact.

70% of industry respondents said that they believed that the tourism industry had become more sustainable over that last 10 years, 15% said that it had not and 14% said they did not know whether it had or not. 55% of respondents felt that it was the industry's responsibility to make tourism more sustainable, 42% thought that it was the responsibility of governments.

90% of respondents considered sustainability to be important to their company or organisation, 30% reporting that it was extremely important. However, only 28% had a carbon emission reduction policy and only 20% had a policy that they claimed to be implementing. 38% considered that the travel industry's performance in reducing greenhouse gas emissions was better than other industries, 8% significantly so.

The 2016 World Responsible Tourism Awards

Emeritus Professor Harold Goodwin, WTM Responsible Tourism Advisor and Chair of Judges for the World Responsible Tourism Awards. harold@haroldgoodwin.info

The ambition of the World Responsible Tourism Awards is to find examples of Responsible Tourism which will inspire and challenge all of us to do more. We look to share and spread good practices. In 2015 we modified the nominations process³, and this year we used the same processes which are now tried and tested.⁴ The Irish and African Awards are now using similar processes, and this year the Awards have been extended to India. The first set of Indian Responsible Tourism Awards⁵ will be awarded in January.

This year we have made a significant change, and reduced the number of categories to five. We did this because we wanted to enable the Gold winners to be interviewed about their business or organisation's initiatives in Responsible Tourism - to share their experience to inspire and challenge others with their example.

The Awards judging criteria

We have a vision of an industry where all kinds of tourism, from niche to mainstream, are organised in a way that preserves, respects and benefits destinations and local people. Our Awards are a step towards this; celebrating tourism experiences that inspire and surprise travellers and the industry with what it is possible to achieve through responsible tourism. Responsible Tourism is about using tourism to make better places for people to live in and better places for people to visit, because great places to live in, with their natural and cultural heritage, are great places to visit.

But with such a wide variety of organisations entering the Awards each year, big and small, and from all four corners of the globe how does our judging panel ensure consistency and identify the most enduring and shining examples of responsible tourism in practice each year?

- 1 Evidence-based:** The panel are looking for evidence of real change, businesses which can convincingly demonstrate positive impacts, or reduced negative impacts, quantified wherever possible.
- 2 Replicability:** The Awards aim to inspire change, we seek to identify examples of best practice which can be replicated across the sector and around the world.
- 3 Innovation:** The judges are looking for innovative practices that make a real difference, the Awards highlight new good practices, which the judges believe, can, and should, become common practice.
- 4 Influence:** We look for businesses and organisations that are not only doing good work themselves, but are using their influence to ensure their peers and suppliers to do the same.

3 For details see Goodwin H (2015) The 2015 World Responsible Tourism Awards in Progress in Responsible Tourism Vol 4(1): 4-5 available online [http://www.goodfellowpublishers.com/free_files/filePIRT4\(1\)Proof3.pdf](http://www.goodfellowpublishers.com/free_files/filePIRT4(1)Proof3.pdf)

4 <http://www.responsibletravel.com/awards/about/judging-process.htm>

5 <http://www.responsibletourismindia.com/>

- 5 **Sustainability and longevity:** The judges seek to Award those businesses that understand that taking responsibly for tourism is a long journey, that it encompasses the economic, social and environmental impacts of their activities and who have a clear vision for the long-term success of the work, with future targets and plans in place.
- 6 **Overall commitment to responsible tourism:** Alongside the category-specific focus, there needs to be a clear overall commitment to positively impacting local communities, economies, cultures and environments.

We are not a certification organisation – we seek to award and promote good practice. If you would like to know more about why the judges make the choices they do, take a look at the journal articles which explain why, and for what, each of the winners was awarded (below).

It is difficult to win the World Responsible Tourism Award again – there needs to be something new and substantial to win again. Regional and national award gold winners are automatically entered for the World Responsible Tourism Awards and may win in the same year.

The Judges

This year's judges⁶ were

Professor **Harold Goodwin** (Chair), Director of the Responsible Tourism Partnership and WTM Responsible Tourism Advisor

Justin Francis, founder and director of the Responsible Tourism Awards and managing director of responsibletravel.com and responsiblevacation.com

Jane Ashton, Director of Sustainable Development, TUI Group

Jenefer Bobbin, Founding Director, JUSTreport

Dr Rebecca Hawkins, Director of the Responsible Hospitality Partnership

Debbie Hindle, Managing Director Four bgb

Simon Press, Senior Exhibition Director, World Travel Market (WTM)

Dr Dilys Roe, Principal Researcher/Team Leader (Biodiversity) at IIED

John de Vial, Director of the ICRT and Head of Financial Protection at ABTA The Travel Association

Dr Matt Walpole, Director of Partnerships and Development at the World Conservation Monitoring Centre for the UN Environment Programme

Mark Watson, CEO Tourism Concern

Nikki White Wright, Head of Destinations and Sustainability at ABTA, The Travel Association

⁶ <http://www.responsibletravel.com/awards/about/judges.htm>

The Judges' Decisions

Best Accommodation for Responsible Employment

In the best accommodation for responsible employment category the judges looked for accommodation businesses that create places to work which are supportive, fair and empowering. This category is for accommodations which fundamentally believe in fair wages and working conditions, and which celebrate the skills of local people; employing local staff and offering training and progression opportunities.

The Responsible Tourism issues which arise in employment in providing accommodation from hotels and resorts to campsites are often overlooked and in the Awards this year we sought to identify businesses which were demonstrably innovative and committed and which might inspire others to improve their practices.

Gold: Lemon Tree Hotels & Joint Overall Winner, India

www.lemontreehotels.com

Lemon Tree Hotels have won a host of awards for quality, for environment and for their employment practices. Lemon Tree is the third largest hotel chain in India, measured by rooms. Lemon Tree has 29 hotels in 18 cities with over 3200 rooms and 3500 employees, by 2018-19 they expect to have 8,000 rooms in 60 hotels across 30 cities. Lemon Tree is a large corporate business backed by international institutional investors. The judges were delighted to see a major successful corporate with progressive employment practices at the heart of the business. The management have sought to stand for more than 'just profit' in order to establish the Lemon Tree brand as 'truly Indian and trusted.' They are doing this by building a socially inclusive work environment employing people of different backgrounds, abilities and ethnicities, employing people with disability and socially and economically disadvantaged people. The company ethos is that people with disabilities must be provided with the same opportunities as others to realize their full potential. Currently 13% of Lemon Tree Group employees are Employees with Disabilities, around 450 people are hearing-and-speech impaired, orthopedically handicapped or have Down's Syndrome. A further 470 employees are from marginalized sections of society, from marginal areas, widowed, abandoned or battered women or from families below the poverty line. Guests are engaged in the process, employees with Down's Syndrome or Autism use an Introductory Card so that the guest is made aware of his or her disability and can engage with them appropriately by writing down their order or pointing to the numbered item on the menu. There is positive guest feedback on TripAdvisor.

There are still major challenges in enabling staff with disabilities to travel to and from work. Currently 25% of the staff are 'Opportunity Deprived Indians', over the next five years they plan to increase this proportion to 49%. Lemon Tree is a large successful corporate which takes inclusive employment seriously and which prospers.

Silver: Bushman's Kloof Wilderness Resort & Wellness Retreat, South Africa

www.bushmanskloof.co.za

Bushman's Kloof won the Gold Award for cultural heritage conservation in the Africa Responsible Tourism Awards in 2016.

Located in the Cedarberg Mountains, 270km from Cape Town, the resort offers both wellness and local heritage and cultural interaction with the local community, many of whom are San and Khoi descendants. The hotel staff are drawn from local villages populated largely by impoverished farm workers, where job opportunities are scarce. Bushman's Kloof goes well beyond compliance with labour standards legislation. They provide modern housing where employees can reside with their families; there is a library, high speed internet, a crèche and educational material for young children in the village, a community hall and recreation areas; and partially paid maternity leave after one year of service. Additional paid days are given when employees need to travel far distances to attend to family responsibilities. The company pays for secondary schooling for the children of staff. The living conditions and the provision of healthcare for employees are top priorities for the company, with a wide range of additional benefits provided to all staff including transport, health and training and staff development. 55% of the staff are from local impoverished communities, with low household income and low literacy levels. Staff turnover is running at 2%. The quality of the cultural heritage experience provided at Bushman's Kloof draws visitors to one of the most remote areas of the Cape providing employment opportunities in the resort and shared value by developing the local culture and through their performances for guests. One example is their efforts in reviving the almost extinct traditional dance form, the 'Riel', and showcasing it on the international stage, which has created unique opportunities and upliftment for local, impoverished communities.

Best Responsible Tourism Campaign

A campaign from a tourism business or organisation which has successfully championed Responsible Tourism; this could be a marketing or an advocacy campaign. The judges expected to award a tourist board, tour operator, tourism organisation or other individual or organisation which has developed a campaign successfully promoting a more responsible way to travel, educating travellers, and changing travel behaviour.

Gold: Friends International – ChildSafe Movement, Global

www.childsafetourism.org www.facebook.com/ChildSafeMovement/

Highly Commended in the Responsible Tourism Awards in 2013

As one of their referees pointed out, ChildSafe effectively sets the standard for similar initiatives worldwide. The approach is highly replicable and they have the skills and the willingness to share. They work with vulnerable communities to help them protect children and young people; with travel, hotel, transport and food businesses to ensure that their staff can recognise and protect children and young people at risk of abuse; they train certify and monitor ChildSafe members who work with communities; and they work with travellers and holiday makers to enable them to spot abuse and provide advice

about what action they should take. The Movement is now operating in 18 countries; over 7,000 ChildSafe members have been trained and certified to protect children and 9,000 children have received support directly from ChildSafe.

ChildSafe has addressed the broad range of issues: child sexual abuse, trafficking, child labour, begging and unnecessary institutionalization among others and more recently orphanage tourism and voluntourism. The judges were particularly impressed by their holistic approach, by the growth in the movement since 2013, their success in using social media and video, and their engagement with tourists encouraging them to report children at risk by calling the ChildSafe Hotline available 24/7 in 11 cities in South East Asia. The judges hoped that this award would encourage still more individuals, destinations and businesses to engage with the ChildSafe Movement – it is needed everywhere.

Silver: World Cetacean Alliance, Global

<http://worldcetaceanalliance.org> <http://whaleheritagesites.org>

The World Cetacean Alliance (WCA), launched in June 2013, now has 70 partners in 35 countries opposed to keeping cetaceans in captivity, believing it to be morally and ethically wrong. Their Wild and Free campaign encouraged the public to stop attending dolphinariums and to seek out responsible whale and dolphin watching opportunities in the wild. The WCA has promoted responsible whale watching destinations; they have been promoting Whale Heritage sites; fostering improved understanding of, and protection for, cetaceans and their habitats. The 2015 WhaleFest in Brighton was hailed as the largest anti-captivity event ever undertaken, as experts on the issue arrived from all over the world to debate the topic with tour operator representatives including Virgin Holidays and ABTA. One of the major achievements of the international campaign, which included the film BlackFish, was the decline in the share value of SeaWorld since 2013 and the announcements by SeaWorld that they are ending Orca breeding.

Best for Poverty Reduction and Inclusion

The Best for Poverty Reduction and Inclusion category is one of the longest standing categories of the World Responsible Tourism Awards and one of the most competitive, In 2016 with this category we were looking for tourism businesses that are using memorable holiday experiences, and a creative approach, to achieve a measurable reduction in poverty among a local community and which includes local and marginalised people - creating inclusive forms of tourism provision and shared value with local communities.

Gold: Tren Ecuador & Overall Winner, Ecuador

<http://trenecuador.com/>

The judges were impressed by the way in which Tren Ecuador has turned on its head the traditional approach of heritage and luxury train travel, a model where the guests remain cocooned on the train, isolated for the places they pass through, voyeuristically watching the local people through the windows as the train rolls by. This traditional approach ensures that the train company captures all of the value. Tren Ecuador has reversed the model, creating a new model based on “social co-responsibility”, encour-

aging their passengers to eat at the station cafés, buy souvenirs in the artisan plazas along the route of the Tren Crucero. They have created shared value with 23 station-cafes, 14 artisanal squares, 13 local museums, 2 lodges, 9 folklore and historical recreation groups and several community-based tourism operations, a family of associated enterprises which creates 5000 livelihoods for people in local communities along the tracks. All the associated enterprises are fully licensed and they receive technical support, training and contracts based on fair-trade principles as suppliers. Tren Ecuador and their associated enterprises “are partnered as equals with a common goal, which is to create value by preserving and sharing the material and intangible heritage” associated with the railway. Tren Ecuador has worked to bring local suppliers of goods and services into their supply chain and no less than 60% of the work force is female.

As they said in their application “The tourism value chain doesn’t naturally tend to benefit the poorer, so conscious, specialized efforts and strategies are needed to ensure benefits go the poorest. ...It is our duty then to ensure that tourism income reaches those who are the keepers of the heritage that makes our product attractive, who are at the same time those who need it most.”

The judges were impressed by the creativity of their approach, their commitment to generating shared value, through a sustainable livelihoods model where they guarantee a flow of tourists, and the way they have used the railway journey to bring additional spending to local communities, by bringing tourists to remote, off-the-beaten-track areas, and to assist them in securing additional income. The judges regard the initiative as highly replicable.

Silver: !Xaus Lodge, South Africa

www.tfpd.co.za www.tfpd.co.za/destinations/xaus-lodge www.tfpdfoundation.org

!Xaus Lodge won Gold for Poverty Reduction in the African Responsible Tourism Awards in 2016, and in 2015 Transfrontier Parks Destinations (TFPD), of which !Xaus Lodge is a part, won Gold for Poverty Reduction in the World Awards.

The judges recognise !Xaus Lodge as a community owned joint venture lodge where everything is done extremely well in a remote, harsh and difficult environment. It is outstanding because of the exemplary way in which it applies best practices and the remarkable transparency which it reports its outcomes and impacts. The judges also noted the success which TFPD has had in working with the two communities, the †Khomani San and Mier, which jointly own !Xaus Lodge. !Xaus Lodge will, at the end of the management contract, be owned and operated by the Khomani San and the Mier. TFPD successfully markets and operates lodges which have been built by government and handed to economically poor communities in remote rural areas, !Xaus Lodge was abandoned by the communities as a “white elephant” until TFPD turned it round. Since 2007 !Xaus Lodge has now reached operational profitability benefiting its community owners, its employees from the †Khomani San and Mier communities and those local community members who sell products and services to the lodge and to lodge guests.

Silver: Sapa O'Chau, Vietnam

www.sapaochau.org

Sapa O'Chau confidently reverses the ecotourism mantra, calling on travellers and holiday makers to "come to Sapa and leave more than footprints." Sapa O'Chau is a social enterprise which provides treks and tours with locally trained guides who "Reach for the Stars!" to achieve their dream of becoming a guide. They provide homestays in authentic homes owned by the local people of the villages, they have a handicraft store and provide craft workshops and they take volunteers on a carefully managed programme. Sapa O'Chau was started by a young single mother from the Black Hmong tribe to provide a boarding facility so that children from the villages can complete their education. The judges were impressed by the circle of change which a small –scale social enterprise could achieve by using tourism to provide education for 36 students. This is small, but highly replicable, initiative making a big impact and improving local peoples' lives.

Best Contribution to Wildlife Conservation

The focus of Best Contribution to Wildlife Conservation is on holiday providers, whether tour operators, accommodations or conservation organisations, which have, through tourism, achieved measurable wildlife and/or habitat conservation objectives. Initiatives might include wildlife watching experiences, nature trails, places to stay or other holidays which otherwise benefit wildlife and habitats.

Gold: Sam Veasna Centre, Cambodia

www.samveasna.org

The Sam Veasna Centre provides wildlife trips to eight community ecotourism sites generating \$200,000 earnings to rural communities from ecotourism services; contributed over \$100,000 to some of the most important conservation activities managed by partners such as the World Conservation Society, including nest protection for endangered large birds, and supplementary feeding programmes for vultures; and contributed over \$60,000 to conservation measures, tied to sightings of key endangered species, for community development creating an incentive to protect habitat and not to hunt. Originally trialled at Tmatboey this model has now been replicated at seven other sites. Since 2008, Tmatboey village alone has generated \$100,000 in revenue from providing tourism services, and a further \$32,000 through Conservation Contributions to Village's fund based on sightings. The judges were impressed by the extent of replication, the success of the 'Conservation Contribution' tied to sightings of wildlife, and the transparency about how the fees paid by tourists are spent.

Silver: Misool Eco Resort, Indonesia

www.misoolecoresort.com

Misool is an exclusive private resort island dive resort and conservation centre located in remote southern Raja Ampat, Indonesia. The resort is 165km from the nearest port in a 1220 sq km Marine Protected Area within the 46,000 sq km Raja Ampat Shark and Manta Sanctuary which Misool helped to create. The no-take zone was contracted with the communities on nearby islands in 2005 and expanded in 2010. Misool was established to

demonstrate to local communities, the guests, and the local government that tourism can support a local economy with much more favourable terms than mining, logging, over-fishing, or shark finning. The Ranger Patrol which intercepts poachers is now exclusively locally staffed, the exclusion zone is working. Misool has created a symbiosis between the tourism enterprise and the Foundation which also supports the conservation efforts.

Silver: East Africa Safari and Tourism Company, Tanzania

www.eastafricansafari.net www.eastafricansafari.info

EastCo is a small family owned business operating safaris in Tanzania, Uganda and Kenya since 1993. The judges have seen, and often awarded, many conservancies which use tourism. EastCo is a family business delivering real impacts, a tourism business supporting conservation. Since the early nineties they have donated money, in-kind resources and time to community projects – water reticulation, school buildings and meals and dispensaries. Since the mid-nineties they have worked with local communities to establish and develop the Randilen WMA, gazetted in 2013, which has conserved the wildlife and engaged the local communities; it provides space for Maasai pastoralism, a threatened sustainable activity. EastCo understood the importance of engaging the communities in the conservation effort, ensuring that they receive revenue from visiting tourists and improving the lives of the local communities. Radilen WMA gives wildlife safe passage from Tarangire National Park to the greater Maasai Steppe and provides vital wetland habitat utilised by many of Tarangire's 3000-strong resident elephants during the rainy season. Tarangire has one of the largest elephant populations in northern Tanzania and, at 7.2% growth annually, it has the fastest growing elephant population in Africa. Total lodge capacity is 136 beds, and by 2020 the annual revenue stream is expected to reach US\$1.5 million, distributed between the seven communities, the Monduli District Council and the Wildlife Department. The judges recognised the major contribution to conservation that a family business could make.

Silver: Jumeirah Burj Al Arab, UAE

www.jumeirah.com/en/hotels-resorts/dubai/burj-al-arab/

The Burj Al Arab is often described as 7 star, the most luxurious hotel in the world. It has a very large sea water aquarium, there are two 250,000 litre tanks on either side of the lobby. The judges were impressed by the Dubai Turtle Rehabilitation Project (DTRP) which has been run from the hotel, by the Aquarium Curator, since 2004. The DTRP sea turtle rehabilitation initiative takes in sick and injured sea turtles, treats their ailments and releases them back into the wild once fully recovered. Since 2004 the DTRP has released over 1000 rescued sea turtles. The DTRP is currently the only sea turtle rehabilitation project in the Middle East and the Red Sea region. Their free educational program reaches over 1,000 local children each year, and many local schools participate annually. They have contributed to turtle research by tagging released turtles and they have established that turtles can swim from Arabia to South East Asia. It is widely reckoned that only one in a thousand sea turtle hatchlings will survive to sexual maturity, so rescuing and rehabilitating adult turtles is a more productive way of ensuring that turtles reproduce.

Best Innovation by a Tour Operator

For the Best Innovation by a Tour Operator category the judges were looking for an inspirational tour operator, successfully addressing community, cultural or environmental issues in tourism in a new and innovative way. The judges were looking for inspiring examples of innovation by a tour operator, with measurable success in providing responsible tourism experiences which can be replicated across the industry.

Gold: Elevate Destinations. USA

<http://elevatedestinations.com>

Elevate Destinations designs travel experiences which include meaningful exchanges with local people, proactive conservation and luxury accommodation in lodges that are doing the right thing, and doing it well. The judges were impressed by their “Buy a Trip, Give a Trip” innovation. They acknowledge that their innovative buy-one-give-one model for travel is inspired by TOMS shoes. The judges recognise that this is a simple, scalable idea and one which democratises travel, enabling children in destinations in the developing world to experience and understand what the travel experience is and to have the opportunity to experience, enjoy and appreciate their natural and cultural heritage. They have organised 13 trips in 12 destinations for 500 disadvantaged young people – the judges hope that many more operators will replicate this.

Silver: Viaggi Solidali, Italy

www.viaggisolidali.it www.migrantour.org

In 2010 Viaggi Solidali, recognising the contribution which generations of migrants have made to European cities, thought that one of the ways of valuing that contribution would be to promote itineraries at “kilometre zero” led by “intercultural companions”, local residents, domestic and international travellers would be invited to visit and engage with migrant communities in European cities. Launched in Turin the tours were quickly successful and Migrantour was established, a European network of cities offering urban tours, accompanied by citizens of migrant origin. Roughly 150 cross-cultural tour guides have been trained and were directly involved in setting up over 20 different tour itineraries. Just in Turin since 2010 some 12,000 people have enjoyed the experience. The judges were impressed by this new form of urban tourism and its ability to increase mutual understanding between communities in a period when migration is in the political spotlight.

If you are reading this and you know of better organisations and businesses who you think should have won, remember that the judges can only Award from amongst those that apply and who take the time, and make the effort, to present their achievement(s) and the evidence clearly - and we do take up the references and make our own enquiries. These are tough Awards to win, the competition is stiff. Encourage people to apply. If they do not enter they cannot win.

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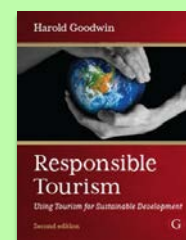
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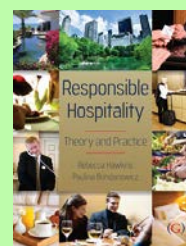
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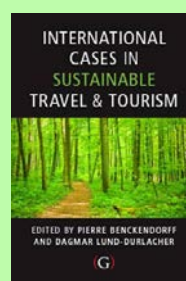
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The 2016 Irish Responsible Tourism Awards

James Chilton, Director Irish Centre for Responsible Tourism, on behalf of the judges

2016 is the second year of the **Irish Responsible Tourism Awards** organised by the Irish Centre for Responsible Tourism⁷ and the judges were heartened by the strength of the nominations in all categories from all over the island of Ireland. The Irish Responsible Tourism Awards are part of the family of Awards which use the same criteria and judging processes as those of the World Responsible Tourism Awards which have run since 2004.

The Awards are not an accreditation scheme; they are not about certifying an organisation as responsible. The judges seek to identify and celebrate innovation, to inspire change in the industry, and to recognise organisations that demonstrate best practice. The judges and the organisers want the Awards to be the place to share stories about those organisations leading the way in Responsible Tourism. The judges can only consider those organisations which have been nominated and which take the time to complete the extensive questionnaire necessary to the judging process.

On the judging day there was considerable debate about who should win in each category, all categories contained strong contenders and it is hoped that many of those who have won gold or silver in the Irish Awards will nominate themselves for the 2017 World Responsible Tourism Awards. The judges look for examples of responsible practice which will excite interest and help us to drive the Responsible Tourism agenda forward, and particularly for those which will inspire and which are replicable. We look for examples of Responsible Tourism in practice that have some, or all, of the following characteristics:

- **Demonstrate the application of Responsible Tourism** in taking responsibility for making tourism more sustainable across the triple bottom line, addressing economic, social and environmental issues.
- **Credible evidence of having exercised responsibility** based on the questionnaires we send out to all those who make the long-list and the references that we take up.
- **Novelty** –we want organisations with original ideas, innovative approaches to solving problems in sustainable tourism, and unique initiatives that drive the Responsible Tourism agenda forward.
- **A track record** – proven results, demonstrable achievements illustrated with real data, well recorded metrics and detailed information about investment of time, effort and resources in Responsible Tourism initiatives.
- **Replicability** – practices and initiatives that are inspirational and have the potential to be applied elsewhere, adaptable concepts and ideas that could have an impact beyond their own business.
- **Local focus** – Responsible Tourism is not limited to a tick list of key requirements, we are interested in practices that address local issues and provide solutions with the local community in mind.

Competition for the 2016 Irish Responsible Tourism Awards was intense and those who made it through to the final round of judging, and many of those who did not, are worthy of commendation for their achievements. The judges will not be providing feedback on individual applications - the purpose of these notes on the winners is to explain why they were selected and to indicate what the judges are looking for. We would encourage everyone to consider entering again in the Irish Awards, those who have won gold or silver this year as previous winners are required to demonstrate that something significant has been achieved since the last time they were recognised in the Awards, it is tough to win a second or third time.

As Paddy Matthews Fáilte Ireland's Head of Investment and Innovation, pointed out during the Awards process,

'A more environmentally conscious and community-centred approach to developing tourism in Ireland is becoming more and more mainstream... and so it should. It results in more genuine and authentic experiences for all our visitors.'

The Judges for the 2016 Irish Responsible Tourism Awards included:

- Chair of Judges: Professor Harold Goodwin, Manchester Metropolitan University
- Annabel Fitzgerald (Irish Water)
- Kevin Griffin (DIT tourism lecturer and former-EDEN awards judge)
- Mark Henry (Central Marketing Director, Tourism Ireland)
- Catherine Mack (Travel writer, responsibletravel.com)
- Paddy Mathews (Fáilte Ireland)
- Cyril McAree (Hotel & Restaurant Times)

In 2016 there were over 100 nominations from across Ireland for the six Awards. The judges considered each category in great detail, using a broad list of criteria that needed to be met by nominees that were shortlisted.

If you were not shortlisted, this does not mean that the judges do not value your business or organisation and we encourage you to apply again next year. And if you were shortlisted, but did not win, please keep up the great work, and feel free to apply again next year - this year's winners have the disadvantage next year of having to find something new to accomplish for our next awards.

Best for Natural Heritage Tourism

Awarded to a tourism attraction, experience or network designed to protect and promote the natural heritage of a community including habitat and species conservation. Judges were looking for examples of a natural resource being celebrated and protected at the heart of a tourism experience and that can be replicated in other businesses or destinations.

Gold: Doolin Cave**www.doolincave.ie**

Doolin Cave opened to the public in 2006 is owned and operated by a local family. The cave is home to the world's third largest stalactite which is 7m long and weighs 10 tonnes. Doolin Cave has a cave management plan in place, a nature trail, a café and retail centre that sources local food and product, and is part of the Burren Ecotourism Network, Ecotourism Ireland and Doolin Tourism.

The judges were impressed by this established family owned enterprise. There was a good management plan in place, based on an Environmental Impact Statement; the owners had restored the natural habitat with native and wildflower planting and have information boards for visitors. The business works closely with other businesses in the area not just as members of all relevant local tourism and environmental groups, but also employing local people and selling local crafts and foods in their café and shop. From an environmental and conservation perspective this business could not have done more.

A referee said: 'Over the past few years, we have seen the quality and scope of the experience at Doolin Cave expand. The impressive stalactite is now supported by an outdoor nature trail, a fairy village, a family of animals and birds as well as a cafe and retail centre that sources local foods and produce. It has truly established itself as a leading aspect of the overall Burren visitor experience'.

Silver: Burren Nature Sanctuary, Co. Galway**www.bns.ie**

Located on a 50 acre organic farm the Burren Nature Sanctuary educates and engages visitors enabling them to experience the natural environment of the Burren, and is the interpretative centre for this UNESCO heritage site. In 2015 the Burren Bubble was constructed to develop and house the National Collection of Burren Flora and this along with five of the Burren habitats can be explored using maps, signage and a free audio tour app. The Burren Nature Sanctuary is situated on a 50 acre IOFGA certified organic farm and produce from the poly tunnel is used in the award winning artisan café. The judges felt this was an example of a businesses founded on an ethos of environmental education that is embedded in the local community and which helps to sustain year round local employment.

Silver: Sea Synergy Marine Awareness & Activity Centre, Co. Kerry**www.seasynergy.ie**

Passion for engaging people with the marine environment came through strongly in this initiative. Sea Synergy is an interactive sea life and conservation exhibition and marine awareness education centre set up by marine biologist Lucy Hunt in Waterville.

Lucy also collaborates with local businesses to promote local activities creating a synergy between local community businesses. She has reached over 3000 people in her outreach workshops, over 1500 school children and over 3000 people of all ages and nationalities in her marine awareness centre. All of the beach workshops incorporate a beach clean and litter awareness.

Sea synergy offers many activity packages and workshops, tours and trips all promoting the goal to bring people and the marine environment together to have a better overall understanding of Irelands' marine biodiversity through interesting exhibits, fun workshops and activities, in turn creating appreciation, marine stewardship and conservation.

Judges said: *'Huge achievement by one individual who ticks a lot of the boxes for incorporating marine biology into education and tourism. Her centre has only been open for two years but very impressive (sea) grass roots initiative'*.

Commendation: Mayo Dark Skies

www.facebook.com/mayodarkskies

In this category the judges also wanted to give a special commendation to Mayo Dark Skies. While they considered it early days for this business they thought it had huge potential and that this was an exciting area for tourism.

Best Local Authority Initiative for Responsible Tourism

Awarded to a local authority that demonstrates an innovative and responsible approach to tourism development. Our judges were looking for a local authority with a committed and broad integrated approach to responsible tourism, one that has made a real difference at a local level that inspires and excites, and provides an example of best practice for other local authorities at a national and international level.

Gold: Lough Muckno - Monaghan County Council

www.monaghantourism.com/index.php/photo-gallery/lough-muckno

Monaghan County Council decided to focus on sensitive development of the natural resources of the run-down Lough Muckno as a way of benefiting the town of Castleblayney and to address anti-social behaviour in the lake area. The Lough Muckno Lake Development Committee is made up of elected members and members of the local community working together in partnership with key stakeholders. So far works have included angling infrastructure, walking routes, an adventure playground and a decrease in anti-social behaviour. 220 accessible angling stands and international angling events have attracted a large number of overseas anglers with significant local economic benefit for the local community.

The judges highlighted the creative use of natural resources in less well known tourism county. The engagement of the local authority has been a catalyst for regeneration and this is a model which is highly replicable. The partnership approach was exemplary and should be seen as a best practice example of local authority-community engagement. As well as providing local revenue anglers act as 'silent policemen' with passive surveillance helping to reduce anti-social behaviour.

Judges said this was *'A wonderful exemplar of Local Authority engagement which makes use of local resources in a highly creative / innovative way'*.

*Silver: Westport Smarter Travel Bike Buffet - Mayo County Council***www.westportsmartertravel.ie/**

Westport Smarter Travel, on behalf of Mayo County Council runs many initiatives to promote responsible travel and behavioural change. One of which is the Westport Bike Buffet with people enjoying a four course meal in four different venues around Westport and travelling in between by bike. Since 2014 sixteen Bike Buffets have been held with over 1,000 participants. Mayo County Council subsidise the Bike Buffet by paying for advertising, insurance and staff. As well as a great experience restaurants and bike rental businesses are benefiting from this innovative idea.

The Bike Buffet links in with local events and festivals to spread the message further. The Clew Bay Garden Bike Trail, Westport Historical Bike Tour, Culture Night cycle are all local offshoots of the Bike Buffet. The concept has spread further too with the Bike Buffet replicated in Dungarvan, Sligo and Galway.

A referee said: 'The Bike Buffet is just fabulous, after I went on my first bike Buffett I was hooked! I wanted everybody to enjoy it the way I did. With great difficulty I managed to persuade my sons, their girlfriends and a bunch of friends to come on the next bike Buffett. They all had a great time and a lot of fun. They experienced first-hand how different life seemed without the car. They noticed buildings they had never seen before. The following day I had I call from my son telling me that he had enjoyed the cycling so much that he had bought a bike. He cycles everywhere since. This was Amazing! The Bike Buffets are for all ages, I would encourage everyone to try one'.

*Commendation: Cavan County Museum***www.cavanmuseum.ie**

The judges would like to commend Cavan for Cavan County Museum which has great potential and is particularly relevant in 2016, with the museum's recent outdoor exhibitions: The WWI Trench Experience and the 1916 Rising Exhibition showing great vision on behalf of Cavan County Council.

Best for accessible & inclusive tourism

Awarded to an inspirational tourism related business, attraction, experience or destination that can demonstrate they have integrated the needs of people with disabilities enabling inclusivity and providing information on their websites and at critical stages of the visitor path to enable accessible tourism. Responsible tourism should be accessible to visitors of all physical and mental capabilities - facilitating social inclusion.

*Gold: Gleneagle Hotel Group, Co. Kerry***www.gleneaglegroup.ie**

Gleneagle Hotel Group have created an access policy and have committed to a three year accessibility action plan. They have trained 170 staff members from senior to operation level in disability awareness and have committed for further training to be delivered to all staff within the next twelve months. Their objective is to enable staff to know and understand what disability is and to understand different disability facts and the barriers faced by a person with disability accessibility. They are the first hotel in Ireland to have begun disability awareness training on such a large scale with staff.

The Gleneagle Hotel Group have had three of their hotel properties selected for a pilot programme for a new European quality label in accessible tourism being launched next year. They have a Universal Accessibility Action Plan and have been awarded the Irish Wheelchair Association Conference for 2017 and 2018. Their websites have accessible features and accessibility is embedded in all aspects of their business even tendering documents. Judges said they fully understand the Tourism for All and Access for All movements and what they do is replicable for small and large businesses. Responsible tourism is embedded in the business, they support local activities, schools community groups and charities, and launched the #lovekillarney initiative.

Silver: Mobility Mojo

www.mobilitymojo.ie

The team at Mobility Mojo describe themselves as the TripAdvisor for those with mobility issues. This initiative was begun to address the fact that no online 'one stop shop' exists to provide trustworthy information regarding accessible transport & accommodation throughout Ireland. Their app provides user generated reviews of transport routes, public buildings, and accommodation. They help answer questions such as 'how easy is to get there' & 'are their facilities appropriate for me'?

The main motivation behind the founders of Mobility Mojo is to create positive change in the life of those experiencing reduced mobility. They currently list 200+ accessible places in Dublin and launched in May 2016. Judges said: *'Mobility Mojo are very switched on to the power of social media and have potential to be a serious influencer worldwide in terms of tourism for all'*.

Activities centre on their online 'infoportal website' for accessible travel (www.mobility-mojo.ie) and associated apps, iOS apple.co/1UppVdu & Android bit.ly/28x7Hks.

Best tourism accommodation for local sourcing

Awarded to a hostel, guesthouse, B&B, hotel, or other accommodation that specialises in sourcing their goods and services locally and demonstrate an innovative approach.

The judges were unanimous in deciding that the Gold Award for this category should go to both **Seaview House** and to **Fuchsia Lane Farm Holiday Cottages**. This acknowledged the fact that it can often be harder to focus on local sourcing with a smaller team than in a larger hotel business.

Gold: Sea View House, Co. Clare

www.seaview-doolin.ie

The judges wanted to recognise the commitment of Darra and Niall, owners of Seaview House B&B to source local goods and services from the Doolin area, which helps sustain local employment and keep families in the community. Their menu indicates where food comes from including food miles of each dish and the provenance is explained during serving.

Eggs come from their farmyard chickens, cheese and salmon from the Burren along with seaweeds and homegrown garden produce. Everything else comes from local suppliers such as C&M foods or Cathriona's fruit and veg stall in Ennistymon. In their application

for the awards they say that local sourcing is all about retaining tourism revenues in the local community. Policies are communicated to guests in guestroom folders and on their website: <http://www.seaview-doolin.ie/seaview-house/environment.php>

Judges said that Seaview B&B were well informed local activists who have a wonderful product which is focussed on local supplies and employment. There is an emphasis on the local throughout the business

Gold: Fuchsia Lane Farm Holiday Cottages, Co. Tipperary

www.fuchsialanefarm.com

Fuchsia Lane Farm Holiday Cottages aim to maximise the connection between visitors and the community through using local suppliers and recommending local businesses. The owners have been involved in rural community based tourism since the early 1990's, they have their own kitchen garden and include a free sample of a local cheese and jams in their welcome pack which helps to promote local businesses.

Catherine Mack said: *'Fuchsia Lane Farm has been doing responsible before the word was invented'*. This is a very gentle low key business totally embedded in the countryside and community. The product they provide has excellence and a community focus throughout every aspect of the business.

A referee said: 'As the business has developed Niall has increased his focus on sourcing goods and services at a local level. This is evidenced by his emphasis on connecting his visitors to local businesses, encouraging visitors to stay and spend locally in local shops, restaurants and pubs. Linkages with the local area is further strengthened and evidenced through the local produce all guests receive in their complementary welcome pack. This welcome pack contains jams & preserves from the local country market; local sheep's cheese along with their own eggs and seasonal vegetable and salad crops from Niall and Inez's garden. By providing samplers of local produce Niall & Inez are encouraging guests to buy more of the local produce during their stay in the Lough Derg area...

...The support and endorsement of local businesses and the use of local artisan food, knowledge of the local area, the woodland meditation space, the lighting of stoves before visitors arrive, the provision of fresh farm produce, the provision of bikes and the desire and ability to be really 'available' to guests, all add to this wonderful rural experience that is at one with its natural environment'.

Silver: Hotel Doolin, Co. Clare

www.hoteldoolin.ie

Hotel Doolin won our Gold award last year for Best Small Accommodation. They have a wide range of local suppliers and are an active member of local tourism and community groups. All menus in the bar/restaurant have a section explaining where produce comes from and an introduction to all of our local suppliers, informing them also of our poly-tunnel in the hotel gardens where they grow their own herbs and some vegetables. Hotel Doolin is an active member of Doolin Tourism, Doolin Tidy Towns, Doolin Heritage, Burren Slow Food Festival, Burren Ecotourism Network and also supports and have sponsor many local events, schools, GAA teams and local surfers within the community. Responsible tourism is part of the ethos of the business.

Best Innovation in Responsible Tourism

Awarded to a tourism related business or destination demonstrating an innovative and replicable approach with a positive impact on the local community within which they are based. Judges were looking for a committed and broad integrated approach to responsible tourism, one that inspires and excites, and provides an example of best practice for other businesses or destinations.

The judges recognised that several entrants from other categories could also be considered innovative, for example Mobility Mojo and Mayo Dark Skies in that they are adding value to the destination.

Gold: The Blackfriary Community Heritage and Archaeology Project, Co. Meath

www.iafs.ie/index.php/community/

This award winning project has brought 10,000 bed-nights to Trim and was one of the top 10 worldwide destinations chosen by CNN Travel in the book '100 Places That Can Change Your Child's Life: From Your Backyard to the Ends of the Earth'. A small number of community archaeology projects have commenced in Ireland on foot of this project. They are proving very successful in engaging local people in local heritage. However, this project is unique in Ireland in that the local community are stakeholders in the use of the site during the project, and they will ultimately decide on the uses for the site. This has given the community a sense of ownership, a desire to improve and a feeling of pride of place.

Jackie Maguire, Chief Executive of Meath County Council said: *'BCHAP is an extremely positive and innovative project with a proven track record. Their ethos and approach has been exemplary, very inclusive and community-driven recognised both nationally and internationally. They have built very strong community relationships and have gained local respect and support in recognition of this effort. Hundreds of students and cultural tourists have participated and visited the project which has delivered very tangible economic benefits for the town and local businesses'*.

The judge were impressed by the long term vision and real community engagement in this project. There was genuine local positive impacts and is a highly replicable and inspiring concept.

Silver: Great Lighthouses of Ireland

www.greatlighthouses.com

Great Lighthouses of Ireland focuses on innovative reuse of Ireland's built heritage in conjunction with community partnership and with award winning branding. Great Lighthouses of Ireland is an innovative partnership with public private and community agencies. This is an initiative of the Commissioners of Irish Lights to operate and provide a visitor experience in 12 renovated Irish lighthouses: St John's Point, Co Donegal, Fanad Head, Co Donegal, Rathlin West Light, Co Antrim, Blackhead, Co Antrim, St John's Point, Co Down, Wicklow Head, Co Wicklow, Hook, Co Wexford, Ballycotton, Co Cork, Galley Head, Co Cork, Valentia Island, Co Kerry, Loop Head, Co Clare, Clare Island, Co Mayo.

Great Lighthouses of Ireland partners include the Irish Landmark Trust, the Royal Society for Protection of Birds, Forbairt Fhanada Teoranta (Fanad Community Group),

Clare County Council, Ballycotton Lighthouse Tours, Mid & East Antrim Borough Council, Hook Heritage limited, Valentia Island Development Company, Kerry County Council and Clare Island Lighthouse. Great Lighthouses of Ireland is also supported by Tourism Ireland, Fáilte Ireland and Tourism Northern Ireland.

The judges were impressed by the way in which Ireland's heritage has been reused to bring benefit for local communities and a memorable experience for visitors.

Best Destination

Awarded to a destination setting an inspiring example for responsible tourism – this can include a village, town, city or region – places that use tourism to make better places for people to live in and better places for people to visit. The winning destination will consider their community and environment to be at the heart of a memorable experience for visitors. The judges gave particular focus to destinations making the best use of available resources.

Gold: Mulranny, Co. Mayo

www.mulranny.ie

Mulranny is a honeypot tourist centre with abundant natural and built heritage. Mulranny tourism have embedded responsible tourism development in the local community and have developed innovative initiatives such as the Gourmet Greenway. Interestingly they used the Heritage Council's Village Design Statement process to reduce the impacts of cars with a new promenade. They helped to initiate the Great Western Greenway which has been a catalyst for regeneration. It is Ireland's first Greenplan accredited village. Partners include the Heritage Council, Mayo County Council, South West Mayo Development Company, the National Parks and Wildlife Service, An Taisce, the Smurfit Genetic Institute, UCD and the American Ireland Fund. This is an example, of a dedicated and committed community pulling in the same direction to use tourism to improve their community.

The judge were impressed with the comprehensive engagement and clear emphasis on community benefit – using tourism to make better places to live. There was a clear medium term vision utilising the Greenway to leverage further community benefits with an integrated approach. There was a very clear account of their achievements so far and of how they contribute to a more responsible form of tourism. This is an inspiring and replicable example of what can be achieved in a destination with minimal resources.

Silver: Inishbofin Island, Co. Galway

www.inishbofin.com

Inishbofin is Ireland's only island population to date where islanders have come together to create a community led ecotourism initiative. The island has been working with Ecotourism Ireland for the last eighteen months, to achieve eco certification for its green and sustainable tourism products and experiences. They are the only eco certified island and Leave No Trace island in Ireland. They are also a Fairtrade island with goods such as tea, coffee and chocolate bought from Fairtrade operators.

Silver: Sheep's Head Way, Co. Cork

www.thesheepsheadway.com

The Sheep's Head Way is an 88km walking route along the coastline of West Cork's Sheep's Head peninsula, an area recognised as a European Destination of Excellence for its sustainable tourism practices (2009). This marketing cooperative, established in 2013, brings together over 100 businesses to develop a brand and marketing campaign to maximise their position on the Wild Atlantic Way. They have successfully persuaded local businesses to promote the area as a whole rather than just their own product, in order to extend length of stay and to increase yield for the area.

Their 'Meet The Makers Craft Tour' has built a network of craft producers, whose work is more visible and accessible thanks to the self-guided tour they have developed with guided tours scheduled for this autumn. This work takes an existing strength and creates tourism experiences from it.

Recognition includes:

- European Destination of Excellence (Sustainable Tourism – 2009)
- Special Commendation for Innovation (Irish Tourism Industry Awards 2015)
- EDEN Innovation Prize 2015 – 'Supporting the Local Economy' Category
- Long-listed for World Responsible Tourism Awards 2015

Overall winner 2016 Irish Responsible Tourism Awards

Acknowledging that there are many fantastic responsible tourism businesses amongst the winners this year and that it was a very difficult choice, the judges would like to recognise one as an **overall winner**, Mulranny in County Mayo, as an example of a community working together to improve their community for visitors and for themselves. Judges said this was a '*Great example of what can be achieved with very limited resources*'.

Irish Centre for Responsible Tourism 2016 www.icrt.ie

Managing Tourism in Barcelona

Emeritus Professor Harold Goodwin, Institute of Place Management, Manchester Metropolitan University

Responsible Tourism is about using tourism to make better places for people to live in, first, and second, better places for people to visit. The aspiration is to use tourism rather than to be used by it. Barcelona has experienced very rapid growth since the 1992 Olympics. Tourism growth has been rapid, from 2 million in 1990 to 7.5 million staying in hotels in the city for an average stay of over two nights in 2013. Barcelona comes fourth, with over 6 million overnight stays by international tourists in the ranking of European cities, behind London, Paris and Rome. London grew by 16% between 2005 and 2013 Barcelona grew by more than 54% in eight years.⁸ In 2012 the city attracted 24.5 million visitors (temporary citizens), 12 million stayed overnight, 12.5 million were day visitors. Of the day visitors 52% were Catalans, 48% were Spanish or international. Of the 12 million who stayed within the city only 54% stayed in hotels, 21% were VFR, 8% were in holiday rentals, 6% in pensions and 11% in hotels and similar accommodations. Barcelona has a very diverse range of accommodation, diverse market and relatively low seasonality. Close to 50% of those staying in hotels have been before, more than 28% are visiting for a third time or more. Only just over 50% of hotel guests are on holiday.⁹ The latest date from the University of Girona estimates that the aggregate turnover for tourism lies between 8 billion euros and 9.7 billion euros, representing between 10% and 12% of the city's GNP, and generating between 96,000 and 120,000 jobs, around 14% of total employment in the city.¹⁰

The history of tourism development, the policy changes which have occurred in this century and the data on tourism in the city is both very detailed and readily available online, an excellent resource for teaching destination management. Barcelona publishes a very extensive range of data, analysis and policy – an invaluable resource for teaching and research.¹¹ Barcelona has divided the DMO functions; the management of tourism in the city is the responsibility of the Ajuntament de Barcelona and Barcelona Activa, and marketing is undertaken by Turisme de Barcelona. The issue of overtourism¹² has been a concern since 2004 and an issue formally engaged with by the Ajuntament de Barcelona since 2008. Two of the characteristics of the development of tourism policy in Barcelona are unusual, even rare. The first is the determination to engage widely in discussions about the issues and to base those discussions on published evidence and data. The second is the continuity of policy and implementation which follows from building a widely shared understanding of the issues and thoroughly discussing and reaching agreement on appropriate and effective ways of tackling the issues.

8 Ajuntament de Barcelona & Barcelona Activa (2014) Barcelona's tourism activity development and management:27

9 ibid 30-31 & 33.

10 Tourism Department, Ajuntament de Barcelona (2016) Barcelona Strategic Tourism Plan for 2020 Strategic Diagnosis: 43

11 <http://ajuntament.barcelona.cat/turisme/en/documents>

12 Goodwin h. (2016) A new challenge "overtourism". <http://news.wtmlondon.com/a-new-challenge-overtourism/>

The history of tourism in Barcelona has been relatively brief. In the 1960s tourism developed on the coast of Catalunya. The staging of the Olympic Games in Barcelona in 1992 drew to the world's attention the dramatic and photogenic architecture of the city. A tired provincial, heavy industry port city was transformed, through a major urban renewal programme, into a cosmopolitan city with Mediterranean beaches, open to the sea. Barcelona was launched by the Games as a major European destination. The city was transformed by the Games, becoming a great place to live and work and to visit.¹³

The redevelopment of the city for the Olympics created a new Barcelona *oberta a la mar* – open to the sea. The old docks were torn down and tons of sand were brought to create miles of sandy beaches which now stretch from Barceloneta to the Port Olímpic, crowds of tourists, day visitors and locals come to enjoy the Mediterranean beaches. The importance of the transformation of the city for residents cannot be overstated. The architect Josep Martorell described the transformation as a “great urban adventure of rebuilding the Barcelona of 1992 to put it at the service of the people of Barcelona and so that in future we shall all be able to enjoy a city open to the sea...”.¹⁴ Josep Ramoneda, writing in 2011 as director of the Barcelona Contemporary Culture Centre, argued, in an article *Barcelona, open city*, that to be successful Barcelona needed to be pluricultural, to be in the world, a “Cosmopolitan Barcelona. Cultural space open to everyone. City of free, open culture.”¹⁵ “Barcelona is a modern, cosmopolitan and open city that is proud of its diversity.”¹⁶ Barcelona’s open city identity is also used to attract skilled labour: “Barcelona is one of the world’s most dynamic, cosmopolitan cities, figuring among the top European cities in quality of life rankings. It is a modern, tolerant and open city, offering a wide range of cultural and tourist attractions.”¹⁷ Tourism to Barcelona, the capital of Catalunya, has also been used “as a platform for projecting Barcelona and Catalunya to the world.”¹⁸

Barcelona’s open aspect, open to the sea and open to pluriculturalism is widely felt and contributes to the city’s success as a tourism destination. Barcelona has been very successfully developed as a major tourism destination in Europe. Tourism is one of the City Council’s priorities because of the economic value it generates, the employment it creates and the contribution it makes to building Barcelona’s international image.¹⁹ Nor have the city authorities neglected the challenge of sustainability, in 2011 Barcelona was the first city in the world to be awarded Biosphere Destination certification.²⁰

The issue of managing the impact of the cruise lines on Barcelona is more difficult for the city to manage as the port is answerable only to central government. In 2000 there were 572,000 cruise passengers in Barcelona; this had risen fivefold to 2,540,000 in 2015. In

13 There is a brief but comprehensive outline history of the development of tourism in Barcelona from 1888 in Ajuntament de Barcelona & Barcelona Activa (2014) *Barcelona’s tourism activity development and management*:20-24

14 Martorell J (1992) *The Transformation of Barcelona* available on line <http://www.raco.cat/index.php/Catalonia/article/viewFile/106461/160706> see also Marshall, T., 2004. *Transforming Barcelona*. Psychology Press.

15 Ramoneda, J., 2011. *Barcelona, open city*. *Journal of Contemporary Culture*, (6), pp.6-13.

16 <http://www.barcelonaturisme.com/wv3/en/page/1763/100-reasons.html>

17 <https://www.irbbarcelona.org/en/phd-and-postdocs/irb-barcelona-international-postdoctoral-programme/living-barcelona>

18 <http://rtd7.org/home/declaration>

19 On the reimagining of Barcelona see Smith, A., 2005. *Conceptualizing city image change: The ‘re-imagining’ of Barcelona*. *Tourism Geographies*, 7(4), pp.398-423.

20 <https://www.biospheretourism.com/en/entity/catalunya/142>

2014 only 24% of cruise passengers spent a night or more in the city, and only 57% were day excursionists in Barcelona.²¹

Coping with success

As early as 2004, during the Forum of Cultures held in Barcelona, there was critical comment about tourism and sustainability in the city.²² By 2008 adverse comment was being voiced more regularly in mainstream and social media, about stag parties and drug dealing; drunken tourists, “desperate prostitutes and petty crooks” were reported to have rendered Las Ramblas “charmless, tawdry and dangerous”.²³ It was during 2009 that negative reports about the tourist experience of Barcelona and the experience of being visited increased in frequency.²⁴ In December 2009 residents and traders in Raval sent over 500 Christmas cards to city officials with candid photographs of prostitutes, drug dealers, and tourists using the street as a toilet and having sex in public. Banners appeared on balconies with a single phrase in Catalan: “Volem un barri digne!” (We want a dignified district!)²⁵ The previous year the city authorities had begun to consider how tourism in the city might better be managed.



Turisme de Barcelona is the public-private consortium comprising the Chamber of Commerce and the City Council established in 1993, just after the Olympics. It has been responsible for very successfully promoting the city for close to 25 years. In 2008 the City Council approved a Municipal Action Plan (PAM) which committed the City to develop a Strategic Plan of Tourism. This Strategic Plan was developed with Turisme de Barcelona between 2008 and 2010; it was intended “to promote a tourism model” which would “strengthen the balance between local residents and tourists, while preserving the identity values of the city.” The purpose was to foster improvements in tourist activity in the city and to “ensure that tourism fitted better with the needs of the city.”²⁶ This

21 Consell Turisme i Ciutat (2016) Informe activitat turística:12-13

22 <http://rtd7.org/home/declaration>

23 www.theguardian.com/world/2009/may/24/barcelona-crime-las-ramblas & plataformacongres.com/barri/el-misterioso-benefactor-que-pago-las-pancartas-volem-un-barri-digne/ & www.passiveaggressivenotes.com/2012/03/22/enjoy-your-stay-in-barcelona/

24 For references see <http://responsibletourismpartnership.org/overtourism/>

25 <http://news.bbc.co.uk/1/hi/world/europe/8427888.stm>

26 Economic Promotion Department of the City of Barcelona (2010) Tourism Strategic Plan 2015:9

involved planning the city's capacity "for hosting tourists and guarantee[ing] the quality and sustainability" of the sector; planning the city's capacity for hosting tourists "in accordance with the characteristics of the public space and with regard to the impact of tourism"; promoting cultural tourism based on the role of Barcelona as the Catalan capital, with its architectural heritage and Catalan language and cuisine; and promoting tourism "that includes civic-minded attitudes as a value for coexistence". From the outset it was recognised that the community had to be "successfully involved" in developing the plan in order to "lay the foundations for a tourism model that [would] strengthen the balance between residents and visitors, preserving the city's values, identity and coexistence." Both the City Council and Turisme de Barcelona have consistently avoided negative and divisive language in discussing the impact of tourism and tourist behaviours in Barcelona, emphasising "identity and coexistence". The imperative to manage tourism better and referring to tourists as temporary residents have framed the discourse since 2008. From the outset the development of new policy and approaches to tourism management has been based on reflection, dialogue and debate; contrasting different views of tourism in the city and accepting that tourism and the city are "constructed mutually". Tourism cannot be understood merely as an economic sector "closed and independent", tourism is perceived by the City and Turisme de Barcelona as "embedded in the different economic, territorial, social and cultural facets of the city." Visitors to "great urban centres such as Barcelona" do not fit the classic tourist stereotype.²⁷

The people of Barcelona are seen as "active participants and creators of the city" and of tourism. There is an echo of one of the central tenets of Responsible Tourism, that it is about using tourism to create better places for people to live in: "The health of the city's tourist activity stems from the well-being of its population, which must be cause and effect of the successful development of Barcelona as a tourist destination." The Strategic Tourism Plan was from 2008 benchmarked against the Municipal Strategic Plan.²⁸ There was a marked rebalancing from an emphasis on promotion and marketing through Turisme de Barcelona to placing considerably more emphasis on managing tourism by the municipal government. Working commissions were established to "create a dialogue and shared analysis about the way tourism fits in with the needs of the city."²⁹ In June 2009, by mayoral decree, the Tourism and City Technical Committee was established chaired by the municipal manager, and coordinated by the Economic Promotion Department. Its members include representatives from the different municipal departments: Municipal Management; Economic Promotion, Environment; Prevention, Mobility and Safety; General Services and Territorial Coordination; Urban Planning and Infrastructures; Education, Culture and Welfare; and the Ciutat Vella District Council.³⁰ It is rare for a municipal government to create a tourism committee which brings together so many departments to co-ordinate action to manage tourism.

27 Ajuntament de Barcelona and Barcelona Turisme (2010) City of Barcelona Strategic Plan, Diagnosis and strategic proposal Executive Summary:5

28 *ibid.* 8-9

29 *ibid.* 12

30 *ibid.* 12

The 2010-2015 Plan

The 2010-2015 plan saw the introduction of “a new approach to ... tourism management, the importance of education and a search for complicities³¹, the opportunities for territorial deconcentration, ... adaptation to demand ... in an increasingly changing and competitive environment”³² The Strategic Tourism Plan³³ for 2010-2015 recognised the success of Turisme de Barcelona in promoting the city as a tourism destination, making it the European city with the “greatest proportional growth” in the scale of the tourism sector, and one of the world’s main urban tourism destinations.³⁴ Barcelona’s status as a tourist city had led “to a series of functional and social adaptations” which meant that “over a relatively short space of time, its inhabitants ... had to learn to live with the new ‘**temporary citizens**’ who choose Barcelona to do business, experience culture, undergo training and enjoy themselves.”³⁵ The authorities in Barcelona have consistently recognised the diversity of reasons for people to visit the city, attracted for business, recreation, training, medical treatment and sport. The high profile of the city is recognised as contributing to “its dynamism as a financial and business centre” and the growth in its diversity of employment and the “revitalisation of cultural, recreational and leisure”³⁶ facilities and services.

Barcelona recognizes that tourism is an important part of the “tertiarisation processes” being experienced in many cities around the world and that it is fundamental to the life of the city: “..it would be hard to imagine Barcelona without tourism...”³⁷ In 2010 the authorities recognised that tourism was having both positive and negative impacts on the city: “some effects of tourism are often a nuisance and inconvenience to the local community, making it difficult for the tourist phenomenon to be understood and viewed in a positive way.”³⁸ It was explicitly recognised that some of the negative effects of tourism were creating an anti-tourism discourse.

“The inconvenience experienced by some local residents, which creates a feeling of unease and anti-tourist sentiments, ends up converging on and having feedback in certain discourses and public (and/or published) opinions by journalists, intellectuals and professionals who can make their opinions heard, thereby constructing a social discourse which is sceptical about or against tourism.”³⁹

So in 2010 the authorities in Barcelona began “a deep reflection process” which involved “adopting a new approach ... to the type of growth and tourism management model, the territorial boundaries of the destination, the extent and consequences of the impact and effect of tourism and the modes of coexistence between local residents and visitors.”⁴⁰ The

31 Complicities here means synergies

32 *ibid.* 18

33 Ajuntament de Barcelona and Barcelona Turisme (2010) City of Barcelona Strategic Tourism Plan Diagnosis and strategic proposal, the report and many documents are available online www.turismebcn2015.cat

34 *ibid.* 3

35 *ibid.* 3 emphasis in the original

36 *ibid.* 3

37 *ibid.* 3 tertiaryisation refers to the growth of the third sector, of which tourism is a major part.

38 *ibid.* 4

39 *ibid.* 4

40 *ibid.* 4

city council and the tourism promotion agency had jointly identified both the challenge and the agenda for change by 2010.

The authorities in Barcelona were concerned that negative attitudes towards tourism would diminish Barcelona's reputation. The 2010-2015 Strategic Tourism Plan recognised that in recent years the growth in tourism had led to "a certain unease among the community" as a consequence of the significant change in the "social, retail and urbanistic network of the city": "opinions had emerged that are critical towards tourism, reflecting a disapproval, not so much of tourism itself, but the lack of management of its impact or simply a feeling of abandonment."⁴¹ The 2010-15 plan recognised that more active management of tourism was necessary where "the processes of transformation in retail activities or the problems of coexistence and cohabitation" made it "difficult for tourism to fit in with the city" mainly at the Sagrada Familia, the Park Guell and parts of the Ciutat Vella. "Certain prejudices and stereotypes" had "emerged about tourists as a result of this unease ...". Tourism was "identified as responsible for some of the city's problems."

The strategy recognised that "the massification and standardisation" of the tourism offer, and the negative impacts associated with it, could "become a contributing factor to the deterioration of Barcelona" negatively impacting on the "quality of life the local community and spoiling the visitors' experience." It was explicitly recognised in the 2010-15 strategy that the image of Barcelona "is prone to be undermined if the visitors themselves start to have bad experiences." Ignorance of the positive effects of tourism in the city was identified as one of the causes of the "polarised opinions between praise and criticism" resulting in a discourse in the media fluctuating between "self-satisfaction and rejection." The global economic crisis of 2008 was identified as a further cause for concern. The 2010-15 strategy asserted that tourism "must be everyone's concern" because the whole population of the city receives both the positive and negative impacts, tourism had to become "a shared, not-sectorial, project" requiring a new approach to urban tourism "with the greatest possible involvement of the community and institutions."⁴²

The 2010-15 strategy developed a vision for tourism in Barcelona through to 2020 as the "most vibrant and dynamic tourist destination in the Mediterranean" a city driven forward by culture, creativity and knowledge, "distinguished by its environmental sustainability". The vision is both ambitious and ground breaking, a city where:

"... the community recognises all kinds of visitors as other (temporary) citizens. The hospitable character of the locals makes it a friendly, different city that people are fond of."

"...there is no room for 'ghettos' or neighbourhoods that cater exclusively to tourists."

"Tourist activity continues to contribute to Barcelona's success by fostering the improvement of the quality of life and social cohesion of its community, to the upkeep and creation of new amenities, and the success of other economic sectors and the dissemination of Barcelona around the world."⁴³

The vision required a "desired tourism model" founded on three core principles: (i) coherence with the city model; (ii) a synergic relationship between visitors and residents;

41 *ibid.* 17

42 *ibid.* 17

43 *ibid.* 18

(iii) economic, social, environmental and heritage sustainability.⁴⁴ Four of the “substantial traits” of Barcelona’s desired city model are that: it should be “heterogeneous and diverse... plac[ing] the emphasis on people”; “tolerant and civic minded”; “inclusive, and committed to social cohesion”; with “an open attitude to welcoming visitors”.⁴⁵ In the full strategic plan the aspiration is to have visitors as temporary citizens, “beyond the traditional concept of the tourist”, a city with “stories that can be shared between the community and visitors” and an inclusive form of tourism, one “which is respectful and has rights and duties.”⁴⁶

Barcelona has clearly understood the need for a whole of city government approach to managing tourism. In 2010 the city created a Directorate for Tourism and Events which had responsibility for managing tourism in the city to maintain its economic importance while improving the quality of life for citizens. In the same year Barcelona City Council established the Technical Council for Tourism and the City which sought to co-ordinate the management of tourism across the different functions of the council and which answered to the Chief Executive Officer. In 2016, the Municipal Council for Tourism and the City was finally established by the new government.⁴⁷ In 2012 the regional Government of Catalonia introduced a Tax on Stays at Tourist Establishments with effect from November 1st. Barcelona receives 34%, of which half goes to promotion through Turisme de Barcelona and half is used by the city for management.⁴⁸

The 2010-2015 strategy identified four key challenges for the management of tourism in the city each of which would require the engagement of the “broadest possible range of agents” and involve “agreements, commitments, and shared actions.”⁴⁹

- 1 **Territorial deconcentration** of tourist activity, extending the destination of the metropolitan area, creating new economic attractions and managing tourism in the neighbourhoods “giving them greater protagonism”⁵⁰, in order “to foster a more equitable distribution of the economic and social effects caused by tourism” to produce a “territorial reequilibrium, releasing the pressure on some zones of the city.”
- 2 **Governance** of tourism, from promotion to governance, from the generation of data to the generation of shared knowledge to facilitate management and moving from managing tourists to managing visitors.⁵¹
- 3 **Generation of synergies**⁵² with the society and institutions, moving from indifference to involving the community, from competition with, to developing synergies with, Catalonia. The ambition is to integrate tourism “naturally” into

44 *ibid.* 20-21

45 *ibid.* 19. There are 20 substantial traits.

46 Economic Promotion Department (2010) City of Barcelona Tourism Strategic Plan 2015:29

47 Ajuntament de Barcelona & Barcelona Activa (2014) Barcelona’s tourism activity development and management: 8-9

48 *ibid.* 9-10

49 A multi-stakeholder dialogue and action.

50 Scope to engage and make change.

51 Ajuntament de Barcelona and Barcelona Turisme (2010) City of Barcelona Strategic Plan, Diagnosis and strategic proposal Executive Summary:20.

52 Complicities in the original.

the city and Catalonia, both the territory and the culture, “fostering hospitality, extending a warm welcome to visitors, coexistence and reciprocal exchanges”, and “reinforcing Barcelona’s role as the Catalan capital and raising the profile of Catalonia.”

- 4 Competitive improvements**, moving from accelerated growth to the “consolidation of sustainable growth ‘post-crisis’”⁵³ and from being a tourist city to “leadership in tourism in the city.” In the strategic plan the link between competitiveness and sustainability is clearly and firmly asserted: “There can be no long-term success without sustainability and there is no sustainability without the ability to be competitive.”⁵⁴

At the 7th International Conference on Responsible Tourism in Destinations in October 2013 there were discussions and debates with contributors from Australia, Canada, the Gambia, South Africa and UNWTO from the public and private sector with professionals from the industry and government in Catalunya.⁵⁵ The conference declaration reflected the changing priorities in Barcelona: reducing tourism “concentration in specific locations and spreading the benefits across the territory, promoting sustainability and local community participation.” There was increasing “recognition that less emphasis needs to be placed on increasing the number of arrivals and a greater emphasis put on the management of tourism; reducing seasonality and increasing the yield, along with a more equitable distribution of the impacts of tourism, both positive and negative.”⁵⁶ The declaration reaffirmed the city’s commitment to sustainability, to balancing the relationship between residents and visitors and changing “the priority from marketing and promotion to governance.”⁵⁷ Reflecting on the challenge for Catalunya the declaration pointed to the principle that

*“What is good for citizens is good for the tourist. Places that are good to live in are also good to visit. Efforts will be made to improve the quality of life for local people by managing the friction between residents and visitors and to improve the interaction between hosts and guests.....” and that the “tourist that Catalunya wants to attract is the one who will respect the environment, the society and the local culture, eager to discover and share experiences.”*⁵⁸

By 2014 the city was reporting 27 million visitors per year, around 13.5 million of whom stayed at least on night as tourists. There are 360 hotels and around 10,000 registered tourism apartments. The city’s tourism is international, de-seasonalised and fuelled by a variety of motivations. The city authorities see Barcelona as “a creative, diverse and cosmopolitan city that has become an indisputable icon in contemporary urban tourism, enjoying undeniable international prestige with a well-known, firmly-established image. Barcelona is Mediterranean and European, traditional and modern.” The city’s authorities recognised that they had a “proactive role” to play in “establishing the necessary

53 This is a reference to the global financial crisis of 2008.

54 *ibid.* 21

55 <http://rtd7.org/conference-program> Declaration: http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/the_catalunya_2020_vision_for_responsible_tourism_-_the_barcelona_declaration_eng.pdf

56 <http://rtd7.org/home/declaration> 1.4 & 1.5

57 <http://rtd7.org/home/declaration> 2.1 & 2.2

58 <http://rtd7.org/home/declaration> 2.3 a & c

tools and measures to ensure the sector develops correctly." They recognised that they had a dual responsibility for tourism and that they needed to develop an "innovative and pioneering new tourism policy model." The city had recognised that the "maturity of any tourist destination depends on the provision of management and planning tools, as well as tools for promotion."⁵⁹ The new policy model was based on a "commitment to sustainable tourism... improving relations between tourism and the city, and a "new system of finance and redistribution of tourism activity throughout the territory." The city moved from a model based on promotion to "a new paradigm that integrates promotion and management" to deliver "sustained growth, maintaining the destination's competitiveness and internationalisation."⁶⁰ The new model was based on a commitment to "economic, environmental, territorial, social and cultural sustainability", "social responsibility and concern for the interests of citizens", the protection of cultural resources and values, integration between tourism and city management, continuing public-private sector partnership and the development of tourism intelligence and data not just for promotion, but also for planning, action and evaluation.⁶¹

The city of Barcelona has been actively implementing environmental and social sustainability policies, reducing noise, water consumption, making public transport more accessible and working to create "high levels of social cohesion and quality of life." These policies have been pursued to make Barcelona a better place to live in, the same policies enhance its attractiveness for visitors. As in other cities initiatives taken to make urban life more sustainable for residents make tourism more sustainable.⁶² Barcelona adopted an Agenda 21 plan⁶³ after Rio in 1992 and followed this with a Citizen Commitment to Sustainability plan for 2012-2022. The ten goals of this plan included moving "from the consumer society to responsible consumption" and "from a welcoming city to a cohesive society." Objective 8.7 in the plan defines clear goals for tourism:

"To advance sustainable tourism in harmony with the region and with positive effects on local communities. To work towards the joint responsibility of institutions, the tourist industry and visitors in the efficient use of natural resources, the maintenance of environmental quality and the conservation of our tangible and intangible cultural heritage."⁶⁴

The 2014 report detailed the city's approach to decongestion of tourism activity, district tourism plans, an enlarged destination Barcelona, tourist mobility, safety and security, management of accommodation and sites, industry support and the development of tourism intelligence and the management of events.⁶⁵ It is important to note that before the elections in 2015, and international awareness of the tourism issues in Barcelona, the city authorities had been analysing the challenges and identifying ways of improving the management of tourism – they were already moving from a primary focus on promotion to management. In the first quarter of 2015 the city had undertaken a major consultation

59 Ajuntament de Barcelona & Barcelona Activa (2014) Barcelona's tourism activity development and management: 4

60 *ibid*:5

61 *ibid*:6. Barcelona is beginning to develop the use of big and real time data for the management of tourism concentrations and flows in the city.

62 Goodwin H (2015) Wise Growth in English Tourism Progress in Responsible Tourism 3(2): 75-119

63 <http://www.sostenibilitatbcn.cat/attachments/article/413/compromisangles.pdf>

64 *ibid*.11

65 *ibid*: 12-19

process to determine the basics for a “local agreement on the management and promotion of responsible and sustainable tourism.”⁶⁶

Positive and negative impacts were recorded, amongst the negative impacts were: “overcrowding, high concentration and tension in certain areas and spaces”; “loss of identity, trivialisation and uniformity of the city”; “a rise in anti-social behaviours and coexistence conflicts”; “inconvenience and side effects of tourism experienced by residents; “a negative perception of tourism among residents, ‘tourist phobia’”; “poor redistribution of the wealth generated and poor-quality jobs”; and “fraud and underground economy.”⁶⁷ The agenda for change, and the proposed actions developed by the previous administration, and the work done in the city government since 2008, meant that there was considerable continuity when the ruling group changed following the elections in May 2015. For the incoming administration there was a substantial body of technical and policy making work to build on. Amongst the 35 proposed actions were many that would be implemented by the new administration: the creation and promotion of new focal points and landmarks; measures to tackle the most significant problems that cause tension (Barceloneta, the Boqueria market, the Sagrada Família, The Rambles, the concentrations of tourist coaches, illegal tourist accommodation, anti-social behaviours, and safety); improving infrastructure and managing negative impacts; managing tourism in the city with a comprehensive, cross-sectoral approach; redefining Barcelona’s tourism model and creating a comprehensive smart tourism system in Barcelona; strengthening the control of public spaces and reinforcing control processes and penalties for breaches in tourism activities.⁶⁸

The May 2015 election

The election of Ada Colau on the Barcelona en Comú (Barcelona in Common) citizen platform with 25% of the vote and as the largest party brought international attention to the ‘new’ tourism agenda in the city; although, as we have seen, there were strong antecedents in the development of policy back to 2008. Barcelona en Comú, launched in June 2014, grew out of the movement against austerity, inequality and corruption in the wake of the 2008 global financial crisis. Barcelona en Comú now governs with the support of Podemos, the Initiative for Catalonia Greens-United and Alternative Left (ICV-EUiA) and Constituent Process (PC). Barcelona en Comú’s broad policy agenda includes defending social justice and community rights, promoting participatory democracy, introducing mechanisms to tackle corruption, and developing a new model of tourism for Barcelona.

Tourism emerged as an issue in the 2015 election. In August 2014 there were a series of protests about the negative impacts of tourism, dubbed the “Barceloneta Crisis”, with some protests attracting over a thousand participants. Barcelona’s Mayor promised an inspection and crackdown on illegal holiday apartments in La Barceloneta and 24

66 Ajuntament de Barcelona (2015) Barcelona, City and Tourism Dialogue for Sustainable Tourism, Basics for a Local Agreement for the management and promotion of responsible and sustainable tourism http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/150409_barcelona_city_and_tourism_-_executive_summary_eng.pdf

67 *ibid.* 18

68 *ibid.* 29-35

holiday apartments were closed.⁶⁹ The demonstrations were not so much anti-tourist as demanding a new model of tourism.⁷⁰ Ada Colau drew parallels with the fate of Venice: “Any city that sacrifices itself on the altar of mass tourism will be abandoned by its people when they can no longer afford the cost of housing, food, and basic everyday necessities.” Colau argued that the scale of visitor numbers is “affecting not only residents’ quality of life, but their very ability to live in the area.” She went on to argue that the “... tourism crisis in Barcelona is further proof of the emptiness of the promises of neo-liberalism that deregulation and privatisation will allow us all to prosper.”

“Of course, the answer is not to attack tourism. Everyone is a tourist at some point in their life. Rather, we have to regulate the sector, return to the traditions of local urban planning, and put the rights of residents before those of big business.

The way of life for all Barcelonans is seriously under threat. And the only solution is to win back democracy for the city. This is precisely what the residents of La Barceloneta are doing – defending their neighbourhood, their city, from the free market and from the political elites that are putting our home up for sale.”⁷¹

Images of three naked Italian tourists frolicking for three hours through the La Barceloneta neighbourhood in August were carried in the mainstream media.⁷² the number of complaints about noise, nudity, public drunkenness and littering has rocketed. One resident was quoted “Imagine that you’re in a tiny house, with three children, unemployed with no money for vacations and you have to put up with the screams and fiesta of tourists next door. It’s unbearable..” Protesters were seeking out the owners of tourism lets in Barconeleta urging them to close their businesses, there was under-recording by the city authorities of the numbers of tourism flats with 72 licensed tourism rentals in La Barconeleta but “ a quick search of online rental portals like Airbnb show[ed] more than 600 tourists lets available in the area.”⁷³ Bloomberg carried an article in September 2015 which reflected the tone of much international media coverage of the new mayor, and the city council and its policies: *Barcelona’s New Mayor Wants to Send Tourists Packing*.⁷⁴ In July the Mayor halted further licensing and development of accommodation while a new plan was discussed and developed.

69 www.citylab.com/politics/2014/08/barcelona-organizes-against-binge-tourism-and-eyes-a-street-protester-for-mayor/379239/

70 www.lavanguardia.com/local/barcelona/20140821/54413250547/segunda-noche-protestas-barceloneta-turismo-borrachera.html

71 www.theguardian.com/commentisfree/2014/sep/02/mass-tourism-kill-city-barcelona. The popular movement Guanyem Barcelona supported Ada Colau and Barcelona en Comú in the May 2015 elections.

72 www.theguardian.com/world/2014/aug/21/naked-italians-protests-drunken-tourists-barcelona & www.dailymail.co.uk/news/article-2732041/Picture-Italian-men-running-naked-Barcelona-supermarket-lunchtime-sparks-mass-anti-drunken-tourists-protests-city.html & fortune.com/2015/03/30/barcelona-tourism/ & www.catalannewsagency.com/life-style/item/tourism-boom-in-barcelona-strengthening-the-economy-or-troubling-local-residents & [/www.nytimes.com/2015/07/19/opinion/sunday/the-revolt-against-tourism.html](http://www.nytimes.com/2015/07/19/opinion/sunday/the-revolt-against-tourism.html) & www.huffingtonpost.com/2014/08/26/barcelona-residents-fight_n_5699986.html

73 www.theguardian.com/world/2014/aug/21/naked-italians-protests-drunken-tourists-barcelona

74 www.bloomberg.com/news/features/2015-09-23/barcelona-s-new-mayor-wants-to-send-tourists-packing

The 2016-2020 Plan

There are considerable continuities in policy development on successive administrations. In September 2016 the Ajuntament de Barcelona published its Strategic Tourism Plan for 2020⁷⁵ The 2020 Plan acknowledged that the 2015 Plan had two main goals: helping to improve tourist activities in Barcelona and ensuring tourism fitted in better with the city and that these goals were based on “criteria that were pretty novel in their time and which have proved to be essential today.”⁷⁶

- 1 “a single concept was proposed for the terms “tourism and city””, “the one was inconceivable without the other” if followed that “the health of tourist activities in the city extends to the well-being of its population and has to be the cause and effect of the proper development of tourism in Barcelona”
- 2 “tourism was not just an economic sector, an industry, closed and independent, but that it was also part of a multiple and cross-cutting reality affecting “the whole of society and its economic, social, cultural and territorial life”.⁷⁷

The 2016 Plan recognised that “many of the 150 aspects, trends and dynamics noted in 2009, after considerable analytical work, are just as valid today and can be completely integrated into the current diagnosis.”⁷⁸ The 2016 Plan also quotes with approval part of the Barcelona Declaration developed by the 7th International Conference on Responsible Tourism in Destinations in 2013:

“What is good for the citizen is good for tourism. The places that are good for living in are good for visiting. Efforts will focus on improving the quality of life of citizens, managing friction between residents and visitors and promoting dialogue and interaction between visitors and residents.”⁷⁹

The 2016 Plan reaffirms many of the conclusions of previous work including the conceptual shift from tourist to visitors reflecting and respecting the diversity of travel motivations and activities in the destination⁸⁰, the need for comprehensive management,⁸¹ and the “inseparable pairing” between sustainability and competitiveness. The 2016 Plan is based on five criteria - sustainability, responsibility, redistribution, cohesion and innovation – and it asserts that:

“If we are to ensure the success of destinations, maintain their uniqueness, endow every value chain with added value, guarantee and promote new experiences and turn tourism into an innovative activity with added value; we need to ratify the commitments to sustainability and responsibility signed by the city and, more importantly, have them implemented through specific and courageous action proposals.”⁸²

⁷⁵ The plan’s web page is <http://ajuntament.barcelona.cat/turisme/en/strategic-plan>

⁷⁶ Tourism Department, Ajuntament de Barcelona (2016) Barcelona Strategic Tourism Plan for 2020 Strategic Diagnosis: 13

⁷⁷ *ibid*: 13

⁷⁸ *ibid*: 13

⁷⁹ *ibid*: 18

⁸⁰ *ibid*: 23

⁸¹ *ibid* 25

⁸² *ibid* 27, 26

The Tourism Management Strategy in Barcelona

In many places around the world there is confusion about the roles of DMOs. The same acronym is used for both Destination Management Organisations and Destination Marketing Organisations with bodies composed primarily of private sector representatives spending private sector and public money on destination promotion.⁸³ The management of tourism in Barcelona is unequivocally the responsibility of the city council. It is significant that the “objectives and strategic lines” of Turisme de Barcelona, the public private partnership organisation which markets the city include two public policy objectives in bold below. Turisme de Barcelona recognises its “social and institutional responsibility” to “achieve a balance between tourist activity and everyday life in the city” and encouraging wider geographic distribution of tourism in the city.

- To boost the financial impact of the sector and to attract tourists with high spending power;
- To promote its own identity as a tourist attraction;
- To reconcile tourists/local community;
- To ensure the geographical and multi-sectorial distribution of tourism;
- To strengthen the public-private promotional model.”⁸⁴

Agustí Colom, the Councillor for Enterprise and Tourism, has pointed out that although citizens perceive the economic benefits of tourism as something positive, they also see tourism as the fourth most serious problem in the city. “It’s imperative for tourism in Barcelona and the various realities of the city to be able to live side by side”.⁸⁵

The knowledge base

Barcelona has had its own tourism statistics for many years, now comprising an annual tourist profile, a periodic citizen perception survey recently improved to give greater detail on those neighbourhoods with a larger tourist-activity presence. The tourist mobility plan and work currently underway undertaking big data analysis using sensors and mobile phone data will provide more tourism management information and a Tourist Activity Observatory⁸⁶ is being developed with the Barcelona Provincial Council and the Barcelona Tourism Consortium. The City is investing in establishing the data resources it needs to develop and implement an effective tourist management system.⁸⁷ The city is now able to forecast tourism activity on a monthly basis, based on data from the airport, the port, municipal services and the police, warning anyone who cares to check on the council website about the peak days and locations.⁸⁸ The range and depth of data on tourism in Barcelona to be found on <http://ajuntament.barcelona.cat/turisme/> is excellent, a valuable

83 Goodwin H (2015) Wise Growth in English Tourism, *Progress in Responsible Tourism* 3(2): 75-119

84 http://professional.barcelonaturisme.com/Professionals/corporatiu/corporatiu-Objectius-i-linies-estrategiques/Objectives-and-Strategic-lines/_fRw6AmMgtpesWY3f3Bcy95STDceGxkITsIPiIIuLLGE

85 <http://ajuntament.barcelona.cat/turisme/en/noticia/moving-closer-to-defining-the-strategic-tourism-plan>

86 The idea of setting up of a comprehensive, smart and innovative system improving both public and private tourist planning and management, eventually becoming international benchmarks in urban-tourism know-how was included in the Strategic Tourism Plan 2010-2015.

87 *ibid* 28-31

88 http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/previsio_activitat_turistica_juny_2016.pdf

resource for understanding tourism development in Barcelona and for case study work with students.

In 2015, 91.5% of the residents surveyed thought tourism was beneficial to Barcelona. 79.6% stated that they liked having contact with tourists. When asked whether they wanted their neighbourhood to have more or fewer tourists, most (71.6%) answered that they were happy with the current number of tourists. However, 15.1% of Barcelona's residents considered that their neighbourhood had too much tourist accommodation (hotels, youth hostels, tourist flats, etc.), and 38.9% stated they lived in a neighbourhood where there were lots of tourists. Nearly half (42.4%) had put up a relative or friend who had come to visit the city in the previous year. The average number of visitors put up in Barcelona homes was 4.1. Of the surveyed residents, 87.7% agreed that Barcelona's future lay in "attracting more high-quality tourism", 79.1% in "promoting a debate on tourism between city residents, institutions and the economic sector" and 73.9% in "a better distribution of tourism to include more of the city's neighbourhoods".

However, 43% considered tourism to be reaching its limits in terms of the city's capacity to provide services for tourists; in Ciutat Vella and Eixample, both heavily impacted by tourism, this figure was higher. Close to half of the residents surveyed (47%) expressed the opinion that there was no need to continue attracting further tourists. The May 2016 Barcelona barometer put tourism as the city's fourth biggest problem, 6.6%, mentioned it unprompted.⁸⁹ In 2015 it was 6.4% and in 2014 3.8% - between 2006 and 2013 it hovered between 0.5% and 1.7%.⁹⁰

When asked in 2015 what citizens would most like the council to do for the city, reducing tourism and improving its quality came 9th, although amongst respondents in the Gothic Quarter it came first, in other old town neighbourhoods like Barceloneta it came 3rd. Tourism is seen as the gravest problem that Ciutat Vella currently has by 15.4% of respondents, in Eixample by 7.3%, and in Gracia by 9.8%.⁹¹

The city also has comprehensive data⁹² from 2015 on what concerns citizens have about tourism. 43% are concerned about the poor behaviour of some uncivilised tourists and want the city to address the issue, 39.8% are concerned about tourist accommodation, 40.8% about noise in the street, 23% about spreading tourism more evenly across the city and 22% about safety.⁹³

Barcelona has high levels of repeat visiting and its data on visitor satisfaction suggests that the visitor experience is improving for the large majority of tourists. Barcelona City Council conducts a tourist survey every year in order to build up profiles of the people who visit the city. It also evaluates their level of satisfaction with their visits. The 2015 survey showed that, on a scale from 0 to 10, tourists gave the city a score of 8.6, a 0.2 increase compared over 2014. The aspects tourists valued most were architecture (9.1), the city's cultural offer (8.8), entertainment (8.5) and public transport (8.4). The city's beaches

89 *ibid* 46

90 Consell Turisme i Ciutat (2016) Informe activitat turística:56

91 Consell Turisme i Ciutat (2016) Informe activitat turística:56-58

92 The Perception of Tourism in Barcelona data 2012-2015 is available on-line http://ajuntament.barcelona.cat/turisme/en/documents#estadistiques_enquestes

93 Consell Turisme i Ciutat (2016) Informe activitat turística:65

received a score of 7.9, as did cleanliness in general, while accessibility for people with reduced mobility received 7.8, air quality 7.6 and noise levels 6.8.

Policy making in Barcelona is based on a body of shared knowledge⁹⁴ and developed through discussion and debates. The development of a strong base of robust shared information and knowledge about trends in urban tourism as well as data specific to Barcelona is critical to developing policies which can be successfully implemented to achieve agreed objectives. The process of discussion and debate between citizens, institutions and the business sector develops consensus and helps to explain the continuity between administrations in Barcelona. Strategic Tourism Plans are developed through analysis of the current situation and future scenarios based on data and analysis of trends and through discussions and debates with all the players involved. In this way plans are developed and implemented based on shared knowledge and agreed policy and actions. The tourism plans are integrated with the other city plans, most importantly the Municipal Action Plan (PAM).⁹⁵

Engagement in the decidim.barcelona⁹⁶ participatory process

Barcelona has an extensive range of mechanisms linking participation in person to neighbourhoods through face-to-face meetings, discussions and debates and proposal collection trolleys; with digital participation through the decidim.barcelona platform and other social media networks.⁹⁷ Tourism was included in the decidim.barcelona which ran in February and March 2016 to establish the Municipal Action Plan for 2015-2019. There was strong support for the Strategic Tourism Plan, a Master Plan for Park Güell, protecting local commerce against the negative effects of tourism, the Special Urban-Development Plan for Tourist Accommodation (PEUAT), boosting sustainable and Responsible Tourism, mitigating the negative impacts of tourism, controlling and closing down illegal tourist flats and reclaiming the Rambla for Barcelona's residents.⁹⁸ It is noteworthy that tourism is part of the participatory processes which Barcelona has developed to engage with its citizens in decision making through Open Government, rather than to create its own structures.⁹⁹ The city regularly asks residents about their valuation of Barcelona's management of tourism. It has averaged 64.3% positive since 2009, it peaked at 74.7% in 2013; across the city only Ciutat Vella, at 54.5%, differed much from the average.¹⁰⁰ The city authorities are now also working with local neighbourhood associations to develop local tourism management priorities and plans.

94 See for example the data published in July 2016 to inform debate and policy making: http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/140716_informeactiviturstica.pdf and http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/160709_ndp_annex_1_160714_informe_activitat_turistica.pdf

95 <http://ajuntament.barcelona.cat/turisme/en/strategic-plan/what-we-do>

96 <http://decidim.barcelona> platform

97 *ibid* 31-36

98 *ibid* 34-35 – there are 38 proposals in the list that was voted on.

99 <http://governobert.bcn.cat/en/transparency/barcelona-city-councils-citizen-register>

100 Consell Turisme i Ciutat (2016) Informe activitat turística: 63-64

Governance

With Barcelona's strong, post Franco, public participation processes and recognition of the importance of tourism to the city it became a priority to establish public participation structures for the tourism sector. Asked in 2015 about whether or not there should be more debate about tourism between citizens, the institutions and the business sector, 79% said yes and only 5.8% disagreed. Since 2009 over 75% have consistently supported more debate about the impacts of tourism and how to manage them.¹⁰¹

In May 2016 there was a formal agreement to set up the City and Tourism Council as a standing body that will participate in developing tourism policies and strategies, maintain the quality of city residents' lives and ensure visitors to the city enjoy their experience. In July 2016 the Full Council Meeting approved the establishing of a Tourism Council¹⁰² which aims to represent the general public as a whole. It is chaired by the Mayor and made up of representatives from the general public and neighbourhood sector, the tourist sector, the commerce and catering sector, culture and sport, trade unions, environmental, social and territorial groups, experts and municipal professionals, as well as representatives from each of the municipal political groups.¹⁰³ The Tourism Council, a participatory body, is designed to enable the new tourism model to be debated and approved by consensus, allowing the general public to become involved in tourist-activity governance and collaborate in government actions on tourism policies, strategic lines and initiatives.¹⁰⁴ It is a place where public bodies, associations and political representatives can share ideas and information and suggest ways of improving Barcelona's tourist sector; the resolutions adopted at the Council are not binding, but provide a basis for decisions taken at Full City Council meetings.

The City and Tourism Council, often referred to as the Tourism Council, is a standing advisory body with four functions:

- i. "Advising the municipal government on municipal initiatives, policies and strategic lines of action in the area of tourism, from a global perspective.
- ii. Proposing policies on tourism and to ensure its sustainability.
- iii. Producing studies and opinions on issues concerning its sector, at the request of the Mayor.
- iv. Producing an annual report on tourism in Barcelona that should include, among other things, impact assessment, proposals for improvements, municipal lines of action and the main actions carried out in this area, as well as warnings that enable appropriate steps to be taken in terms of conflict prevention."

The City and Tourism Council can produce reports, opinions, proposals and suggestions as recommendations to City Council bodies, but they are not in any way binding.¹⁰⁵

101 Consell Turisme i Ciutat (2016) Informe activitat turística:66

102 <http://ajuntament.barcelona.cat/turisme/en/tourism-council/what-it>

103 <http://ajuntament.barcelona.cat/turisme/en/tourism-council/about-us>

104 http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/reglament_de_funcionament_del_consell_turisme_i_ciutat.pdf

105 http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/reglament_de_funcionament_del_consell_turisme_i_ciutat.pdf

It is recognised that the horizontal and transversal impacts, positive and negative, of tourism require interdepartmental co-operation to co-ordinate and periodically evaluate the management of tourism by the municipality. This is realised through the Tourism and City Council, the Tourism and City Municipal Working Group, a municipal inter-departmental working group. There is also a Tourist-Management Work Group which co-ordinates a number of municipal-service initiatives.

Accommodation

Barcelona has a wide variety of tourist accommodation which makes the city attractive and available to a broad range of market segments. Hotels are concentrated in Ciutat Vella, Eixample and Sant Marti, pensions and hostels in Ciutat Vella, Eixample and Montjuic, and tourist apartments in Eixample¹⁰⁶ In Ciutat Vella 54.7% of respondents felt that there were too many tourist accommodations in their neighbourhood, in Eixample it was 27%, in Gracia 21.9% and Sant Marti, where there are many new hotels, 15.1%.¹⁰⁷

The growth of new forms of accommodation – less than half of all overnight visitors (tourists) to Barcelona stay in hotels – creates regulation and management challenges. The new municipal tourism management model has to find ways of effectively managing and taxing the new forms of accommodation, and the new forms of disintermediation, which have facilitated its spectacular growth: “the city authorities are aware of the need to regulate tourist facilities in the city, in terms of both their growth and specialisation and with regard to legal matters and territorial distribution issues.”¹⁰⁸

Two sets of issues arise around tourism accommodation. There is a general set of issues which relate to over-development of tourism in particular areas; hotels, hostels, licensed apartments and unlicensed apartments all contribute to feelings of social fragmentation, and have negative impacts on community life and on the quality of people’s lives. The second set of issues arise around unlicensed tourism accommodation, which has grown dramatically in recent years, facilitated by the growth of social media and disintermediation websites like Airbnb and which raise issues of health and safety and taxation.

In July 2015, the municipal government suspended the processing of new permits for tourist accommodation, student residences and youth hostel establishments, in order to analyse the impact of tourist accommodation activities in all its aspects and to draft a special urban development plan to regulate it.¹⁰⁹ This involved taking a snapshot of the city’s tourist accommodation, to evaluate and examine the existing range on offer and its economic and social impacts on access to housing, use of public areas, mobility, diversity of uses and waste production and management. The city has taken a holistic view of the issues which arise in the planning and management of tourism accommodation and is developing an interdepartmental approach to management and regulation. Ciutat Vella now has a Usage Plan designed to restrict the growth of tourist accommodation, whether

106 *ibid* 29-31

107 Consell Turisme i Ciutat (2016) Informe activitat turística: 62

108 Ajuntament de Barcelona & Barcelona Activa (2014) Barcelona’s tourism activity development and management: 15-16

109 <http://ajuntament.barcelona.cat/turisme/en/documents#normativa>

hotels of apartments¹¹⁰ A Tourist Accommodation Working Group has been tasked to complement municipal efforts to reduce the numbers of unlicensed apartments, and a parallel group is working to prevent the spread of souvenir shops in Ciutat Vella, Sagrada Família, Park Güell.¹¹¹

There is a substantial amount of illegal accommodation on offer in Barcelona that not only creates speculation and a black economy, but also undermines positive coexistence in local communities, in addition to changing housing uses and displacing residential activities, causing people to move out. In July 2016 an *Emergency Inspection Plan against Illegal Tourist Flats* was launched designed to eliminate existing illegal accommodation in the city, with a budget of €1,350,000. The emergency plan includes measures that attempt to tighten the net around illegal tourist flats through various means. These include:

- **Detection measures:** the creation of a new team of viewers, for greater efficiency in identifying illegal activities and facilitating collaboration with local residents, there is an online complaint form at barcelona.cat/incidencies/habitatgesturistics
- **Measures for carrying out inspections and issuing fines:** These include reinforcing the team of inspectors, more pressure on digital platforms and maximum fines for repeat-offender platforms.
- **Taxation measures:** The city council provides to the tax office information on detected illegal homes for tourist use. 3000 inspections were started due to bank payments to the websites.
- **Inter-authority collaboration measures:** an agreement with the Generalitat to extend the use of web crawlers and data sharing with Spain's Tax Authority.
- **Regulatory measures:** Working bilaterally with the Generalitat to ensure the new Tourism Regulations facilitate inspection work and, among other things, allow a quicker implementation of legal procedures to stop illegal activities.
- **Awareness-raising measures:** a new website for checking whether or not a tourist flat has a permit, and a communication campaign to foster positive coexistence, with special emphasis on tourist accommodation.



The city is raising awareness amongst visitors of the problems caused by illegal accommodation and enlisting their support in identifying the apartments, it is now easy to check whether the apartment being rented is illegal or not and to report illegal unlicensed properties.¹¹²

110 Ibid. 16

111 Ibid 16

112 <http://meet.barcelona.cat/habitatgesturistics/en/>

One of the tools used during the inspection campaign is the Call Reception Centre (CRT), which gives priority to complaints from the general public concerning any problems caused by tourists staying in tourist flats. The centre receives all 010 and 092 calls concerning tourist flats, and it then contacts the accommodation's owner by phone to ensure they take immediate action to resolve the problem.

Overcrowding and Deconcentration

The honeypot ticketed attractions are the Sagrada Familia with 3.7m visitors in 2015 and Parc Guell with 2.7m.¹¹³ The concentration of visitor pressure is clear from data collected from Twitter.¹¹⁴



The city is pioneering the use of big data to aid its management of visitor movements and concentrations. In 2013 District Tourism Plans were developed to encourage residents of Barcelona and its hinterland and visitors, over half of whom have previously visited Barcelona, to encourage them to discover the “ten Barcelonas” through more than 500 points of interest in the city's districts.¹¹⁵ This work is linked with the development a Tourist Mobility Plan designed to enable visitors to move around the city between the tourist nodes in ways that are compatible with ordinary mobility in the city and which improves, or at least preserves, the quality of mobility services for residents, making the city more enjoyable. The Barcelona is Much More¹¹⁶ campaign is encouraging international and domestic visitors and locals to enjoy what the 311 municipalities of the province of Barcelona have to offer beyond the city and ensuring that information about how to travel by public transport is available.¹¹⁷

At **Park Güell** access to the Monument Area (7.9% of its area) has been regulated, in 2013 an 8€ entry fee was imposed, the number of people visiting the Monument Area at

113 Consell Turisme i Ciutat (2016) Informe activitat turística:15

114 *ibid*:23

115 http://ajuntament.barcelona.cat/turisme/sites/default/files/documents/131220_mesura_de_govern_-_plans_de_turisme_de_districte.pdf

116 <http://www.barcelonaesmoltmes.cat/en/>

117 <http://www.catalunyabusturistic.com/2013/index.php/en/routes/barcelona-is-much-more.html> and <http://bcnshop.barcelonaturisme.com/shopv3/en/product/23301/barcelona-is-much-more.html>

any given time has been limited to 400, local residents have unrestricted and free access, a mobility plan has been implemented in the surrounding area to manage the flow of tourists through 4 entry and 5 exit points, and heritage-friendly regulations have been established inside the Monument Area. The management plan was designed to reclaim the area for its everyday uses and reduce the negative effects of overcrowding, ensuring both the quality of the tourists' experiences of the place and the leisure opportunities for local residents and the city's residents in general.

The **Sagrada Família** church is a major honeypot, a must see for first time visitors. Tourism at the Sagrada Família has been reorganised (increased advanced bookings, revised opening hours, more ticket offices, extra access-point control staff); an improved system for parking coaches; the drafting of a Tourism Plan for the Eixample; an information service on unoccupied parking places for coaches; the cancellation of the stop on C/ Sardenya, transferred to the Mallorca-Marina chamfer. A regular inspection programme for bar terraces and souvenir shops has also been launched and a Special Plan for Regulating Tourist Accommodation has been approved. In the Sagrada Família area pavements have been cleared and bar terraces moved to wooden platforms erected in the adjacent street parking spaces.¹¹⁸

The **Plaça de les Glòries** and the **Modernista Sant Pau** art nouveau complex are being redeveloped to make them more attractive for tourists to spread, and potentially dilute the impacts of tourism in the city. In April 2016 larger tour parties were barred from La Boqueria, the very popular food market on La Rambla.

The multi-stakeholder partnerships which have been created by the City Council in Barcelona over the last 10 years have produced some innovative work on tourism management. The citizens and the industry work together to make tourism work better in Barcelona. The development of new institutions, the harnessing of participative processes long established in Barcelona to develop consensual solutions to tourism management, the creation of interdepartmental groups in the municipality to manage tourism, the determination to balance promotion with management, and the understanding that using tourism for sustainable development of the city is about more than just having more tourists every year is very unusual and probably unique. Barcelona is a leader amongst destinations in managing tourism and addressing the challenges of 'overtourism' in a city where tourists are everywhere every day, an invading group that arrives from the port and airport, by rail and by car. When the cruise¹¹⁹ excursionists arrive in La Rambla after breakfast aboard it can feel like a tidal wave – as many as 35,000 people arriving on foot at the Mirador de Colon, to walk up La Rambla. Some residents undoubtedly feel that they are losing their place, their Barcelona¹²⁰ – there is nostalgia for a past which may, or may not, be misremembered; there is a demographic life cycle dimension to the issue. The issue is about the way the city is used by citizens and visitors – but the problem is not necessarily tourism. The beer terraces are used by citizens and visitors, international students come

118 <http://ajuntament.barcelona.cat/turisme/en/noticia/mores-space-for-pedestrians-in-the-area-around-the-sagrada-famzlia>

119 Those cruise passengers who sleep overnight on the ship in the port pay the tourism tax (between 2.5 and 0.70€ depending on the grade of accommodation), the day excursionists, the vast majority of those walking about the city, pay only 1USD.

120 Barden R (2011) Sensing our way to a better "Old Town" to live in and visit unpublished MSc Report.

to study, invite their families to visit and stay to start businesses. The initiatives being taken in Barcelona are ground breaking; the city is determined to remain an open Mediterranean city and a tourism city – tourism, they acknowledge, to be managed better. The first priority of the new government in Barcelona is to address inequality, the second is the management of tourism – and of course the two are not unrelated. The Second Deputy Mayor, Jaume Collboni, highlighting the need for Barcelona to handle 100% of its tourist tax to tackle the impact of tourism in the city; asserted that: “Tourism has to serve the city and not the other way around”.¹²¹

There are many challenges. The city has little influence over the development of the airport and the port; it does not control arrivals; a new terminal is being built in the port; the development of new forms of the sharing economy creates new management challenges. Barcelona is a small city of 1.6m and it is a well-connected city – of 30 million visitors only half sleep in the city as tourists, and only half of Barcelona’s tourists stay in the hotels. L’Hospitalet de Llobregat, often shortened to L’Hospitalet, is a municipality to the immediate southwest of Barcelona with a population of 260,000. Many hotels in that municipality are marketed as though it were a suburb of Barcelona, and it is seamlessly connected to Barcelona, but Barcelona cannot manage the growth of hotel accommodation there or along the coast. Barcelona is a tourist city, it’s a brand with a culture and life style created and shared by citizens and tourists, it has to learn to manage tourism better and it is a leading example of how tourism can be used to make a city a better place to live in, and a better place to visit.

¹²¹ <http://ajuntament.barcelona.cat/turisme/en/noticia/barcelona-wants-to-manage-100-of-its-tourist-tax>. Since November 2012 there has been a Tax on Stays at Tourist Establishments (IEET), a tax that is levied by the Government of Catalonia. Barcelona receives 34% of the tax revenues collected. In 2013 Barcelona City Council’s Executive decided to transfer 50% of this revenue to Turisme de Barcelona and to directly manage the other 50%.

The Sustainable Development Goals

Sandra Carvão, Director, Communications and Publications Programme, World Tourism Organization (UNWTO)



Realising the Future We Want¹²²

From UNWTO we would like to stress that though tourism is only explicitly mentioned in three SDGs the sector can contribute to all 17. Just consider issues such as gender equality or poverty reduction. See <http://icr.unwto.org/content/tourism-and-sdgs>

“The 2030 Agenda for Sustainable Development commits Member States, through Sustainable Development Goal Target 8.9 to “devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”. The importance of sustainable tourism, as a driver for jobs creation and the promotion of local culture and products, is also highlighted in Sustainable Development Goal target 12.b.

Tourism is also identified as one of the tools to “increase [by 2030] the economic benefits to Small Island developing States and least developed countries”, through Sustainable Development Goals Target 14.7.

Sustainable tourism is defined by paragraph 130 of *The Future We Want* as a significant contributor “to the three dimensions of sustainable development” thanks to its close linkages to other sectors and its ability to create decent jobs and generate trade opportunities. Therefore, Member States recognize “the need to support sustainable tourism activities and relevant capacity-building that promote environmental awareness, conserve and protect the environment, respect wildlife, flora, biodiversity, ecosystems and cultural diversity, and improve the welfare and livelihoods of local communities”.

Paragraph 130 of *The Future We Want* also focuses on the role of sustainable tourism as a key contributor for sustainable development in developing countries.

¹²² <https://sustainabledevelopment.un.org/futurewewant.html>

More specifically, Member States, through paragraph 131, “encourage the promotion of investment in sustainable tourism, including eco-tourism 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”. In this regard, Member States also stress the importance of establishing, guidelines and regulations, in accordance with national priorities and legislation for promoting and supporting sustainable tourism.”¹²³

International Year of Sustainable Tourism for Development¹²⁴

“With more than one billion international tourists now traveling the world each year, tourism has become a powerful and transformative force that is making a genuine difference in the lives of millions of people. The potential of tourism for sustainable development is considerable. As one of the world’s leading employment sectors, tourism provides important livelihood opportunities, helping to alleviate poverty and drive inclusive development.”

United Nations Secretary-General, Ban Ki-moon, World Tourism Day Message, 2015

The United Nations 70th General Assembly has designated 2017 as the International Year of Sustainable Tourism for Development ([A/RES/70/193](#)).

This is a unique opportunity to raise awareness on the contribution of sustainable tourism to development among public and private sector decision-makers and the public, while mobilizing all stakeholders to work together in making tourism a catalyst for positive change.

In the context of the universal 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the International Year aims to support a change in policies, business practices and consumer behavior towards a more sustainable tourism sector than can contribute to the SDGs.

The #IY2017 will promote tourism’s role in the following five key areas:

- 1 Inclusive and sustainable economic growth
- 2 Social inclusiveness, employment and poverty reduction
- 3 Resource efficiency, environmental protection and climate change
- 4 Cultural values, diversity and heritage
- 5 Mutual understanding, peace and security.

In order to promote and strengthen the role of tourism in the previously mentioned five areas, the activities of the International Year should focus on, inter alia:

Advocacy and awareness-raising

- To promote sustainable tourism as a tool for development, encourage its full integration in national, regional and global development agendas, and highlight its catalytic function for economic and sustainable development.

¹²³ <https://sustainabledevelopment.un.org/topics/sustainabletourism>

¹²⁴ <http://www2.unwto.org/tourism4development2017>

- To stimulate a global debate on the contribution of tourism to the 2030 Agenda and the SDGs.
- To increase awareness among all stakeholders – including tourists – of the impact of travel and tourism on society and the environment, and how responsible travel can contribute to sustainable development.

Knowledge creation and dissemination

- To improve the understanding of how sustainable tourism contributes to the aforementioned five areas in both developing and developed countries.
- To promote tools and mechanisms for the monitoring and the measurement of tourism's positive and negative impacts

Policymaking

- To promote evidence-based policies and exchange of good practices that advance and maximize tourism's contribution to sustainable development
- To encourage integrated and holistic approaches to tourism development through cross-cutting national tourism policies that contribute to the 2030 Agenda and the SDGs
- To stimulate public/private sector cooperation and promote Corporate Social Responsibility (CSR) as a pillar of tourism development

Capacity-building and education

- To support the formulation and implementation of educational policies that promote the contribution of sustainable tourism to development
- To enhance curricula development in line with the 2030 Agenda and the SDGs
- To empower women and youth through knowledge-building and skills development

From Process to Performance in the Hotel Sector

*Fran Hughes, Director, International Tourism Partnership*¹²⁵

The value of many things we do can be tested by answering the question, 'so what?' It was a lesson I learned in a CV writing workshop a few years ago. So you did x; so what? Was it any good? Did it save money, lead to greater efficiencies, or was it a costly white elephant that everyone hated? 'So what?' is a test I have since applied to many areas of work as a sense check of the value and impact of what we do.

At ITP (the International Tourism Partnership) we work with the world's leading hotel companies to drive social and environmental responsibility and positive action on our key themes; water, carbon emissions, human rights and youth employment. Over almost 25 years we've brought the sector together to collaborate and develop practical tools and programmes to help hotels improve their social and environmental performance. Our unique group enables leading hotel companies to come together in a confidential and non-competitive platform to address common challenges and work together to find solutions. But so what? What have been our outputs?

In 2012, ITP and the World Travel & Tourism Council (WTTC) launched the Hotel Carbon Measurement Initiative (HCMI). Developed with a working group of 23 global hotel companies and technical advisors KPMG, HCMI is a methodology and tool to enable any hotel anywhere in the world to measure and report on the carbon footprint of a hotel stay, meeting or event. Over 24,000 hotels around the world use HCMI, and we aim that the Hotel Water Measurement Initiative (HWMI), launched in August 2016, will have a similar uptake.

On the social side, the Youth Career Initiative (YCI), ITP's award winning youth employability programme, has seen over 3,000 disadvantaged young people graduate through its 24-week work and life skills training and over 85% have gone on to find work or return to education. Alongside these major initiatives, we've created a raft of resources, webinars and events, shared best practice via our Green Hotelier website www.greenhotelier.org and convened and challenged the industry to raise the bar.

Looking forward, we are considering not only outputs but outcomes. Have HCMI and HWMI helped hotels not only measure their carbon emissions and water use, but to ultimately reduce them. To help them, we created the Hotel Footprinting Tool www.hotel-footprints.org to enable hotels to benchmark their performance. Data from the annual Cornell Hotel Sustainability Benchmarking Study, which powers the Footprinting Tool, gives a measure of which direction we are going in.

But we still need to get cleverer on impacts and outcomes. This is why ITP is looking towards the Sustainable Development Goals to help us frame our work moving forward. What will be our contribution to decent work, our impact on youth employment? The travel and tourism industry often claims it brings social and economic benefits to communities worldwide. I believe it does; but we must demonstrate that more clearly.

¹²⁵ <http://tourismpartnership.org/>

The WTTC report *Travel & Tourism 2015: Connecting Global Climate Action* acknowledges that whilst many within the sector are more carbon efficient than they were just a few years ago – often by 20% or 25% – in real terms, sustained growth has seen our carbon outputs continue to climb. The report calls for the sector to integrate climate change into business strategy with commitment at executive and board level. There was a time when intensity reduction targets on water and carbon emissions were sufficient. That time has passed. Without context, percentage reductions are not enough as they do not address the growth of the sector and our true environmental impact. A growing number of companies are committing to use science-based targets to determine strategies going forward; we need to do the same.

Going forward, our strategies need to consider not only process and performance but our real contribution to a fairer, more ethical and environmentally responsible tourism industry. The Sustainable Development Goals and Science-based targets initiative give solid measurable frameworks to work within. To work otherwise, one may ask, ‘so what?’

Sustainability Reporting for Small Businesses

Jenefer Bobbin, Managing Director, JUSTreport¹²⁶

Growing Significance of Sustainability

Many businesses believe the act of being sustainable is achieved through philanthropy and managing their environmental impact. Porter argues that companies must bring business and society back together by generating economic value in such a way that it also addresses the needs and challenges of society and generates value for that society (Porter & Kramer, 2011). Similarly, UN Secretary General Ban Ki-Moon called for a culture of shared responsibility and a coordinated approach to sustainable development post the expiry of the Millennium Development Goals (MDG) (Ki-Moon, 2015).

In September 2015, the UN Member States committed to a new set of goals - the Sustainable Development Goals (SDGs). This new global agenda is centred on people and the planet with the first goal being to end poverty in all its forms everywhere by 2030. Tourism is considered a good mechanism for poverty reduction as jobs are often entry level work suitable for women, young people, migrant workers and rural populations in developing and least developed countries (LDCs (ILO, 2011). In 2007 tourists spent US\$295 billion in developing countries which was almost three times the level of official international development projects (Mitchell & Ashley, 2010). The UNWTO have identified three of the SDGs featuring tourism and plans to work with governments, public and private partners, development banks, international and regional finance institutions, the UN agencies and international organizations to help achieve the SDGs.

- **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- **Goal 12:** Ensure sustainable consumption and production patterns; and
- **Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

2017 has been declared the International Year of Sustainable Tourism Development which provides “a unique opportunity to advance the contribution of the tourism sector to the three pillars of sustainability – economic, social and environmental, while raising awareness of the true dimensions of a sector which is often undervalued” UNWTO Secretary-General, Taleb Rifai (UNWTO, 2015)

One year on there is still limited engagement with the SDGs. According to the Ethical Corporation’s State of Responsible Business 2016 report fewer than half of global corporations plan to engage with the goals. Another study by Corporate Citizenship found that the lack of action by businesses is causing a lack of trust amongst consumers, in particular the millennials (*The Guardian*, 2016).

¹²⁶ <https://justreport.io/>

The Data Requirement

Lessons learnt from the MDGs include the need for mechanisms to review the implementation of goals and improved availability of and access to data (Ki-Moon, 2015). A report requested by the Secretary-General of the UN calls on governments and the UN to act to enable data to play its full role in the realisation of sustainable development by closing key gaps in access and use of data between the private and public sectors (Data Revolution Group, 2014).

Industry bodies and governmental organisations use the Tourism Satellite Account (TSA) statistical framework as the main tool to monitor the economic impact of tourism. The validity of this approach was brought into question when the World Travel and Tourism Council (WTTC) found differences in assumptions, definitions, concepts and measurement methods (Frechtling, 2010), yet this seems to have had no effect on the popularity of the scheme with the entities that use it. The World Trade Organisation (WTO) states that Tourism Satellite Accounting (TSA) provides credible data on the impact of tourism and the associated employment, while the International Labour Organization (ILO) and the United Nations World Tourism Organization (UNWTO) disagree and believe that the economic value of tourism in terms of employment remains inadequately measured and insufficiently studied (Meis, 2014).

Mainstreaming Reporting

In April 2013 the UK was the first country to make CO₂ emission reporting mandatory for the largest 100 companies. This ruling is due to be reviewed this year before ministers decide whether to extend this legislation to all companies with over 250 employees (Gov UK, 2012). Governments, markets, investors and society are calling for more than just environmental reporting. Started through pressure from a public petition, Labour MP Sarah Champion's Bill for gender pay transparency calls for Section 78 of the Equality Act to be enforced meaning large businesses would be required to report the pay of male and female employees. Despite MPs voting overwhelmingly in favour of the bill, the second reading was never called and the Government so far has refused to implement it. However, there are a few large corporates, including PWC, that are voluntarily reporting their gender pay gaps. In 2013 TUI, the only tour operator in the FTSE 100, formally began collecting socio-economic (employment and procurement) data from their hotel suppliers highlighting regulations applicable to larger companies end up effecting the smaller businesses, especially in travel and tourism where small businesses account for approximately 97% of the industry (Synergy, 2000).

Reporting Frameworks

The Global Reporting Initiative (GRI) was launched in 1999 and has become the internationally leading sustainability reporting guideline. Results of the KPMG 2013 International Corporate Responsibility Reporting Survey revealed that 82% of the Global Fortune 250 that report in sustainability refer to the GRI guidelines (KPMG, 2014). In May 2013 the guidelines were updated from being checklist-based to placing an emphasis on materiality, nonetheless an extensive disclosure requirement remains for the comprehensive reporting

level. Running parallel to the launch of these new guidelines the International Integrated Reporting Council (IIRC) launched the International Integrated Reporting <IR> Framework the following December. The <IR> Framework also places an emphasis on materiality by with a key objective of how the organisation creates short, medium and long-term value (IIRC 2013). The real strength of the <IR> Framework is that it is not designed to be a standalone report but is an evolution of corporate reporting whereas sustainability reporting is often disconnected from the financials. “[Sustainable business] is a movement that’s still gathering momentum and authority. There’s also a realm of difference [between] those who are trying to make sustainability part of their core business strategy and those who still see it as an ‘add-on’.” says Lord Mark Malloch-Brown, chairman of the Business and Sustainable Development Commission and former deputy UN secretary-general (*The Guardian*, 2016). Despite their differences both frameworks allow flexibility and the inclusion of additional information enabling reports to fulfil other regulatory purposes. Both frameworks make claims of suitability for small businesses but there is little evidence of any actual reports (GRI 2014).

Regardless of framework chosen, both require a business to have internal systems in place to collect all necessary information and as such this can become a barrier for small businesses that don’t necessarily have the record keeping practices of larger organisations. Despite there being a range of companies offering solutions, few extend beyond monitoring environmental impacts and most are stand-alone solutions that are not compatible with business management systems.

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Child protection and the volunteer travel industry: we can do better

Philip Mudge Volunteer Quality Project Officer Comhlámh ¹²⁷

Sallie Grayson, Programme Director, peopleandplaces¹²⁸

What do we mean?

“Volunteering is the commitment of time and energy for the benefit of society and the community, the environment or individuals outside one’s immediate family. It is undertaken freely and by choice, without concern for financial gain.”¹²⁹

If we are comfortable with the idea of society and community stretching beyond the local and immediate: including the international and the global: then it is almost inevitable that activities undertaken freely and by choice will be directed towards those in our global society in the most need: the victims of injustice and inequality.

“Volunteers – are people who are making the informed decision to work overseas for a period of time, from days to years, in a voluntary capacity.”¹³⁰

The Comhlámh report on “Models of International Volunteering Trends, Innovation & Good Practice¹³¹ describes the most dominant practice of international volunteering: North to South, increasingly of less than three months in duration and, in a significant change from previous times, involving younger unskilled people, children and college age, on learning and development programmes rather than highly skilled professionals sharing skills.

Why do people volunteer and what do they want to get from the experience?

Ziemek (2006)¹³² proposes three economic theories of volunteer motives

- The public goods model, wherein individuals donate their time to contribute towards increasing the total supply of the public good or service.
- The private consumption model, wherein the benefit to the individual is in the act of giving itself.
- The investment model in which the act of volunteering provides the volunteer with a specific, often measurable, benefit for example in relation to the experience or training gained while volunteering.

¹²⁷ Comhlámh is the Irish association of returned development workers and volunteers and was established in 1975. The Comhlámh CoGP for Volunteer Sending Agencies is a set of standards for organisations involved in facilitating international volunteer placements in developing countries. Recognised by The Guardian, (Jan 13th 2016) as the highest regarded set of guidelines for international volunteering.

¹²⁸ People and Places is a social enterprise, committed to responsible volunteering and was winner of the World responsible Tourism Awards in 2013

¹²⁹ Fingal Volunteer Centre <http://www.volunteerfingal.ie/index.php/organisations/articles-for-organisations/165-definition-a-principles-of-volunteering.html>

¹³⁰ Comhlámh <http://www.comhlamh.org/about-us/>

¹³¹ <http://comhlamh.org/wp-content/uploads/2013/09/Models-of-International-Volunteering.pdf>

¹³² Ziemek, S. (2006) ‘Economic analysis of volunteers’ motivations--A cross-country study’, *Journal of Socio-Economics*, 35(3), 532-555.

Hwang *et al.* (2005:394)¹³³ identify fourteen possible reasons for volunteering amongst American and Canadian citizens, and conclude that volunteering for collective or altruistic reasons (the public goods model) are the most important factors, while self oriented or personal reasons (the investment model) are less significant.

There exists then a paradox between the reason for volunteering – to make the world a better place – and the currently popular model of volunteering involving largely young people with little or no skills and experience to share. There has been plenty of recent discussion about the harm that can be done, even by well-meaning people who genuinely want to volunteer to do good, but are ill-informed. Even with the best of intentions, recent controversial volunteer stories, such as Louise Linton’s account of her volunteer experience in Africa, attracted criticism both from aid and development workers in the global north and from the increasing number of social media activists in Africa and across the developing world. Parody accounts such as “The Doll that Saved Africa”¹³⁴ have also directed attention towards the myth of the white saviour. Responsible volunteering programmes and placements provoke questions such as: Where is the skills transfer? Where is the sustainability and is volunteering in the global south ever ethical?

To investigate this further we need to ask:

What do people actually do when they are volunteering?

Based on the number of volunteering opportunities offered by providers and the ease of accessing such opportunities, the most popular types of overseas volunteering are opportunities to “work with children”. These include teaching or assisting in a school, working on after school projects or volunteering in orphanages or other residential homes for children (which can be known by any number of different names); all activities that would not be encouraged or allowed without significant systemic supports and controls in the volunteer’s home country if at all. A simple Google search finds 505,000 results for ‘volunteer orphanage abroad’. Most are marketed by holiday companies and tour operators, rather than by organisations focussed on international or community development. In the UK there are at least 30 tour operators sending volunteers to orphanage.

Harmful Volunteering

Orphanage/childcare tourism has huge potential for negative - indeed, harmful - results for the children in the ‘childcare’ facilities and often for the volunteers themselves. A simple rule of thumb as articulated by the *ChildSafe Movement* is:

*Whilst volunteering with children may represent an interesting and memorable experience for the volunteer, ask yourself what long-term good it does for the children? Bonding with a succession of volunteers who subsequently leave them, being exposed to potential abuses by not so well meaning volunteers, getting poor quality English lessons with no continuity in the curriculum... we wouldn't want that for our own children, right?*¹³⁵

133 Hwang, M., Grabb, E. and Curtis, J. (2005) ‘Why Get Involved? Reasons for Voluntary-Association Activity Among Americans and Canadians’, *Nonprofit and Voluntary Sector Quarterly*, 34(3), 387-403.

134 www.barbiesavior.com/

135 <http://thinkchildsafe.org/when-i-volunteer/>

The same standards should apply for children in the developing world as apply to children in and from our own society. In other words, that human and children's rights are universal and therefore their expectations should be common and consistent

Orphanage tourism: what is it?

Possibly the volunteering opportunities with the most potential for causing harm to vulnerable children are placements in residential childcare facilities, often referred to as orphanages. These programmes include organisations that offer opportunities to hug children for a few days or a couple of weeks; even worse, opportunities to counsel them!; organisations that do no checks on volunteers; organisations that allow schools to sack local teachers because they know a volunteer will teach for free – perhaps, worst of all, are the organisations that fail to carry out due diligence on the orphanages they work with, enabling local charlatans to purchase and exhibit children who are not orphans.

The scandal is exacerbated by members of the media suggesting that travellers can volunteer for free, or for very little cost, by searching out orphanages when they are already in country! How on earth are travellers – especially young travellers – meant to check the credentials of an organization at such short notice?

Whilst the worst case of orphanages, such as that established by the Zimbabwean first lady and awarded “tourism destination status”, by the Tourism Authority chief Karikoga Kaseke,¹³⁶ make no attempt to disguise that their purpose is to attract volunteers and tourist dollars, people who have not thought through their short visit to hug and play with gorgeous kids has real potential for damage to those children are both putting vulnerable children at risk and being financially and morally exploited themselves. People who wouldn't dream that the ‘orphanage’ they are helping could be guilty of child trafficking and abusive relationships are supporting an industry that has at its heart profiteering and real potential damage to children.

Considerable evidence now indicates international volunteerism is increasing the rate of orphanage presence. UNICEF¹³⁷ suggests 75% of children in Cambodian orphanages are actually not even orphans. They have living parents [...] In the worst cases, children have literally been trafficked into orphanages.

The burgeoning ‘orphanage industry’ in countries such as Cambodia and Thailand where tuk tuk and taxi drivers offer day or afternoon orphanage trips so that travellers can volunteer for free, or for very little cost, by searching out orphanages when they are already in country, means that travellers – especially young travellers – cannot check the credentials of an organization at such short notice. Possibly more worryingly the institutions cannot check the backgrounds of volunteers potentially exposing the children in their care to the most dangerous paedophiles and child abusers.

As the number of potential volunteers to orphanages has increased, so has the need for orphanages and children to populate them. In countries such as Nepal (particularly after

136 www.news24.com/Africa/Zimbabwe/zim-moots-plan-to-make-grace-mugabe-orphanage-a-tourism-attraction-report-20160928

137 www.unicef.org/eapro/Study_Attitudes_towards_RC.pdf

the earthquake in 2015), Uganda, Guatemala¹³⁸ and Haiti¹³⁹

This has resulted in trafficking of children from their families to fake orphanages, purely to facilitate the placement of volunteers whose placement fees and donations are not used to support children's development, but as revenue for the unscrupulous owners

How does orphanage tourism harm children?

Ample child health and psychological evidence indicates residential care centres (orphanages) are simply bad for children.

That is, even in orphanages with full-time staff in the best ratios seen around the world, children do not develop at the same rate as children in foster care or other community-centered alternatives for children lacking biological parents. Even in the best of circumstances, the institutional structures of orphanages are havens for physical and sexual abuse.¹⁴⁰

What are the Child Safeguarding Principles?

Volunteer Now: Our duty to care (2011)¹⁴¹ supported by the Northern Ireland Department of Health, Social Services and Public Safety identifies the following principles of good practice for the protection of children and young people:

- 1 Promote the general welfare, health and full development of children and protect them from harm of all kinds
- 2 Develop procedures to consistently apply a thorough and clearly defined method of recruiting staff and volunteers
- 3 Develop procedures for the effective management of staff and volunteers
- 4 Develop procedures for responding to alleged or suspected incidents of abuse
- 5 Develop a Code of Behaviour to ensure the activities of the organisation promote the safety and wellbeing of children
- 6 Develop guidelines to ensure that relevant information is shared appropriately with parents, children, workers and other relevant agencies
- 7 Develop guidelines to ensure the general safety and management of activities.

If it is agreed that rights, responsibilities and expectations are (or should be) universal then these principles should be applicable to volunteer placements involving working with children. It is difficult to see how principles 3 and 5 can be applied when promoting short term unskilled volunteering, and thus the first principle that the welfare, health and full development of children is to be promoted and that they should be protected from all kinds of harm is also **impossible**.

138 www.bettercarenetwork.org/library/the-continuum-of-care/residential-care/addicted-to-orphans-how-the-global-orphan-industrial-complex-jeopardizes-local-child-protection

139 wearelumos.org/post/learning-truth-about-haitian-orphanages

140 bettercarenetwork.org/library/the-continuum-of-care/foster-care/families-not-orphanages & www.savethechildren.org.uk/sites/default/files/docs/Keeping_Children_Out_of_Harmful_Institutions_Final_20.11.09_1.pdf

141 www.sportireland.ie/Participation/Code_of_Ethics/Code-Of-Ethics-App/References/Our-Duty-to-Care-2002.pdf

What are the alternatives?

As greater and greater numbers of prospective volunteers and travel companies are realising the negative impact on children on international volunteering in orphanages, the question is often asked “what are the alternatives?”

There **are** responsible alternatives to orphanage volunteering – programmes that work to support families to keep children in their community.

Look for organisations or projects that specialise in community development or that provide essential services or opportunities to a community, such as, family based care and support systems, technology training, access to clean water, income generation and marketable skills lessons. Organisations that continue their work whether or not there are volunteers present are most likely to be sustainable and worthwhile: where the volunteers work with, not instead of, local people.

BUT – it is important to remember – engagements across cultures, involving social change initiatives, will always be context-specific, dependant on the individuals, relationships, and communities in question.

What can you do?

For travellers:

First, ask yourself questions about the type of volunteer placement that you are looking for and which volunteer ending agency can provide that:

- Comhlamh’s Volunteer Charter¹⁴² asks questions of you, the potential volunteer, and your motivation for volunteering, while Comhlamh’s pre-decision course¹⁴³ will help you to make up your mind whether international development volunteering is for you. When choosing the right volunteer sending organisation for you, all the information you need should be clearly available and easily found on the organisation’s website and promotional materials.
- The 11 principles of the Comhlamh Code of Good Practice for Volunteer Sending Agencies¹⁴⁴ provide the expectations of Irish volunteer organisations that are signatories to the Code. These principles however apply equally to all development volunteering and provide a framework for the potential volunteer to ask the correct probing questions about the volunteer programme placement, its focus on the developmental needs of the host community, the protections offered to volunteer and the overall sustainability of the promoting organisation.

Second, avoid organisations and placements that do not uphold the same values and principles that would apply if you were volunteering (or working) in your own country:

- Expect the same level of checks, balances and background checks (including personal and professional references and police record checks) as you would at home and remember that if these checks are not being applied to you then they aren’t being applied to any other potential volunteers either.

142 www.comhlamh.org/volunteer-charter-2/

143 www.comhlamh.org/where/

144 comhlamh.org/wp-content/uploads/2013/11/Self-Audit-2013-Final.pdf

Finally, avoid volunteer placements that have been shown to be both dangerous and harmful to the very children you are hoping to help.

- Placements in orphanages and other residential childcare facilities at best provide poor quality care for children and at worst expose children to avoidable risk of real harm.

For travel providers:

Be aware that although offering volunteer placements that are not responsible, ethical and sustainable, in particular placements in orphanages may seem to be responding to consumer demand and therefore commercially viable or lucrative; the tide of popular opinion is turning (as evidenced for example by the recent negative publicity about orphanage tourism generated by the international superstar author JK Rowling¹⁴⁵). The profitability of such programmes and placements will be reduced as consumers committed to collective or altruistic volunteering demand other more responsible, sustainable and ethical alternatives. Those travel companies that are ahead of the curve in providing these opportunities will find them to be increasingly popular and profitable.

A final thought

Safe-guarding of children must be a key concern, but certainly does not provide a comprehensive answer to whether a volunteering placement is 'ethical'.

¹⁴⁵ <http://www.independent.co.uk/news/people/jk-rowling-twitter-voluntourism-volunteering-in-orphanages-risks-a7204801.html>

From universal good to universal problem? Volunteering with children

Michael Horon Chairman and Founder, ConCERT Connecting Communities, Environment and Responsible Tourism

Five years ago I spoke at World Responsible Tourism Day to highlight the issues around people volunteering in orphanages in developing countries such as Cambodia. If asked, I would give the same talk today as the problems of unskilled, poorly prepared, poorly vetted volunteers responding to the highly emotive words, “orphan” and “orphanage” are as relevant today as they were in 2011.

Put bluntly, pulling together 40 or 50 children into a residential facility and calling it an orphanage is a relatively easy way to attract resources from overseas visitors, whether that is volunteers, materiel, or cash. Weak regulations and enforcement encouraged the establishment of more and more centres as demand from volunteers and other supporters increased.

That 75% of children in a typical Cambodian orphanage are not orphans simply highlights the serious lack of childcare facilities in many developing countries. Because it’s been easy for them to attract support, setting up an orphanage became the most likely option in a community and children in crises of all kinds ended up in them as there was no other facility available. In addition to orphans, desperate parents sent their children in the belief that they’d have a better chance than if they stayed at home. Children are unnecessarily separated from their families and are then extremely vulnerable.

I ended my presentation in 2011¹⁴⁶ saying that people needed to switch their support to projects that served the whole community, which helped keep families together by identifying and addressing the problems faced by parents as well as the children themselves. This wouldn’t only give support to disadvantaged children, it would also be much more appropriate support, and over time would gradually reduce the number of orphanages.

The good news is that over the last 5 years there has been a great increase in the awareness that not all volunteering is intrinsically good and that volunteering in orphanages poses considerable challenges.

The bad news is that, through people’s understandable desire for simple, clear guidance, the message is getting over simplified and, ironically, confused. Volunteers are now becoming unsure whether they should be getting involved with *any* placements, especially those working with children.

Through my work in Cambodia I see volunteers who are concerned about their impact on local communities, especially those coming through responsible and ethical placement providers. For example, one volunteer in her 50s recently told me she was unsure about telling her friends and family that she was volunteering as she thought they may criticise her. Without mature reflection and discussion there’s a danger the community based

146 Horton M (2011) A little responsible tourism is a dangerous thing... *Progress in Responsible Tourism* 1(1) pp.94-101
[http://www.goodfellowpublishers.com/free_files/fileProgressVol1\(1\).pdf](http://www.goodfellowpublishers.com/free_files/fileProgressVol1(1).pdf)

projects won't receive the resources they need to do their work.

The truth is there isn't a "one size fits all" answer to many volunteering questions. Take the seemingly simple issue of minimum periods for volunteering and the oft quoted mantra:

"It's better to volunteer for a long time than a short time - short volunteer placements with children are bad"

Well, short term placements certainly can cause problems if there's a constant stream of poorly supervised volunteers making inappropriate relationships and attachments with children. Equally, the wrong volunteer in the wrong place for 3 months can cause serious problems. On the other hand, whilst it takes careful planning, it's perfectly possible to have a very successful volunteer placement with children for an afternoon. Anybody here do magic shows for children, or origami, or read poetry, or teach arts and crafts, or play a guitar, or could run a simple science experiment...

So, is volunteering with children good or bad?

To answer this question for a given placement you need to ask a few more questions:

- Does the project truly understand the problems it is trying to improve?
- Does it have effective programmes to deal with the problems?
- Why does it use volunteers?
- What do they do?
- How are they supervised and supported?
- Why are local people not doing this work?
- What impact are the volunteers having on the local staff/children/community?
- After the volunteer has left, are local people more empowered and stronger or more dependent on the next volunteer?

My message today is the same as 5 years ago: projects that work with the whole community, and offer support to families as an integrated part of their work with children, are a much better option for poor children and families than orphanages. Ironically, though we are seeing confusion amongst potential volunteers over orphanages and other types of projects, volunteer placement companies are still sending large numbers of volunteers to orphanages. Many of these are groups from schools and other organisations, who specifically asked to volunteer in an orphanage.

With increased clarity and awareness this could easily be changed as many of the activities that volunteers typically get involved with at orphanages are exactly the same as those in more responsible and appropriate projects: helping with teaching kids to speak English, or to use IT, reading in a library, doing sports, arts and crafts etc.

Responsible volunteer organisations need to better understand the significant differences between orphanages and community based projects, things such as:

- The children attending will live at home, not at the project
- In addition to classes and activities for children there will be programmes for adults such as vocational training

- There will be knowledge of the community's priorities and challenges
- There will be support to help keep families together where appropriate

So, let's not throw out the baby with the bathwater. Community based projects have the potential to offer significant benefits over orphanages, and avoid the problems associated with residential care. There are still many considerations to ensure a good placement outcome but, done well, they are a much more appropriate way of using a volunteer's skills and experience.

Finally, as an acceptance that people will always want complex situations distilled into brief, simple guidance, I offer this:

Everything that volunteers do should help the local community to grow in skills and confidence, and I see a volunteer's role falling into 5 main areas:

- 1 Understanding what the project is trying to do (including such things as the cultural, economic, social, and local community dimensions).
- 2 Helping the project team to achieve what *they* want to achieve.
- 3 Sharing the volunteer's experiences, skills, and culture in appropriate ways.
- 4 During the placement the volunteer may see and suggest new ideas or new ways of doing things.
- 5 *If* the local staff are interested in following up on these, the volunteer can help to find ways they can be achieved.

Modern slavery: risks for the UK hospitality industry

Rebecca Armstrong, *Responsible Tourism Matters*

In July 2015 Shamsul Arefin, owner of the Stewart Hotel in Appin, Argyll, was sentenced to three years imprisonment for trafficking workers from his native Bangladesh. Lured by false promises of decent work and a better life, workers borrowed money to pay charges of between £15,000 and £30,000 for 'sponsorship' and visas and travelled to the UK. On arrival they were taken to the hotel in a remote part of Scotland where they were forced to live and work in appalling conditions. The workers were controlled, threatened and physically abused by Arefin, working for up to 22 hours a day, seven days a week to pay off their 'debts'.

Anti-Slavery Commissioner Kevin Hyland described the case as 'a clear case of modern day slavery'¹⁴⁷. However, even after Arefin was brought to justice, the workers' nightmare continues as they live in fear for their families back home as they try to find work to pay off the extortionate interest owed to moneylenders, who are threatening them with violence if they return unable to pay. 'Everything we had has been destroyed. The trafficker didn't just take all our money. He took everything from me.'¹⁴⁸

Slavery is illegal in every country in the world; however, it remains a global scourge in 2016. The Global Slavery Index reports that 45.8 million people are enslaved across the world today¹⁴⁹. Comparing this to the 13 million slaves taken from Africa in the trans-Atlantic slave trade up to the 19th century offers some perspective on the scale of the issue¹⁵⁰. The International Labour Organisation observes that the victims of modern slavery are '*the most vulnerable – women and girls forced into prostitution, migrants trapped in debt bondage, and sweatshop or farm workers kept there by clearly illegal tactics and paid little or nothing*'¹⁵¹.



Photo credit: International Justice Mission, used with permission

¹⁴⁷ Weldon, 2015

¹⁴⁸ Kelly & McNamara, 2016. The full article is a sobering but worthwhile read: <https://www.theguardian.com/global-development/2016/may/28/slavery-human-trafficking-hotel-workers-bangladesh-scotland>

¹⁴⁹ Global Slavery Index <http://www.globalslaveryindex.org>

¹⁵⁰ Re, 2002

¹⁵¹ ILO, undated. 75% of global trafficking victims are women and girls; 27% are children (UNODC, 2012).

This article uses the framework of the Modern Slavery Act 2015 to explore the issue of modern slavery in the hospitality industry, and the risks it poses to our industry from an ethical, legal and commercial perspective.

In the UK, the government estimates that there are approximately 10,000 to 13,000 victims of modern slavery – which it defines as encompassing ‘*slavery, servitude, forced and compulsory labour and human trafficking. Traffickers and slave drivers coerce, deceive and force individuals against their will into a life of abuse, servitude and inhumane treatment. A large number of active organised crime groups are involved in modern slavery. But it is also committed by individual opportunistic perpetrators*’¹⁵². In 2015, 39% of potential trafficking victims identified had been subjected to forced labour, which for the first time ‘*has overtaken sex trafficking as the most prolific form of modern slavery in the UK*’¹⁵³.

The International Labour Organisation identifies six main indicators of forced labour¹⁵⁴:

- Physical or sexual violence (threat of and/or actual harm)
- Restriction on movement
- Bonded labour
- Withholding of wages
- Retention of passports and identity documents
- Threat of denunciation to the authorities

However, as the Staff Wanted Initiative points out, ‘*types and degrees of exploitation are seldom fixed and the reality of forced labour is therefore very fluid. It can perhaps be best understood as a “continuum of exploitative experiences and situations” - a range of experiences from low-level exploitation perhaps around pay and conditions through to more egregious abuse*’¹⁵⁵.

Modern slavery and the hospitality industry

Modern slavery is an issue for the tourism and hospitality industries in two principal ways:

- 1 Directly within an organisation or establishment or its supply chain – notably in the form of bonded or forced labour;
- 2 The infrastructure of the industry – transport and accommodation in particular – being used by perpetrators to facilitate and carry out offences such as human trafficking, forced prostitution and abuse.

COMBAT, a recent research project led by the University of West London, estimated that 110,000 sex slaves and labour slaves are exploited in hotels and restaurants every year in the EU¹⁵⁶.

¹⁵² HM Government, 2014

¹⁵³ US Department of State, 2016; Kelly & McNamara, 2016

¹⁵⁴ Cited by Staff Wanted, <http://www.staff-wanted.org/the-uk-modern-slavery-act/>

¹⁵⁵ Staff Wanted <http://www.staff-wanted.org/the-uk-modern-slavery-act/>

¹⁵⁶ University of West London, 2016

The Modern Slavery Act 2015

The Modern Slavery Act 2015 aimed to consolidate and simplify existing offences, as well as to provide UK law enforcement powers with the tools needed to fight slavery in its modern forms¹⁵⁷. It also made the UK the second jurisdiction in the world (after California in 2012) to require companies to report on transparency in their supply chains¹⁵⁸.

For tourism companies, then, the two key areas of importance – and risk – are firstly, the obligation to publish a modern slavery statement; and secondly, the possibility of criminal and / or civil liability for slavery offences.

The obligation to publish a modern slavery statement

Under Section 54 of the Act, any UK business with an annual turnover of over £36 million¹⁵⁹ is obliged to make an annual statement (MSA statement) on its website (approved at board level or equivalent), setting out either:

- The steps it has taken during that year to ensure that slavery and human trafficking is not taking place in any of its supply chains, and in any part of its own business; or
- A statement that no such steps have been taken.

These are the ‘bare minimum’ requirements. Optional extra information a company may provide includes an explanation of its business and supply chains; its policies on slavery and human trafficking; its due diligence processes in relation to its business and supply chains; the parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk; its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate; and the training about slavery and human trafficking available to its staff¹⁶⁰.

The Secretary of State can apply for an injunction to require non-disclosing companies to make a statement. However, there are no financial or other penalties for failing to do so – or for making a weak or inaccurate statement¹⁶¹. The principal risks are ethical and reputational, with companies’ approach – or lack of one – to slavery in their business and supply chains being publicised and of interest to consumers, the media, competitors, investors, shareholders and the wider public¹⁶².

Around 17,000 UK companies will be required to report. Smaller tourism enterprises such as owner-run hotels and restaurants are very unlikely to have the necessary level of turnover to be required to make an MSA statement. However, smaller companies should expect to face greater scrutiny as part of the supply chain of larger firms that are obliged

157 <https://www.gov.uk/government/collections/modern-slavery-bill>

158 Addleshaw Goddard, 2016

159 However, article 54 does not apply to franchises unless the franchise has a turnover of over £36 million (BHA, 2015)

160 Statutory guidance on what to include in a MSA statement is provided at www.gov.uk/government/uploads/system/uploads/attachment_data/file/471996/Transparency_in_Supply_Chains_etc__A_practical_guide_final_.pdf

161 Hartley, Hatcher, Ford, Khoja & Smith, 2016

162 Addleshaw Goddard, 2016

to report¹⁶³. They are also more likely to have direct control over their employment and purchasing practices and as such could be liable to criminal prosecution directly, as in the case of Scottish hotelier Arefin.

However, for the larger industry players, as the Shiva Foundation comments, these new legal requirements mean that *'businesses can no longer remain removed from the anti-trafficking conversation and have to start taking responsibility for their actions'* – or more commonly, those of their suppliers. The timeframe of the Act¹⁶⁴ meant that the requirements commenced on 1 April 2016 with the 'deadline' for the first MSA statements being October 2016. Anti Slavery International observe that many of the early statements published *'lack detail and demonstrate their limited understanding of the problem. Some are more of a PR exercise than a reflection that the issue is taken seriously'*¹⁶⁵.

For travel companies, as Nikki White of ABTA points out, *'the nature and complexity of the ... supply chain bring a unique set of challenges. Elements of the supply chain that can pose risks include staff at hotels, resorts, restaurants, bars and entertainment venues. They could include the laundries hotels use, the staff at excursion providers and venues, and the practices of staffing agents for cruise companies or other recruitment agencies'*.

The Business and Human Rights Centre maintains a public register of UK companies' MSA statements¹⁶⁶. Only a few UK-based tourism companies have produced theirs to date¹⁶⁷. Some provide only a brief statement; others acknowledge that there is more to do but do set out policies as well as some of the steps they have taken so far to address the issues of slavery and human trafficking. Given that the duty is to make an annual statement, all travel companies will need to focus in the coming year on increasing and strengthening those steps, or they risk damage to their reputation if it is clear that they are not proactively moving forward on this issue.

Corporate criminal and civil liability

The risks for tourism companies go beyond reputation, however. There is also the dual risk of criminal and / or civil liability for slavery offences in a company's direct business or supply chain. Forced labour, slavery and human trafficking are criminal offences in most countries¹⁶⁸. For the UK specifically, the Modern Slavery Act sets out three offences:

- 1 Slavery, servitude and forced or compulsory labour (section 1): where a person holds another person in slavery or servitude or requires another person to perform forced or compulsory labour, and that person knows or ought to know that

163 See comments by Paul Henty, reported in *The Guardian*, 28 October 2015 at <https://www.theguardian.com/world/2015/oct/28/uk-companies-proof-no-links-slave-labour-supply-chain>

164 Statements are to be produced annually starting from the 2015/2016 financial year according to a company's accounting date, with guidance that statements should be published within 6 months of the end of that year.

165 Skrivankova, 2016

166 Available to download at <https://business-humanrights.org/en/uk-modern-slavery-act-registry>

167 For a few examples, see www.millenniumhotels.com/en/supply-chain-transparency-statement/; www.barrheadtravel.co.uk/slavery-and-human-trafficking-statement; www.yha.org.uk/modern-slavery-and-human-trafficking; www.holidaybreak.co.uk/holidaybreak/slaverystatement.jsp; www.imaginecruising.co.uk/Content/pdf/Modern_Slavery_Act_2015_16_Signed_Sep_2016.pdf; www.flybe.com/corporate/governance/pdf/Modern-Slavery-Statement.pdf; www.laterooms.com/en/static/modernslavery

168 Corporate Responsibility, 2016

the other person is being held in slavery or servitude, or is being required to perform forced or compulsory labour.

- 2 Human Trafficking (section 2): where a person arranges or facilitates the travel of another person with a view to that other person being exploited. 'With a view' means either the person intends to exploit the victim; or, the person knows or ought to know another person is likely to exploit the victim during/after travel.
- 3 Committing an Offence with the intention to commit Human Trafficking under section 2 of the Act (section 4).

Source: Wood (2015) Emphasis added

The provision 'ought to know' is intended to ensure that companies cannot turn a blind eye to evidence of slavery, or indicators of practices that might suggest its presence in their supply chain. The UK's Anti-Slavery Commission Kevin Hyland has stated that a company's MSA statement should be a good indicator of whether a company 'ought to have known' of the presence of modern slavery in its supply chain (in other words, evidence of a criminal offence under the Act)¹⁶⁹. As Hartley et al (2016) observe, '*this is a clear indicator that published statements need to be approached with the gravitas they clearly deserve, state the steps that have actually been taken to address modern slavery, and not overreach or exaggerate the organisation's approach to the issue*'.

January 2016 saw the first conviction of a UK-based business owner, Mohammed Rafiq, for the offence of human trafficking.

'Rafiq's conviction followed that of two Hungarian gangmasters who were found guilty of supplying the UK factories run by KozeeSleep and its subsidiary Layzee Sleep with slave labour ... Workers were detained in overcrowded, squalid conditions, without freedom to travel and forced to work 10 to 16 hours a day, often for up to seven days a week and for less than £2 a day. The court concluded that Rafiq had knowingly employed these trafficked men and "went along with their exploitation as a slave workforce."

Notably, 'KozeeSleep was a significant supplier of leading British high-street retailers. Despite the fact that KozeeSleep was contractually obliged to adhere to each of these company's policies on ethical trading, and that each of these companies had recently undertaken some form of ethical supply chain audit, it appears none of them succeeded in detecting any issues, or took any steps to address them'.

In a civil case, a group of Lithuanian workers sued a Kent-based producer for "Happy Eggs" for forcing them to work in degrading and inhuman conditions as chicken catchers. The trafficked workers worked within supply chains for a number of major supermarket chains.

Source: Quayle (2016)

The common thread to both the examples above is that the trafficked workers were not that far removed in the supply chain from major UK companies – including Next, John Lewis and Dunelm in the case of KozeeSleep¹⁷⁰ and Asda, Sainsburys and Morrisons as retailers of Happy Eggs. Substitute KozeeSleep or Happy Eggs for a cleaning agency and one of the retailers for a major hotel brand, and the risks for the tourism industry become rather more tangible.

¹⁶⁹ Hartley et al, 2016

¹⁷⁰ Atkinson, 2014

It is vital not to underestimate the risks for tourism companies here. This is not an issue confined only to 'rogue' establishments like the Stewart Hotel, but a very real one for big businesses too. For example, if slavery, servitude or forced or compulsory labour comes to light in a company's supply chain, in the words of the Act, *ought it to have known?* What investigations did the company make? If a reasonable person would be considered to have known, then there is a genuine risk of corporate criminal liability, with serious consequences. How far down the supply chain the duty to investigate might extend is not certain; but it is undoubtedly an area of risk. How can companies take action to be certain that slavery in any of its modern forms plays no part in their complex, often multinational, supply chains?

'We would all like to think that we would never work with any organisation that exploits its workforce to the extent to which they may be regarded as slaves or involved in forced labour, but how many of us can actually say that we have checked the position? Or that relevant people in our businesses really know and understand the risks? Furthermore, how many companies in the travel and tourism industry actually have documented policies relating to modern slavery? At the very least, this legislation will mean that all businesses will need to look at their documented policies and processes around this topic, as well as considering whether we should be questioning our supply chain in more detail'¹⁷¹.

Why take action?

There are clearly big issues for the tourism industry to address, and much work to be done. As well as the regulatory requirements and the ethical imperative to address the blight of modern slavery on our industry, taking an active effective role in combatting slavery will benefit companies in a number of other ways, such as:

- Mapping and managing supply chains will contribute to better overall risk assessment and management;
- Improved investor relations if a company can show it is addressing the risks to its reputation and to its bottom line: *'Investors are looking for companies with strong, sustainable and secure supply chains, a high degree of transparency and low risk of litigation. Labour violations can result in major costs from legal fines, costs or lost productivity'*¹⁷²;
- Better consumer relations and a dividend from an increasingly ethically conscious market;
- Improved employee engagement, recruitment, retention and motivation;
- More sustainable business relationships with, for example, suppliers, business partners, sub-contractors, trade unions and governments¹⁷³.

The tourism labour supply chain incorporates a huge number and variety of 'links', from hotel staff to excursion providers, construction workers to food producers and many more in between. Outsourcing is a common model in the hospitality industry; *'hotels regularly subcontract recruitment to agencies, who in turn may use other recruiters, paving the way*

¹⁷¹ Cooper, 2015

¹⁷² Anti Slavery International (undated)

¹⁷³ Sources for this section: Corporate Responsibility, 2016, Anti Slavery International, undated

for forced or coerced labour. Often hotel management is totally unaware of their staff's terms of employment because their due diligence process only extends as far as the first tier of the recruitment process, which to them, appears reputable'¹⁷⁴. However, those ultimately responsible for management would also be those would be criminally liable should they 'ought to have known' of slavery offences within the supply chain. Trafficking and forced labour are by their nature hidden, clandestine, which makes the size and nature of the problem even more difficult for individual companies to assess.

It is important not to be complacent or assume that slavery just does not happen in our industry, destination or business supply chain. Anti Slavery International points out that 'so-called ethical auditors overlook problems in the UK and Europe because these locations are considered "low risk"', but that in '[t]emporary, migrant and agency workers in labour supply chains in the UK are often in precarious situations and are very vulnerable to exploitation by unscrupulous agents'¹⁷⁵. Quayle (2016) comments that in the world of global business, effective supply chain management and – crucially – scrutiny, takes on a new importance in this arena.

What must the travel industry and companies do?

Action needs to be taken at all levels of business practice:

At the industry level, there is an opportunity to develop a collective approach, to share knowledge, learn from good practice and face hurdles together. In the UK, the Staff Wanted Initiative is a collaboration between Anti-Slavery International and the Institute for Human Rights and Business to prevent the exploitation of hotel staff in UK hotels¹⁷⁶. Industry bodies such as ABTA have provided assistance to their members on how to address issues of modern slavery. The International Tourism Partnership has also produced a Position Statement and practical resources including a comprehensive know-how guide and guidelines for checking recruitment agencies¹⁷⁷.

At company / individual enterprise level: for those companies required to report under the Modern Slavery Act, responsible engagement means going beyond bare compliance and bland statements of policy or commitment. It means avoiding overstatement and embracing realism and honesty about the challenges faced: '[f]or some organisations the reporting requirement will be a challenge, but hiding the problem of slavery will do nothing to change the status quo. We believe that where risks do exist, consumers would prefer companies to be open about what they have found and set out what they are doing to end slavery' (Corporate Responsibility, 2016). Companies can only truly claim to be committed to ensuring there is no slavery within their business and supply chain operations if they know what to look for, and how¹⁷⁸.

Staff: Anti Slavery International (2016) point out that 'with a growing demand for an increasingly flexible workforce' (a particular feature of the hospitality industry where outsourcing is common), 'the risk that workers are tied into debt bondage through unscrupulous

¹⁷⁴ Sachdev, 2016

¹⁷⁵ Skrivankova, 2016

¹⁷⁶ www.staff-wanted.org

¹⁷⁷ Available at <http://tourismpartnership.org/human-rights/>

¹⁷⁸ Anti Slavery International, undated

agents will only increase. It is therefore important that companies carefully monitor how workers are recruited'.

The supply chain – often extremely complex in tourism, crossing borders and work areas – presents by far the biggest challenge. However, if it is becoming increasingly possible for a tour operator to ensure that all aspects of a visitor's holiday comply with health and safety requirements, we should aspire to the same rigour through the supply chain to address issues of modern slavery. Strengthening risk assessment and management processes also offers wider business benefits.

Monitoring – but more importantly 'smart' monitoring – is key. Anti Slavery International explains that *'the auditing mindset tends to be linear and mechanistic and may compartmentalise symptoms, preventing observers from seeing the whole complex picture which might together constitute forced labour'*. For example, often companies report 'lesser violations' such as late wages payment or long working hours, without appreciating that these may be symptoms of forced labour¹⁷⁹.

External relationships: Investors and shareholders will also have a role to play in holding companies to account, requiring them to go beyond statements of commitment and demonstrate robust and effective policies and practices to ensure that slavery and forced labour does not slip through the net in their operations.

Shiva Foundation is piloting an Anti-Trafficking Charter at one of Shiva Hotels' managed properties, the DoubleTree by Hilton in London. The Charter includes practical guidance for hotel staff on how to spot and report concerns, steps to identify potential risks in operational supply chains as well as purchasing of capital goods and protocols to minimise the risks of modern slavery. The DoubleTree is also making Shiva Hotels' mission statement on anti-trafficking available on each of the 260 televisions in guests' rooms. Staff are also receiving awareness training to ensure they are confident in identifying and reporting potential problems. The DoubleTree has never had any reported problems with modern slavery, but these proactive steps will help to promote accountability and transparency, and ensure that as much as possible is done to safeguard against possible risks.

Sources: Sachdev, 2016; Shiva Foundation, undated

The table below provides a brief overview of suggested key actions to be taken at industry, company and supply chain level. Each organisation is different, and will need to develop a tailored process for its own operations and supply chain to identify key areas of risk and steps to be taken for a long term approach to eradicating and avoiding modern slavery of any form at any level of its business.

¹⁷⁹ Anti Slavery International, undated

Company level

Overall approach

Map the organisation and supply chain and identify key areas of risk.

Carry out human rights due diligence including an impact assessment to examine direct operations, supply chain and other business relationships in order to identify and prioritise risk factors.

Develop clear action plans to prevent trafficking and forced labour.

Policies

Map out existing policies and in consultation with internal and external stakeholders, develop robust policies at the organisational level to set out how the company will address modern slavery issues. Incorporate these into company governance so that they are embedded into practice rather than being an 'add on'.

Specific measures to address and prevent modern slavery should be incorporated into, for example:

- Whistle-blowing procedures
- Migrant labour policies
- Child labour policy
- Child protection policy
- Supplier codes of conduct
- Recruitment policy
- Employee code of conduct
- Policies concerning access to remedy, compensation and justice for victims
- Staff training/awareness-raising policies

Procedures

Incorporate issues of slavery and trafficking into company and supply chain due diligence processes.

Staff

Identify vulnerable groups of workers such as migrants, minorities, illiterate workers, temporary workers, those in poverty and women. Know the workforce (even if not directly employed); carefully monitor how staff members are recruited.

Ensure knowledge and awareness is embedded in workers themselves as well as management. Staff must be aware of their rights and feel able to enforce them.

Train all staff on policies and procedures as well as in spotting potential signs of trafficking and forced labour. Give them information relevant to their particular area of work. Support them in feeling able to report concerns or suspicions, for example a confidential whistle-blower hotline, as well as a transparent grievance mechanism.

Transparent supply chain management and control

Overall approach

Integrate slavery into overall improved supply chain management processes.

Map the supply chain in detail and identify and prioritise risk areas. Develop an understanding of the different cultures and contexts in which business takes place – some will pose more of a risk than others. Link with local partners such as NGOs with an understanding of the local context.

Procurement process

Develop clear and workable checklists and procurement policies, supplier codes of conduct, tender requirements and supplier contracts to require them to adhere to (at least) minimum labour standards and the absence of modern slavery in their operations as well as their own supply chains

Supplier relationships

Develop a process for selecting suppliers based on performance on policies and practices relating to labour issues.

Maintain an ongoing dialogue with suppliers and make it clear that supplier contract terms will be enforced. However also work with suppliers in genuine partnership, rather than focusing only on auditing, compliance and penalties. Make it clear to suppliers that the company is prepared to work with them to build their own skills in identifying and addressing the issue of forced labour.

Avoid making demands upon suppliers or sub-contractors which might lead them to abuse workers' rights.

External relationships

Monitoring

Develop a realistic monitoring process, enlightened on the issues, to ensure policy is translated into action.

Auditing

Ensure robust auditing with a realistic appraisal of the risks as well as an understanding of the 'symptoms' of slavery and forced labour. Auditing processes need to look for 'red flags' in the supply chain such as excessive overtime; migrant workers at risk of debt bondage; workers paid cash in hand, no clear record of hours worked or pay rate; lack of grievance mechanisms; absence of unions; workers dependent on their employer or an agent for basic living needs; workers living and working in poor conditions. Auditors must not only examine paperwork but also speak directly to workers.

Communicating

Demonstrate and share good practice; hold others to account but also be realistic about the challenges and collaborate with industry partners. Be accountable to investors, shareholders, consumers and other stakeholders.

Sources: Anti Slavery (undated), Skrivankova (2016), White (2016), Theron (undated), Green Hotelier (2016), Corporate Responsibility (2016)

What role can Responsible Tourism play?

Twenty years ago when the Responsible Tourism movement in the UK was in its infancy, company environmental statements were the exception rather than the rule. While there is always further to go, by 2016, thanks in particular to responsible companies leading the way, we now expect to see solid data and evidence of concrete steps being taken to reduce impacts. Responsible companies have another opportunity now to demonstrate leadership, to once again be in the vanguard of facing up to the difficult and undoubtedly uncomfortable challenge of eliminating modern slavery in our industry.

Anti Slavery International's vision is one that as Responsible Tourism practitioners we should share: *'a race to the top in company disclosure, with businesses not only making sure they understand the problem, but committing at the highest level to change their business practices'*¹⁸⁰. Who in the travel industry will set the pace?

180 Skrivankova, 2016

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Improving market access in established mainstream contexts – findings from two Travel Foundation projects.

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Abstract

The Travel Foundation is an independent charity that works with leading tourism stakeholders to improve the impacts of tourism in destinations. The organisation does this through the collaborative development and delivery of tailor-made sustainable tourism interventions that, to date, have been applied within 26 tourism destinations. This article summarises the findings and outcomes from two projects that aimed to improve market access for local businesses whilst enhancing the tourist experience by: (1) reducing tourist harassment on Mombasa's beaches, and (2) providing the means for mainstream hotels in Fethiye, Turkey, to procure fresh produce from small-scale local farmers.

Introduction

Today over 1 billion international tourists are travelling worldwide and each year this figure continues to rise exponentially. With the introduction of budget airlines, the rise of online booking platforms and an increase in peer-to-peer travel businesses, independent travellers now join cruise and package holidaymakers to form a central part of mainstream travel.

It's clear that the greatest impacts of tourism come from mainstream travel and that this is where the focus of sustainable tourism activities need to be, yet too often, destination tourism strategies identify sustainable tourism as a separate activity (if they reference it at all) which will describe aspirations for developing a certain type of tourism – often with prefixes such as 'rural' or 'eco'. This approach simply relegates sustainability to the side-lines, a distraction from the central issue that needs addressing to assure a long term future for tourism: how to change the way that mainstream tourism operates, to improve its impacts on destinations for the benefit of businesses, residents and visitors alike.

Since its establishment in 2003, this is the issue that the Travel Foundation has been seeking to address through a range of practical interventions at various different levels, across many different contexts.

One area where the charity has built up a particularly strong level of experience is around improving local market access – ensuring that a broad range of local businesses and entrepreneurs either have direct access to tourism spend, or are part of the tourism value chain in a destination.

The Travel Foundation has recently completed and evaluated two projects which have both sought to improve local market access in quite different contexts. This article describes both of these projects in turn, and explores their similarities, differences and outcomes, before reaching some general conclusions.

Mombasa beach vendors - improving livelihoods and customer experience

Understanding tourist hassle

Due to the fragmented nature of the tourism industry and the disconnected way in which tourism often develops, local stakeholder groups in developing countries, particularly the 'informal' sector, are not always considered or consulted through the tourism development process. More often than not, this results in a limitation of their access to mainstream tourist markets which, in turn, limits the opportunities for local stakeholder groups to accrue benefits from tourism.

Where access to the mainstream tourism market is limited, alternative ways to engage with visitors are often sought. In a number of tourism destinations this has led to large numbers of local traders and service providers operating from the beach front outside of hotels. As these operations escalate, they result in complaints from visitors feeling 'hassled' or 'harassed' when they leave hotel grounds. In response to their guests' complaints, the hotels put up barriers such as 'private beach' signs with areas patrolled by security guards, and even physical barriers such as fences/walls to keep guests separated from beach vendors.

Recognising this issue back in 2008, the Travel Foundation established a hassle reduction project in the Gambia in partnership with the international tour operator Thomas Cook. The project (2008 – 2011) looked to reduce tourist hassle occurring during the Roots excursion to Jufureh village to meet the Kunta Kinteh family (made famous through Alex Haley's book *Roots*)¹⁸¹. The findings from this project were followed up on a larger scale in Sri Lanka on the LINC project (2010-2013), and then scaled up and replicated again in Mombasa from 2011 – 2014.

Considering this issue further, the Travel Foundation also commissioned a survey of 518 UK holidaymakers in order to gain a better understanding of the impact hassle has on tourists and their holiday experience. The results found that 62% of respondents had experienced a situation where they felt harassed or hassled by local traders (e.g. to buy a tour, souvenir etc) while on holiday. 57% of these respondents then went on to say that this experience either greatly (16%) or slightly (41%) reduced the enjoyment of their holiday.¹⁸²

Project background

In 2010 concerns were raised by a number of tourism industry stakeholders regarding the standards of beach tourism in Kenya. The Kenyan coast was identified as an area experiencing problems with beach harassment, or hassle, which was leaving many overseas visitors dissatisfied with their holiday experience. A November 2009 exit poll of 300 tourists departing from Moi International Airport, conducted by the Kenya Tourist Board (KTB), found a 40% dissatisfaction rate with Kenyan beaches. Hassle was reported as one of the main factors for this dissatisfaction.

181 http://www.thetravelfoundation.org.uk/images/media/Roots_project_summary.pdf

182 Explore (2013) The Travel Foundation – Holiday Hassle Project, research findings. http://www.thetravelfoundation.org.uk/green_business_tools/reducing_tourist_hassle/consumer_research

Hassle often causes unease amongst visitors away from their home environment and, as a result, many tourists choose to remain within their hotel grounds throughout their holiday rather than explore the local area. In Mombasa it was also reported that, due to security concerns, tour operators and hotels were advising tourists against leaving the hotel and instead selling duplicates of the beach operators' curios in their hotel shops. This was contributing to the harassment problem as beach vendors became increasingly desperate to earn a living from the low number of tourists that did use the beaches. Conflicts and public hostility between hotels and beach vendors were not uncommon. The result was a high level of tourist dissatisfaction when visiting the beaches in Mombasa.

In order to address these issues, in 2011 the Travel Foundation established a project in partnership with Mombasa Coast and Tourism Association (now known as the Kenya Coast and Tourism Association, or KCTA) and funded through a ST-EP Destination Management Fund overseen by the UNWTO ST-EP Foundation.

Project objectives

The project aimed to support the long term sustainability of tourism along Mombasa's north coast beaches through minimising tourist hassle and improving livelihoods for beach vendors. The key project objectives were as follows:

- 1 Improve livelihood indicators for beach vendors and other service providers, including income-generating opportunities.
- 2 Improve relationships between the beach vendors and other service providers, and hoteliers/tour operators.
- 3 Improve the host-visitor relationship and visitor experience.
- 4 Develop a successful model of reducing tourist hassle that can be scaled-up or replicated in other destinations.

Project activities & outputs

In order to achieve the project objectives, the following project activities were implemented:

Stakeholder engagement

Given the existing volatility between beach vendors and hotels in Mombasa and the need to obtain engagement in the project, a significant amount of initial consultation across a wide variety of stakeholders was required to ease tension between all the parties and encourage active involvement in finding solutions to the problems at hand. Stakeholders included local hotels, the Mombasa North Coast Beach Operators association and a number of government organisations including Kenya Wildlife Service, Kenya Tourism Board, the Tourism Regulatory Authority and the Tourist Police Unit.

Initial consultation involved a series of workshops and forums introducing the stakeholders to the aims of the project and requesting their feedback and input to the development of the project. Once a course of action was agreed, a framework of ongoing meetings was established for roll out during the project implementation to ensure that effective communication was maintained. These meetings provided a forum for any issues to be discussed and resolved on a regular basis.

At the end of the project, a final stakeholder workshop was held to discuss and agree the ongoing management of the initiative by local stakeholders, to ensure its longevity and ongoing success.

Training and capacity building

The project involved the development and delivery of training and capacity building to in order to improve knowledge and change attitudes and behaviours.

The training was developed using a training needs assessment and a curriculum was delivered comprising 21 workshops. The training was made up of 20 modules that included topics such as; customer care, personal grooming & etiquette, tourism impacts, marketing, leadership skills, product development, stakeholder relations and financial management. Ongoing peer-to-peer learning was also introduced to ensure that skills were passed-on to new members.

In total, 573 beach vendors received training (195 safari sellers, 137 massage sellers, 175 curio sellers, 27 boat operators, 9 photographers, 13 fruit and nut sellers, 9 community traders, 4 Samburu warriors, 3 tube renters and 1 camel rider). Of these 573 beach vendors, 260 were female and 313 were male.

Introducing standards

In close consultation with beach vendors, a code of conduct was introduced and all members were required to sign and agree to follow it. This code of conduct included the following standards:

- Beach vendors are not allowed to approach tourists on a sunbed, sunbathing or sitting down.
- Beach vendors are required to wear a uniform, so that they look smart and approachable.

Under this code, beach vendors are required to follow a fair rotation system for approaching potential customers so that holidaymakers are not overcrowded.

Mutually beneficial activities

In addition to training and workshops, hotels and beach vendors were encouraged to work together to develop mutually beneficial initiatives that would solve some of the common issues causing conflict, these included:

- Looking at how tourist security could be improved on the beach using the beach vendors.
- The development of agreements to allow beach vendors to set up stall inside hotels on specific days of the week.

Reward & recognition

To formally recognise their involvement in the project, a graduation ceremony was held in December 2014 for the 573 beach vendors who completed the programme. All successful graduates were presented with a certificate and branded project t-shirt to wear whilst working on the beach. The graduation ceremony was attended by the Mombasa County Governor who declared his support for the project.

Project outcomes

The project activities have resulted in benefits to both the beach vendors and the tourists visiting Mombasa's north coast beaches as follows:

Benefits to local beach vendors

Increased knowledge, effective access to tourists resulting in improved livelihoods

Beach vendors are now professionally attired and have enhanced sales and marketing skills that have enabled them to approach tourists in a polite and unobtrusive manner. This has meant they are now permitted much higher levels of access to hotels, improving their income generating opportunities. As a result of the project, seven hotels now have either formal Memorandums of Understanding (MOUs) or informal agreements with curio sellers to sell inside their hotels on specific days of the week.

In one area, a section of the beach has been designated as 'the market' where beach vendors can display their wares allowing space, for the first time, for sunbeds on one side and for uninterrupted views from the hotel on the other.

The training has also encouraged the sellers to think about longer-term financial management and business planning practices. It has enabled them to understand the benefits of running more than one business to survive during a tough business climate and many are starting to diversify their businesses. One trading association is now even running their own training course to pass these skills onto other local vendors.

Beach vendors now have a better understanding of the sorts of products that tourists are interested in buying and as a result are expanding and improving their product range. Consequently, a group of beach vendors operating outside Bahari Beach Hotel have reported sales conversion rates being up by 10-20%.

Improved social outcomes

Beach vendors feel that the hotels now have more respect for them and see them as professionals with a service to offer. It is now common for the security staff from hotels to vouch for the beach vendors and give assurance to the tourists that they are honest and can be trusted. Beach vendors now proudly see their role as stewards of the beach, running regular beach clean-ups and supporting security staff. Hotel managers have also found that the beach vendors are now much more responsive to their requests.

Benefits to tourists

Reduction in beach hassle

Visitors have reported a reduction in hassle compared to visits they had made in previous years. 67% of visitors said their overall impressions of the beach vendors were positive, compared with just 14% before the project began.

There has also been a marked reduction in negative feedback about hassle from beach vendors on TripAdvisor. When reviewing the top five reviews for five of the hotels in 2012, 9 customers referred to hassle, compared to just 2 in 2015. At Bahari Beach hotel there has been an 80% reduction in customer complaints regarding their beach experience.

Improved customer experience

A major achievement in the Bamburi beach area has been the reduction in security threats, as beach vendors and hotel security staff are now working together to police the beach. There has been a reduction in crime and all 15 hotel managers spoken to reported that levels of security in their hotels and on the beach were much higher than before the project started. Guests who bought excursions from beach vendors were overwhelmingly positive about the experience. 75% of guests rated their tour as very enjoyable, with 74% stating they would recommend booking a trip with a beach vendor to other guests, compared with 55% in 2013.

Long term outcomes & wider adoption

Towards the end of the project, the hotels, county governments and other stakeholders all agreed to take responsibility for continuing to support the implementation of ongoing activities after the project was completed. The Mombasa County Governor also pledged to fund and support a further 500 beach vendors through the scheme.

Building on this success, the training developed has now also been adopted by two other destinations neighbouring Mombasa. Kwale County has delivered training to 200 beach vendors and during 2016 kiosks will be built to provide a place for beach vendors to work from. Lamu County has also run training for 50 beach vendors and has developed a code of conduct and ethics.

The Travel Foundation is now continuing its work on market access and tourist harassment in other destinations, most recently (2016) through training provided to the Tourist Product Development Company (TPDCo) in Jamaica, who in turn will train craft market traders in Montego Bay.

In summary, the project has helped beach vendors to improve their ability to make a living from tourism, while ensuring that tourists enjoy the experience of interacting with them, without feeling hassled.

Taste of Fethiye - integrating local farmers into the tourism supply chain

This project tackled one of the most challenging and enduring aspects of destination sustainability: how to integrate small, local producers into a large, mainstream tourism supply chain. Linking more local SMEs into the tourism supply chain can mean that more people benefit locally from tourism, and a more diverse economy can be sustained.

However, there are many reasons why hotels might not source local produce. Quality and price (and corresponding value for money) are critical factors, as is reliability to deliver a hotel's requirements across the tourist season. There can be other barriers too, including:

- Centralised purchasing systems and purchasing agreements, common within large hotel chains.
- Administration costs associated with dealing with many small suppliers.
- Ability to identify and verify the origins of local produce.
- Lack of understanding of the benefits of, and customer demand for, local produce.

Project background

As with the Mombasa project, the Travel Foundation built on previous experience. The organisation had delivered agri-linkages projects in both Tobago and Saint Lucia. In the Gambia, in partnership with Concern Universal and Gambia Is Good, a demonstration farm and training centre was set up in 2006 to up-skill farmers in new crops and production techniques. This led to farmers being able to increase their supply of fresh local produce for both domestic and tourist markets.¹⁸³

The project in Fethiye, south-west Turkey (2010-2016) aimed to show success on a bigger scale, to demonstrate that it can be commercially-viable for local small-scale farmers to supply reliable, high quality, competitively priced fresh fruit and vegetables to the tourism industry.

Fethiye has a rich agricultural and cultural heritage, and produces a high volume and wide range of fresh fruit and vegetables. However, despite also having a well-established tourism sector, very little of this produce was finding its way to the region's hotels. Instead, hotels were sourcing fresh fruit and vegetables from further afield, from Antalya wholesalers and beyond.

Although an initial feasibility study conducted by the Travel Foundation showed that there was significant interest from hoteliers and wholesalers in purchasing locally grown fruit and vegetables, there was no means of verifying the origins of fresh produce available, or of promoting Fethiye crops. On the supply side, there were a number of farming communities interested in selling to the tourism industry, but there was a need for collaboration between producers, better understanding of the quantities and quality of fruit and vegetables hotels would require, and more sustainable production techniques. In particular, local farmers were using high levels of pesticides and herbicides, and poor agricultural practices were resulting in unnecessary waste and lower-than-expected yields.

Importantly, the project began with the strategic and financial backing of three large UK tour operators – TUI (Thomson and First Choice), Thomas Cook and Co-operative Travel. This gave the Travel Foundation leverage with the region's hotels and emphasised to all stakeholders the importance placed on local sourcing by tour operators.

Project objectives

The initial objectives of the project were to:

- Improve the environmental practices of local farmers in Fethiye increasing the quality and yields of local produce.
- Increase the amount of local produce sourced by hotels in Fethiye.
- Develop 'value added' customer experiences to promote local produce to tourists.
- Improve Fethiye farmers' incomes through supply of local produce.
- Maintain or improve customer satisfaction in Fethiye hotels.

183 http://www.thetravelfoundation.org.uk/projects/destinations/the_gambia/past_projects_in_the_gambia/

Project activities and outputs

Capacity building for best agricultural practice

The initial focus for the project was capacity building with farmers to improve quality and yield, by promoting best agricultural practice. Focusing on 40 farming families from five villages, the Travel Foundation made 750 farm visits to improve farming practices and offer guidance on collaboration, marketing and hotel supply needs. They arranged for 3,000 copies of their Sustainable Agriculture Guidelines to be disseminated more widely through the Ministry of Agriculture and other channels to share best practice. When final distribution was complete, an estimated 1 in 6 farmer families in Fethiye had a copy, and representatives from at least 11 villages were using the production practice guidelines.

Developing purchasing mechanisms

Working with local wholesalers, the Travel Foundation established production agreements with farmers, and purchasing agreements with hotels. In collaboration with project stakeholders, a Taste of Fethiye logo was developed, to allow hotels to verify the local origins of the produce and promote it to customers.

Tourist experiences and communications

The Travel Foundation helped hotels promote the Taste of Fethiye food to customers, raising awareness with leaflets, posters and a promotional film. Tour operator resort teams and hotel staff put on 'Local Food Nights' for guests. The Chef's association, Chef Mavi, was an important stakeholder which encouraged its members – many of whom are chefs in hotels – to demand Taste of Fethiye produce. This arrested a previous trend to provide only international cuisine for guests which, it was assumed, would most please their palettes. Chef Mavi also supported a new regional Taste of Fethiye craft and food fair which not only gave tourists the chance to buy direct from producers, but also promoted the region's culture and traditions.

The project also encouraged tourists to explore, and spend money in, the rural communities. The Travel Foundation developed and disseminated food-themed self-guided driving tours (booklets and a mobile app) to encourage tourists to explore the rural area and spend locally.

Project outcomes

Improving environmental practice & increasing yields

The project resulted in changes in agricultural practice for 40 local farmers where the levels of pesticides and artificial fertilisers used were dramatically reduced, and tests on Taste of Fethiye samples showed the produce was well within the Turkish limits for all 108 chemicals tested. 93% of farmers stated they were more aware of the environmental hazards that pesticide, fertilizer and waste containers, etc. can cause, and had made changes in how they disposed of waste chemical containers in order to decrease pollution levels.

As a result of these and other changes farmers saw an increase in yield per acre of, on average, 30%.

In addition, the purchase of local food reduced food miles and associated CO² emissions and helped some hotels to meet sustainability certification requirements.

Increasing local sourcing

As a result of the Travel Foundation's work, 24 hotels have purchased Taste of Fethiye produce, and in 2015, 16 hotels (with 2,173 combined bed capacity) sourced on average between 70% and 85% of their entire fresh fruit and vegetable requirements from Taste of Fethiye, (437 tonnes – up from 107 tonnes in 2012).

Developing 'value added' customer experiences

By 2015, 60% of hotels that regularly purchased Taste of Fethiye produce were actively marketing the project to their guests through buffet displays, posters and other communications. At the last count, in 2013, 40 local food nights were held at participating hotels, and this has continued on a regular, fortnightly basis across at least two hotels. It was also observed that chefs had more confidence to offer a more authentic, Turkish flavour to their menus, rather than only offer international cuisine.

In 2012, the first Taste of Fethiye Craft Fair was held in Kaya village, in order to help promote local crafts, produce and highlight the project. By 2015, five craft fairs took place, providing opportunities for local producers to sell their products directly to tourists, and they have become an established recurring event.

Over 1,000 self-guided driving routes booklets have been distributed to local stakeholders with access to visitors, and 372 people downloaded a mobile app driving route following a trial with Pocket Guide.

A 'Kaya Discovery' excursion was developed in 2014 which took 800 TUI customers to visit a Taste of Fethiye farm in its first year, and over 1,000 customers in 2015, providing the farmer with additional revenue.

Improving farmers' incomes

The combination of better farming practices and improved market linkages created economic benefits for the farmers. They increased their income both by reducing their input costs (eg fertilisers and pesticides) and increasing yields. Between 2012 and 2014 farmers taking part in the project increased their revenue by approximately 24%. 71% of farmers contended that Taste of Fethiye branding helped them achieve better sales and profits. Total revenue from Taste of Fethiye sales now exceeds £1 million GBP.

Improving customer satisfaction

Approximately 200,000 tourists have enjoyed Taste of Fethiye produce across the five years of the project, and ultimately customers were more satisfied. 62% of those surveyed felt more positive towards their hotel knowing it purchased locally grown, sustainable products.

A commercially-viable model

An important outcome of the project is that it demonstrates a commercially-viable model for supplying locally sourced, competitively priced fresh fruit and vegetables to the mainstream tourism industry.

Long term outcomes and wider adoption

Taste of Fethiye is now in the process of being handed over to local NGO FETAV, the Fethiye Tourism Education, Environment and Cultural Promotion agency, with the continued support of other local stakeholder organisations including the wholesalers and the chefs' and the hotels' associations. All of the 16 hotels that purchased Taste of Fethiye produce in 2015 committed to sourcing their produce from Taste of Fethiye in 2016, and almost all of the original Taste of Fethiye farmers are still involved. 95% of the farmers stated that they would keep doing business with Taste of Fethiye wholesalers in the future. The farm excursion ran once again in 2016 and, in May, FETAV organised another successful craft fair.

Taste of Fethiye is regularly held up as a best practice example of linking tourism with local food production and was a finalist in the UNWTO Ulysses Awards for Innovation in Tourism in 2015.

Conclusions

Rather than accepting the shortcomings of current mass tourism operations, and thus seeking to redress the balance through niche tourism as a way of benefitting a greater number of people, the work of the Travel Foundation shows that it is both possible and desirable for mainstream businesses and destinations to work together to enable existing tourism operations to increase benefits to host communities.

These two case studies from the Travel Foundation are similar in that they have created or enhanced market access for local suppliers within an established mainstream tourism setting. Both projects are based on learning gained from previous experience within the charity, and have been delivered through multiple stakeholders. Both have enjoyed successful outcomes – leading to better livelihoods for local communities and improved tourism products/experiences.

However, they are of course markedly different in many respects too, and as such the Travel Foundation recognises the importance of taking learning from past experience without then seeking to apply a fixed model or “off the shelf” solution to new and complex – and unique - situations.

The Travel Foundation emphasises the importance of understanding tourism's full range of impacts on a destination, to help identify and prioritise actions and monitor success. Destinations may pursue a certain type of tourism with the assumption that this will impact well on residents, but no policy can deliver a positive outcome as a certainty. For every case study that demonstrates a successful intervention, there will be many others (perhaps less publicised) that will carry warnings of negative and unintended consequences. For instance, increasing local supply may involve trade-offs such as diverting resources from local communities, increasing environmental impacts, or reducing export revenues. Consultants PwC used their own impact assessment methodology (which the Travel Foundation trialled on TUI's hotel operations in Cyprus in 2013¹⁸⁴) to demonstrate

184 Measuring Tourism's Impact, The Travel Foundation (2015) http://www.thetravelfoundation.org.uk/projects/destinations/cyprus/measuring_tourisms_impact

the issue of trade-offs using a hypothetical example¹⁸⁵. They explore the differing impacts of two options: option A is to build a hotel that incorporates the latest environmental technology, sources local fresh produce and trains and employs local people. Option B is building a standard hotel which imports fresh produce and brings in overseas skilled labour. Their analysis demonstrates the potential financial, environmental, economic, fiscal and social trade-offs between the two options including the impact on land use of sourcing locally grown fresh produce versus the impact of greenhouse gas emissions from importing goods.

Assumptions of tourism's benefits must be replaced by careful assessments of all the material impacts of tourism in destinations, if the industry is ever to become truly sustainable.

185 Measuring and managing total impact: Strengthening business decisions for business leaders, PwC (2013) <https://www.pwc.com/gx/en/sustainability/publications/total-impact-measurement-management/assets/total-impact-measurement-management-tourism.pdf>

Bonito, Brazil – managing sites with their carrying capacity

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Bonito¹⁸⁶ won the World Responsible Tourism Award for the Best Destination for Responsible Tourism in 2013.¹⁸⁷ The photograph below is not of fish in an aquarium – it is possible around the town of Bonito, beautiful in Portuguese, to swim in crystal clear water amongst the fish, like diving into an aquarium.



Bonito is an attractive destination for its pristine karst landscape, the flora of the Serra da Bodoquena and the freshwater fish which are abundant in the clear waters of the limestone rivers and lakes. It is also significant because very early in the development of tourism the owners of the landscape and natural attractions realised that the natural resources were both potentially lucrative and vulnerable. Unusually they acted to put in place effective conservation measures and protocols, long before any significant problems developed. Rarely is the precautionary principle applied so thoroughly by a group of attractions working in partnership with the municipal council. In Bonito a system of managing visitors has been developed which sustainably balances conservation and development. Destinations which so effectively manage tourism for sustainability are rare.

Bonito is widely regarded as Brazil's star ecotourism experience¹⁸⁸. In the southwest corner of the Mato Grosso do Sul, in the mid-west of Brazil Bonito offers remnants of the Atlantic Forest and the Cerrado transition to deciduous forest. A karst limestone area with close to 200 caves, crystal clear transparent water, filtered through the chalk. Any impurities which enter the water courses are calcified by calcium carbonate in the water and then fall to the river bed. In this delicate ecosystem the guides ensure that the visitors do not touch the river bed and it is compulsory to be accompanied by a guides at all the sites which attract tourists, access is highly regulated. Bonito offers access to the Serra

186 www.bonito.ms.gov.br

187 <http://www.responsibletravel.com/awards/categories/destination.htm>

188 <https://www.ecotourism.org/news/bonito-brazil-capital-ecotourism>

de Bodoquena National Park and a wide range of natural attractions to be found in the farmland around the town. In addition to the geology and water there is a wide range of notable avifauna including blue macaw, red and yellow Macaw, harpy eagle; and maned wolf; ocelots, pumas and jaguar; paca, capybara, agouti, tapir, peccaries, collared peccaries; and a rich invertebrate fauna. But for many it is about swimming with the fish.¹⁸⁹ But, “don’t step on the bottom, ever.”



Bonito also offers opportunities to explore the caverns, waterfalls, grottos, sinkholes, natural swimming pools; for hiking, rappelling, abseiling, paragliding, cave diving, rafting, mountain biking, and trekking.

Until the 1980s the natural resources of the area were used for leisure activities only by local residents and a few travellers on their way to the Pantanal. The rural economy was based mainly on agriculture and cattle ranching. In the early 1990s a Franco-Brazilian group explored the Lago Azul cave and made some paleontological finds. These finds received national and international publicity through TV coverage in 1993¹⁹⁰, which focused on the Gruta do Lago, the Blue Lake Cave, which has since become Bonito’s icon.¹⁹¹ Brazilians discovered that there were interesting places to visit in the Brazilian countryside. As tourists began to arrive there was concern that unregulated tourism could negatively impact on the environment. The private sector businesses and the public authorities realised that tourism development in Bonito needed to be managed so they developed a voucher system to control visitor numbers. Local people recognised that unless they took care to manage the visitors who came attracted by the pristine environment it would be degraded and its value as a tourist attraction destroyed.

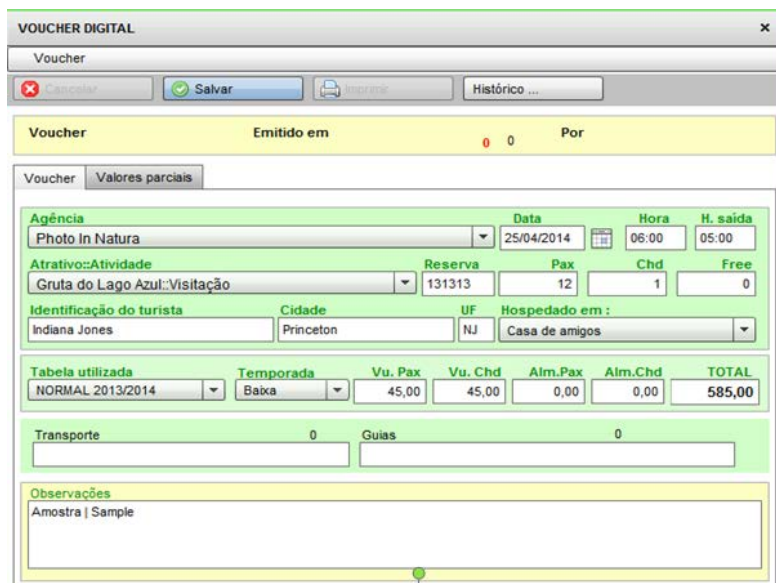
189 https://www.tripadvisor.co.uk/ShowUserReviews-g303349-d1936985-r379947577-Rio_da_Prata-Bonito_State_of_Mato_Grosso_do_Sul.html#photos;geo=303349&detail=1936985&ff=224658379&albumViewMode=hero&albumid=103&baseMediaId=224658379&thumbnailMinWidth=50&cnt=30&offset=-1&filter=2

190 Globo TV

191 Although on TripAdvisor it receives some very negative comment.

Bonito developed and introduced a unique voucher scheme overseen and administered by the town council. The first guide training took place in 1992, from 1993 it was run by Embratur.¹⁹² Initially there were 27 guides, of whom 22 were from the community – from 1995 municipal regulation ensured that only tour guides trained in Bonito could operate there, recognising the importance of excellent local knowledge and a particular set of guiding skills¹⁹³. The voucher system was developed during 1993 and introduced by the municipal government in 1994. Initially the voucher system was paper based, it was computerised in 2007.

Any visitor wanting to visit a cave, trek a trail, swim or boat in a river must first secure a ‘slot’, a specific time, for the activity from a local travel agency. Each activity has a number of ‘slots’ and carrying capacity agreed with the municipality, and a fixed price, there is no discounting. Once the visitor has been allocated and paid for a ‘slot’ they are given a voucher which permits entry only for a specific date and time and for the purchased activity. A voucher for trekking on a given trail in a specific time slot can only be used on the specified trail at the specified time. A voucher for trekking cannot be used for canoeing or fishing. The voucher is only valid when a registered guide’s services have been purchased and when the visitor is accompanied by that guide.



The voucher system is overseen by COMTUR, the municipal tourism authority and they rely on a range of expertise and government agencies to establish the carrying capacity of the 25 or so attractions in the system. The voucher ensures that the agreed carrying capacity, group sizes and permitted activity, and the intervals between activities are enforced and that all groups and individuals at the attraction are guided. The guides provide interpretation and ensure that the visitors comply with the local and site regulations – they are effectively enforcers of the regulations. The voucher system has effectively brought order and discipline to tourism around Bonito.

The system has coped well with increasing volumes of visitors. The number of visitors increased from ~195,000 in 2007 to ~394,000 in 2013 and ~477,000 in 2014. That is an increase

192 Emnratur, the Brazilian Tourist Board, is a federal, state-owned agency reporting to the Brazilian Ministry of Tourism.

193 Guides regulated by 011/95 Tour Guide Certification issued by Brazilian Tourism Institute

of 170% between 2007 and 2014; and of 21% between 2013 and 2014. Tourism is booming in Bonito.

	1993	2013
Population of Bonito	~16,000	~21,000
Tourism related jobs	~ 180	~ 5,000
Attractions	3	40
Hotel beds	300	5,406
Tour Guides	30	106
Agencies	6	40
Arrivals	32,937 ²	394,700

Source: Comtur, BCBV, Sebrae and IBGE (2006-2014)

By preventing discounting the voucher system goes a long way to ensuring prices for the attractions, fair fees for the guides, commissions for the agents and tax revenues (5%) for the Bonito municipality. It is effectively a centralised booking system. It also provides a richer set of data to inform visitor management and marketing. The attraction owners are able efficiently to manage their staffing and resource use to match it precisely to bookings and they have the advantage of well administered collective marketing, tourists disappointed that they cannot get a booking for their first choice of attractions will be offered and sold alternatives by the agencies. The tourists can be assured of a quality experience, for which they will not have to queue and that they will not be turned away, following a long drive, because the attraction is full or closed. The Brazilian safety standards for tour operators and attractions are deployed at all the sites. Attractions are closed and excluded from the system for non-compliance.

Hunting and fishing in the countryside around Bonito declined in the 1990s and all but ceased. Tourism has brought inward investment as non-resident nationals take advantage of the economic opportunity. Some academics¹⁹⁴ report negative impacts, significant increases in rents, violence, drug consumption and prostitution and crowding and litter at the public bathing area on the Formoso River. Locals no longer have free access to the commercialised attractions, they are excluded unless they too have the necessary voucher and guide to secure access. There is a municipal bathing area on the Formoso River close to town,¹⁹⁵ reasonably priced it is crowded at weekends and public holidays.

Acknowledgements

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¹⁹⁴ Cited in de Moraes, R.S., Cànoves, G. and Garay, L., 2012. 10 Tourism cluster among livestock. Sustainable Hospitality and Tourism as Motors for Development: Case Studies from Developing Regions of the World

¹⁹⁵ <http://www.turismo.bonito.ms.gov.br/bonito/atrativos-turisticos/balneario-municipal> & <https://www.youtube.com/watch?v=Gj4xyfI-hM4>

Sustainability communication in the tourism and hospitality industry

Prof Xavier Font¹⁹⁶ and Jeremy Smith, Travindy www.travindy.com

Tourism and hospitality businesses are increasingly expected to show how they take responsibility for being more sustainable, and how they contribute to making better places to live in, and better places to visit. However despite such discussions having been taking place for 20 years or more, many companies continue to find this very challenging, even in many cases where they might actually be having a positive impact.

In general, sustainability communication literacy remains low. Our analysis of sustainability messages used by businesses winning the Responsible Tourism Awards and the Tourism for Tomorrow Awards over previous years shows us that most of these messages focus on passive facts where the beneficiary of the sustainability action is not clear. Yet, research in positive psychology suggests that messages are more persuasive when they focus on emotions that put the consumer at the centre of an active experience, and where the consumer is the first beneficiary (Villarino & Font, 2015).

Companies report reductions in food miles for example, but don't contextualise this message so as to explain to their guests how their experience is improved as a result. Yet a hotel could emphasise the unique opportunities to enjoy local varieties of produce, or how a reduction in food miles ensures food is freshest.

There also remains extensive evidence of greenwashing in sustainability communications, not necessarily because companies want to mislead, but because they do not have the most up to date and proven knowledge on how to communicate, and as a result they take shortcuts or fall back on old techniques, regardless of their effectiveness. We have seen companies overselling what they do, misleading consumers, diverting consumer attention to small green actions away from the core unsustainable product, and other typical 'sins of greenwashing' found in other sectors (Terrachoice, 2010).

So a travel company that invests heavily in promoting holidays that require international air travel, will also promote a small tree planting initiative in a single location that, while positive in its own right, is dwarfed by the impact of the company's overall business strategy. This is not to say that companies shouldn't engage in small, local initiatives. Only that they should communicate them with context and transparency. Our take is that with some coaching, these same companies can find more appropriate methods of communication that engage their consumers, who in turn help the company feel more confident about the benefits of genuine sustainability practices.

Who is CSR reporting good for?

In recent years, corporate social reporting has become more sophisticated as it seeks to ensure that these corporations follow international standards that reduce the likelihood of greenwashing, and ensure that their content is more material to stakeholders.

¹⁹⁶ <http://www.responsibletravelcommunication.com/>

This, however, results in two challenges. First, that only the largest of companies produce reports, and second, that those reports still are self-serving.

Our studies into reports in both the hotel and cruise industries (Bonilla *et al.*, 2014; Font *et al.*, 2016a; Font *et al.*, 2012) have shown how this results in reports that focus on reducing negative impacts through managing resources (particularly energy and water conservation) and on meeting legislative requirements. Meanwhile, more creative and forward thinking practices are not being rolled out throughout their business, but may be limited to some individual destinations. Yet they either get reported as a result for their whole business (and therefore greenwash) or do not get broadly communicated.

We have also found that many tourism companies are 'greenhushing', that is purposefully under communicating their sustainability actions for fear that consumers will find them irrelevant to their experience. We have seen companies communicate only 30% of their sustainability actions, for example (Font *et al.*, 2016b), and when we interview them they tell us that they take action because it is the right thing to do, or because it makes sense to them, but not because they see a customer benefit.

When we train these businesses on methods to nudge consumer behaviour, it is fair to say that they are initially suspicious as to how well this may work, or how relevant it is to them. Yet there is plenty of evidence of how including sustainability as part of a user-centred design process, where we first understand consumer behaviour and we then build in sustainability features to support consumers achieved their desired outcomes, is far more successful than direct sustainability messaging (Hardeman *et al.*, 2017; English & Font, n.d).

Most sustainability messages fail to communicate explicit and justifiable outcomes of behavioural change. Writing 'Help us save the planet' on a card asking people to leave towels a certain way to reduce washing regularity remains the most obvious and continued example of this failure. Messages that articulate a benefit to the consumer will be better received than those that do not have a clear beneficiary, or seem to benefit only the business. Explicit messages work best when consumers are already aware of the sustainability issue and will value the company acting on it, while implicit messages work best for less knowledgeable markets that can misunderstand the issue. When messages are explicit, we find that specific messages will be more credible to the consumer than generic claims, unsubstantiated by examples, which will generate scepticism.

Visualising specific sustainability actions is complex, particularly carbon, and making sustainability tangible is one of the key challenges for an industry where our services are evaluated with extrinsic cues (marketing brand, recommendations) because intrinsic cues (the product itself) cannot be tested by the consumer before use, which increases the perception of risk. Therefore, making it possible for consumers to experience the outcomes of their sustainability actions, to learn about them and to recount them to others, increases persuasion when it activates their salient beliefs (salience). Engaging consumers in activities such as coral planting that are unusual, enjoyable, directly connected to the relevant issue, and provide for excellent post-holiday stories and social media updates will only serve to increase the persuasiveness of a message, and to enhance the brand in the consumers' eyes as a result.

Messages need to fit with the customers' perception of the reasons why the business exists. Actions that relate closely to the business will be better received than those that seem to have only a tangential relevance, which may be perceived to be manipulative. There also needs to be a product fit - the message appeal should fit with the product type, with emotional appeals applied for emotional products and more rational appeals that contain facts and statistics for utilitarian products, and a clarity of outcome - when you make a sustainability action explicit, clearly explaining the impact of the action increases its persuasiveness.

We would like to end with 6 dangers of sustainability miscommunication, that we come across quite regularly.

- 1 **Moralisation.** Sustainability messages often sound moralising, which is off-putting to consumers. Despite the fact that companies know this, they lack the skills to write differently.
- 2 **Reactance.** Negative messages that deny someone something that they desire will not work. The emphasis needs to be on providing alternative desirable experiences that deflect attention and make the most unsustainable actions less attractive. Playing down sustainability messages may be helpful in situations when consumers are likely to react to the sustainability argument as a threat to their freedom.
- 3 **Assertive messages.** Direct sustainability messages compelling consumers to change their behaviour may backfire. Assertiveness is counterproductive when it is seen as an infringement of the consumer's freedom of choice. Instead, use messages showing that you and the consumer are on the same side, rather than you instructing the consumer. Put the emphasis on doing things together for an altruistic or collective benefit.
- 4 **Cost and willingness to pay.** Be particularly clear about benefits for any activity that involves costs to the individual self (understood as extra time, change of behaviour, additional efforts). If you have to present an action as a change of behaviour, make it sound easy and effortless.
- 5 **Moral licensing.** Consumers will treat themselves to do something unsustainable because they have "compensated for it" by doing something sustainable. The two actions do not need to be equal in importance or impact, actually they will choose to act on those issues with a low cost to them- understood as time, money or comfort. Therefore, communicate using explicit sustainability words only for the most important actions you want the customer to undertake. For all others, avoid reference to sustainability and frame all suggestions as part of a better holiday experience.
- 6 **Rebound effect.** Knowing that a product is sustainable is likely to increase consumption- for example using more water or energy in ecolodges, or consuming more food and drink with lower calories or alcohol content, feeding their sense of sustainable hedonism. Knowing this is the case and may be difficult to avoid, you may choose to present these as "treats" to the consumer.

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Can the hospitality sector ask customers to help them become more sustainable?

Chris Warren & Alexander Coghlan

Imagine a 4-5-star holiday marketing “frugal abundance” (Alexander, 2014) to their guests, whilst maintaining guest satisfaction. The two, at first, may seem poles apart but when positive psychology is applied to the design of an experience, holiday-makers happily curb their material consumption.

This is the substantial challenge that hospitality faces in the drive to decouple consumption growth from resource depletion and pollution. By what means can they provide a sustainable service that also encourages and brings about customers’ happy participation?

The consumption issue in the service sector

The accommodation and food sectors are major emissions contributors (Clune, 2011). Tourism, often an expression of our modern hedonic desires, is particularly high in resource use. Whilst many of us advocate for a decarbonised tourism sector, efficiency in energy use (see Hall, *Guilt free tourism*) is not going to be enough to make tourism sustainable.

The call to switch to sustainable consumption is growing, often through combining a degrowth model with the decoupling material consumption from wellbeing and happiness (Alexander, 2014; Clune, 2011; Pretty, 2015). But these ethical, moral considerations around sustainable consumption appear to have relatively little substantial effect in the long-term (Hart, 2011). For the service sector, particularly, the predicament to become more sustainable directly involves the customer. Asking customers to consume more critically (Wallies, 2011) might be a confronting prospect. But not always, as we show here.

Showing Strength of Character

Our solution lies in applying positive psychology, and the intrinsic fulfilment that comes with activating our own character strengths (Lomas, 2016; D’Olimpio, 2014). It builds on the evidence that focussing on character strength-building and human happiness works better than any other approach when it comes to sustainable change (Evans *et al.*, 2014).

So, can this be applied to tourism, a sector driven by its promise of care-free behaviour? What would a luxury tourism experience, designed around less-material consumption and the application of character strengths look like? And what impact would it have on guests’ experience and sustainable tourism practices?

Today individuals seek personalised experiences. Here lies the opportunity for business people seeking to build their brand in the most sustainable way possible. Co-created experiences which draw on people’s strength of character can lead them to behaviour in new, fun ways. These three examples show how tourism enterprises can directly involve their guest in responsible actions and positively create a brand point of difference.

At *Chepu Ecolodge* (Chile) they have water and electricity sensors at the accommodation which indicate to guests how much resource they are using. The proprietors encourage guests to use within an 'Eco Limit' of 40 litres of water a day. They justified this through the provision of renewable harvesting of rainwater and solar generation. Despite this concept of 'rationing', guests positively embrace the direct challenge to their 'normal' everyday life behaviours. "We ask the guests how much water they think they have consumed after the first night at breakfast. They are often surprised by the amount used. We tell them how much each item uses of water like the toilet uses 7 litres and the shower is regulated at 7 litres per minute". Some guests appear to enjoy the challenge, others see it as educational and a minority have claimed to later change their domestic home practices. This bold approach has enabled the business to receive international recognition through awards which also positively sustains the proprietors (Chepu Ecolodge, 2014).

Montague Island (NSW) is a tiny island managed by National Parks and Wildlife Service which has reused the empty lighthouse keeper's quarters for short stay holiday lets with guided diving activities to observe sea lions and learn about the heritage of the island. A key part of the stay involves visitors activity participating in conservation work which can involve a day inspecting baby penguin borrows and or removing weeds to restore their habitat. It is not light work and involves plenty of bending and physical exertion. Visitors appear to love donating time to this worthy cause. They get joy from knowing what they do benefits the wildlife and they feel good about themselves putting something back (Westwood, 2008). It is also a fascinating activity that children appear to enjoy (which can be confirmed by the first author's family responses to their holiday) as they may sense the authentic connection between their actions to improve the 'cute' wildlife's habitat.

Echidna Walkabout (Victoria) is a Responsible Tourism Award winning wildlife guided tour based in Australia. Tours are predominantly filled with international visitors from Europe, North America and Asia. Following time viewing koalas in their native habitat with personalised interpretation, the guide will then invite members of the party to remove weeds in the surrounding area. This was initially tentatively done as the company expected only a mild response and didn't want to annoy paying customers. To the operator's surprise visitors enthusiastically participate, some put a great deal of effort and time into the process of removing harmful weeds. Their work is self-sustaining. For example when some visitors see larger weeds it becomes a positive challenge and then they like to admire the results of their work. Duration of this volunteer behaviour ranges from 10 minutes to an hour (Duffey, 2016).

According to the operators, neither Chepu Ecolodge nor Echidna Walkabout have received any negative visitor feedback (the conservation work is advertised within the Montague Island package). Looking towards 2017 as the year of Sustainable Development form Tourism such guest engagement might have wider impetus and be successfully employed to involve visitors to help create better destinations.

Our research (Warren & Coghlan, 2016) suggests there are multiple approaches to help guests become co-creators of their green tourism experiences. These are applied in these six 'real world' examples:

- Guests save their food scraps and feed them to the chickens. They get to meet their feather friends and collect eggs (often for the first time). Result: together with recycling bins has halved landfill waste and sustains egg production. Guests apply the strengths of self-regulation and kindness
- Plant a native tree. The host provides interpretation and materials, guests plant trees and take photographs. Guests receive a certificate and sign a register Result: bird species increased from 20 to 50 on site and guests physically connect to the soil. Guests apply hope, spirituality and love.
- Choosing a siesta and staying up later. Host provides ceiling fans, cool drinks in fridge (made from the property's own limes) and attractive al fresco BBQ setting. This encourages guests to rest in hottest part of the day, then enjoying cooler extended evenings connecting with nature. Result contributes to 30% electricity saving. Guests apply citizenship, self-regulation, creativity and perspective
- Selecting natural ventilation at night instead of a/c. Host explains how to use the natural ventilation in the accommodation, cooler night air in summer means cottages are 4C cooler in the morning. Result: contributes to 30% electricity saving and guests hear charming frogs at night. Guests apply self-regulation, social intelligence and appreciation.
- Host explains rainwater harvesting resource limitations and benefits of home-made aromatherapy bath treats. Guests choose to share baths or rotate bath use. Result contributes to 25% gas and water saving while natural essential oil recipes last longer. Guests apply leadership and social intelligence.
- Choosing greener travel, guests can choose not to drive but use the complimentary bicycles and buy picnic of locally source treats. Guests relax and reconnect. Result: memorable experiences (including proposals of marriage) less CO2 car pollution. Guests apply zest, love appreciation of beauty.

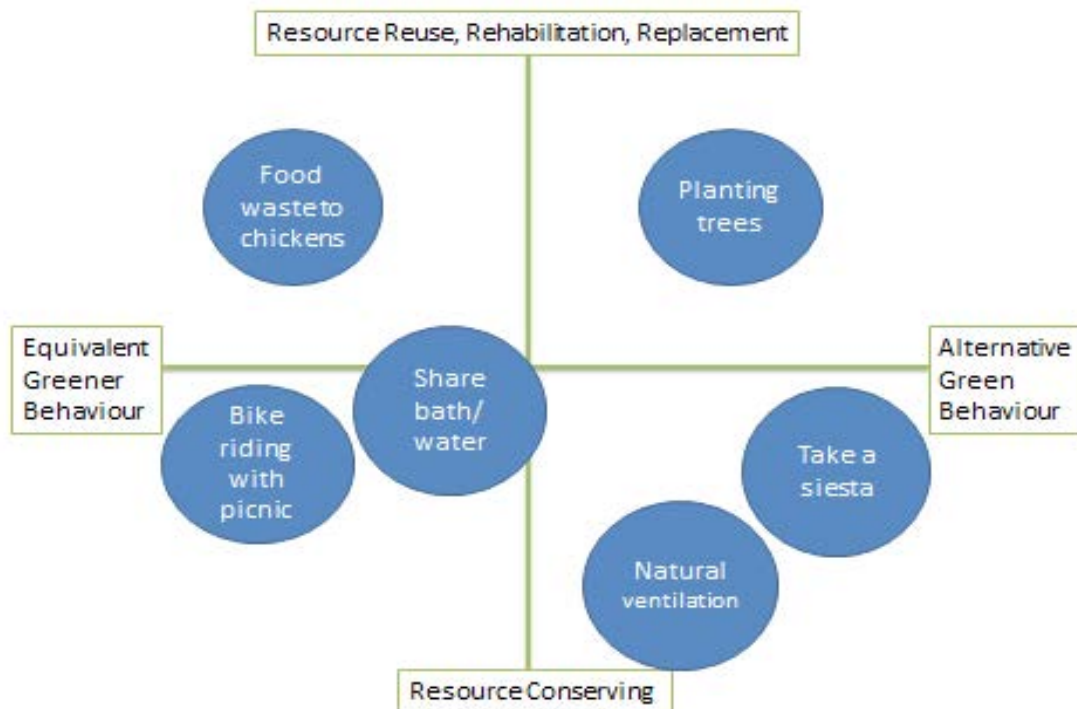


Figure. 1: Co-created experiences that helps guests be sustainable partner (GREENDIAG)

Happy, frugal tourism

Today people want personalised travel experiences. Here lies the opportunity for business people seeking to build their brand in the most sustainable way possible.

Involving people in creating a sustainable tourism experience can lead them to behaviour in new, fun ways. The examples we have given all directly involve the customers to help conserve resources. Successful guest engagement requires multiple communication steps performed by the tourism business which combine to persuade others to reciprocate (see Warren, *et al.*, 2016).

This year commemorates 20 years of the Responsible Tourism movement (WTM, 2016). Tourism is slowly evolving and with it opportunities for individuals to apply new knowledge and skills which can become transformational experiences. These small actions (the Copenhagen effect (Stark, 2015)) can make a significant difference. By introducing positive psychology into the design of tourism experiences, guests willingly and happily trade in their material consumption, for forms of non-material consumption that benefit them, their health, and the environment, allowing hospitality to ask customers to tread more gently and happily.

Notes on contributors

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A sustainable vision, 175 years in the making

Victoria Barlow, Group Environmental Manager, Thomas Cook Group plc.

Thomas Cook is celebrating our 175th anniversary this year, and as the world's oldest tour operator, it seems a perfect time to look back at how the founder of modern tourism saw the real value that travel could bring and how the modern day company is bringing these values to life.

On 9 June 1841, a 32-year-old cabinet-maker named Thomas Cook walked from his home in Market Harborough to the nearby town of Leicester to attend a temperance meeting. A former Baptist missionary, Cook was a religious man who believed that most Victorian social problems were related to alcohol and that the lives of working people would be greatly improved if they drank less and became better educated. At the meeting, Cook suggested that a special train be engaged to carry the temperance supporters of Leicester to a meeting in Loughborough about four weeks later. On 5 July 1841, 500 passengers were conveyed, in open carriages, the enormous distance of 12 miles, and back for a shilling. It was a great success.

During the next three summers Cook arranged a succession of trips between Leicester, Nottingham, Derby and Birmingham on behalf of local temperance societies and Sunday schools. Within these limits many thousands of people experienced rail travel for the first time, and Cook was able to lay the foundations of his future business. He later described this period as one of 'enthusiastic philanthropy' since, beyond the printing of posters and handbills, he had no financial interest in any of these early excursions.

Cook saw travel had the potential to broaden minds, help to make people more healthy, help them to glory in the world's beauty and help them to understand other cultures. He saw travel as a truly empowering activity, putting his customers on a path to broaden their perspectives through education and discovery.

"Travel provides food for the mind; it contributes to the strength and enjoyment of the intellect; it helps to pull men out of the mire and pollution of old corrupt customs; it promotes a feeling of universal brotherhood; it accelerates the march of peace and virtue and love; it also contributes to the health of the body, by a relaxation from toil and invigoration of the physical powers."

Thomas Cook Excursionist Magazine, June 1854

If Cook was around today, we know that he would be passionate about marking a positive impact on the communities in which we operate and reducing our impact on the environment. The modern day company has built upon his legacy and responsible tourism, or sustainability, has been a core value for the Thomas Cook Group for many years.

Our vision for sustainability is simple. For us it is how we meet our needs today while contributing to the future of our business, the environment, people and communities with whom we work. In this way, we are creating a stronger and more robust business that operates responsibly and generates benefits for communities over the long term.

As a large organisation within the travel industry, we understand the positive impact we can make. We recognise that we can achieve even more by working with other organisations in our supply chain to act as a catalyst for greater positive change, benefiting the global environment and communities around the world.

We also understand that our airlines and our operations do have an impact on the environment. Whilst our Group Airlines are one of the most efficient in the industry, we continue to work to make them more efficient, working with the rest of the airline industry to share best practice and investing the next generation of aircraft to provide better performance and customer experience.

Our efforts to reduce our environmental impact move beyond reducing fuel use and carbon emissions. We also work hard to reduce the use of water in our facilities around the world, to use sustainable products and materials wherever possible, to reduce our production of waste, and to produce our own renewable energy. We work with colleagues across the tourism and airline industry to make the most of technological developments to decrease energy use and to share best practice.

We want to accelerate our progress, and make a difference with every holiday. Through our focus on each stage of the journey customers make with us, we can ensure that we recognise the importance of the communities in which we live and work, reduce our environmental impact and embed sustainability into every part of our business.

Case Study - Water in destinations

Following our founder's pioneering spirit we are particularly proud of our programme to manage water usage in our hotels. Water is an integral part of tourism. It is used for showers, swimming pools, spas, cleaning and to grow food for the hotel restaurants. Many of our destinations are in areas recognised as being "water scarce", with insufficient water readily available to meet the needs of the communities living there.



In order to understand how to balance the water expectations of our customers with the rights of local people and their environment, we initiated a pilot project in Rhodes, Greece in 2014. Thomas Cook Germany partnered with a water expert to assess 12 hotels to identify how much water they consume, where it is consumed and what is needed to help the hotels understand how to better manage their water consumption.

Following the investigation we developed a water management handbook so all of our hotels can benefit by managing and reducing their water use. The ranges of interventions vary from simple monitoring and measuring to customer communications to assessing indirect water use, in particular water used to grow food. The handbook gives advice on how to set up a water efficient food buying strategy, looking at what to buy more of and less of and what not to buy if you can really help it.

After implementing recommendations from the handbook the Sentido Apollo Blue in Rhodes reduced water consumption by 11% year on year. Recommendations included introducing an improved bed linen and towel reuse program, installing water flow restrictors in guest rooms and public bathrooms and providing training on cleaning procedures including reducing the number of toilet-flushes during bathroom cleans.

This innovative project was awarded the EcoTrophea in the International DRV Awards for Environmental Protection and Social Responsibility in Tourism in 2014. This initiative won because water scarcity is an issue in many holiday destinations, so the strengthening of responsible conduct with regards to this precious resource, is one of the most important future tasks for the tourism industry. The jury highlighted the innovative approach of including indirect water consumption in the project scope, the development of water footprints and the inclusion of hotel staff in the form of water management trainings.

Case Study - Creating lasting memories – Local Labels

An enriching holiday experience comes from not only seeing new places but from learning and experiencing the local culture, particularly when in the company of local people. We believe that diverse cultures and authentic experiences create holidays that people will enjoy and will encourage them to return to those places.

In 2013 we launched an exciting range of excursions so that customers could immerse themselves in the culture of a destination and create lasting memories of their holiday. We call these Local Label excursions as they are designed to bring a place, its people and their traditions to life by celebrating authentic food and drink, sharing personal stories with local people and contributing to the protection of ancient sites or natural habitats. The Local Label excursions generate direct benefits for local communities by helping to preserve traditional cultures and positively impacting local economies.

Our Local Label programme has grown significantly since then, currently we have 72 excursions over 40 destinations and we even have awarded our first tour 'Highlights Nicaragua' with a Local Label. This tour offers the opportunity to learn about Nicaraguan culture and nature by visiting a local farm and finding out about sustainable farming methods. Another great example of a Local Label excursion is our '100% Mayan' excursion.



sion in Mexico. This gives customers an opportunity to spend time with a real Mayan community whose village is situated near the Sian Ka'an Biosphere Reserve, a protected area rich in biodiversity. A local guide brings the stories of the village to life and customers can experience the natural wonders on a boat trip through the reserve as well as taste the locally grown food. Funds from this excursion contribute to the purchase of food for the villagers and provide access to an organic gardener who teaches them how best to cultivate the land to make the most from the natural produce grown there. Funds are also being put towards developing more robust housing capable of withstanding hurricane damage.

Our customers value the new excursions with 76% happy to recommend Local Label to friends and family and 78% rate their overall experience as good or excellent.

Setting new standards in cruising

TUI – this article first appeared in TUI's in-house magazine¹⁹⁷

With Mein Schiff 3 TUI Cruises is setting new standards for environment technology on the high seas. The cruise liner minimises harmful emissions, consumes much less energy, and is equipped with a state-of-the-art disposal system for waste - water and solid waste.

“Our guests expect their cruise liner to be as well equipped as possible for protecting the environment,” says Ryan Eickholt, who has been sailing with TUI Cruises for two years. The environment is managed in places the guests usually know nothing about. Their world is made up of eleven restaurants and twelve bars, the spa and sport facilities and the 25-meter pool, exclusive shops, the concert hall, theatre and museum.

For a ship with 3,500 people (crew included) living on board, there is surprisingly little waste: a few crates of glass, paper, compressed matter. The job of keeping this quantity to a minimum is done by state-of-the-art equipment that sorts the waste then incinerates or processes it. “Do you know what that is?” asks the Environment Officer, pointing to a container with a mass of what looks like the charred breadcrumbs that collect under a toaster. “Those are the leftovers from last night’s dinner.” One machine extracts water from the remnants of food; whatever is left goes into the incinerator before appropriate disposal.

When 3,500 people shower, eat, swim and flush the toilet, obviously there is going to be a lot of wastewater. “The sea is a sensitive habitat,” says Ryan Eickholt. “So we take it for granted that no pollutants ought to escape into the sea water.” To make sure of that, wastewater in all its forms is treated by an elaborate technical system: grey water from the showers, kitchen drains and laundries, black water from the toilets.

In a huge tank in the bowels of the ship, hungry bacteria are performing their duty, devouring substances that harm the environment and pre-treating the water by biological means. Then the water is passed through some more filters and equipment – until it ends up so clean that it can be used again on board or discharged without any problem. “Our wastewater system can hold its own with the most sophisticated sewage units on land. Here again, we perform far better than standards require,” says the graduate environment engineer, observing the bacteria tank with its sturdy steel walls.

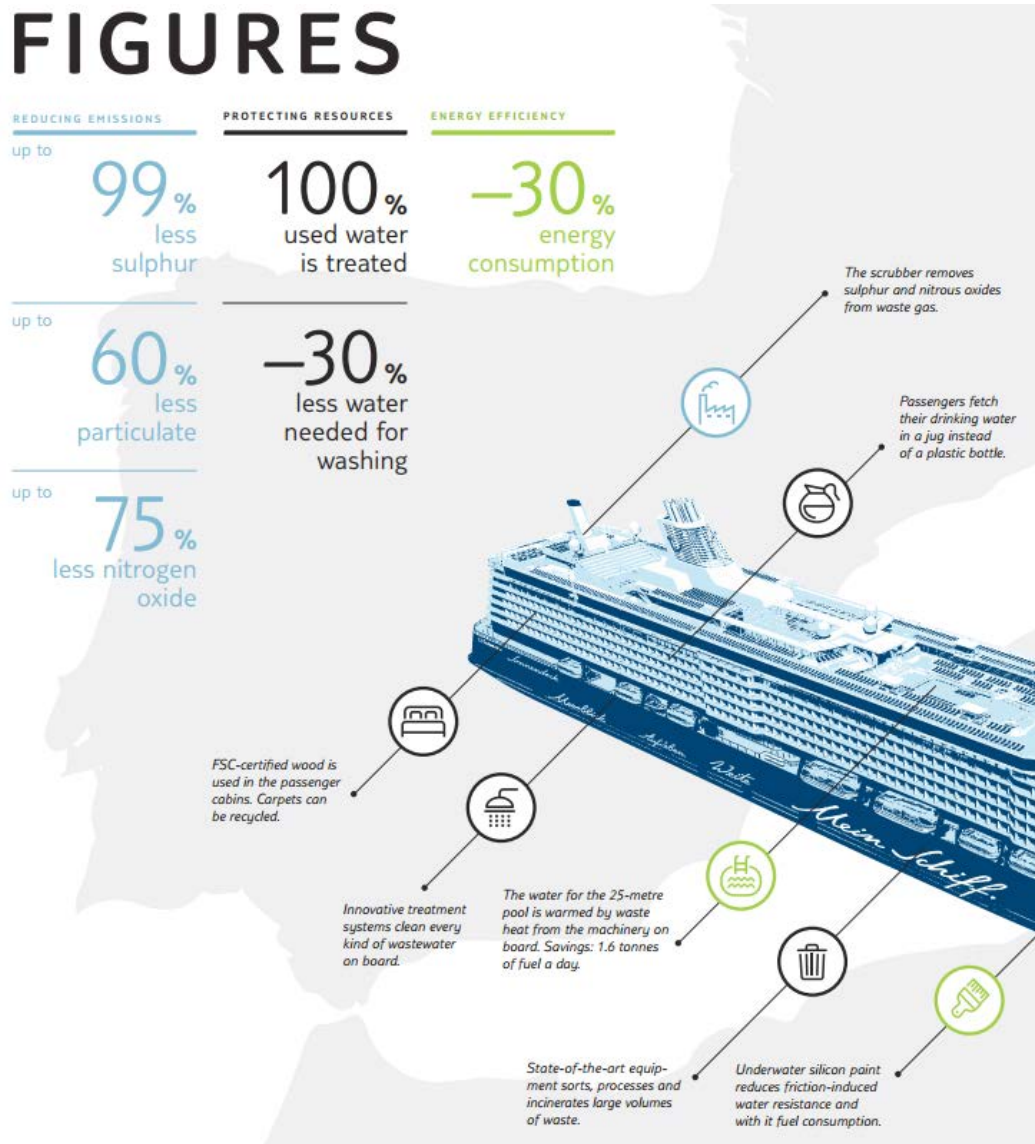
Ryan Eickholt has to raise his voice now, because down here the engines set the tune. It is hot too, but this energy will not vanish into thin air: the ship puts the waste heat from its engines to good use – to heat the two pools, for example, and that cuts daily fuel consumption by 1.6 tonnes compared with conventional ways of getting water up to temperature.

Back on deck, the passengers who decided to lie in are ready for breakfast. These are the ones who chose not to visit Rome but to enjoy the congenial life on board instead. Wandering around the restaurants and cabin tracts, as well as the outer deck of 18,000 square metres, it is evident what a wide variety of measures are in place on Mein Schiff 3

¹⁹⁷ This is an edited version

to protect the environment. There are no minibars in the cabins. Instead, the passengers are given glass jugs which they can fill at drinking water points. A card system for pool towels encourages passengers not to use an indiscriminate number of towels on the outer decks. The result: 30 per cent less cloth to wash.

Substantial savings are likewise made by the systematic lighting controls and the use of low-energy LED bulbs. And when the ship is plying the waves in Northern Europe, the cutting-edge air conditioning draws assistance from the cool seawater. “



One example is the combined system for waste gas treatment, which consists of a desulphurisation unit and a catalytic reactor. The prototype was especially developed for *Mein Schiff 3*. The system is 60 metres tall and runs through all the decks, and it is the reason why this vessel has a reputation for hardly producing any waste gas at all.

“This is where the exhaust air is cleaned and filtered. Pollutants are washed out in several stages, like in a super-size shower,” says Ryan Eickholt. That means a significant reduction in sulphur oxides (by up to 99 per cent) and a major reduction in particulate matter (up to 60 per cent) and nitrous gases (up to 75 per cent). “We want our systems to be perfectly calibrated as fast as possible,” says Ryan Eickholt. “After all, our aim is to set new standards for the sector with the technology we have installed.”

Canned Lion Hunting in South Africa: the Role Tourism Plays

David Nash, Campaign Against Canned Hunting

South Africa's Lions

There are lots of lions in South Africa. Certainly over 10,000.

That number may seem surprisingly high. But what may be more surprising is that around 8000 are captive bred 'farmed' lions – and most end up in canned hunting and/or the lion bone trade.

This article explores the background to the worldwide campaigns against this multi million dollar lion breeding and canned lion hunting industry and what it has achieved, focusing in particular on the role tourism plays.

This article is written from the perspective of the Campaign Against Canned Hunting (CACH), an established South African NGO dedicated to stopping canned lion hunting and captive lion breeding. But as noted below, CACH is by no means alone in that aim.

Canned lion hunting

The generally accepted description of a canned hunt is a trophy hunt in which an animal is kept in a confined area, such as in a fenced-in area, increasing the likelihood of the hunter obtaining a kill.

In the case of South African lions, 'hunters' pay \$10k to \$40k or more (the price depends on factors such as gender, age, colour etc.) to kill a captive bred lion in a canned hunt – in some cases chosen to order from the internet. The 'hunters' need little skill and are rarely in danger, and a kill is a virtual certainty -

"..... Hunters from all over the world, but notably from the United States, Germany, Spain, France and the UK, flock to South Africa in their thousands and send home lion body parts, such as the head and skin, preserved by taxidermists, to show off their supposed prowess.

The animals involved are habituated to human contact, often hand-reared and bottle fed, so are no longer naturally fearful of people. Such animals will approach people expecting to get fed-but instead receive a bullet, or even an arrow from a hunting bow. This makes it easier for clients to be guaranteed a trophy and thus the industry is lucrative and popular."

Born Free website

Canned lion hunting is big business in South Africa, albeit the South African government denies it exists. They do so not by arguing that hunting captive bred lions in enclosures does not happen, but rather by the simple expediency of disputing that this is not "canned hunting". Canned hunting and captive breeding is legal in South Africa – although subject to some limited regulation (with details varying from province to province) for which not surprisingly there are little resources available to police.

The industry has flourished over the last few years. (Although that may be about to change as canned hunting's biggest market, the US, has now banned the import of captive

bred lion trophies from South Africa.) An estimated 3596 lions in 174 breeding facilities in South Africa in 2008 have grown to the current estimate of 8000 in 200 facilities. But even in South Africa the existence of canned lion hunting was virtually unknown until 1997, when the UK's *Cooke Report* exposed the emerging practice of canned hunting in Limpopo province to TV audiences, which directly led to the establishment of the CACH.

Since then canned lion hunting has received worldwide publicity, most recently with the international showings of the film *Blood Lions*. Premiered to critical acclaim at the 2015 Durban International Film Festival, *Blood Lions* has since been screened at 75 venues around the world including London's Royal Society and the European Parliament. A shortened TV version has been screened in 175 countries.

CACH's objections to captive lion breeding and canned lion hunting are many - ranging from animal welfare and ethical concerns to concerns over land use, corruption, employment, wildlife heritage and conservation, economic impact and the social attitudes that underpin it. To CACH the whole business model epitomizes human greed and disregard for animal welfare at its worst.

Canned Lion Hunting and Trophy Hunting

Canned Lion lion hunting is an integral and high profile component of trophy hunting in South Africa – and is often difficult to disentangle from trophy hunting generally. The economic drivers and permit procedures are common to all, as are the markets for the buying and selling of animals and the types of hunting facilities.

Trophy hunting is hunting where the primary purposes is to kill animals for display (in whole or part) as trophies, and where the animal has little or no chance of escape. This may be because the animal is in a small enclosure but may include animals in large enclosures that are habituated to humans to some extent (as is the case with the lions used in canned hunting).

Trophy hunting is distinct from 'sport' hunting and 'fair chase' hunting. The report *Missing The Mark: African trophy hunting fails to show consistent conservation benefits*, by the (US) House of Representatives Natural Resources Committee Democrats (13 June 2016) explains "fair chase" as:

"the ethical, sportsmanlike, and lawful pursuit of free-ranging wild game in a manner that does not give the hunter an improper advantage. Most hunters and hunting organizations in North America support fair chase hunting as part of a general code of conduct. Unfortunately, many of the practices commonplace on African trophy hunts do not qualify as fair chase. Baiting, drugging, and fencing of target animals, or hunting from vehicles or in or around protected areas, each occur (either legally or illegally) in some or all of the countries profiled in this report. Such tactics do not benefit species conservation, and they contribute to the poor reputation and negative media attention trophy hunters have acquired."

Recognising this distinction is a significant help to our campaign: even the Professional Hunters Association of South Africa (PHASA) has distanced itself from canned lion hunting following the Durban screening of *Blood Lions*.

What is link with tourism?

Tourists are subsidising canned lion hunting.

First, there is a direct link. Tourists are significantly subsidising captive lion breeding, albeit often unwittingly, and in consequence the canned hunting industry (and by extension, the trade in lion bones, often passed off as tiger bones).

The lion industry makes money from tourists through cub petting, selfies and walking with (sub-adult) lions, and by providing 'conservation' opportunities for paying volunteers. This is a key part of the overall business model: generating income whilst at the same raising semi-tamed lions that can be sold on to the canned hunting industry. Volunteer tourism in particular generates significant income: volunteers can pay around \$750 per week to 'volunteer' at breeding facilities, and these can take up to 20 volunteers at one time. When the lions are too old to safely interact with tourists they have no longer have value alive.

Canned lion hunting & captive breeding is damaging Brand South Africa

Second, tourism is a key contributor to South Africa's economy (2.9% of GDP), and a major source of job creation. In 2013, 14.3 million overseas tourists visited South Africa and spent R94.2billion (43% of the total tourist spend). The tourist industry employed 655,609 people – 4.4% of all South African employment. (Official figures from Statistics South Africa <http://www.statssa.gov.za/?p=4362>).

A positive external image is critical to attracting overseas tourists. For many years' foreign visitors have associated South Africa with stunning wildlife in natural habitats. But over the last two years, revelations about the truth and scale of the canned lion hunting and captive lion breeding industry in South Africa have tarnished this image.

How are tourists being duped?

Quite simply, captive lion breeding facilities attract tourists and volunteers by conning them. They do so by –

- Portraying as orphans cubs that have been deliberately removed from their mothers - to maximise human habituation through bottle feeding and also to increase reproductive rates
- Claiming that adults can be released into the wild - but this has almost never happened successfully and they would be unable to fend for themselves
- Claiming lion breeding is necessary for research - but research may not be all that it appears (see case study below) and in any event there is no demonstrable need to breed for research
- Claiming lion breeding is necessary for conservation – but SA has a reasonable population of wild lions and captive bred could not realistically supplement that population even if needed
- Claiming they don't sell them on to canned hunting industry - but even if they don't they sell to middle men who will anyway, where else do the 1000s of adult lions go that are too dangerous to walk or pose with and too expensive to feed?

Marketing case study

CACH is a strong supporter of wildlife volunteering, provided volunteer placements are with ethical projects that apply exemplary animal welfare standards (in practice as well as on paper). High quality wildlife volunteering provides potentially life changing experiences for volunteers, enthusiastic resources and significant income for the projects involved. Without this income many of the projects would not be financially viable and wider benefits to the local communities would be lost.

Unfortunately, the marketing is not always what it seems. In 2015, in response to concerns CACH raised over sending volunteers to a lion breeding facility, a volunteer tour operator argued that it was appropriate because the facility was heavily involved in important research. In CACH's view, there is no need to breed lions for research. However, recognising this is frequently argued as justification for breeding, we agreed to review the facility's website claims.

The website indeed strongly emphasised involvement in scientific research. A specific separate "Research" tab, displayed an (apparently) impressive list of links: 14 in total, that all superficially appeared to be quite different.

However, a different picture emerges on analysis of these links. In fact the only significant (i.e. post doctoral) research disclosed in the 14 links was one piece research involving a very small proportion of the facility's lions (7 out of an estimated 100) which was not even lion specific. Several of the links simply related to the same research and included letters of thanks as separate links. At postgraduate level, there may have been research around 2008 (probably only involving taking blood samples) and there was an MSc thesis published in 2015.

The operator in question no longer offers this facility in its volunteer programme.

The campaign

CACH's approach

CACH is not simply a protest group. We are seeking change in South Africa: the end of captive lion breeding and canned lion hunting.

History shows us that effective and sustainable change rarely results from confrontation and/or public pressure alone. This is especially so in the context of dealing with South Africa's government and its wealthy hunting industry. If change does happen here, it will be through a complex interaction of public pressure, commercial pressure and political and/or regulatory change.

So CACH's campaign necessarily involves a number of strands and approaches. These include engaging with, and on occasions working with, a range of stakeholders with different views from our own if in our judgement that will help achieve our overall objective.

Our key campaign activities include:

- Raising public awareness on the unacceptability of cub-petting and lion encounters through our website and the media (including social media)

- Engaging directly with the tourist industry (individual operators and organisations such as ABTA)
- Encouraging ethical wildlife tourism initiatives and promoting them on our website
- Specific campaigns: e.g. contacting all UK members of IUCN urging them to vote for IUCN 2016 conference motion calling on the SA government to stop captive lion breeding & canned hunting
- Engaging directly and indirectly with the SA government

These activities are complemented and supplemented internationally by the activities of a wide range of NGOs and bloggers who share similar concerns and objectives.

The wider campaign and its impact

Internationally, the wider campaign against canned lion hunting, and resulting publicity, has grown exponentially over the last 2 or 3 years.

To highlight this to the South African government, and in particular to emphasise the damage canned hunting and captive lion breeding is doing to South Africa's international image, CACH submitted a report to the South African Ministry of Tourism in July this year reviewing the international reaction. We found no mainstream media support for canned lion hunting and/or captive lion breeding. What we did find, and documented, was overwhelming negative international coverage and actions, the scale of which has surprised even us -

- Campaigns: 9 international charities and campaigns who either focus exclusively on stopping canned lion hunting and captive breeding, or include it in their wider campaigns & activities
- Global Marches: 62 cities in 2014
- Petitions: 11 online petitions targeting canned lion hunting – the largest of which has so far attracted over 1.8m signatures
- Trophy Import Bans in 4 countries including the US (the biggest market for the South African canned hunting industry)
- IUCN motion to prohibit the hunting of captive bred lions in SA
- 42 airlines worldwide who had banned lion trophies as at August 2015
- Major reports critical of trophy hunting from the IFAW and US Democrats
- Media coverage: 44 articles in newspapers, magazines and websites across the world – critical of canned lion hunting and/or captive breeding
- TV, Film & Video: 1 feature film (Blood Lions, seen in 175 countries), 28 TV programmes and videos critical of canned lion hunting and/or captive breeding
- Social Media: Simply too much coverage to review in detail

In the few months since our report –

- The IUCN motion has been passed
- The US Fisheries and Wildlife Services has confirmed the import ban on South African captive bred lion trophies

- ABTA (The Association of British Travel Agents) has issued guidelines on volunteer tourism. This includes a chapter on animal welfare and questions to ask about projects where volunteers will be working with wild animals
- TripAdvisor has launched a “no touching of wild animals” policy, whereby it will no longer sell tickets to attractions where travelers come into physical contact with captive, wild or endangered animals.

Last words

As can be seen the wider campaign has built significant momentum from its early beginnings almost 20 years ago in ITV's *Cooke Report*. Whilst the South African Government (or more accurately its agriculture and environment departments) is still supporting the industry and the international trophy hunting lobby remains a powerful voice, at a number of levels the tide is turning against canned lion hunting in South Africa and, more generally, trophy hunting.

Capitalising on this changing climate, CACH is currently setting up a ‘Captive Lion Forum’ involving a wide range of stakeholders in South Africa (including an existing tourist lion facility). The aim is to come up with a blueprint for a workable and phased de-construction of lion farming and the canned lion industry.

But for now, there are still around 8000 captive bred lions in South Africa. Yet just as tourists have played a part in (mostly unknowingly) subsidising the industry, informed tourists can play a part in stopping it by voting with their feet and their wallets. The choice is simple: farmed “wild” lions, used as cuddly toys and selfie props then destined for canned hunting and the bone trade when too old to play with safely, or iconic wildlife living a natural life in a natural environment?

Wild and Free: Changing the way people view whales and dolphins

Dylan Walker, CEO, World Cetacean Alliance. dylan@worldcetaceanalliance.org

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This is the story of how a partnership of NGOs and tourism experts reached out to some of Europe's largest tour operators to ask them to consider ending their promotion of captive 'attractions' exhibiting whales, dolphins and porpoises (cetaceans). The year was 2014. *BlackFish*, the film documentary that exposed the woeful ill treatment of killer whales (or orcas) in captivity, was a year old, and many of the captive cetacean facilities appeared to have escaped the public backlash as a result of the 'Blackfish Effect'. In addition, tour operators were, (and still are), promoting and selling large quantities of tickets to the two facilities featured in the film, SeaWorld and Loro Parque; as well as to other dolphinariums across the world, despite the clear and mounting evidence that cetaceans suffer in captivity.

The World Cetacean Alliance (WCA), a young charitable partnership of 70 NGOs and whale-watching tour companies, which fundamentally believes that keeping cetaceans in captivity is wrong, decided to reach out to UK-travel businesses in an attempt to open constructive dialogue. This is the story of how the WCA and its partners managed to avoid conflict and instead lay down the foundations for efforts that continue to influence and encourage change in the travel industry that might ultimately help end the demand for captive cetacean facilities.

People and cetaceans: a shared history

People and cetaceans have a rich history. Neolithic paintings on caves and cliffs show that our shared knowledge of cetaceans dates back to prehistoric times, and has become rooted in science, mythology, hunting, and, in recent times, tourism. Representing more than just a source of food, people from all over the world have sung about and celebrated these relationships for thousands of years, creating long-lasting myths, legends, and true stories about cetaceans.

The last 50 years has seen an unprecedented interest in whales and dolphins (cetaceans) which has propelled them to the very heart of the animal tourism industry. Today, they are perhaps the most popular group of animals on Earth. Stars in TV programmes, on display in some of the world's largest zoological visitor attractions, and watched in the wild by commercial tour operators in over 100 countries, cetaceans also have huge appeal in the media, often drawing millions of viewers to natural history documentaries focused on them.

Yet this attention has also been their fate. Since the 1960s, cetaceans have been captured from the wild to stock a captive industry where the species' perceived intelligence has been compromised through performances of unnatural behaviours to entertain. In some countries they are also used in interactive programmes that encourage physical contact

with people every day. Over 600 captive facilities now keep and display over 3000 cetaceans around the world. It has become a hugely profitable business: each animal being a valuable asset.

The popularity of cetaceans, and the thirst for knowledge about their complex natural behaviours, has also made cetaceans the subject of many scientific studies. This has resulted in astounding scientific findings that have led us to conclude that cetaceans are among the most intelligent and socially dynamic mammals on earth. These findings have increasingly led us to question whether their complex physical and behavioural needs can ever be met by a captive environment, and has even led some scientists to argue that cetaceans deserve rights equivalent to those that we inscribe in law for ourselves.

The BlackFish Effect: a game changer?

Gabriela Cowperthwaite's documentary, *Blackfish*, was never produced as a campaign tool; in fact it only sought to investigate the reasons why an orca called Tilikum, housed at SeaWorld Orlando, killed his trainer, Dawn Brancheau. The documentary exposed the mental suffering of captive cetaceans; concluding that this was a direct result of the animal's captivity.

The film was a game changer. Never before had so many people been made aware of the negative effects of captivity; or even questioned whether there was more to a cetacean's well-being than that suggested by its constant 'morphological' smile. As a result, SeaWorld's Stocks plummeted as ticket sales fell, tour operators, led by Virgin Unite, chose to no longer work with any captive cetacean facility that takes cetaceans from the wild, and NGOs, including those in the WCA, relaunched campaigns to engage with an increasingly disillusioned public.

At the time, other animal attractions that kept cetaceans sought to distance themselves from SeaWorld and Loro Parque, but whilst this succeeded to a point, public opinion had started to change. People had begun to understand that regardless of the attraction, or the species involved, captivity could not adequately provide for the complex needs of cetaceans.

Captive dolphins: huge profits and the travel industry

Until *Blackfish*, travel businesses had remained largely on the periphery of the debate. Many include captive cetacean attractions within their itineraries and actively sell entrance tickets but, they are independent businesses and have minimal influence over the practices of one another.

Importantly, there is a lot of money to be made from captive cetaceans, whose facilities include some of the largest visitor attractions in many parts of the world. Records indicate that a single trained dolphin can generate up to US\$1 million per annum for an animal attraction¹. In fact, they are so valuable that dolphinariums use them as collateral for loans. This means huge profits are also made from their wild-capture (i.e. in 2013, the Taiji Whale Museum received US\$47,000 per dolphin)², once they are trained (a trained dolphin can fetch upwards of US\$100,000, whilst an orca, US\$5 million)¹, and at the attractions themselves (i.e. swimming with a dolphin in Atlantis will cost a person about US\$200, whilst a

photo package costs US\$249)³. Tour operators can also profit from selling tickets to captive dolphin attractions, with one operator estimating annual revenues of £1.4 million.

The travel industry does however have a responsibility to the destinations in which it operates and many operators, including those within the ABTA (The British Travel Association) membership, recognise the importance of sustainable and responsible travel. This includes building capacity within the destination to suitably accommodate their guests and to ensure any negative impacts are minimised. Animal welfare; ensuring animals used within tourism experiences are kept and used appropriately, have become an important component of destination sustainability and as a result, many operators are actively seeking to minimise their 'Animal Footprint' through the application of ABTA Global Welfare Guidance. Despite the profit gains, this commitment to animal protection has made it possible to have a constructive debate about the active promotion of captive cetacean facilities by travel businesses.

Wild and Free: How we are helping to change the way people view whales and dolphins

In 2014, the World Cetacean Alliance launched a multilevel campaign to: 1) Seek engagement with the travel industry; 2) Improve public outreach; and 3) Promote responsible whale and dolphin watching as a viable alternative.

Entitled 'Wild and Free', the campaign built upon the after effects of Blackfish, to open constructive dialogue with tour operators and encourage the public to stop attending dolphinariums and instead, to seek out responsible whale and dolphin watching opportunities in the wild.

1) Engagement with the travel industry

The WCA and WCA Partner, the Born Free Foundation, hosted and presented at numerous meetings with representatives of the travel industry. Scientific evidence was presented to support our concerns that cetaceans suffered in captivity, and that wild whale and dolphin watching is a viable alternative. It was clear at the time that whilst those represented recognised some of the animal welfare implications, ticket sales to dolphinariums would continue while there was the demand. It was insinuated that it was our role to change customer opinion if we felt the evidence was compelling enough to do so. This led to phase 2.

2) Public outreach

For two years we ran a public outreach campaign working closely with WhaleFest, the Born Free Foundation, and Responsible Travel. The 2015 WhaleFest was hailed as the largest anti-captivity event ever undertaken, as experts on the issue arrived from all over the world to debate the topic with tour operator representatives including Virgin Holidays and ABTA. At one point the Main Stage was even rushed by pro-Sea World protestors!

Outside the WhaleFest venue our volunteers spread the word across the region, taking a life-sized captive orca on a tour of south-east England, and recycling 500 wooden pallets

into crosses to create a Whale Graveyard of captive cetaceans on Brighton Beach. Over 10,000 people visited the Graveyard, including politicians and celebrities such as Caroline Lucas MP and Steve Backshall. Images were widespread on social media and through the press, including BBC news feeds and BBC Wildlife Magazine.

The WCA also worked in partnership with Responsible Travel and the Born Free Foundation to raise awareness with the public and the travel industry through our 'Say No to Orca Circuses' campaign, signed by 14,000 people as well as many travel companies and NGOs.

3) Promoting responsible whale watching as a viable alternative

As concern about the welfare implications of keeping cetaceans in captivity increased amongst tour operators, we began to get requests for information on the viable alternatives. They needed to know that standards were high for wild whale and dolphin watching at destinations. To provide a method of assessing this, we developed and launched a scheme called Whale Heritage Sites - a globally recognised way to identify destinations leading the way in sustainability and responsible management of wild whale and dolphin watching, and generating an appreciation of the culture and heritage surrounding cetaceans and their habitats.

The power of partnership

Utilising the social media power of a partnership that shares over a million likes, we worked closely with our partners including WhaleFest, Born Free Foundation, Free Morgan Foundation, and Responsible Travel through a series of petitions, works of art, expert forums, whale festivals and demonstrations, encouraging UK tour operators to participate whenever there was an opportunity to do so. We met over 25,000 people face to face and reached over a million people through media and celebrity endorsement.

Our most important collaborations were, of course, through our Partners. It sends a very clear message when 70 partners across 35 countries, including some of the world's leading experts on cetaceans, stand unanimously behind a campaign. Whilst everybody played a part, the following organisations were pivotal.

WhaleFest, the non-profit event that brings the world together to give marine life and our oceans a bigger voice, provided the platform for the WCA partnership to campaign in front of 25,000 people. A fun and engaging festival that reaches far beyond wildlife fanatics to the travelling general public, WhaleFest was an important platform to debate the issue and involve people with little or no previous knowledge.

Our joint 'Say No to Orca Circuses' campaign with Responsible Travel and the Born Free Foundation led to a petition signed by over 14,000 travellers and hundreds of travel companies and non-profit organisations across Europe and beyond. Thanks to Responsible Travel's efforts we received national press coverage on the issue on several occasions in the UK, and we continue to engage in dialogue with ABTA and other travel industry representatives seeking their commitment to stop supporting dolphinariums that exhibit whales and dolphins in captivity for entertainment purposes.

WCA partner Born Free Foundation has led the NGO movement on cetacean captivity issues across Europe in recent years, influencing policy and encouraging coordinative campaigning wherever possible. They have chaired the WCA Captivity Working Group for three years and played a pivotal role in the 'Wild and Free' campaign and WhaleFest. Notably, Born Free sponsored the presence of key speakers including former SeaWorld trainers and BlackFish stars Samantha Berg and John Hargrove, as well as orca captivity expert Dr Naomi Rose.

Dr Ingrid Visser of New Zealand's WCA partner, the Orca Research Trust, is one of the world's leading experts on killer whales both in the wild and in captivity. A passionate activist and respected scientist, her help and influence during discussions with European tour operators and particularly at the Virgin Stakeholder Meeting on Cetacean Captivity in Miami were invaluable, as has been her inspirational campaigning on stage at WhaleFest and on the road across Europe and beyond, where she has championed the campaign to free the wild orca Morgan through WCA partner, Free Morgan Foundation.

Long swim to freedom

It is important to be clear that the recent and significant successes in the fight to bring an end to the keeping of cetaceans in captivity is down to the work of a large number of organisations and individuals across the world, of which we are a small but integral part. The many campaigns fought, demonstrations made, and petitions signed, have shown just how strongly the travelling public feel about this issue, and have illustrated that activism for a worthwhile cause remains an important tool to remind multinational companies that they have responsibilities beyond the profits to be made and demands of their shareholders.

In May 2015, *BBC Wildlife Magazine* summed up our efforts by writing:

"If SeaWorld bows to growing pressure and stops keeping orcas captive, it will in part be due to campaigning by the World Cetacean Alliance. The WCA acts like a planetary loudhailer for marine conservation and responsible tourist organisations."

At a tipping point of change?

In the USA in March 2016, with share prices plunging, SeaWorld announced that the current orcas in its 'care' would be the last. In June 2016, Baltimore Aquarium announced it would cease dolphin shows and by 2020, relocate its bottlenose dolphins to a seaside sanctuary. In Europe, Särkänniemi dolphinarium in Tampere, Finland has closed due to low public attendance; Barcelona Zoo has acknowledged its facility is no longer appropriate for dolphins; and numerous dolphinariums have included greater educational content in their circus-style shows. The tide appears to be turning, and it is not only the animal 'attractions' that are feeling it.

Maintaining constructive dialogue with the travel industry is also beginning to pay off. Recent talks with ABTA and its Members indicate that they too are considering a different approach. Encouraged by a statement signed by 21 prominent marine mammal scientists, which acknowledges that the keeping of "odontocetes [toothed whales and dolphins] in

commercial captive display facilities for entertainment purposes is no longer supported or justified by the growing body of science"⁴, prominent tour operators are increasingly considering dolphinariums as outdated and are open to viable alternatives.

The WCA believes that tourism will play a pivotal role in ending captive cetacean exploitation and in the future protection of cetaceans in the oceans. It will certainly take time for captive cetacean facilities to phase-out altogether, and until that point the commitment of tour operators to influence and uphold acceptable standards in animal welfare and care remains important to safeguard those animals that are not relocated to seaside sanctuaries. Tour operators will continue to be encouraged by WCA and its partners to invest instead in viable solutions: responsible whale and dolphin watching, and seaside sanctuaries, that will still allow people to view cetaceans, but at a respectful distance.

Whilst cynics might quite rightly point to the fact that the campaigns of the last few years have yet to result in a single cetacean being granted its freedom, the truth is that progress continues to be made at a pace few would have thought possible before the release of the *Blackfish* film in 2013.

Like the travelling animal circuses, now being prohibited throughout Europe, the unacceptable cruelty involved in keeping cetaceans in captivity is one that is so easy to convey to the general public that it cannot and will not go away. We are moving into a phase where the expectation sits firmly with key tourism industry players to show the leadership on this issue that the travelling public increasingly expect. We welcome and support the efforts of representatives across the industry to do the right thing and help us to move ever closer to a time when we can consign dolphinariums to the history books.

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Staggering numbers of wild animal suffering

*World Animal Protection*¹⁹⁸

There are countless individual wild animals that suffer in the global entertainment industry - and it would be easy to begin this article with the story of any one of those who've lost their freedom and dignity for the sake of entertaining tourists.

But, in order to end the suffering of every one of these animals, we must pull the focus away from the individual and look at the staggering high numbers of all involved and the impact on the hundreds of thousands of wild animals suffering today.

World Animal Protection's *Wildlife. Not entertainers* campaign was begun to put a stop to the unacceptable level of suffering that tourist attractions can inflict on wild animals. We are already taking great strides towards seeing this happen.

In order to make wild animals submit to rides, selfies and other interactions with tourists, they must be 'tamed' in order to make them 'safe' for humans to get so close. For elephants, this means that they are taken from their mothers when babies and forced through a horrific training process known as 'the crush'. It involves physical restraints, inflicting severe pain and withholding food and water. By the time a tourist come to ride an elephant it may look at peace, but it's spirit has been broken. The bullhook used permanently reminds the animal of human dominance.

Our work with Oxford University showed that up to 550,000 wild animals are suffering right now in the name of entertainment. We can't just stand silently by.

We discovered that tiger cubs are separated from their mothers at an early age so they can be used as photo props. They are handled and hugged by tourists and typically kept chained-up, or in small barren cages. In Thailand we found 17 tiger entertainment venues housing up to 830 tigers.

Although cruel tiger tourism venues can be found throughout Thailand, this is a problem around the world.

Lion cubs are bred and taken from their mothers typically within a month of birth to supply the growing lion tourism industry, mostly located in Southern Africa. Tourists handle the cubs for hours and pose with them for photos. They are also often told to hit the cubs if they display aggressive or unwelcome behaviour.

When the cubs grow too big for tourists to pick up and hug – but are still young enough to control – they are used for the relatively new 'walking with lions' tourist experience.

These lions face a lifetime in captivity as they can never be released into the wild.

What can be done?

We know that most of the tourists going to these attractions are animal lovers who would be shocked to learn of the truth behind these activities.

And thankfully there is a solution - the travel industry can make the most of its position

¹⁹⁸ Previously WSPA (World Society for the Protection of Animals)

of responsibility and help to protect animals by preventing this cycle of cruelty from continuing. Over 100 Tour Operators around the world have already committed to ending the cruel practice of elephant riding and are working with us to promote better animal welfare across the tourism industry, including leading brands Intrepid, World Expeditions, World Challenge and The Travel Corporation.

These industry leaders are moving with the times as consumers are increasingly disturbed by what goes on with these wild animal experiences and only want to see these creatures treated humanely, and in their natural environments. These 100 operators are ending elephant rides in all their markets and we are also now talking to many of them about ending the promotion of any and all wild animal attractions, such as hands-on petting or selfie and photo opportunities.

Change is inevitable now. The power is in the public's hands and they are choosing to be compassionate, demanding better protection for wildlife. Over only six months earlier this year, World Animal Protection mobilised over half a million people to petition TripAdvisor to stop selling tickets to wild animal attractions and they announced on 12th October 2016 that effective immediately all of their tickets sales will stop: demonstrating a clear shift in the market.

So, with 85% of the public agree wild animals belong in the wild, with over 100 Tour operators working with World Animal Protection, with half a million animals suffering right now and with half a million people calling out TripAdvisor, we know that the era of cruel wild animal entertainment is fast coming to an end. Will you join us?

www.worldanimalprotection.org.uk

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#NotEntertainers