
Progress in Sustainable Tourism

Volume 1(1) November 2011

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(G) Published by Goodfellow Publishers Limited,
Woodeaton, Oxford, OX3 9TJ
<http://www.goodfellowpublishers.com>

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Design and typesetting by P.K. McBride, www.macbride.org.uk

Contents

Editorial	3
Reasons to be hopeful John de Vial	6
Carbon	
Understanding carbon budgets and the safe climate space for responsible tourism John Broderick and Kevin Anderson	11
Responsible Aviation: Setting the Agenda Andreas Walmsley and Harold Goodwin	15
Hotel companies and carbon footprints – consensus for clarity Francesca Leadlay	25
Supply Chains and Employment	
Sustainable Supply Chain Management: A Research Framework Karen Cripps and Xavier Font,	29
Selling Culture to Package Tourists Janet Thorne	44
The Gambia: A Responsible Tourism Update Adama Bah	57
“When I Was a Child I Had a Dream – I Wanted to Become a Chef” Nicole Häusler	61
Large Companies	
TUI Sustainable Tourism - Ten Years on... Ashton Jane	76
Thomas Cook’s Journey to Sustainability Ruth Holroyd and Jo Baddeley,	78
Developing Responsible Tourism at Virgin Holidays Rachel McCaffery	85
Volunteering and Orphanages	
‘Working with Children’ – Our Mistake! Sallie Grayson	91
A little responsible tourism is a dangerous thing... Michael Horton	94
International Centre for Responsible Tourism	
The 2011 Virgin Holidays Responsible Tourism Awards Harold Goodwin	102
ICRT Canada Laura McGowan	131
Afterword Harold Goodwin	134

Editorial

Progress in Responsible Tourism launches as the biannual publication of the International Centre for Responsible Tourism, with the objective of providing a record of how a wide range of stakeholders are taking responsibility for sustainable development. The emphasis here is not on describing unsustainable situations, but rather on reporting how different stakeholders are taking responsibility, and contributing to making tourism more sustainable. The need to document progress arises from the gap in the literature. *Progress in Responsible Tourism* will document in an accessible and timely way what a wide range of organisations, businesses, governments and non-governmental organisations are doing to raise issues, acknowledge impacts and make tourism more sustainable across the triple bottom line. The practitioner voice has not been heard often enough; in traditional journals there is relatively little about the current initiatives being taken to make tourism more sustainable, and to create change. Our ambition is that through *Progress in Responsible Tourism* this gap will be addressed so that academics will have access to the latest developments in industry; access which will also benefit their students and generate greater dialogue between academics, businesses and government. We expect that industry will find the contributions from academics interesting and useful.

Much of what is written about sustainability assumes implicitly that large scale developments are bad, while small scale business is good. It is simplistic to say that cruises pollute and visiting poor people helps them out of poverty. The truth is that both forms of tourism will continue to exist, and both need to be done more sustainably. All forms of tourism can be more responsible. Some of the papers you are about to read were selected to show that it is not this simple; how there are positive actions taken in large hotels and tour operators, while some of the experiences around visiting small communities and in this case, visiting or volunteering in children orphanages, can cause considerable harm. There is also a piece describing how one volunteering organisation has sought to adapt its processes to address these issues.

All too often we see reports of what public sector and donor funding are starting to develop, and yet rarely do we get the opportunity to reflect back on projects that have been operational for a number of years, or that have been initiated by the private sector. In the spirit of providing alternative voices, we have papers ranging from Sri Lanka to the Gambia, from outbound tour operators to hotels, which show the private sector is adopting approaches that do not depend on the short term priorities of donors. When the private sector changes the way it does its business long-term, benefits result and local people benefit. More emphasis needs to be placed on learning from interventions and projects, and this requires transparent reporting.

Several 'notes from the field' are also included because of the importance of understanding how companies develop sustainability action lists and strategies. Because most large companies feel more threatened from sticking their head above the parapet than from not being seen to engage in sustainability, we suffer from greenhushing, the result of keeping quiet about sustainability actions. Presenting some of the stories, albeit brief, behind some initiatives such as those in Thomas Cook and Virgin Holidays, gives a sense of how the sustainability journey is far more complex, and almost always relies on the conviction of a few individuals. It is for this reason that we asked John de Vial to provide a personal account of his own journey and his viewpoint of where the industry is going.

The Tyndall Centre has provided a paper on carbon budgets and why they matter. Carbon accounting and management are central to how the tourism industry needs to respond to climate change. While most academic papers today speak of the magnitude of the challenge, it is encouraging to see the short paper from the International Tourism Partnership which shows an industry wide approach to this issue. Reaching industry-level solutions is complex and requires not only a joint acknowledgement and effort, but also a sense of putting the whole ahead of the individual firm. The paper on responsible aviation demonstrates what can be achieved now with known technology to reduce carbon pollution. Whilst many talk of solutions in the future, as Broderick and Anderson's paper argues, far more, far far more, needs to be done now. Not to act is irresponsible; there is plenty that can be done, and will make a difference.

The underlying theme of several papers in this first issue is sustainable supply chain management, primarily from the tour operator perspective, and the main academic paper aims to provide a framework for this. The importance of taking responsibility, of doing due diligence, in the form of getting your house in order, is underestimated. Accepting that the impacts of your suppliers are your responsibility is central to managing your own products. After all, you want to take credit for the quality of their goods, so why not acknowledge the externalities they have caused? This may not seem so radical today but the ICRT has been working with tour operators for years to gain recognition of the importance of this approach and to develop methods to tackle this mammoth task. Travelife may well have tackled hotel supplier sustainability auditing and reporting, but there is far more to it. The example of 'Gambia is Good' tells us about tour operators and food suppliers working in partnership to create a substantial difference to a destination, while the same tour operators are also looking at motivations and barriers to promoting more authentic and beneficial excursions to tourists. As Justin Francis has pointed out, you should be able to taste the difference when you provide a responsible, more authentic, product.

The issue is not simple, for as we see with the experience from Virgin, the main work has to be behind the scenes in good governance and supply chains, and yet what motivates both staff and consumers are the charitable donations, the do-your-bit element. The simplicity of outsourcing the amelioration of your guilt is very appealing, giving back is clean and provides quick self-satisfaction, and it is tempting to see how the opportunity of making a difference with volunteering holidays or other forms of charitable behaviour is often the most visible outcome of a Corporate Social Responsibility policy.

We end with an account of our annual *Responsible Tourism in Destinations* conference for 2011, which took place in Canada. Earlier conferences in Oman (2010), Belize (2009) India (2008) and Cape Town (2002) have provided networking opportunities, challenging issues have been raised, alternative viewpoints put forward and international declarations, all of which aim to be vehicles for reflection and change. We look forward to you joining us in our future events. On World Responsible Tourism Day at World Travel Market each November there are a series of panels and discussions about Responsible Tourism. It where the Virgin Holidays Responsible Tourism Awards are announced. As we are regularly asked how decisions are taken and what makes the winners worthy of the media attention they receive, we decided to produce a paper to explain how this process works.

We hope you enjoy the papers in this issue, and that you feel compelled to write for the next issue with your experiences.

Dr Xavier Font and Prof Harold Goodwin,
Leeds Metropolitan University and the International Centre for Responsible Tourism.

The next issue will be in June 2012, please send papers by the end of April to:

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Reasons to be hopeful¹

John de Vial

My task is to write a reflective piece in relation to the progress of responsible tourism and I have decided to give a more personal perspective based on what is now more than 30 years' industry experience. I count myself fortunate to have witnessed an incredible, if sometimes frustratingly slow, change in the industry I love and have enjoyed working in so much.

I come from a truly European family of travellers, originally from the area of France that borders Italy and Switzerland, but with many recent generations of my family line in Spain. The new world also drew the family to South America and conflict in Europe ultimately brought my father to England. His parents first sent him to a brother in Mexico, in part as a precaution against a war that never reached Spain, but in fact he travelled into the path of the 1914 Revolution in Mexico and on, as a result, to England.

I mention all this because I was brought up in homes called 'Santander' by a family who did not believe in borders or division and a father who returned to Spain in later life to live and work in tourism, making use of his languages and to enjoy the country that he loved and which was being changed and shaped both by, and with the help of, tourism. He fervently believed in the power for good that tourism represented, playing a small but important part in the process that supported economic and political change leading to a democracy that we can too easily forget is younger than many of us.

My great great grandfather's brother Juan was the Spanish Ambassador in London from 1833-1834 and the Court reports from the time talk about the work of the two governments to end slavery and monitor the rogue traders of the time, sailing the slave route triangle of Europe, Africa and the Caribbean. European trade and force impacting on Africa and the Caribbean – what has changed?

I am a part of the International Centre for Responsible Tourism (ICRT) and a part-time student at Leeds Metropolitan University on the Masters in Responsible Tourism Management. My Masters studies have introduced me to a much broader understanding and perspective on responsible tourism. Working within mainstream UK tourism it is all too easy to feel that responsible tourism is a relatively new phenomenon, but my work as a judge of the Virgin Holidays Responsible Tourism Awards announced at the World Travel Market in London reminds me that some of the very excellent entrants this year have been hard at work on this for 20 years or more.

¹ Harold Goodwin has a reputation for being a glass half full person, we asked John to provide a personal reflection on progress since he joined the industry.

My own first contact with social tourism, which has stronger roots in mainland Europe than the UK, was working as an activity instructor on summer camps in the 1980s. Social tourism has a long history of successful intervention and it is good to see the business case for accessible tourism break through with a WTM session looking at the business opportunity rather than positioning disability as a mainly rights or compliance issue. The work of organisations such as Tourism for All², a charity formed with ABTA's help as the Holiday Care Service, stretches back longer than our talk of sustainable tourism.

The academic study of responsible tourism often references back to Jost Krippendorf, who wrote his seminal text, *The Holiday Makers*³, in 1987, nearly 25 years ago. For those wishing to read further on the issues relating to *Taking Responsibility for Tourism*⁴, Harold Goodwin's excellent text of that title was published this year by Goodfellow Publishers.

I had the good fortune to be in the right place at the right time when in 1996, at the Thomson Travel Group, we were able to appoint the first full time Responsible Tourism Manager. I believe that was an industry first, as was the international conference on sustainability subsequently held at Syon House on the Thames and facilitated by David Bellamy, who briefly congratulated us on our initiative and moved rapidly on to urge us at length to do more and to lead.

In 2003 industry cooperation, encouraged by a little Government pressure and now unthinkable match funding, led to the formation of the Travel Foundation⁵, a charity which has developed from a £200K start up to a £1.4mn NGO with a full time team of twelve. The Travel Foundation is the model meeting place for destination projects and local partners to come together with the UK outbound industry. The agenda is one of industry change.

The work of Tourism Concern⁶ has also been critical, keeping us focussed and, when required, the pressure on. From often combative beginnings, a mutual respect and better understanding has grown. We all need critical friends and Tourism Concern is such a friend as well as a campaigning organisation.

Mainstream industry has stepped up to the mark and credit must go to the work of AITO, which led the way. The Federation of Tour Operators (FTO) followed with greater resources and the creation of a Responsible Tourism team. FTO and other partners gave

2 www.tourismforall.org.uk

3 Krippendorf J (1987) *The Holiday Makers*, Understanding the impact of leisure and travel Butterworth-Heinemann, Oxford

4 Goodwin H (2011) *Taking Responsibility for Tourism* Goodfellow, Oxford

5 www.thetravelfoundation.org.uk

6 www.tourismconcern.org.uk

life to the Travelife⁷ Sustainability System, which now represents the supply chain tool of choice for the organised outbound industry. Travelife is unique in bringing environmental and social assessments together in an Award scheme that is backed by the major travel organisers, with the objective of creating mass change through the supply chain. The bronze, silver and gold awards facilitate engagement and progress, at a very reasonable cost. This is not an exclusive badge of excellence – it is relevant to the ordinary holiday and holidaymaker trying to do the right thing. The Travelife system gives the travel organisers the supply chain management system they need and the awards help create both recognition and a route to market through the tour operators' brochures and The Travelife Collection⁸. Critically, the consumer has a practical and simple method of search and choice selection, with a common label they can recognise featured by mainstream retailers and operators.

Travelife now employs five full time people, within the ABTA⁹ team of ten working on issues of responsibility, whether they are sustainability, health & safety, accessibility or crisis challenges. ABTA's plan is built around eight areas of strategic focus and at their heart are 'Responsibility in a finite world' and 'Thriving destinations', together with 'Quality product', 'Confident customers', 'Rewarding jobs', 'Fair tax take' and 'Recognition', all leading to 'Successful Businesses'.

This is an incredible change and investment by ABTA over the last three years since the old Association of British Travel Agents merged before its 60th anniversary with the FTO; now 70 people at ABTA work on issues of responsibility, sustainability, consumer protection, advice and dispute resolution, communications and public affairs. I am proud to say that ABTA has become a leader.

Earlier this year over 100 people gathered in London to mark the 10th Anniversary of Responsible Tourism and through this year responsibletravel.com have been celebrating their 10th anniversary. Each event has attracted a large following of practitioners, students, academics, journalists, NGOs and other stakeholders. It has been a joy to see how this movement has grown and developed and how it is now becoming as serious about good business as it has always been about its mission. Make no mistake about it, the organisations that will make the greatest difference will be the best, sustainable, businesses.

A particular highlight in the calendar is the World Travel Market (WTM) World Responsible Tourism Day, which this year falls on Wednesday, November 9th. The great thing about the WTM responsible tourism programme is that it now spreads over three days, in order to meet the demand for a diverse and well supported programme

7 www.travelife.org

8 www.travelifecollection.com

9 www.abta.com

of excellent sessions. For a number of years now literally hundreds of people attend the sessions and the Awards are standing room only.

It is a fantastic thing to watch this movement as it has gained critical mass and moved beyond projects and niche markets into the mainstream. Luxury eco-tourism and many other niche products have an important role to play. They can be wonderful instruments of change and deliver authentic experiences that we can all dream of. But for me the magic is in creating change within the mainstream industry, at the heart of the mass market, because that is where our industry has the capacity to make a truly global difference.

The much quoted UNWTO statistics show the potential. In 2010 some 940 million international tourists were on the move. This is increasing rapidly and by 2020 it is predicted that there will be 300 million young people travelling. The potential to help lift many of the 25 poorest countries in our world out of poverty has always been clear. Tourism is one of the best hopes for many of them.

In 1990 the UN agreed the Millennium Development Goals¹⁰ and I would encourage everyone reading this to remind themselves of those important and still valid goals the world set itself to achieve by 2015. In the end, our global purpose, our mission, our reason for being is this. We can develop all of the social and economic arguments for the value of tourism and work hard, as we should, to reduce the negative impacts. Climate change is a question of life and death, it just happens to be the lives and deaths of people who, for the most part, are not yet born or who live far away. The very good reason for tourism is that it is one of the most efficient and peaceful ways of transferring wealth from relatively wealthy communities to relatively poor communities.

If we contribute to achieving the Millennium Development Goals, spread a little more knowledge and understanding, and mutual respect for and a love of differences, and help develop global citizens along the way, then we will have made some good progress in responsible tourism. I remain extremely impatient but with many reasons to be very hopeful indeed.

In closing, I would like to return to the mainstream industry that I love. I have been fortunate to have been able to contribute to the beginnings of the work at Thomson/ TUI (now merged with First Choice) and again at MyTravel and Thomas Cook. It is fantastic to see how the work of those great teams has progressed so far.

The reporting has become very sophisticated at TUI Travel plc¹¹ and the Thomas Cook Group plc¹². Colleagues at Kuoni, Virgin and other groups are also engaged and

10 www.un.org/millenniumgoals/

11 <http://www.tuitravelplc.com/tui/pages/sustainabledevelopment>

12 <http://www.thomascookgroup.com/sustainability>

making good progress. The sector is working together through ABTA and Travelife. I have just returned from the ABTA's 2011 Travel Convention in Palma de Mallorca where the PWC's leader on Sustainability & Climate Change delivered a very good session on 'The Environmental Bottom Line'¹³, highlighting the progress of leaders in other sectors on triple bottom line accounting and reporting. He did a good job by highlighting the business case and the need for us to really be able to articulate and quantify the true value of tourism. He talked about the businesses in other sectors leading this work and why they are doing so - straightforward enlightened self-interest.

He ended with a challenge which I liked very much: Who in travel will be brave enough? It's a question of leadership.

John de Vial is the Chair of the ICRT¹⁴ Advisory Group. He is an ICRT Masters student at Leeds Metropolitan University and one of the Judges for the Virgin Holidays Responsible Tourism Awards. He is a Trustee of The Travel Foundation and a Director of Travelife Limited. His day job is Head of Financial Protection at ABTA, The Travel Association. He is also a Trustee of ABTA LifeLine¹⁵, the benevolent charity for the people of the ABTA family.

John joined ILG/Air Europe in 1990, after studying engineering and became Director of Consumer Affairs. His career took him to the Thomson Travel Group/TUI UK as Holiday Services Director and to the MyTravel Group plc as Director of Consumer Affairs, before becoming Group Director of Quality, Safety and Sustainability at the Thomas Cook Group plc. John has served three four-year terms on the ABTA Board, Chaired ABTA's disciplinary committee, the Code of Conduct Committee and continues to sit on the Government's Air Travel Insolvency Protection Advisory Committee¹⁶ (ATIPAC). John joined ABTA in 2009.

13 http://www.thetravelconvention.com/plenary_sessions_detail.php?session=37&speaker=36

14 <http://www.icrtourism.org/>

15 <http://www.abtalifeline.org.uk/lifeline>

16 <http://www.atipac.org.uk/>

Understanding carbon budgets and the safe climate space for responsible tourism

John Broderick & Kevin Anderson, Tyndall Centre, Manchester University

Summary

This article describes the broad framework of cumulative emissions budgeting. Drawing on scenarios developed by the Tyndall Centre it offers a framework for understanding climatically responsible tourism that may be of use to researchers, organisation and policy makers. It indicates that responsible tourism, originating in rich, OECD economies seeking to comply with the Copenhagen Accord, should be on a pathway to negligible carbon dioxide emissions by the mid 2020s.

Economic activity has led to a number of greenhouse gases (GHGs) accumulating in the atmosphere and causing a discernible warming effect¹. Carbon dioxide is especially significant because of its long atmospheric lifetime² and manifold sources tightly woven into contemporary industrial society. Carbon dioxide is considered as a 'stock pollutant' and research suggests that the cumulative quantity of emissions over time is the best indicator of the final extent of temperature change³. A simplified analogy is one of a bathtub with the taps running and threatening to cause a flood; we need to know how big the bath is, how much is already in there, and the rate of flow from the taps.

Cumulative emissions budgeting is a scientifically credible way of analysing trends in emissions and comparing different responses. It is a helpful means of thinking through what an effective emissions reduction strategy would look like and the contours of decarbonisation pathways from the present day out through the 21st century.

The analysis starts by identifying an appropriate warming limit or goal. An increase in global mean surface temperature of 2 degrees above pre-industrial times has frequently been taken as the distinction between 'dangerous' and 'acceptable' climate change. However, given the uneven distribution of climate change effects geographically, temporally, amongst and within societies, this limit is clearly contestable. At the

1 Aviation also has other physical effects that change the radiation balance in the atmosphere, such as through the formation of clouds. However these changes are dependent upon local conditions, location and time of release and so are not amenable to consideration in this framework. A conservative approach is to assume that there are additional non-CO₂ effects in subsequent analysis but not to quantify these.

2 Inman 2008

3 Allen et al. 2009

Copenhagen COP-15 summit a number of developing countries, notably the Association of Small Island States (AOSIS), pressed for the long term limit of 1.5 degrees to be adopted. Indeed, a recent re-examination of the "Reasons for Concern" identified by the Intergovernmental Panel on Climate Change (IPCC) suggests that the impacts of 2 degrees warming are likely to be more significant than previously thought⁴. The reasons for concern identified are the risk to unique and threatened systems, the risk of extreme weather events, aggregate damages, the distribution of impacts and the risks of large-scale discontinuities, such as the collapse of the West Antarctic ice sheet. Ultimately, however, it is up to social and political processes, informed by science, to determine what is 'dangerous'.

In developing responses to a given temperature target, the next step is to estimate the quantities of carbon dioxide that are likely to cause that particular increase. A range of climate models with different starting parameters have been surveyed, suggesting that 1 to 1,5 trillion tonnes of CO₂ emitted over the period 2000 to 2050 yields a 50% probability of exceeding 2 degrees⁵. Work by Anderson and Bows at Tyndall Manchester has used a range of such estimates and coupled them with the latest inventory data on the rapid increase in CO₂ emissions since 2000⁶. The remaining 'safe atmospheric space' for emissions from the present day can then be allocated between nations and through time in various ways.

Climatically, it does not matter a great deal what shape an emissions pathway takes, with more emissions in early years and less as time goes on or vice versa. This is clearly not the case for societies and economies which have a great deal of inertia through social norms and physical commitments. For instance, personal transport in the UK is dominated by cars running on liquid fuels, influenced by, *inter alia*, patterns of housing, employment, road and fuel infrastructure, the social construction of status through vehicle ownership and the macroeconomic consequences of the petrochemical and car manufacturing industries. Likely paths are therefore an extension of current trends in the near term, with continuous reductions in future as new as social, technical and policy responses take effect.

Two features of emissions pathways, key to understanding responses, are the peaking date, i.e. the year when the rate of emissions stops increasing, and the rate of decarbonisation past this peak. It is simple to see that for a constrained budget, the later the peak, the faster emissions must fall subsequently. A less obvious point is that greenhouse gas emissions in total may not be able to fall entirely to zero; food production involves the release of substantial quantities of GHGs through fertilisers and land conversion that do

4 Smith et al. 2009

5 Meinshausen et al. 2009

6 Anderson & Bows 2008

not seem likely to be entirely eliminated. The scenarios constructed by Anderson and Bows indicate that CO₂ emissions from fossil fuel combustion must tend to zero before 2050, even if global emissions peak in 2020⁷. If rich, OECD economies are to take the lead, as they have both the greatest resources available and the most historical responsibility, then they would have to thoroughly decarbonise much sooner.

Continued delays in agreeing substantial emissions reductions have left us in a precarious situation. 'Orthodox' climate policy, with emissions reductions of 1-3% per annum, implies a high likelihood of exceeding 2 degrees and a reasonable chance of reaching 4 degrees warming⁸. This analysis reframes climate change mitigation as a matter of urgent and radical decarbonisation with demand and consumption responses being more salient than infrastructure and technology. Similar conclusions can be drawn with respect to aviation which accounts for a large proportion of the carbon footprint of some tourism activities. Overlaying industry and UK government projections for aviation emissions growth suggest that the slow pace of technological change in the sector results in the sector alone exceeding safe global emission budgets entirely by 2050⁹.

Tourism, though important to specific economies, is a discretionary leisure activity. Given the substantial threats to life, livelihood and the biosphere presented by climate change it seems reasonable that it might be one of the first sectors to decarbonise or reduce in scale to leave greater atmospheric space for agriculture, heating or health care for instance. Whether this is justified through moral or practical arguments there is also the matter of how society negotiates this shift. One mode of governance that has been prominent in responsible tourism is the application of market based instruments to transfer resources and shift patterns of demand. Examples include emissions trading and carbon offsetting¹⁰, fuel taxes, car parking charges and national park fees. There are questions around the applicability of such measures to non-marginal changes such as the urgent decarbonisation of OECD economies and further research is clearly necessary. However, it seems equally clear that 'responsible tourism' as a business activity, social movement or academic discipline must consider sincerely the types of activities that are compatible with a benign climate and an equitable distribution of resources and outcomes. This is an immediate challenge; every day that emissions stay high compounds the problem and it is just such a lack of progress in the last decade that has rendered gradual change ineffective.

7 Anderson & Bows 2008

8 Anderson and Bows 2011

9 Bows 2010

10 Broderick 2009

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Responsible Aviation: Setting the Agenda

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Tourism*

Introduction

Our position is aligned with that of the majority of the scientific community in that we believe anthropogenic climate change is real, and that it is happening at an alarming rate. This paper will not rehearse the arguments and evidence that have led to this conclusion. Others are more able to do this (see for example reports from the Intergovernmental Panel on Climate Change or the Tyndall Centre for Climate Change Research). Our concern is with the tourism industry, notably aviation, and its relation to climate change. Aviation may be considered to contribute a relatively small amount to total global green house gas (GHG) emissions (estimated at 3%), however, current predictions indicate that aviation will continue to grow at 5% per year and that its share of GHG emissions will also increase.¹

A 2008 United Nations World Tourism Organization report indicates that 75% of tourism's CO₂ emissions are from transport. While the emissions of the broad spectrum of means of transport as well as accommodation should not be ignored, air transport has a high degree of prominence as an issue for the industry. The UK government's Stern Review reported that transport accounts for 14% of global greenhouse gas emissions, behind the power and land use sectors and the same as the agriculture sector. The majority of these emissions are from road transport (76%) and aviation (12%).² The Stern review placed its emphasis on decarbonising road and rail transport but aviation remains the major concern in the tourism sector.

Gosling et al. looked at the environmental impact of tourism to the Seychelles – they found that 97% of the energy footprint is caused by air travel. For most holidays the environmental impacts takes place in the global commons between home and destination. As they argue:

“This implies that current efforts to make destinations more sustainable through the installation of energy-saving devices or the use of renewable energy sources can only contribute to marginal savings in view of the large amounts of energy used for air travel. Any strategy towards sustainable tourism must thus seek to

1 IATA, 2009

2 Annex 7.c Emissions from the transport sector p. 1

reduce transport distances, and vice versa, any tourism based on air traffic needs per se to be seen as unsustainable.”³

In a similar vein, ecological footprinting in rural Tuscany suggests that, if the transportation to the destination is excluded, the tourist footprint is very similar to that of residents. Arrival transport accounts for 86% of the total tourism impact.⁴ Any attempt to address tourism’s contribution to climate change cannot ignore aviation. Indeed, we would argue that addressing emissions from aviation is one of the key challenges of responsible tourism today.

The benefits of tourism

Although tourism has often been portrayed in the past as a glamorous, ‘smokeless industry’ this is evidently no longer the case.⁵ The concept of Responsible Tourism as articulated in the 2002 Cape Town Declaration⁶ illustrates that responsibility is about more than mitigating the industry’s negative impacts. It also encompasses maximising the positive impacts of tourism of which there are undoubtedly many. It needs to be recognised that many livelihoods in developing countries depend on tourism. As with any issue about the allocation and consumption of scarce resources, trade-offs occur. Developing countries need to be given the opportunity to grow, and grow in a sustainable way, but this is not going to happen overnight. Any calls for an immediate cessation of flights, for example, would seriously jeopardise the economic foundations of many communities around the world. Too often the debates surrounding climate change and tourism are characterised by an all or nothing approach. It must be recognised that tackling the causes of climate change must be balanced with other human needs.

Why take responsibility?

Despite widespread acknowledgement of the dangers of anthropogenic climate change total global GHG emissions continue to rise. As countries such as China and India industrialise, it is difficult to see how the reverse could be true. Indeed, social and economic development remains the priority for developing countries, not a reduction in GHG emissions. This is not to say that industrialised countries’ emissions are reducing. Data from the International Energy Agency on CO₂ emissions from fuel combustion indicate, for example, that for OECD countries these increased by 5.3% between 1990 and 2008⁷.

3 Gosling et al (2002, p. 208)

4 Patterson et al

5 Walmsley and Font, 2010

6 www.responsibletourismpartnership.org/CapeTown.html

7 IEA (2010, p. 47)

Many see an increase of more than 2° Celsius in the global mean surface temperature as dangerous. This was the view expounded in the 2009 Copenhagen Accord (although this usually relates to pre-industrial levels, this is not specifically mentioned in the accord). Worryingly, and as Anderson and Bowes⁸ argue, many now see 2°C as a threshold between the 'dangerous' and 'extremely dangerous' climate change. Added to this, in their exploration of 'emission pathways' they conclude that 'there is now little to no chance of maintaining the rise in global mean surface temperature at below 2°C, despite repeated high-level statements to the contrary'⁹.

Aviation will remain a prominent issue and it is likely to become a larger issue if concern about anthropogenic climate change grows, in part because flying is a very conspicuous form of consumption and the majority of the world's population, it must be remembered, does not fly. The British Social Attitudes Survey asked in 2004 and 2009 whether people agree or disagree with the statement 'The price of a plane ticket should reflect the environmental damage that flying causes, even if this makes air travel much more expensive.' In 2004 36% agreed; by 2008 46% agreed.¹⁰ As Broderick has argued in the paper which precedes this one, CO₂ pollution in the atmosphere accumulates, like a filling bath tub; the longer we fail to address the flow of pollution into the atmosphere the more drastic the action we shall need to take to deal with the consequences. There can be no question that reducing tourism's contribution to climate change must address the issue of responsible aviation and we need to do it now.

Peak oil

Connected to the climate change debate is the less frequently mentioned and yet certainly very important issue for tourism¹¹ issue of peak oil. The limits to growth agenda which frames the peak oil debate was set by Thomas Malthus' theories on population growth two centuries ago. While there was something of a resurgence of the limits to growth agenda in the 1970s, many scientists have since endeavoured to discredit his and others' dire predictions about resource scarcity. There are evident parallels in the underlying argument around resource scarcity, limits to growth theory and the notion of peak oil. Nonetheless, it is now abundantly apparent that at a point in the not very distant future the global peak of oil production (peak oil) will be reached. Precisely when is a moot point because this entails estimations of the extent of undiscovered reserves, advances in extraction and refining technology, and future price levels. In fact, establishing what has already been extracted poses problems in itself. According to OPEC the

8 Anderson and Bowes, 2011

9 Anderson and Bowes (2011, p. 41)

10 British Social Attitudes Survey, available on line at www.britsocat.com cited in Goodwin (2011, p. 236)

11 Becken, 2011

2005 global oil production was 72 million barrels per day (Mb/d), while according to BP the global oil production was approximately 81 mb/d.¹² It remains a fact however, that even the most sanguine experts assume peak oil will be reached by the middle of this century.¹³

The business case

There are two core elements that support the business case for becoming more responsible: cost reduction and differentiation. The challenges of peak oil and climate change are distinct and yet there is one area where both will have a significant impact on business. Energy from carbon-based fossil fuels will become increasingly expensive, both as a result of supply shortages as well as increased taxation. The cost structure of airlines is weighted towards the cost of fuel. Fuel constitutes between 30-40% of airlines' operating costs.¹⁴ There can be no clearer argument for the increase in energy-efficient operations.

Product differentiation appeals to the world of commerce because it provides a way of charging more as the product (or service) that is being offered more adequately addresses the needs of the consumer. Evidently, success depends less on the effort to be different than on how the customer values these efforts.¹⁵ It is frequently argued that consumers are becoming more environmentally aware and that this is affecting purchasing behaviour. There is some evidence to support this.¹⁶ Specifically in relation to climate change, a recent study indicated that two-thirds of respondents tend to agree or strongly agree that there are risks to people in Britain from climate change, and that most people (71%) remain either fairly or very concerned about climate change.¹⁷ Significantly, 57% endorse the statement that most scientists agree that humans are causing climate change, while 21% disagree with this. The consensus in the scientific community about climate change is evidently not reflected in the UK population. Further data from the survey reveal that while 71% tend to agree or strongly agree that it is their responsibility to help to do something about climate change, only 10% considered individuals and their families as mainly responsible for taking action. There is still much scope for attitudes to change.

12 Seljom and Rosenberg, 2011

13 Giddens, 2009

14 IATA, 2009

15 Orsato, 2009

16 See for example the latest Co-operative Bank's Ethical Consumerism Report, 2010

17 Spence et al., 2010

Solutions

There are far too many individual things airlines and those involved in the airline industry can do to reduce GHG emissions to list them all here. Instead, we aim to present a framework with examples to aid understanding and action.

The IATA has come up with a Four Pillar Strategy as a basis for its action plan to reduce GHG emissions with the aim of achieving a net zero carbon contribution to the atmosphere: Technology, Operations, Infrastructure and Economic Measures.

Technology

To start with the most obvious solution we focus on technology. Advances in aviation technology have resulted in an improvement in fuel efficiency of more than 70% since 1960, based on aircraft fuel burn per seat.¹⁸ These technologies are often separated into 'airframe' and 'engine' technologies. The former encompasses such things as the introduction of blended winglets and drag reduction coatings, the latter better blade design and the use of advanced heat-resistant materials. Not all technologies can be implemented immediately. While some changes can be installed retrospectively, the age of the fleet is a major determinant of levels of GHG emissions. The Boeing 787-8 Dreamliner is expected by Boeing to use using 20% less fuel than any other airplane of its size.¹⁹ The IPCC expects improved airframe and engine technology to reduce emissions by 20% between 1997 and 2015, and by up to 50%, over 1997 levels, by 2050.²⁰

The use of Biofuels such as ethanol from corn or biodiesel from soybeans has been heavily promoted by environmentalists and governments around the world as a means of reducing CO₂ emissions. In February 2008 a Virgin Atlantic 747-400 flew on a blend of biomass-to-liquid fuel and traditional kerosene-based jet fuel demonstrating the feasibility of using biofuels in aviation and in October 2011 Thomson Airways flew Birmingham to Lanzarote on sustainable aviation biofuel. Further advances are being made. Virgin Atlantic recently announced it had developed an alternative fuel to Kerosene with only half Kerosene's carbon footprint²¹. Whilst CO₂ emissions are a by-product of the combustion of biofuels, only as much CO₂ is emitted as went into the biofuel from the atmosphere as it was being grown. However, there are no quick fixes when it comes to tackling GHG emissions. Delucchi²² argues that a full assessment of the use of biofuels as an alternative to fossil fuels should take into account the land and water required to grow them. This is particularly true when we consider the scale of cultivation of bio-

18 IATA 2009

19 <http://www.boeing.com/commercial/787family/787-8prod.html> accessed 08 October 2011

20 Penner et al., 1999

21 <http://changeisintheair.virginatlantic.com/world-first-low-carbon-aviation-fuel-for-virgin-atlantic/> (accessed 14.10.2011)

22 Delucchi, 2010

fuels required to replace fossil fuels. Phalan (2009) makes the same point and comes to the conclusion that at least in Asia, which was the area he studied, biofuels might best be deployed at smaller scales and to tackle local problems. The adoption of biofuels is an appealing solution; it appears to offer unlimited flying at no net CO₂ environmental cost as the emissions are absorbed by growing of more fuel. However, given the need for more and more land to be used for agriculture the solution is problematic. There is an insurmountable and irresponsible downside if the production of biofuels leads to increased food costs²³, in a world already characterised by growing food security problems.²⁴

The UK government's Committee on Climate Change lists a range of ways in which fuel efficiency can be improved: increased thermodynamic and propulsive efficiency of engines, development of geared turbo-fan engines, airframe weight reduction, improvements in aircraft lift/drag ratio, addition of winglets and riblets, aircraft polishing, improved maintenance and upgrading engines in older aircraft. New technologies which may offer significant savings include open rotor engines and blended wing bodies.²⁵ There is generally a trade-off between emissions and noise pollution; these two forms of pollution cannot be managed separately.

Operations

One obvious way of reducing GHG emissions is by improving operational aspects of flying. These include, more direct flights, including the reduction by governments of penalties for transgressing air space and flying the aircraft in a less fuel efficient manner. The UK government's Committee on Climate Change concluded in 2009 that fuel efficiency and operational improvements are likely to result in a 30% reduction in carbon emissions per seat km flown and that sustainable biofuels could account for 10% of aviation fuel use in 2050.

The Civil Air Navigation Services Organisation (CANSO) estimates that global air traffic management is currently 92-94% fuel efficient. Europe because of its fragmented and congested airspace is only between 89% and 93% fuel efficient. According to the National Air Traffic Service (NATS), aircraft circling in arrival account for roughly 2% of CO₂ emissions in their controlled airspace. 75% of these emissions are reported to be generated at Heathrow.²⁶

23 Fischer et al 2009

24 See the Food and Agricultural Organization of the United Nations www.fao.org/publications/sofi/en/ and www.fivims.org

25 Committee on Climate Change pp. 85-89

26 Committee on Climate Change p. 90

Infrastructure

It is understandable that airlines and the aviation industry are thought of solely in terms of planes and flights. However, we should not forget the supporting services to be found at airports. In a recent presentation at a Responsible Aviation conference organised by the International Centre for Responsible Tourism in Manchester, it was made very clear that airports themselves, and in this case Manchester Airport in particular, are taking the notion of responsibility very seriously. This is not solely in relation to GHG emissions but also encompasses broader environmental and social aspects. In particular, by 2015 Manchester Airport aims to²⁷:

- Be carbon neutral for energy use and vehicle fuel
- Have reduced energy in the areas of the airport it controls by 25% compared to 2000 levels.
- Ensure new buildings are individually carbon neutral for their energy use.
- Have reduced fuel used in its vehicle fleet by 20% compared to the fuel used in 2006

Economic Measures

Consumer Attitudes and Behaviour

We have highlighted above that there is a growing awareness amongst consumers about the impact of their behaviour on climate change. However, given the widespread consensus and alarm within the scientific community it is perhaps surprising that consumer concern seems relatively muted. As Spence et al.'s (2010) findings reveal, consumers' see responsibility for action residing primarily with policy makers and industry. It is difficult to predict how consumers will behave in the future and yet it is telling that economic circumstances have had a greater impact on flying (witness the dip in 2009 as the financial crisis hit home) than any concern about its environmental consequences. As Bamford claims 'the simple answer to "will anything curb our ever increasing demand for flying?" can be summed up in one word ... Recession!'²⁸

A suggestion often made to reduce GHG emissions is to use market-based solutions. At the heart of these mechanisms is the understanding that actual prices do not reflect the costs associated with the service delivered – so-called negative externalities. The air pollution caused by flying is invisible, and the airlines do not bear the costs of these externalities. Advocates of market-based solutions suggest raising the price of flying to a level where the full costs (environmental and social as well as economic) of flying are reflected in its price. Determining the so-called Social Cost of Carbon (SCC) which meas-

²⁷ Walmsley, T., 2011

²⁸ Bamford, (2010, p. 9)

ures the 'full global cost today of an incremental unit of carbon emitted now, summing the full global cost of the damage it imposes over the whole of its time in the atmosphere'²⁹ is unsurprisingly not a straightforward affair. The Shadow Price of Carbon (SPC) (closely related to the SCC) was estimated at approximately £25/tonne CO₂e.³⁰ Taking the CO₂ emission for a 1,000 km flight from 'www.transportdirect.info' this equates to 0.1714 CO₂t × £25/t = £4.29. On this basis price levels would have to increase by more than the SPC if they were going to seriously affect demand. After all, Air Passenger Duty has had relatively little impact on demand for air travel to date as far as is discernible.

Raising prices solely on the basis of the SPC has in any case a flavour of carbon offsetting about it. We have written about this in more detail.³¹ Suffice to say here that there are numerous flaws not only in the logic of offsetting but also in how the offsetting process is managed. Offsetting may best be equated with the medieval practice of purchasing pardons, and where the consumer pays separately for the offset it has the real disadvantage of removing any incentive to improve fuel and operational efficiency.³² What is needed is a reduction in CO₂ carbon offsets and APD. Both create revenues but neither approach creates any direct incentive for airlines to increase their fuel efficiency.³³

Analysis then suggests that prices would need to increase by more than the SPC if demand were to be reduced. While increases in fuel prices brought about by peak oil may play their part here, it is worth noting that the fuel efficiencies mentioned above will of course only be effective in reducing GHG emissions if the cost savings are not passed on to customers thereby leading to growth in demand. For Dent and Dalton³⁴ this means that without a change in mind-set, energy efficiency measures are likely to lead to more energy consumption, the so-called Jevons Paradox. But if the change in mind-set does not come about, or comes about too slowly, and airlines themselves are unlikely to increase price levels sufficiently to curb demand then the case for government intervention through regulation or taxation becomes stronger.

Another market-based mechanism is the introduction of a cap-and-trade mechanism that sets a limit on the amount of CO₂ businesses can emit. Any emissions beyond the permitted level requires the purchase of additional permits. When the polluter pays principle is applied in this way a market is created for permits to pollute, and CO₂ becomes a traded commodity. In 2005 the EU implemented a first phase Emissions

29 Price et al., 2007 p.1

30 Price et al., 2007 p.8

31 Goodwin and Walmsley, 2009

32 Air Passenger Duty also fails to create an incentive to reduce carbon emissions – the consumer pays the same tax irrespective of how carbon efficiently they fly.

33 Take a look at www.cheatneutral.com The short film is thought provoking.

34 Dent and Dalton, 2010

Trading Scheme (ETS) with the aim of meeting its Kyoto Protocol targets. Aviation was initially excluded from this although it is now being phased in. However, it is unclear to what extent the ETS has reduced CO₂ emissions. As baselines were set very high for the Phase 1 ETS, i.e. reduction targets were low, Parker questions to what extent reductions were mere paper artefacts.³⁵

An alternative way of discouraging pollution is through taxation; however this has not yet been tried in aviation. Airline fuel is largely untaxed, APD is not a green tax as it neither creates an incentive to improve the environmental performance of aircraft or aircraft operations, nor does it raise money for environmental interventions, as the revenue is not hypothecated for environmental causes. APD is an excise tax. It is also possible that consumers who might have considered offsetting their flights now feel less inclined to do so because they perceive APD as an environmental tax. Finally, a criticism often made against APD is that it is based on passengers and distance flown and as such puts no pressure on airlines to fly more efficiently.

There is much that the industry can do by good housekeeping and investing in new technology, driving down emissions per passenger km flown. The increasing cost of fuel contributes to the pressure to improve operating procedures and to fly fuller aircraft. But political pressure is likely to come too. If air travel were a country, with 5% of global emissions it would be the world's 5th largest polluter, behind the USA, China, Russia and Japan, larger than India and Germany and twice that of the UK.³⁶ Any effective regulatory intervention will be designed to increase fuel efficiency. It makes commercial sense and it is the responsible thing to do. There is much that the sector can do. It needs to do it.

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Work in progress – notes from the field

Hotel companies and carbon footprints – consensus for clarity

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Why standard carbon measurements matter for responsible tourism

According to the World Tourism Organization (UNWTO)¹, the Travel and Tourism sector accounts for 5% of global CO₂ emissions, with accommodation comprising 20% of this figure. Tackling this carbon footprint has become a priority for hotel, resort and travel companies worldwide, as an integral part of their efforts to mitigate the environmental impact of their operations. The absence of a standard methodology for calculating and communicating carbon impact has created confusion for customers and stakeholders. The problem is that individual companies have, in the absence of an agreed way of measuring their current carbon footprint, been left to adopt their own working methodology and reporting standards. Many companies have adopted the GHG Protocol Corporate Accounting and Reporting Standard² as their guideline for organisational-level carbon accounting and reporting, but the sources they use to help perform calculations and report on performance are drawn from diverse sources including the World Resources Institute, the Climate Registry, the Carbon Disclosure Project, the Global Reporting Initiative, the International Energy Agency, the ISO 14000 series, the UK Carbon Reduction Commitment and the US Environmental Protection Agency. In addition, in terms of existing methodologies and metrics for the hotel sector, several hotel companies have developed comprehensive in-house systems to collect, analyse and communicate data within their portfolios. For example, Hilton Worldwide uses 'LightStay' for continuous monitoring of their sustainability performance throughout their global portfolio and InterContinental Hotels Group uses 'Green Engage' as their Group-wide sustainability system to measure, manage and report on their hotel energy consumption. As the real gap is at property level rather than corporate level reporting, a global standard for calculation of the carbon footprint of hotels at property level,

1 UNWTO: <http://sdt.unwto.org/en/content/faq-climate-change-and-tourism>

2 World Resources Institute: <http://www.wri.org/publication/greenhouse-gas-protocol-corporate-accounting-and-reporting-standard-revised-edition>

together with consistent metrics to communicate these to customers and stakeholders, would create a transparent marketplace, help promote best practice, and give more clarity on the carbon impact of a hotel stay or meeting.

A collaborative approach

Fortunately, progress is being made towards this goal. The International Tourism Partnership (ITP) and the World Travel & Tourism Council (WTTC) have joined forces with their member companies on a new initiative addressing carbon measurement. For the first time, leaders within the hotel industry are collaborating to reach a consensus on a single methodology for calculating and communicating carbon footprints. This groundbreaking initiative unites around 20 senior managers from 13 major hotel companies who are members of ITP and WTTC. Their combined reach is over 3.2 million rooms in over 100 countries worldwide. These companies agree that there are significant advantages to be gained by consistently communicating the same information – such as enhanced credibility as an industry for the work that each of the organisations is doing to reduce carbon emissions. Top names leading the project include major international hotel companies such as Accor, Fairmont Hotels & Resorts, Hilton Worldwide, Hyatt Hotels & Resorts, InterContinental Hotels Group, Marriott International Inc., MGM Resorts International, Mövenpick Hotels & Resorts, Red Carnation Hotel Collection, Starwood Hotels & Resorts Worldwide, Inc., Premier Inn - Whitbread Group and Wyndham Worldwide. Following the completion of Phase One, other hotel companies including Carlson and The Rezidor Hotel Group will be joining the initiative. Guided during Phase One by technical consultant Eric Ricaurte of Greenview Sustainability, the working group has successfully developed an initial methodology for calculating the carbon footprint of rooms and meetings. The Phase One methodology was reviewed by the World Resources Institute and the methodology will also be aligned with the Product Accounting & Reporting Standard of the Greenhouse Gases (GHG) Protocol. The World Resources Institute / GHG Protocol will act as an independent reviewer to the methodology. The guidelines will encompass the five basic principles of GHG accounting: relevance, completeness, consistency, transparency and accuracy³.

What will the new methodology look like?

Currently, the hotel sector uses a variety of metrics to communicate carbon emissions, such as per square foot / square metre, per available room and per guest night. In the Hotel Carbon Measurement Guidelines developed by the Carbon Measurement Working Group, the area (in square feet or metres) of the hotel is defined as conditioned area.

³ The Greenhouse Gas Protocol Initiative: <http://www.ghgprotocol.org/standards/product-standard>

Sources of scope 1 and 2 emissions⁴ from each hotel are measured. Scope 3 emissions (e.g. from vendors, corporate offices, outsourced operations) are not included under Phase One, but will be reviewed under Phase Two. Onsite renewable energy is included in energy consumption but excluded from GHG calculations where appropriate. Emission Factors for fuel combustion and purchased electricity, and Global Warming Potentials (GWPs) of CH₄ and N₂O may vary by source and date of publication, as chosen by the company. Site energy is used when quantifying purchased electricity energy (not source energy).

The hotel is divided into its two main services: guest rooms and meeting space, with footprints developed for each according to their area ratio, the idea being to ensure there is no overlap or double counting for overnight guests who also attend a meeting. The room footprint is intended to communicate the footprint of one night's stay in a hotel room. The metrics will be communicated to the client "per occupied room". Occupied rooms are the total number of rooms that were occupied by guests in a given period, and each occupied room is taken to share the total footprint equally. The meeting footprint will be communicated "per hour of meeting space utilised", derived using the average daily consumption of meetings energy. The methodology applies to all hotels, whether franchised or managed by the brand. There remain challenges to be sorted out, and it is important to note that resulting numbers may still reflect different factors such as onsite facilities, climate, etc. In addition to the quantitative indices, hotels may choose to inform the client of the facilities included in the calculation, to help them evaluate the footprint information.

Will this initiative achieve real behaviour change?

The initiative is clearly a 'work in progress', and much remains to be done, but the signs are encouraging that use of a standardised methodology for reporting could effect worthwhile change. First, individual businesses will have a transparent and credible way to communicate their progress to customers. This will reward early adopters and leaders in sustainability and help them differentiate their offering within the sustainable sector of the hotel industry. Secondly, individual travellers and other clients are more likely to be able to make informed choices at point of sale based on easily comparable profiles for hotel groups. Finally, the standardised methodology will enhance the clarity and value of corporate reporting to shareholders and the wider public. Of course, the relative sustainability gains of a hotel organisation may all too easily be swallowed up by an expansion in the absolute number and size of hotels, and a standard methodology for calculating and communicating carbon footprint will not change that.

4 The Greenhouse Gas Protocol Initiative: <http://www.ghgprotocol.org/calculation-tools/faq>

Next steps

A great advantage of the new approach is that the methodology is being developed with broad, active contributions and technical support from the hotel industry, as well as being aligned with the most commonly used standards of the GHG protocol. The working group will both support the methodology and champion its introduction. Hotel companies will align their systems to communicate their footprint for rooms and meetings within the hotel according to the guidelines developed by the Carbon Measurement Working Group. As the international hotel companies driving the project have considerable portfolio sizes, it is recognised that implementing the methodology across hundreds or thousands of properties globally will take time. Therefore, Phase Two will allow a year to roll out the methodology and move from a theoretical to a practical approach. The final methodology will propose a realistic and robust approach to gathering, compiling, calculating and reporting on the required information. In addition, by ensuring that the methodology can be easily understood and applied by smaller hotel groups and individual properties, the project promises wider benefits for the project across the entire industry, not just among the large chain global organisations.

If the timetable is adhered to, Phase Two involving further refinement of the methodology, targeted stakeholder consultation and testing, and industry-wide roll-out, should be completed by August 2012. The Working Group will engage with identified stakeholders including corporate customers, other ITP and WTTC members and other large hotel chains. The consultation process will seek input from these selected stakeholders, incorporate their feedback and seek consensus on the issues identified. This material will be used to develop the methodology and convert the results into comprehensive guidelines. Once consensus has been established among hotel groups, the intention is to widen the consultation to invite comment from the broader industry to feed into the final conclusions of the Working Group.

The ITP and WTTC aim to launch the final methodology at the United Nations Conference on Sustainable Development (the Rio+20 conference), which will be held in Rio de Janeiro, Brazil, on June 4-6 2012⁵. This is an ideal platform on which to share the outcome of this initiative with other sectors. Clarity through consensus on a standard methodology could offer an attractive template to help them to decarbonise their own businesses, as well as providing the customer with the information that they need to make more sustainable choices.

5 United Nations Conference on Sustainable Development: <http://www.uncsd2012.org/rio20/>

Sustainable Supply Chain Management: A Research Framework

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Summary

Although there has been significant research into supply chain management, there has been less on the issue of developing supply chain sustainability. This is an increasingly important area of managerial concern, and requires greater theoretical understanding to drive forward empirical research. This paper presents a framework that can be applied to the research and practice of developing supplier environmental and socio-economic sustainability. Multi-disciplinary literature from supply chain management, sustainable supply chain management, supplier development, sustainability management and organisational purchasing was analysed for its contribution to the framework concepts of supplier sustainability activities, organisational processes and influencing factors. The framework extends current understanding through addressing the inter-relationships between the three conceptual areas of supply chain activities, processes and influences, which is necessary for holistic understanding of buyer approaches to supplier sustainability. Furthermore, the recent emergence of literature on supply chain sustainability is limited, and is focused on environmental issues, rather than broader socio-economic factors. The framework therefore offers researchers a robust and practical tool for the research of supplier sustainability that can be applied to the tourism industry.

Introduction

Sustainability has become a key business imperative as a result of growing consumer, legislative and stakeholder awareness of the environmental and socio-economic impacts of business activities¹. Customers and other stakeholders often do not differentiate the impacts caused by a buying company and its suppliers², and companies are becoming increasingly aware of how the suppliers' activities affect overall operation and performance³. Management of environmental and social issues in the supply chain is therefore fundamental to quality⁴ and an important managerial concern⁵. This can be seen as part of a corporate social responsibility approach to business, which implies accountability to environments and communities affected by operations. Such accountability can attract competitive advantages that include improved market share, financial performance, corporate image, employee commitment, brand equity and innovation⁶. However, businesses may face challenges in the implementation of sustainability initiatives through factors such as resource and knowledge limitations, and the nature of market demand⁷. This is a relatively recent area of business concern, and progress may be slow in some industry contexts or business cases, but is an issue in which more understanding is required. Research is therefore necessary into how businesses can improve supplier performance through the process of Sustainable Supply Chain Management (SSCM). This refers to buyer efforts to

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7 Godfrey, R. (1998) "Ethical purchasing: Developing the supply chain beyond the environment", in Russel, T. (Ed.), *Green purchasing: opportunities and innovations*, Sheffield, Greenleaf Publishing, pp. 244-270; Mastny, L. (2003) *Purchasing power: harnessing institutional procurement for people and the planet*, Danvers MA, Worldwatch Institute; Vachon, S. & Klassen, R. (2006) "Extending green practices across the supply chain", *International Journal of Operations and Production Management*, Vol 26 No 7, pp. 795-821; Young, A. & Kielkiewicz-Young, A. (2001) "Sustainable supply network management", *Corporate Environmental Strategy*, Vol 8 No 3, pp. 260-268.

improve supplier environmental and socio-economic performance and/or capabilities. It involves consideration of traditional purchasing decisions such as cost and quality, along side suppliers' use and conservation of natural resources, and labour practices (such as pay, discrimination, training, working hours and health and safety).

This paper sets out a conceptual framework for research into three key areas of SSCM. Firstly, influencing factors that both drive and challenge buyer and supplier engagement in SSCM, secondly, buyer management processes in the implementation of SSCM and thirdly, activities that buyers can undertake to improve supplier performance. This responds to calls for a stronger theoretical basis in the study of supply chains⁸, and understanding of how supply chain sustainability can be incorporated into organisational strategy⁹. In particular, it is noted that more attention needs to be given to building a theoretical understanding of the context under which supply chain practices are implemented¹⁰. This is addressed in the framework through detailed consideration of influences on SSCM activities and processes, from both a buyer and supplier perspective.

The framework furthers theoretical understanding through an extensive review of literature, principally in the areas of Supply Chain Management (SCM), SSCM, supplier development, sustainability management and organisational purchasing. Previous research has focused on concepts in isolation, or on two of the conceptual areas (i.e. activities and influences, processes and influences, or activities and processes). Where the three concepts are addressed, little detail is provided regarding the factors at play within each conceptual area. Furthermore, the full range of concepts has not been examined in relation to sustainability management.

The framework develops this literature through detailed consideration of each concept, and their inter-relationships. This is important for a more holistic understanding of buyer approaches to managing all aspects of supplier sustainability. The framework's flexibil-

8 Burgess, K., Singh, P. J., & Koroglu, R. (2006) "Supply chain management: a structured literature review and implications for future research", *International Journal of Operations and Production Management*, Vol 26 No 7, pp. 703-729; Chen, I. J. & Paulraj, A. (2004a) "Towards a theory of supply chain management: the constructs and measurements", *Journal of Operations Management*, Vol 22, pp. 119-150; Croom, S., Romano, P., & Giannakis, M. (2000) "Supply chain management: an analytical framework for critical literature review", *European Journal of Purchasing and Supply Management*, Vol 6, pp. 67-83; Ho, D. C., Au, K. F., & Newton, E. (2002) "Empirical research on supply chain management: a critical review and recommendations", *International Journal of Production Research*, Vol 40 No 17, pp. 4415-4430; New, S. (1996) "A framework for analysing supply chain improvement", *International Journal of Operations and Production Management*, Vol 16 No 4, pp. 19-34; Saunders, M. (1997) *Strategic purchasing and supply chain management*, 2nd ed. London, Pitman Publishing; Storey, J., Emberson, C., Godsell, J., & Harrison, A. (2006) "Supply chain management: theory, practice and future challenges", *International Journal of Operations and Production Management*, Vol 26 No 7, pp. 754-774; Tan, K. (2002) "Supply chain management: practices, concerns and performance issues", *The Journal of Supply Chain Management*, Vol Winter, pp. 42-53; Tranfield, D. & Starkey, K. (1998) "The nature, social organization and promotion of management research: towards policy", *British Journal of Management*, Vol 9, pp. 341-353; Westbrook, R. (1995) "Action research: a new paradigm for research in production and operations management", *International Journal of Operations and Production Management*, Vol 15 No 12, pp. 6-20.

9 Handfield, R., Sroufe, R., & Walton, S. (2005) "Integrating environmental management and supply chain strategies", *Business Strategy and the Environment*, Vol 14, pp. 1-19; Vachon & Klassen (2006) Op cit 7; Zsidisin, G. & Siferd, S. (2001) "Environmental purchasing: a framework for theory development", *European Journal of Purchasing and Supply Management*, Vol 7, pp. 61-73.

10 Ho, Au & Newton (2002) Op cit 8.

ity enables application to manufacturing and service industry contexts, and is primarily designed to focus on immediate suppliers, but could be applied to examination of issues further down supply chains. This paper begins by setting out the research framework, and in turn describes the factors to consider within each conceptual area of influences, processes and activities. Consideration is given throughout to the inter-relationships between these concepts, and areas for concern in conducting empirical research are highlighted. Concluding remarks suggest how SSD is likely to occur in practice, and how the framework may be applied and further developed through research.

SSD research framework: overview

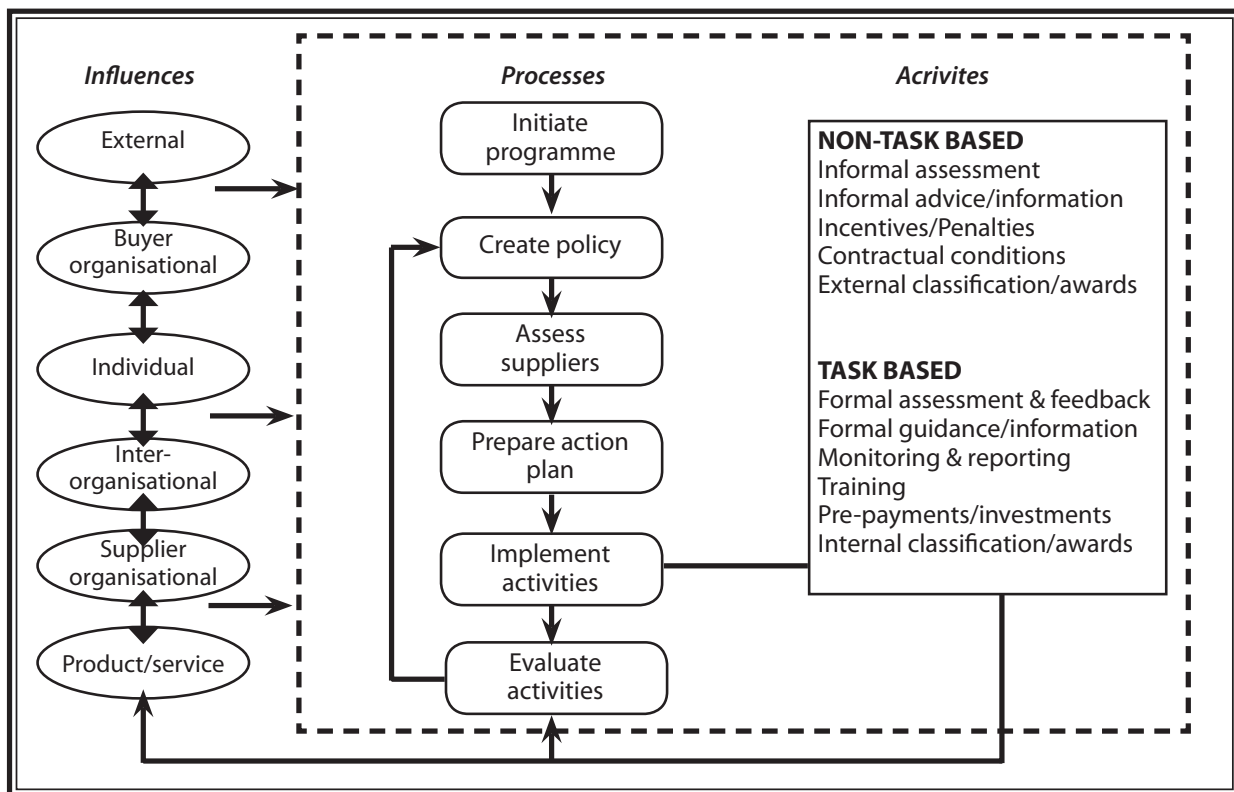


Figure 1: Sustainable Supply Chain Management: a research framework

The research is conceptualised here as ‘Sustainable Supply Chain Management’ (SSCM), which is seen as part of the process of SCM. Use of the term SSCM is most appropriate here, since it directly expresses buyer engagement in managing supplier sustainability performance. There is little consensus in the definition of SCM, since research has been focused in various disciplinary perspectives such as purchasing, logistics, operations management and marketing¹¹. The view taken here is that of Leenders et al (2002) who

11 Chen & Paulraj (2004a) Op cit 8; Kathawala, Y. K. & Abdou, K. (2003) “Supply chain evaluation in the service industry: a framework development compared to manufacturing”, *Managerial Auditing Journal*, Vol 18 No 2, pp. 140-149; Kauffman, R. G. (2002) “Supply management: what’s in a name? Or, do we know who we are?” *Journal of Supply Chain Management*, Vol Fall, pp. 46-50; Lummus, R. R., Krumwelde, D. W., & Vokura, R. J. (2001) “The relationship of logistics to supply chain management: developing a common industry definition”, *Industrial Management and Data Systems*, Vol 101 No 8, pp. 426-431; Mentzer, J. T., De Witt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001)

suggest that SCM focuses on all aspects of product/service delivery, compared to supplier development which is more concerned with supplier relationships. Definitions of supplier development also vary, ranging from the creation of new sources of supply in a narrow sense, to upgrading supplier capabilities and performance in a broader sense¹². The definition used here is based on the broader view of improving supplier performance and capabilities, in the context of sustainability.

Sustainability has recently begun to feature in SCM and purchasing literature¹³, but not in supplier development literature to date. This framework develops the focus on environmental issues found in this literature, to also consider socio-economic issues. The environmental focus can partly be explained through the comparatively greater range of pressures on companies to address environmental issues, initiatives offer more clearly visible eco-savings, and because socio-economic performance measures are less developed, and the return on investment often only becomes apparent over the longer term¹⁴. However, it is important that socio-economic issues are increasingly incorporated into research in order to build examples of the business case for sustainability¹⁵. Furthermore, this is a key part of corporate social responsibility, which requires businesses accountability to all community, employee and supplier stakeholders¹⁶.

The framework comprises of three inter-related conceptual areas for consideration in the examination of company approaches to SSCM, namely influences, processes and activities. It is dynamic in the sense that the nature of influences, processes and activities depends on the outcome of engaging in particular SSCM activities. This is therefore a

"Defining supply chain management", *Journal of Business Logistics*, Vol 22 No 2, pp. 1-25; New (1996) Op cit 8.

12 Hahn, C., Watts, C., & Kim, K. (1990) "The supplier development programme: a conceptual model", *International Journal of Purchasing and Materials Management*, Vol 26 No 2, pp. 2-7.

13 Bowen, F. E., Cousins, P. D., Lamming, R. C., & Faruk, A. C. (2001) "The role of supply management capabilities in green supply", *Production and Operations Management*, Vol 10 No 2, pp. 174-189; Carter, C. R. & Carter, J. R. (1998) "Interorganizational determinants of environmental purchasing: initial evidence from the consumer products industries", *Decision Sciences*, Vol 29 No 3, pp. 659-684; Faruk, A. C., Lamming, R. C., Cousins, P. D., & Bowen, F. E. (2002) "Analyzing, mapping, and managing environmental impacts along supply chains", *Journal of Industrial Ecology*, Vol 5 No 2, pp. 13-36; Hall, J. (2000) "Environmental supply chain dynamics", *Journal of Cleaner Production*, Vol 8, pp. 455-471; Handfield, Sroufe & Walton (2005) Op cit 9; Klassen & Vachon (2003) Op cit 5; Lamming (1996) Op cit 4; Preuss, L. (2005) "Rhetoric and reality of corporate greening: a view from the supply chain management function", *Business Strategy and the Environment*, Vol 14, pp. 123-139; Rao (2005) Op cit 2; Young & Kielkiewicz-Young (2001) Op cit 7; Zhu & Sarkis (2004) Op cit 6; Zsidisin & Siferd (2001) Op cit 9.

14 Font, X., Tapper, R., & Cochrane, J. (2006a) "Competitive strategy in a global industry: tourism", *Handbook of Business Strategy*, Vol n/a, pp. 51-55; UNEP & Sustainability (2001) *Buried treasure: uncovering the business case for corporate sustainability*, London, Sustainability; Wagner, M. & Schaltegger, S. (2004) "How does sustainability performance relate to business competitiveness?" *Greener Management International*, Vol 44, pp. 5-16; Williams, A. (2003) *Linking the environmental and social dimensions of corporate social responsibility: working paper series No.6*, Cardiff, The Centre for Business Relationships, Accountability, Sustainability and Society; Young & Kielkiewicz-Young (2001) Op cit 7.

15 Font, X., Tapper, X., Schwartz, K., & Kornilaki, M. (2008) "The challenges of sustainable supply chain management in a service sector: the tourism experience", *Business and the Environment*, 17, 260-271

16 Bansal, P. (2005) "Evolving sustainably: a longitudinal study of corporate sustainable development", *Strategic Management Journal*, Vol 26, pp. 197-218; Bergkamp, L. (2002) "Corporate governance and social responsibility: a new sustainability paradigm?" *European Environmental Law Review*, Vol May, pp. 136-152; Elkington, J. (1999) *Cannibals with forks: the triple bottom line of 21st century business*, Oxford, Capstone Publishing Limited.

cyclical management process; whereby influences impact upon initial programme design, and in turn evolve according to the nature of engagement in a range of company processes and activities. The following sections present factors within each conceptual area beginning with influences, leading to discussion of processes and activities.

Influences on SSD activity and processes

The framework identifies six categories of influencing factors on SSCM activities and processes, which consider internal and external forces of change, and the dyadic relationship between buyer and supplier. These include external, buyer organisational, individual, inter-organisational, product and supplier factors. The following presentation of these factors indicates inter-linkages to consider in research.

External factors

Economic, political, social, technological, and competitive factors will influence SSCM approaches. For example, environmental legislation¹⁷, threat of penalties for non-compliance¹⁸, or public scrutiny for poor performance¹⁹. Stakeholder expectations including financial investors, non governmental bodies, industry associations and consumers²⁰, and rates of technological change may also influence firms to take a more strategic outlook²¹. The relative influence of such factors is linked to company size, resources, capacities and strategic orientation. For example, public scrutiny may be less important in particular industries, or in smaller firms which have a less prominent public profile²².

Buyer organisational factors

The degree to which sustainability is embedded within organisational processes is likely to be linked to buyer's strategy, structure and culture. Smaller companies may be more challenged by time, financial resources and available expertise²³. However, they

17 Banerjee, B. (2004) "Managing sustainability", in Linstead, S. & Fulop, L. & Lilley, S. (Eds.), *Managing strategically*, Basingstoke, Palgrave Macmillan, pp. 155-181; Hall (2000) Op cit 13.

18 Handfield, R., Walton, S., Seegers, L., & Melnyk, S. (1997) "'Green value chain practices in the furniture industry'", *Journal of Operations management*, Vol 15, pp. 293-315.

19 Preuss, L. (2002) "Green light for greener supply", *Business Ethics: a European Review*, Vol 11 No 4, pp. 308-317; Young & Kielkiewicz-Young (2001) Op cit 7.

20 Delmas, M. & Toffel, M. W. (2004) "Stakeholders and environmental practices: an institutional framework", *Business Strategy and the Environment*, Vol 13, pp. 209-222; Godfrey (1998) Op cit 7; Hall (2000) Op cit 13; Wolters, T. (2003) "Transforming international product chains into channels of sustainable production", *Greener Management International*, Vol Autumn, pp. 6-13.

21 Krause, D. (1999) "The antecedents of buying firms' efforts to improve suppliers", *Journal of Operations Management*, Vol 17, pp. 205-224.

22 Baylis, R., Connell, L., & Flynn, A. (1998) "Small and medium sized enterprises: the implications of greener purchasing", in Russel, T. (Ed.), *Green purchasing: opportunities and innovations*, Sheffield, Greenleaf Publishing, pp. 135-150; Hall (2000) Op cit 13.

23 Friedman, A. L., Miles, S., & Adams, C. (2000) "Small and medium-sized enterprises and the environment: Evaluation of a specific initiative aimed at all small and medium-sized enterprises", *Journal of Small Business and Enterprise*

may also have more open, flat, participative management structures which are said to be more suited to sustainable business strategies, since they empower employees and facilitate the free flow of communication²⁴. Regardless of buyer size, top management play an important role in raising the profile of sustainability issues²⁵, and allocating resources²⁶. SSD is therefore ideally approached in a way that builds commitment through achieving both 'quick wins', combined with making more fundamental changes to company processes²⁷. This requires the development of new shared values, norms and attitudes, through organisational learning at all levels of the company of both the fundamental principles of corporate social responsibility/sustainability and associated new procedures²⁸.

Individual factors

Sustainability strategies are influenced by the attitudes of key individuals towards the role of business in society²⁹. For example, founders of smaller companies in particular may have set out to 'do business differently', and these ideals may infiltrate company-wide thinking. In larger companies, the relative influence of 'policy entrepreneurs' is linked to position within the company, and associated organisational strategy, structure and culture. The implementation of SSD may therefore require new organisational functions such as reward systems, communication tools and training programmes to be established, in order to build employee awareness and commitment³⁰. This concerns all levels of the organisation, ranging from resource commitment among top management and shareholders, to accountability at middle management and capacities/motivations to carry out new job roles at lower levels³¹.

Development, Vol 7 No 4, pp. 325-342; Hall (2000) Op cit 13; Simpson, J. & Wren, B. (1997) "Buyer-seller relationships in the wood products industry", *Journal of Business Research*, Vol 39, pp. 45-51.

24 Daily, B. F. & Huang, S. (2001) "Achieving sustainability through attention to human resource factors in environmental management", *International Journal of Operations and Production Management*, Vol 21 No 12, pp. 1539-1552; Dunphy, Griffiths & Benn (2003) Op cit 6.

25 Friedman, Miles & Adam (2000) Op cit 23; Maxwell, J., Rothenberg, S., Briscoe, F., & Marcus, A. (1997) "Green schemes: corporate environmental strategies and their implementation", *California Management Review*, Vol 39 No 3, pp. 118-134; McDonald, G. & Nijhof, A. (1999) "Beyond code of ethics: an integrated framework for stimulating morally responsible behaviour in organisations", *Leadership and Organization Development Journal*, Vol 20 No 3, pp. 133-146.

26 Lamming (1996) Op cit 4.

27 Fawcett, S. & Magnan, G. (2002) "The rhetoric and reality of supply chain integration", *International Journal of Physical Distribution and Logistics Management*, Vol 32 No 5, pp. 339 - 361.

28 Cramer, J. (2005) "Company learning about corporate social responsibility", *Business Strategy and the Environment*, Vol 14, pp. 255-266.

29 Welford, R. (1996) *Corporate Environmental Management: Systems and Strategies*, London, Earthscan Publications Limited.

30 Crane, A. (1997) "Rhetoric and reality in the greening of organisational culture", in Ledgerwood, G. (Ed.), *Greening the boardroom*, Sheffield, Greenleaf Publishing, pp. 129-144; Madsen, H. & Ulhoi, J. P. (2001) "Greening of human resources: environmental awareness and training interests within the workforce", *Industrial Management and Data Systems*, Vol 101 No 2, pp. 57-63; McDonald and Nijhof, 1999 Op cit 25.

31 Cramer (2005) Op cit 28.

Inter-organisational factors

Collaboration with suppliers facilitates information transfer on environmental issues, which can aid performance improvement through knowledge sharing and reducing uncertainty associated with change³². Buyers and supplier collaboration is maximised when both parties sense mutual commitment, are confident in the stability of a long-term relationship and communicate effectively³³. It is argued that the greater the influence of buyer power, the more likely it is that companies will make more coercive demands, rather than encourage performance improvements³⁴. This is closely linked to the nature of supplier businesses, since suppliers may not share buyers' incentives or capacities to improve sustainability performance³⁵. SSCM programmes must therefore be designed to manage relationships in a way that best engenders supplier commitment to improve performance.

Supplier factors

Supplier propensity to engage in SSCM is influenced by similar organisational and external factors discussed in relation to buying firms (see previous). It is therefore important for buyers to gain an understanding of supplier firm characteristics, in order to assess respective capabilities and strategic outlook. Smaller suppliers may have less access to information, resources and expertise on sustainability³⁶, and may therefore depend on buyer support in implementing change. The nature of buyer support is also likely to depend on organisational factors such as resource availability and strategic orientation, in addition to purchasing considerations such as the number of potential suppliers, the degree of competition in the supplier market³⁷ and perceived purchasing risk³⁸. The

32 Bowen, Cousins, Lammin & Faruk (2001) Op cit 13; Klassen and Vachon, (2003) op cit 5; Lamming (1996) Op cit 4; Noci, G. (1997) "Designing 'green' vendor rating systems for the assessment of a supplier's environmental performance", *European Journal of Purchasing and Supply Management*, Vol 3 No 2, pp. 103-114; Rao (2005) Op cit 2.

33 Carr, A. S. & Pearson, J. N. (1999) "Strategically managed buyer-supplier relationships and performance outcomes", *Journal of Operations Management*, Vol 17, pp. 497-519; Hartley, J. & Jones, G. (1997) "Process oriented supplier development: building the capability for change", *International Journal of Purchasing and Materials Management*, Vol 33 No 3, pp. 24-31; Humphreys, P. K., Li, W. L., & Chan, L. Y. (2004) "The impact of supplier development on buyer-supplier performance", *Omega*, Vol 32, pp. 131-143; Modi, S. & Mabert, V. (2006) "Supplier development: improving supplier performance through knowledge transfer", *Journal of Operations Management*, Vol forthcoming, pp; Prahinski, C. & Benton, W. C. (2004) "Supplier evaluations: communication strategies to improve supplier performance", *Journal of Operations Management*, Vol 22, pp. 39-62; Tan, K., Kannan, V. R., & Handfield, R. (1998b) "Supply chain management: supplier performance and firm performance", *International Journal of Purchasing and Materials Management*, Vol 34 No 3, pp. 2-9; Wen-li, L., Humphreys, P., Chan, L., & Kumaraswamy, M. (2003) "Predicting purchasing performance: the role of supplier development programs", *Journal of Materials Processing Technology*, Vol 138, pp. 243-249.

34 Stannack, P. (1996) "Purchasing power and supply chain management power - two different paradigms? - a response to Ramsay's 'Purchasing power' (1995)", *European Journal of Purchasing and Supply Management*, Vol 2 No 1, pp. 47-56.

35 Hall (2000) Op cit 13.

36 Hall (2000) Op cit 13; Wycherley, I. (1999) "Greening supply chains: the case of the Body Shop International", *Business Strategy and the Environment*, Vol 8, pp. 120-127.

37 Parkinson, S. & Baker, B. (1986) *Organizational buying behaviour: purchasing and marketing management implications*, London, Macmillan.

38 Sheth, J. N. (1973) "A model of industrial buying behavior", *Journal of Marketing*, Vol 37, pp. 50-56.

approach to SSCM will therefore depend on supplier organisational characteristics, the importance of suppliers in terms of price, volume, and product/service characteristics.

Product/Service factors

Company decisions to engage in SSCM are likely to depend on the perceived contribution that performance improvement can make to market positioning³⁹, opportunities for cost saving⁴⁰, and threats arising from poor performance⁴¹. This is related to specific product/service characteristics, and external factors such as legislation and stakeholder interest in sustainability issues. The greater the importance of the product/service to the buyer, the more likely it is to manage suppliers from a strategic perspective⁴². It can therefore be seen that there are several inter-linked influences on the design and implementation of SSCM programmes. These will influence both the nature of activities undertaken, and the processes followed in the design and implementation of activities, as discussed in the following sections.

SSCM Processes

Analyses of organisational purchasing frameworks⁴³ concluded that the organisational buying process is complex, and involves a large number of variables that differ according to the individual buying situation. With this in mind, the framework therefore provides a broad outline of possible SSCM organisational processes, where it is recognised that varying degrees of emphasis may be awarded to different stages, and processes either omitted or added. This enables its application to companies in various manufacturing/service settings, of differing size, with differing supplier market characteristics. It also reflects that SSCM is a relatively recent area for industry-wide business concern.

The framework conceptualises management processes as a cyclical process, whereby outcomes arising from the evaluation feed back into ongoing policy creation. It features six process steps for the development of SSCM programmes. These are self-explanatory and are not therefore addressed in great detail, and where appropriate are described in the following section on SSCM activities. *Initiate programme* involves top management commitment to improving supplier sustainability, which may then lead to the *creation of policy* that sets out company objectives and intended practices in this area. This can be useful to reflect a company's decision to actively integrate sustainability as a strate-

39 Dunn, S. C. & Young, R. R. (2004) "Supplier assistance within supplier development initiatives", *Journal of Supply Chain Management*, Vol 40 No 3, pp. 19-29; Young and Kielkiewicz-Young (2001) Op cit 7.

40 Handfield, Walton, Seegers & Melnyk (1997) Op cit 18.

41 Wycherley (1999) Op cit 37.

42 Krause (1999) Op cit 21.

43 Hill, R. W. & Hillier, T. J. (1982) *Organisational buying behaviour*, London and Basingstoke, The Macmillan Press Ltd; Parkinson, S. & Baker, B. (1986) *Organizational buying behaviour: purchasing and marketing management implications*, London, Macmillan.

gic business issue⁴⁴. Supplier *assessment* is required to gain a baseline understanding of supplier performance and identify areas for improvement. Based on this information, a *plan of action* can be designed through identification of activities necessary to improve the targeted areas of supplier performance. The *implementation of activities* is then ideally followed by *evaluation* in order to determine ongoing improvements and policy design.

SSCM Activities

SSCM activities are conceptualised in the framework as either 'task based' or 'non task based', which were terms originally used to describe variables that affect the buying decisions and behaviour process⁴⁵. The application here expresses that 'task based' activities require comparatively more time, effort and resource commitment by buyers. This includes formal audits and feedback, formal information, monitoring and reporting, pre-payments/investments, training and internal awards. 'Non task based' activities require comparatively less time, effort and resource commitment and include informal assessment, informal advice, incentives, contractual conditions and external classifications/awards. The terms are not mutually exclusive, and companies may implement a range of both task and non-task based activities. This classification is appropriate in SSCM decision-making since initiatives may not be required by legislation and the business case for investment may not be immediately clear. Therefore, companies are likely to consider the time and financial investments required in SSCM initiatives before implementing a programme.

Several classifications of activities are offered in the supplier development literature, which can cause some confusion since definitions overlap, and do not always comprehensively describe the range of activities. The term 'direct' activities⁴⁶ describe the buyer's direct involvement in improving supplier performance through resource commitment. This classification is used in several further papers⁴⁷. It was later adapted by Krause (1999) to 'transaction specific' activities to describe supplier specific investments that represent more risk to buyers if a programme fails. These classifications offer a good basis for understanding 'task based' activities, but do not offer a complementary term for activities where buyers make less significant resource investments (i.e. 'non task based').

This was addressed by using the term 'internalised' activities to describe direct/transac-

44 Handfield, Sroufe & Walton (2005) Op cit 9.

45 Webster, F. E. & Wind, Y. (1972) "A general model for understanding organizational buying behaviour", *Journal of Marketing*, Vol 36, pp. 12-19.

46 Monczka, R. M., Trent, R. J., & Callahan, T. J. (1993) "Supply base strategies to maximize supplier performance", *International Journal of Physical Distribution and Logistics Management*, Vol 23 No 4, pp. 42-54.

47 Krause, D. (1997) "Supplier development: current practices and outcomes", *International Journal of Purchasing and Materials Management*, Vol 33 No 2, pp. 12-19; Krause (1999) Op cit 21; Krause, D. & Scannell, T. (2002) "Supplier development practices: Product- and service-based industry comparisons", *Journal of Supply Chain Management*, Vol 38 No 2, pp. 13-21; Wen-li, Humphreys, Chan & Kumaraswamy (2003) Op cit 34.

tion specific engagement, and 'externalised' activities for 'arms length' mechanisms that rely on the external market to instigate performance improvement⁴⁸. While this is a useful classification, it is not felt to fully capture the notion of resource commitment required in these efforts, since activities classed as externalised such as auditing suppliers, may require significant resource commitment by the buyer in terms of staff time, knowledge development, and new organisational procedures. Other classifications are based on strategic approaches through 'steady or aggressive'⁴⁹, 'results or process oriented'⁵⁰, 'strategic or reactive' activities⁵¹, and 'collaborative' or 'evaluative'⁵². While these terms clearly express the nature of a range of activities and the approach taken, they do not convey the level of resources required in terms of manpower and money. The division into 'task' and 'non task' is felt most appropriate as it inherently implies the strategic approaches and associated levels of engagement, within the focus on resource commitment. The following sections set out 'non task' and 'task based' based activities, which are discussed in relation to associated influencing factors since these will direct the type of activities in which companies decide to engage in.

Non-task based activities

Either in addition to, or as an alternative to task based activities, buyers may opt to engage in activities that require comparatively less human and financial resource commitment. Some buyers may prefer a more *informal* approach to *assessment* based on dialogue. This is more likely to suit informal buyer-supplier relationships characterised by mutual trust and commitment. It may also be more appropriate when the number of suppliers used is limited, and the buyer is able to build up in-depth knowledge of operations.

Buyer support can be offered through *informal advice/information through* dialogue. This may encourage suppliers to act when the potential benefits are not immediately obvious⁵³, and can build supplier commitment and motivation⁵⁴. It also enables buyers to tap into suppliers' localised knowledge⁵⁵, and may be more suitable in the transfer of

48 Krause, D., Handfield, R., & Tyler, B. (2006) "The relationships between supplier development, commitment, social capital accumulation and performance improvement", *Journal of Operations Management*, Vol forthcoming,

49 Monczka, Trent & Callahan (1993) op cit 46.

50 Hartley and Jones (1997) op cit 34.

51 Krause, D., Handfield, R., & Scannell, T. (1998) "An empirical investigation of supplier development: reactive and strategic processes", *Journal of Operations Management*, Vol 17, pp. 39-58.

52 Klassen and Vachon (2003) op cit 5.

53 Rao (2005) Op cit 2; Zsidisin, G. (1998) "Purchasing's involvement in environmental issues: a multi-country perspective", *Industrial Management and Data Systems*, Vol 98 No 7, pp. 313-320.

54 Hartley, J. & Choi, T. (1996) "Supplier development: customers as a catalyst of process change", *Business Horizons*, Vol July-August, pp. 37-44; Newman, R. G. & Rhee, K. A. (1990) "A case study of NUMMI and its suppliers", *Journal of Purchasing and Materials Management*, Vol Fall, pp. 15-20.

55 Tan, K., Handfield, R., & Krause, D. (1998a) "Enhancing the firm's performance through quality and supply base management: an empirical study", *International Journal of Production Research*, Vol 36 No 10, pp. 2813-2837.

tacit knowledge⁵⁶. Some buyers may develop cross-functional teams in some relationships in order to maximise opportunity for informal transfer of information through building a sense of team work and collaboration⁵⁷. Informal exchange is therefore likely to feature in some form in most SSCM programmes, depending on factors such as the size of operations, the nature of information transfer required and levels of existing supplier capacities/knowledge.

To motivate suppliers to improve performance, buyers may offer *incentives* such as preferred supplier status⁵⁸, increased purchase volumes⁵⁹, longer term contracts⁶⁰ or additional promotional opportunities⁶¹. Conversely, buyers may impose *penalties* for poor performance through withdrawing rewards, by following a policy of applying competitive pressure through buying from multiple suppliers⁶², or through basing purchasing decisions on benchmarking results⁶³. The approach taken depends on typical market practices in each industry, the size and capacities of the supply base, and the nature of buyer-supplier relationships. These factors will also influence the extent to which buyers incorporate sustainability performance standards into *contractual conditions*. This can be useful to formalise expectations, but may be considered too restrictive to the purchasing process in some business contexts, and is likely to depend on the nature of the buyer-supplier relationship. Since contractual conditions can act reduce the possibility of 'opportunistic behaviour'⁶⁴ they may feature more in situations where there has been significant investment in the SSCM effort through task based activities. It is important to consider that contractual conditions are most effectively applied through a system of monitoring, which increases time and resource investment (and in this light could therefore be seen as a 'task-based' activity').

Further incentives may be offered on the basis of suppliers gaining *external classification or awards* that demonstrate good sustainability practice, such as the internationally recognised ISO series or EMAS environmental standards. These can provide a useful benchmarking tool, and may reduce the need for buyers to apply competitive pressures

56 Krause, Handfield & Tyler (2006) Op cit 48.

57 Chen, I. J. & Paulraj, A. (2004b) "Understanding supply chain management: critical research and a theoretical framework", *International Journal of Production Research*, Vol 42 No 1, pp. 131-163.

58 Hahn, Watts & Kim (1990) op cit 12.

59 Krause, D., Scannell, T., & Calantone, R. (2000) "A structural analysis of the effectiveness of buying firms strategies to improve supplier performance", *Decision Sciences*, Vol 31 No 1, pp. 33-55.

60 De Toni, A. & Nassimbeni, G. (2000) "Just-in-time purchasing: an empirical study of operational practices, supplier development and performance", *Omega*, Vol 28, pp. 631-651.

61 Krause, D. & Ellram, L. (1997) "Critical elements of supplier development", *European Journal of Purchasing and Supply Management*, Vol 3 No 1, pp. 22-31.

62 Guinipero, 1990; Krause, Scannell & Calantone (2000) Op cit 59.

63 Krause and Scannell, (2002) Op cit 47.

64 Sriram, V., Krapfel, R., & Spekman, R. (1992) "Antecedents to buyer-seller collaboration: an analysis from the buyer's perspective", *Journal of Business Research*, Vol 25, pp. 303-320.

to instigate performance improvements⁶⁵, or for buyer assessments. However, involvement depends on the perceived credibility of various schemes⁶⁶, and supplier capacities and interest to engage.

Task based activities

Formal assessment can represent an important SSCM activity, since it clearly identifies where improvement efforts should be focused⁶⁷, and provides a benchmark to evaluate the outcomes from activities⁶⁸. Such assessments may be conducted through buyer visits, self-completed by audits (with a system of verification), or through a third party. Engagement in such assessments is closely linked to regulatory requirements, the degree of formality in buyer-supplier relationships, relative company size and stakeholder scrutiny of sustainability performance standards. *Feedback* is integral to this process in order to build commitment, cooperation and understanding⁶⁹. It can also act as an incentive for improvement, if used to compare performance in relation to competitor activity⁷⁰.

Monitoring and reporting of supplier sustainability performance and related SSCM activities provides clear indicators of progress. Companies may develop in-house monitoring systems, or base assessment on standardized templates such as the 'Global Reporting Initiative'⁷¹. Increasing global legislation concerning corporate social responsibility, such as the requirement for all UK Public Limited Companies to report on social and ethical trading issues as part of the operational review⁷², may encourage more widespread external reporting if it is perceived to attract competitive advantage. At the very least it is arguably a useful communication tool of company activities⁷³. However, since it is a resource intensive activity, levels of engagement are likely to depend on company size and relative resources.

In order for suppliers to understand performance expectations, buyers may provide '*formal guidance/information*'. This may take the form of product/service specifications⁷⁴,

65 Krause and Scannell, (2002) Op cit 47.

66 Lamming (1996) Op cit 4.

67 Hahn, Watts & Kim (1990) Op cit 12; Watts, C. & Hahn, C. (1993) "Supplier development programmes: an empirical analysis", *International Journal of Purchasing and Materials Management*, Vol 29 No 2, pp. 11-17.

68 Hines, P. (1994) "Internationalization and localization of the Kyoroku Air: The spread of best practice supplier development", *International Journal of Logistics Management*, Vol 5 No 1, pp. 67-72.

69 Prahinski and Benton, (2004) Op cit 34.

70 Krause, Scannell & Calantone (2000) Op cit 59.

71 GRI (2002) *Sustainability reporting guidelines*, Boston MA, Global Reporting Initiative.

72 DTI (2004) *Corporate Social Responsibility: a government update*, London, Department of Trade and Industry.

73 Adams, C. A. & Frost, G. R. (2006) "Accessibility and functionality of the corporate web site: implications for sustainability reporting", *Business Strategy and the Environment*, Vol 15, pp. 275-287.

74 Zhu and Sarkis, (2004) Op cit 6.

company policies and procedures⁷⁵, or written training materials. These can be designed to complement assessments and/or dialogue, and are useful to reach a large number of suppliers. However, there is little guarantee that suppliers will make use of the materials, so this approach depends on factors such as supplier awareness and interest in sustainability issues. Therefore, formal written information can provide a useful tool to set out company guidelines, but may be most effectively supported through personalised contact.

Buyers may also choose to raise supplier awareness through *training* at workshops, road shows or educational/exchange visits⁷⁶. This is a key SSCM tool as it can raise employees' awareness of the issues and increase adaptability to change. Since it is a resource intensive activity, engagement is linked to supplier capacities and commitment, and may be focused on key suppliers. Depending on external factors such as the nature of the industry, it may be more economically delivered in collaboration with peers or with the support of industry associations that can offer expertise in sustainability issues.

Since SSCM requires considerable commitment from suppliers, buyers may design *internal classification/award* schemes to act as an incentive for outstanding achievement⁷⁷. This requires robust assessment criteria and effective monitoring systems to ensure the credibility of awards. Awards can act as a powerful promotional incentive tool, but effectiveness depends on supplier and/or consumer recognition. Engagement in this activity is therefore related to the relative size and reputation of buyers, buyer capacity to establish credible award criteria, and the attitudes towards such awards in the specific industry context.

Finally, buyers may *invest* or provide *pre-payments* to suppliers⁷⁸ to engage in sustainability improvements. This may include investment in environmental management schemes, or improvements to quality processes that indirectly contribute to improved operational sustainability. This represents some risk as resources are 'sunk' in the exchange, so buyers need to feel a sense of trust and commitment from suppliers. This activity is therefore likely to be focused on key suppliers, with which good relations exist. Investments also depend on the market conditions in particular industries, and the perceived importance of sustainability related improvements.

75 Galt, J. & Dale, B. (1991) "Supplier development: a British case study", *International Journal of Purchasing and Materials Management*, Vol 27 No 1, pp. 16-22; Watts and Hahn, (1993) Op cit 67.

76 Galt and Dale, (1991) Op cit 75; Krause and Ellram, (1997) Op cit 61; Monczka, Trent & Callahan (1993) op cit 49; Rogers, K., Purdy, L., Safayeni, F., & Duimering, P. (2006) "A supplier development program: rational process or institutional image construction?" *Journal of Operations Management*, Vol forthcoming.

77 Humphreys, Li & Chan (2004) op cit 34; Quayle, M. (2000) "Supplier development for UK small and medium sized enterprises", *Journal of Applied Management Studies*, Vol 9 No 1, pp. 117-133.

78 Galt and Dale, (1991) Op cit 75; Krause, Handfield & Scannell (1998) Op cit 51; Monczka, Trent & Callahan (1993) op cit 49; Rao, (2005) op cit 2; Wen-li, Humphreys, Chan & Kumaraswamy (2003) Op cit 34.

Conclusion

There are examples of tour operators, cruising businesses and hotel groups amongst others that have implemented a wide range of activities, and for academics to make sense of these and analyse them properly it is necessary to understand the academic background of why these organisations are going down this avenue, what is creating the requirement to act and what will be most likely actions to be undertaken first. The framework presented here provides researchers with a robust set of factors to consider in empirical research, which are grounded in multi-disciplinary literature, and further knowledge through identification of the inter-relationships between these three conceptual areas. Its inherent flexibility enables focus on those areas that are most applicable to particular businesses, in both manufacturing and service-based contexts.

In the final analysis, a prescriptive approach is not appropriate since a company's decision to engage in particular SSCM activities depends on a range of inter-linked, dynamic influencing factors from the buyer and suppliers' operating environments. These influences shape both the buyer approach to SSCM and the type of activities engaged in, ranging from those that require minimal resource investment, to those that involve significant dedication of company personnel, financial and other resources. The dynamic nature of the business environment challenges long-term resource commitment to sustainability, but its close link with quality and risk management, places sustainability firmly on the business agenda. Increasing evidence of the business case for sustainability, and associated legislative requirements indicates that businesses must consider such issues and it can be postulated that pro-active companies have most to gain. It is here that researchers can play a key role in identifying trends across the business sectors, and offer guidance in the implementation of SSCM programmes.

The framework concepts have been validated by the authors in research of supplier sustainability in the tour operating industry, and are to be further applied in research of wider tourism supply chains. It can be developed in future research through further exploration of the relationships between the conceptual areas, and particular aspects of environmental and socio-economic sustainability issues. In particular, it is necessary to gain a greater understanding of how businesses are addressing socio-economic issues, and to develop performance indicators in this area. To build a stronger business case for sustainability, it is also important to examine the relationship between engagement in sustainability activities and the related performance outcomes. It is therefore hoped that the framework offers opportunity for researchers to contribute to wider industry engagement in supplier sustainability practices, in order that business growth is synonymous with environmental and socio-economic benefit to all concerned.

Selling Culture to Package Tourists: the Demand for Cultural Heritage Excursions in The Gambia

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Abstract

This paper examines the scope for developing cultural excursions in The Gambia that can generate greater benefits for ordinary Gambians who are currently largely excluded from the benefits of the tourism industry. The approach is grounded in pro-poor tourism principles which aim to increase the flow of benefits to the poor, and explores the characteristics of the demand for these excursions. Qualitative research methods were used to explore package tourist experience of current excursions and areas of latent demand. It was found that many tourists disliked the large group sizes and commercial feel of formal excursions but were wary of using local guides instead. Although most tourists' primary goal is relaxation, a sizeable group also have a strong appetite to learn more about Gambians' everyday lives. There is demonstrable demand amongst package tourists in The Gambia for intangible cultural heritage excursions – a demand which tour operators are currently failing to meet. Excursions which promise an insight into Gambian everyday life, combining small groups, direct benefit to local Gambians and a positive interaction with local people would generate high customer satisfaction, and many tourists were enthusiastic about a proposed range of excursions which incorporated these features. However, tourists' primary goal is relaxation, and previous negative experiences make tourists risk averse when considering whether to purchase excursions.

Keywords: cultural interaction, product development, authenticity, market demand.

Acknowledgements: This report is an abridged version of a post graduate research project conducted in association with the International Centre for Responsible Tourism, Leeds Metropolitan University. The full length report is available on request from the author.

Introduction

The Gambia is a 'winter sun' destination and 84%¹ of its arrivals are package tourists. The industry is concentrated in the hands of a few tour operators and hoteliers, in a 10 kilometre enclave, and market access for the informal sector is problematic. Informal sector is used in this report to mean providers who are not members of the Gambian Hotel Association or the Ground Handlers Equipment Hirers Association.

Excursions in The Gambia currently provide only limited benefits for informal sector suppliers, and there is potential to increase this through the provision of intangible cultural heritage excursions based on local people's everyday lives: the one asset in which the informal sector has a competitive advantage. Previous surveys have found that tourists to The Gambia value this aspect of their holidays, and this research focuses on exploring latent demand in the existing package market rather than attracting a new niche market.

Formal excursions in The Gambia are offered by licensed ground handlers, under contract to tour operators. Informal sector excursions are offered by local guides. Overall, the excursion range is limited and the two sectors are in fierce competition for market share, with many informal guides undercutting formal excursions by providing similar but cheaper and more intimate trips, which are however uninsured and unregulated.

Demand derives from a complex interaction of motivators and determinants: although tourists in The Gambia are drawn by the winter sun, they are interested in other aspects of the destination too, and 'People and daily life' is the feature of The Gambia which pleases tourists most². There is an underlying assumption in the Gambian Tourism Masterplan that winter sun tourists do not have broader interests; for example, that the narrow range of excursions is partly because "...the tourists' interest [is] confined to beach holidays..."³. Such assumptions tend to be self-fulfilling; product innovation requires a more nuanced approach. The purchase of a package holiday is not a pure expression of a tourist's true preferences: a package holiday "simply provides a safe and convenient solution to the complexity of issues which affect the decision making process"⁴ This research explores whether package tourists in The Gambia really are only interested in the beach, or have a genuine appetite for cultural heritage excursions too.

1 DOSTC. (2004). *Visitor Survey at Banjul Airport*. Banjul: Technical Report No 4, The Gambia Tourism Master plan.

2 DOSTC 2004 op cit

3 DOSTC. (2006). *The Gambia Tourism Development Master Plan*, page 46

4 Carey, S., & Gountas, Y. (1999). Changing attitudes to 'mass tourism' products - the UK outbound market perspective. *Journal of Vacation Marketing*, 69. :74

Concepts used in this report

This report draws on the concept of customer value⁵ which highlights the different elements of customer value and the role they play in purchase choice, consumption experience and post consumption perspective:

- Functional value; for example price and tour vehicle.
- Emotional value; the ability of the tour to generate affective states such as 'happy'
- Social value; for example how the tour fosters group membership
- Epistemic value; for example arousing curiosity and satisfying knowledge.

Research methods

Qualitative research methods were used to explore package tourist experience of excursions, and their reception to the 'proposed' cultural heritage excursions. One of these 'proposed' excursions (Ida's Home Cooking) is sold through tour operators, but the others do not exist. 34 depth interviews were conducted with tourists at four different hotels, beach bars and the airport, at the height of the tourist season. Interviews were conducted with individuals, pairs and groups. In total, 63 tourists participated.

13 depth interviews were also conducted with tourist businesses and local experts who have substantial experience in the Gambian tourism industry. Observation of two tour representative's welcome meetings for tourists, and of tourist behaviour in general on location, and reviews of written records such as reports and tour operator's booking diaries were also used.

Web based research was used to corroborate findings. Entries from Trip Advisor, the travel forum most frequently cited by interviewees, were reviewed for comments about excursions and 'cultural' experiences. Content was analysed from the last 15 entries from the same 4 hotels that interviews were conducted (total: 60 reviews).

Quality issues

Research design employed different methodologies (depth interviews, web research, observation and use of 'experts') to ensure that all data was triangulated by data generated by more than one source and methodology. Steps were taken to minimise or eliminate distortions such as "interviewer effect" and care was taken during interpretation and analysis to avoid 'researcher bias'. For more detail, please see the extended report.

⁵ Williams, P., & Soutar, G. (2000). Dimensions of customer value and the tourism experience: an exploratory study. (pp. 1415 - 1421). Griffith University : ANZMAC.

Findings

Tourist motivators

For the vast majority of tourists, their primary motivation was relaxation, and they chose The Gambia for its guaranteed winter sun, convenience and affordability. However, in terms of attitudes to excursions, there were three significant groups:

- tourists with a single minded devotion to relaxation, who only bought excursions if they met their 'leisure' goals
- 'serial returners' who have established close relationships with Gambians and do not buy excursions
- 'curious' tourists who have an interest in some facet of Gambia (usually 'everyday life', see below) which they want to explore further. Encouragingly this was the largest of the three groups.

There was little correlation between these groups and with market segment or demographic factors. The 'curious' tourists simply had appetite to 'see something of the country'. They ranged quite broadly in terms of how much time they were willing to devote to this, or how deeply they wanted to explore, but they all wanted to experience something in addition to relaxing at the beach or pool.

The tourist experience of current excursion offers

Most tourists learnt about the excursion offers from tour reps, although fellow tourists' experience of excursions was influential in decision making. Convenience, in finding out about the excursion and making the booking, also played a role in decision making.

Some tourists did not book any excursions, either because they did not fit their relaxation goals, or because they were 'serial returners' who used their contacts for excursions. A number of the 'curious' group did not book because they thought the offers too expensive, or too 'intrusive'. However the most common reasons for not booking a formal excursion were large group size and length of coach journey. These concerns were often rooted in prior experience, sometimes gained in another country, of tour operator excursions. Many tourists did not feel confident to book an informal excursion, usually because of concerns about safety, honesty of guide, implications for travel insurance or just anxiety about the unknown. Negative experiences of bumsters (local young men who make a living from befriending tourists and selling their services) had reinforced these concerns. These anxieties are echoed on Trip Advisor.

However, most tourists had taken a formal excursion with their tour operator. The Relaxers tended to be happy with their trip because it met their leisure goals. The

Curious were largely unenthusiastic about their experiences, although those who had booked the river cruise were satisfied. The most common complaints related to group size, cost and a 'commercial' feel.

The group was too large. Can you imagine – 50 people in Serekunda [market] and one leader, saying [mimics tone of desperation] 'Stay close to me, stay close to me'?

It seemed to be structured around people selling you things.

Latent demand

The 'curious' tourists had a strong appetite to learn more about Gambians' everyday lives:

What their culture is, how they live, what they do, how they do it

Informal sector guides, and the independent tour operator Arch Tours, were rated highly for providing access to the 'real' Gambia, but many tourists did not feel that they had had sufficient opportunity to satisfy their curiosity.

Tourists were inspired by Gambians' happiness, warmth and their pride. They were curious about how people live in an environment so materially different to their own. They were both curious and disconcerted by witnessing poverty first hand, an experience which arouses strong emotions in tourists: 'a real eye opener', 'heart wrenching'. This stimulates a keen interest and concern about how the benefits of tourism are shared with local people:

'You want to feel that both parties are getting something out of it', [wife] 'yeah and some of the money is getting ploughed back in'.

'If you're not careful the tour operator will take everything.'

Unease in the face of poverty has led many tourists to engage in charitable acts, ranging from donating gifts to schools to sponsoring children or families over a period of years.

The quality of interaction with local people generates tourists' best and worst holiday experiences: they treasure the friendliness and hospitality of Gambians but dislike the 'hassle' they are subjected to. Tourists find hassle from bumsters and sellers wearing and stressful, and this causes some tourists retreat from exploring further. Formal excursions tend to foster a passive interaction where tourists 'look at' the locals, or a charitable type interaction where tourists pity / give to local people. On the other hand, the friendliness of Gambians is the highlight of most tourists' holidays and the surprisingly high number of tourists who had been invited to visit a Gambians' house spoke of this experience as their most treasured holiday moment.

Interaction between Gambians and tourists can be categorised as follows.:

Type of interaction	Gambians	Tourists	Practical example
Passive	Observed	Observer	Tourists 'view' Gambians on formal excursions
Commercial	Seller	(Reluctant) Purchaser	Tourists are 'sold to', or hussled (bumsters)
Charitable	Victim	Donor	Gambians are presented as 'in need' to elicit donations, or tourists seek out opportunities to give
Hospitable	Host	Guest	Gambians invite tourists to their house for a meal

Tourists value very highly opportunities to experience a hospitable type of interaction.

Response to proposed excursions

In the last stage of the interview, the interview described some 'proposed' cultural heritage excursions based on themes such as Tie and Dye or a river trip based on a mythical tale, run with small group sizes and benefiting local Gambians. Almost half the tourists asserted that they would book at least one of the excursions; these were emphatic responses such as 'Definitely' rather than mild interest. The Curious tourists were attracted by the chance to gain an insight into 'everyday life'. The small group size and economic benefit to locals were, unsurprisingly, popular features.

You'd be getting the Gambian experience, what they really do, that would be awesome I think.

We'd be first in the queue, which we never are normally [for excursions]

The themes of the excursion influenced responses, both attracting and deterring tourists – for example those who loved cooking and those who wanted a break from it. The more specific the theme (eg Day in the Life of a particular profession), the smaller but the more ardent the demand.

However, for some tourists previous negative experiences of formal excursions and informal hassle, either in The Gambia or in other countries, affected their reception to the proposed excursions, assuming for example, large group sizes, or hassle:

'I'd be worried about being swamped by the community begging from you.'

Some tourists were suspicious about whether economic benefits would genuinely reach local Gambians and a few tourists asked for concrete percentages as evidence.

Few tourists wanted the excursion to include an overnight stay because they were worried about illness (for example contracting yellow fever or a tummy bug) and insani-tary toilets or did not want to relinquish the comfort that their hotel afforded.

Conclusions and recommendations

Tourist motivations

The Gambia is promoted as a winter sun destination, and the findings of this report and of other surveys show consistently that tourists' primary goal is relaxation. It is tempting to assume from this that package tourists are a homogenous group, without sufficient broader interest in The Gambia to sustain new excursions but this report reveals a more complex picture. Some tourists do have a single minded dedication to relaxing. A number of repeat visitors have established relationships with Gambians and use their contacts for trips. However a significant proportion of tourists have a genuine curiosity about The Gambia.

There is demonstrable demand for excursions based on intangible cultural heritage. Almost half the interviewees felt that they would book one or more of the proposed excursions, which suggests that they are not merely a niche product but have broad appeal. Of course, intention to buy does not always translate into purchase behaviour, particularly with 'responsible' products. However, the inclusion of the Ida's Home Cooking amongst the proposed excursions creates a useful yard-stick since it allows comparison of booking intention with actual behaviour. The fact that this excursion was not as appealing to as many interviewees as most of the other excursions is very encouraging since in reality it is successful in attracting considerable numbers of customers. This strongly suggests that, given effective market access, the other excursions would elicit substantial numbers of bookings.

Given the lack of studies exploring demand for cultural heritage in Africa⁶, this reports' findings provide an encouraging indication that there is market for this type of tourism, challenging the assumption that cultural heritage tourism is restricted to niche market segments: if mid-low end winter sun package tourists have an appetite for cultural tourism, then demand is surely broadly based.

Tourist satisfaction with current excursion offers

Most tourists to The Gambia chose between tour operator and informal excursions, and for many tourists neither option really meets their needs. The tour operator excursions offer reliability, ease and higher standards of health and safety but also the disadvantages of large group sizes and little epistemic value. The leisure excursions generally satisfy tourists, but the curious group were ambivalent about the other excursions. Tourists are surprisingly tolerant of the low value which formal excursions offer, in part because of low expectations based on previous experience.

⁶ Akama, J. (2000). Introduction: cultural tourism in Africa. *Cultural tourism in Africa: strategies for the new millennium*. 1, pp. 13 - 18. Mombassa: ATLAS.

The informal sector offers a greater insight into 'real' Gambia but, for many tourists, too little functional value in terms of safety, insurance and reliability. In this context Arch Tours successfully occupies a middle ground, offering security, better customer service and a more intimate experience. It is not, however, run on pro-poor principles.

There is a need to refresh the tired and limited excursion offer and develop new products which provide tourists with new experiences and generate greater benefits for local Gambians.

Developing high value cultural heritage excursions

Tourists are motivated by the desire to see 'everyday' Gambian life and to have opportunities to interact with Gambians. In particular, tourists are curious about Gambians' ability to 'cope' in an environment so materially different to their own and value their warmth and pride.

Excursions which offer an intimate experience of everyday Gambian life, a host-guest type of interaction with local people, confidence of reasonable levels of safety, hygiene and comfort, and evidence of direct local benefit would offer high levels of epistemic, functional, social and emotional value. Developing excursions that would provide this range customer value is certainly achievable, but only if certain issues are addressed.

1. Epistemic value

Tourists are keen to learn about 'everyday life' and believe that the proposed excursions would enable this. They would like to gain access to 'real' Gambian settings such as family compounds, but are wary of it being 'false' or intrusive. Tourists' appetite for authenticity is bounded: whilst they wish be exposed to something more 'real' than what they can see within the resort areas, there is an ambivalence about how 'authentic' they want the experience to be and a limit (often a fish market) to how far they want to be moved from their comfort zone. Tourist curiosity is also tempered by their overall relaxation goals and unease about poverty.

Recommendations

Have a 'hook'

- Design excursions around a theme such as tie and dye, a 'day in the life of a villager', or an exploration of different cultures of villages which bank the River Gambia.
- The range of potential hooks is very large and includes peoples' every day productive activities, village theatre, harvesting festivals, and sports.

- Keep the focus quite general to ensure broad appeal – tourist purchase decisions is strongly related to personal response to specific foci.
- More specialist excursions ('a day in the life of' a particular profession for example) could be sold on an adhoc or tailored, pre-booked basis, if it is possible to supply on this flexible basis.

Develop an authentic and accessible narrative

- Excursions need to be designed as a collaboration between suppliers and an expert who understands tourist curiosity, to represent local lives in an accessible and enjoyable way.
- Attention to details such as choice of setting is important in conveying authenticity whilst ensuring tourists remain within their comfort zone.

2. Social value

Interaction with Gambians is both the most enjoyed and the most disliked element of tourists' holidays and therefore the quality of this rapport is key to customer value. Activities which foster a host guest interaction offered high social value to tourists.

There are many ways of presenting peoples' everyday lives, as illustrated by the description of how two excursions to the same township tell diametrically opposed stories⁷; one of helpless suffering and one of empowerment and development. A common approach in The Gambia is to present local people as grateful recipients of charity and structure excursions to encourage donations. However tourists also value local Gambians' pride, dignity and ability to cope. Excursions focused on productive activities such as tie and dye, or cultural myths, provide an opportunity to switch the discourse away from charitable one to one with a more dignified and genuinely Gambian focus which is more likely to foster mutual respect.

Tourists' negative experiences of hassle lead some to assume that these will be features of all excursions and they fear that they will be 'swamped' by people begging or hawking. These tourists assume that these are inherent features of locals' interaction with tourists. They are unaware that much 'hassle' derives from lack of local ownership in tourism, and that more local involvement would generate a more mutually respectful interaction. To create a host-guest relationship for excursions which take place within a broader community setting (such as a village), the excursion would need the consent of members of the wider community, not just the suppliers, and provide some broader community benefit.

⁷ Rolfes, M., Steinbrink, M., & Uhl, C. (2009). *Townships as Attraction*. Potsdam: Universität Potsdam.

Recommendations

Quality of interaction

- Tourists value Gambian friendliness very highly and excursions should be designed to foster interaction which draws on this Gambian hospitality – a host: guest relationship. Suppliers must be willing and able to act as host, sharing elements of their lives with tourists
- Suppliers must be paid a fee for delivering the experience; any sales revenue must be an ‘added extra’ so that pressure to sell does not commercialise the relationship
- Excursions must be focused on features that the suppliers can interpret for tourists with pride, such as their work, culture or village and not slanted to encourage pity and charity.
- Experiential activities will help to foster a more co-operative relationship between tourist and supplier and counteract the observer : observed dynamic.

Local consent

- When excursions take place within a broader community setting (such as a village) it is crucial that time is taken to establish community consent for the excursion to ensure that pro-poor principles are embedded and reduce the risk of begging or other hassle.
- Communicate the importance and benefit of community involvement to tourists to enhance their experience and allay fears of being intrusive

3 Functional value

The functional elements of the excursions are important because the combination of the tourists’ relaxation goals, their concerns about standards and the intangibility of product render tourists very risk averse. Functional value is the most concrete element of the product, and high functional value can minimise the perception of risk when deciding to purchase.

Group size is critical to tourists. Tourists are also concerned about levels of health and safety outside resort areas and wary of the risks of catching an illness or suffering an accident, or invalidating their insurance.

Recommendations

- Small group size is essential. Ranging from about 12 or less depending on activity.
- All elements of the excursion, particularly food, drinks and sanitary facilities must have a demonstrably acceptable level of health and safety, which is clearly communicated to tourists at purchase stage.
- Excursions need to be fully insured.

4 Emotional value

Overall affective response to a product is the primary source of customer satisfaction and is what tourists remember most afterwards. It is therefore an important source of word of mouth recommendation. Tourists in The Gambia feel very strongly about their brushes with 'everyday' life in The Gambia. Underlying this is a strong emotional response to the poverty that they are confronted with.

Concern about poverty drives tourists to question how tourism benefits local people and fuels a sincerely held desire to see more of the money they spend going directly to the hands of the local Gambians. There is a perception that the status quo is unjust. This aggravates tourists' discomfort in the face of poverty, and most tourists wish to direct their spending so it can benefit people directly. This is no 'green gap' or 'interviewer' effect: most tourists hold strong views about the subject, which they had clearly discussed with each other prior to the interview, and feel frustrated that much of their expenditure is captured by the tour operators.

The key to providing high emotional value is to provide tourists with opportunity to resolve their ambivalence about poverty: enabling them to satisfy their curiosity about everyday life in a guilt-free way, knowing that their experience is benefiting their hosts directly. Tourists hold a range of views about local benefit, some of them partial or quite inaccurate, and tourists need explanations as to how pro-poor excursions would enhance their own experience and benefit suppliers.

Recommendation

- Emphasising local benefit of excursions will contribute to the positive 'feel good' value of the tour and help resolve tourist unease about poverty

5 Product packaging and positioning

The vast majority of tourists have come to relax. When tourists consider doing excursions, they balance what the excursion offers them against the impact on their relaxation goals: for example, how much time it takes out of their sunbathing time, or worry about how safe the trip is.

This makes tourists particularly risk averse, so they often choose the 'easiest' and least anxiety provoking choice, either not undertaking an activity at all, or choosing the formal excursion even if it did not greatly appeal to them.

Tourist concerns often centre on the 'functional' elements of excursions such as length of journey, safety and hygiene, insurance, comfort and group size. Previous experience also informs purchase decision making and many tourists assume that features that they have disliked on other excursions, often in other countries, will be present on all excursions. Many tourists persisted in anticipating features such as large group size or a

'commercialised' experience for the proposed excursions. To overcome these preconceptions, the excursions would need to be clearly differentiated through effective marketing. Many tourists are also cynical about tourism industry claims of ethical practices, and so local benefit would need to be validated by evidence (such as the exact economic benefit to suppliers) or legitimated by a trusted source (for example, a registered charity).

Given tourists' sensitivity to the risks of purchasing excursions, their primary motivation to relax and their negative preconceptions, excursions would have to be carefully packaged to overcome the barriers to purchase and to communicate excursion benefits clearly and emphatically. The limited opportunities to promote excursions and articulate their benefits, together with a rather passive target audience who spend little time considering the different offers, further increase the packaging challenge and highlight the significance of distribution channels.

Recommendations

Positioning

- The excursions should be positioned as filling the space between conventional formal sector excursions and informal excursions, offering the best of both worlds:
- Delivering equivalent functional value as formal excursions, or, in the case of group size, better value
- Delivering the same authentic insight in everyday life as the informal sector, but with a unique range of experiences or 'hooks', and with a higher level of assurance with regards to health and safety, reliability, and other functional items

Packaging

- Minimise barriers to purchase.
- Emphasise functional features of trips (especially group size and health and safety) in promotional literature and sales conversations.
- The excursions need be clearly differentiated from other formal excursions to overcome tourists' preconceptions.

Communicate benefits

- Excursions need to be branded effectively to communicate unique features such as local benefit and authenticity.
- Positive interaction with hosts is important to tourists but cannot be the core offer: 'positive interaction' is not an easy sell. However, it can be implied through language (using words such as host) or through testimonials. Social media can also be useful for this type of testimonial.

- Community benefit must be evidenced, and reporting must be transparent, to overcome cynicism.
- The key marketing messages need to convey an authentic and fun experience, the positive contribution to local livelihoods, and the trustworthiness of the excursion providers.
- Branding needs to reinforce these messages by developing a brand identity of a friendly, fun and authentic Gambian voice, provided by a professional and reputable organisation.

The package market in The Gambia has an appetite for intimate and nuanced excursions which provide real insight into everyday life and foster a more mutually respectful interaction with local people. The current range of formal sector excursions does not satisfy this demand and many tourists remain wary of the informal sector. There is clearly a need for product innovation and an opportunity to exploit unmet demand for the benefit of local Gambians and tourists alike. The challenges are to develop products which are 'authentic' and intimate and also fun, accessible and of reliable quality; to package the products in such a way as to attract a largely passive, risk averse and cynical audience and to establish market access which can deliver sustainable returns and sufficient benefits to the suppliers.

Work in Progress

The Gambia: A Responsible Tourism Update

Adama Bah, Programme Manager Travel Foundation , www.adamabah.info

ASSET Working with Amadeus to Support Small Hotels and Community Excursions Bookings.

The Association of Small Scale Enterprises in Tourism (ASSET) is a trade association which was established in April 2000 in order to bring together, advocate for, and promote a large number of small enterprises that were active in the tourism industry in The Gambia. These businesses and communities include craft market vendors, women's organisations, tourist taxi drivers, official tourist guides, juice pressers and fruit sellers as well as a number of small hotels, guest houses and ground tour operators.

The aim of ASSET is to assist and support small-scale enterprises in tourism to trade fairly and pursue sustainable development, which contributes to the conservation of the physical environment and the social and economic welfare of the community in The Gambia. Our objectives also reflect our desire to take into account the various needs of people in the destination and build partnerships at home and overseas.

Community Excursions

ASSET has helped spread the tourism benefit to remote areas by developing community excursions which also encourage meaningful host-guest encounters.

This will be further enhanced through a partnership arrangement with Amadeus to provide a booking portal for small hotels, community lodges and community excursions. The project will provide beneficiary small hotels and communities with an advanced technology platform to manage and distribute their content online through Amadeus travel agencies, a world class professional travel sales channel.

The process of registering the first team of Tourist Guides as a Ground Tour Operating Company (Ground Handler) is being finalised. This will enable these guides to sell for the first time well managed excursions to rural communities.

The consumer facing 'ASSET Cultural Encounters' office will continue to operate at the Timbooktoo bookshop, Amadeus, the trade facing sales agent, will be based in Bakau, and will coordinate all the activities and charge a commission for all bookings in order to sustain itself a fully fledged small tourism business and community central booking agency.

ASSET was the 2005 Responsible Tourism Award winner for 'best for poverty reduction'.

"Gambia is Good" helping communities to develop enterprises through skills transfer

The Gambia is Good initiative was launched in 2004 by Concern Universal, Haygrove a UK horticultural company with social commitment, the Gambian Association of Small Scale Enterprises in Tourism and other local farming NGOs to develop the skills of local economically poor farmers, test new varieties of fruit and vegetables and establish a supply chain which would enable local farmers to improve their livelihoods by selling fruit and vegetables to the hotels.

The Gambia is Good initiative was designed to improve the livelihoods of local farmers, many of them women, to enable hotels to source fresh local fruit and vegetables and to replace imported produce benefiting The Gambia's balance of payments. Gambia is Good has been a considerable success demonstrating that it is possible for local farmers, 1,000 growers, 90% of them women, to produce 20 tonnes of vegetables and fruit in the tourism season to supply the tourism hotels and make a real contribution to the reduction of poverty in The Gambia – this is a local project of international significance. Profits are returned to the growers by subsidising their training and providing them with technical know-how to diversify and produce the quality vegetables required by the market.

Gambia is Good is a field to hotel dining table initiative. The Gambia is Good Farm, often referred to as the GiG Farm, was originally developed as a place to experiment with new varieties and to provide some training. In 2005 the UK's Travel Foundation supported Gambia is Good with their 'GiG Farm Yard' initiative. This was a new and additional venture grafted on to the existing initiative to develop the farm so that it could provide a day excursion experience for tourists and provide additional livelihood opportunities.

The "Gambia is Good" project won the Virgin Holidays Responsible Tourism Award 'best for poverty reduction' in 2008.

In March 2011 the Gambia is Good farm yard was handed back to government, at its request, as the original owner of the land. Gambia is Good now plans to work directly

with communities on their own land to develop a succession of Gambia is Good farms each with a particular community. In this way a succession of communities will receive support from Gambia is Good to build their capacity, diversify and scale-up their market access in order to improve their livelihoods. It is now the intention of Gambia is Good to build capacity in a series of villages through training and technical support, including land preparation, nursery management, crop rotation, pest control, water management, natural fertilizer application and harvest and post-harvest techniques. Each Gambia is Good Farm will be encouraged to develop a Farm Yard visit for tourists and the Gambia is Good team will work with them to ensure that each offers a differentiated set of experiences for their excursion experience for tourists and Gambians.

A memorandum of understanding has been signed with Siffoe Kaffo Farm and it will be the first of the new series of Gambia is Good Farms. Siffoe Kaffo Farm is a good example of a community initiative that enjoys full community ownership and is dependent on the collective efforts of the community members. Every Wednesday, all the members are obliged to assemble at the farm where lunch is cooked from the farm's monies. It is during these days that the bulk of the physical work required on the farm is done and some literacy and skills training conducted. Membership is about 60 people, 65% of them women. Their main activity at the moment is the production of honey for the domestic market. Gambia is Good will assist the community to install an irrigation system and build their horticultural skills so that the community will be able to develop vegetable production as an additional livelihood opportunity. With the introduction of the demonstration site and new technologies, improved business practices and strengthening linkages throughout the value chain, it is expected that the volume, quality and consistency of harvested produce will dramatically improve livelihoods within this community.

Farm visits for tourists will also be introduced as a further income generating stream for the community using the experience gained working with tour operators at the original Gambia is Good Farm. Through well documented training, technical and financial support, it is expected that the Siffoe Kaffo Farm will be able to work towards financial sustainability within the not too distant future and therefore enhance their own livelihood support systems.

We encourage all visitors to the Gambia to pay a visit to 'Siffoe Kaffo Farm' to lend support to this valuable venture.

MSc Scholarships in Responsible Tourism Management for 23 Students in Africa

Following the partnership between the Responsible Tourism Management Group at Leeds Metropolitan University (UK), the University of The Gambia (UTG) and ICRT West Africa, the Commonwealth awarded 23 Distance Learning Scholarships to African students wanting to study in The Gambia for a Master's degree (MSc) in Responsible Tourism Management from Leeds Metropolitan University.

Links between members of the International Centre for Responsible Tourism (ICRT), and The Gambia date back to 1999 when Harold Goodwin, was invited to participate in a workshop on linking the informal sector to mainstream tourism development in The Gambia. From this ASSET was born and a DFID¹ funded project was developed which helped to strengthen ASSET as a trade association for small and informal tourism businesses. The DFID market access initiative resulted in significant increases in earnings for many of the economically poor producers within the informal sector.²

1 UK government's Department for International Development

2 Bah A & Goodwin H (2003) **Improving Access for the Informal Sector to Tourism in The Gambia** Pro-Poor Tourism, London

“When I Was a Child I Had a Dream – I Wanted to Become a Chef”

Creating High-Skill Job Opportunities for Poor Rural Youth with Non-Formal Hospitality Training in Sri Lanka

Nicole Häusler, Mascontour

The Jetwing Youth Development Project at the Luxury Eco-Resort Vil Uyana

In 2006, the Sri Lankan hotel company Jetwing Hotel Ltd.¹ started the Jetwing Youth Development Project (JYDP) in a remote area, offering a nine-month training programme to more than 100 unemployed young men and women in the neighbourhood, with strong support of the local Buddhist temples. With a total investment of only US\$6,500, fifty young villagers and some single elderly women had become hospitality professionals by the end of the training and were given an opportunity for employment at the Jetwing-owned luxury eco-resort Vil Uyana.

In 2009, after the end of the civil war¹, Jetwing carried out the second phase of JYDP, offering training opportunities primarily to young people from areas affected by civil war in the north and northeast of Sri Lanka. The process and outcomes of this informal hospitality training demonstrate a new – and highly sufficient – way towards the creation of high-skill job opportunities for poor rural youth in developing countries².

Understanding the Challenge

More and more developing countries have come to realise that, as one of the few development opportunities for the poor, tourism can make a major contribution not only to economic growth but also to poverty reduction as tourism can bring well-to-do consumers to marginal areas, thus providing the single opportunity for local economic development in areas where there might be no other opportunities for the community to move beyond subsistence².

1 Jetwing Ltd.: Jetwing School of Responsible Tourism and Hospitality Management. Strengthening of Human Resources and Tourism Industry in Sri Lanka. Draft Proposal, September 2009, unpublished.

2 Goodwin, H.: Taking Responsibility for Tourism. Responsible Tourism Management. Confidential Draft Manuscript, 2011.

A broad range of strategies have been developed to use tourism to address the issues of poverty³. In the wake of this global discussion, an increasing number of international project initiatives have been undertaken in this area, most of them co-financed by development banks and agencies. An attempt to translate potential business cooperation between the private tourism sector and local communities in developing countries has been made by the developers of Pro-Poor Tourism.

Goodwin⁴ believes that especially the private tourism sector has the responsibility not only to make the world a better place, but also to deal with the issue of poverty alleviation: *“With a degree of responsibility, business can address the issues of poverty and development, and increase its contribution to making better places for people to live in [...] Tourism must connect the power of business with some passion, and a broad responsibility agenda.”*

In the wake of this discussion more and more representatives of the private tourism and hospitality sector have either established business partnerships with local communities or shown great interest in supporting poor communities in their neighbourhoods. Providers of accommodation (e.g., hotels) in developing countries in particular are able to offer broad linkage opportunities to the local economy and integrate members of the community into their in-house core businesses (e.g., housekeeping, F&B, kitchen, reception) or outsourced, non-core businesses such as laundry service, transport, food supply and cultural shows⁵.

In this context the UNWTO stresses on two important aspects which need to be discussed in more detail. Being a competitive industry, the service sector must meet visitors' expectations. Consequently, the poor have to develop skills on their own and raise their standard of service. Education and training must to be offered to the poor to allow them to achieve this goal: *“This addresses poverty directly by enabling the poor to develop their own skills; by allowing for the possibility of a large number of people to benefit directly; and raising the standards of service. It is important that the provision of education and training is strengthened so that the poor may respond to such opportunities, and any social or cultural barriers are removed”* (www.unwto.org/step/index.php).

3 Ashley, C.; Goodwin, H. and Roe, D.: Pro-Poor Tourism Strategies: Expanding Opportunities for the Poor. PPT Pro-Poor Tourism. Overseas Development Institute, April 2001a; Ashley, C.; Roe, D. and Goodwin, H.: Pro-Poor Tourism Strategies: Making Tourism Work for the Poor. A Review of Experience. Pro-Poor Tourism Report No. 1. Overseas Development Institute, April 2001b; Ashley, C.: Methodology for Pro-Poor Tourism Case Studies. PPT Working Paper 10. Overseas Development Institute. December 2002; Ashley, C. & Mitchell, J.: Doing the Right Thing Approximately, Not the Wrong Thing Precisely: Challenges of Monitoring Impacts of Pro-Poor Interventions in Tourism Value Chains. ODI Working Paper 291. Overseas Development Institute, SNV, International Finance Corporation (World Bank Group). London, June 2008; Meyer, D.: Caribbean Tourism, Local Sourcing and Enterprise Development: Review of the Literature. PPT Working Paper Series No. 18. Centre for Tourism and Cultural Change. Sheffield Hallam University. January 2006; Saville, N.M.: Practical Strategies for Pro-Poor Tourism: Case Study of Pro-Poor Tourism and SNV in Humla District, West Nepal. PPT Working Paper No. 3. April 2001.

4 Goodwin, H. (2011, pag 215) Op cit 1.

5 Meyer, D. (2007) Op cit 2.

Nevertheless, consultants and practitioners have noted that the process of working with poor and uneducated people is not easy to establish⁶. Few poor people, if any, have the opportunity to experience tourism as tourists before starting to work in this business. For that reason, at the beginning of the training process the poor usually have difficulties understanding the needs of tourists and the workings of the industry⁷ (Ashley, 2001).

In addition, many rural people have received little or no formal education, so they are not able to attend training sessions in established hospitality training institutions. The creation of non-formal hospitality training opportunities could therefore be a vital key factor of tourism and poverty alleviation programmes, but is often ignored in development programmes and the tourism education literature⁸.

In order to overcome these challenges it is essential to develop a framework for non-formal hospitality training, including a training curriculum for high-skill jobs for poor and unskilled people in developing countries. A notable example of such non-formal training is this case study from Sri Lanka because it provides job opportunities for unemployed youth and single elderly women through an informal, intense, low-budget training programme created by a private sector agent.

Background of Jetwing Hotels Ltd.

Jetwing's company history is a classic tale of entrepreneurship in Sri Lanka. Set up by Herbert Cooray in the 1970s, Jetwing commenced the construction of a hotel in the sleepy coastal fishing village of Negombo, built specifically to suit the European charter tourists. Only two decades later, Jetwing has emerged as one of the market leaders and hospitality trendsetters in Sri Lanka, dominating the luxury, sustainable and nature tourism segments. Lighthouse Hotel & Spa in Galle, Ayurveda Pavilions and Jetwing Beach in Negombo and, more recently, Jetwing Vil Uyana in Sigirya have become internationally acclaimed resorts. In total, Jetwing now owns ten hotels in Sri Lanka, with at least another three currently under construction (www.jetwing.com).

From its very beginning, Jetwing has strictly followed its vision: to be world-class. Its mission very much reflects the philosophy of the company: to be a family of people and

6 McNab, D., with contributions from Caroline A., Gareth H. & Zeph N., Clive P.: Impacts of Pro-poor Tourism. Facilitation with South African Corporates. Monitoring and Evaluation Report of the Pro-Poor Tourism Pilot Projects. PPT Working Paper. September 2005; Pro-Poor Tourism Partnership and the Caribbean Tourism Organisation (eds.): Making internal Change for Developing Local Linkages. Making Tourism Count for the Local Economy in the Caribbean. Guidelines for Good Practice. 8 April 2006; Spenceley, A. & Seif, J.: Strategies, Impacts and Costs of Pro-Poor Tourism Approaches in South Africa. PPT Working Paper No. 11. January 2003; United Nations, Economic and Social Commission for Asia and the Pacific: Poverty Alleviation through Sustainable Tourism Development. United Nations, New York, 2003.

7 Cole, S.: Community Education. In: Airey, D.; Tribe, J. & P., Stephen: An International Handbook of Tourism Education. Elsevier. Amsterdam et al., 2005, pp. 395–407.

8 Cole, S. (2005) Op cit 7.

companies committed to providing excellent and innovative service with high stakeholder satisfaction. Jetwing adopts a broad definition of 'stakeholders', which includes guests, staff, business partners, investors and even neighbouring communities.

Its management has a broad vision in its corporate culture, evidenced in their philosophy of a flat hierarchy and innovative approaches to problems. The staff is strongly encouraged to develop and exchange new ideas among themselves and towards higher-ranking employees. Asked why Jetwing follows such a business philosophy, Hiran Cooray, Chairman of Jetwing and son of the founder, Herbert Cooray, responds: *"In the 1950s, my father was a rebel and student leader and went against the establishment – he was a Marxist-Leninist and a Catholic at the same time! When he started to build and operate hotels in 1970s, he was still a socialist at heart. For him, it was always important that the communities are somehow involved in and can benefit from our business. It was also his vision that the company must take care of its staff. And even though the company now employs some 1,500 employees, we try to keep its vision, which sometimes is not easy. Therefore, it is very important that our management team (executives at the headquarters and general managers of our hotels) strongly believe in our vision and mission. We cannot compromise our core values such as honesty and integrity – they are not negotiable."* Hiran Cooray's sister, Shiromal Cooray, Managing Director of Jetwing Travels, adds: *"We believe that all people are equal, all persons working for the company are important. Everyone is invited to join decision-making processes."* Jude Kasturi Arachchi, Group Engineer, emphasizes the importance of this vision by stating, *"In our company we try to allow ideas to grow."*

Over the past years, Jetwing has emerged as one of Sri Lanka's most active corporations in the area of corporate social responsibility (CSR). Nearly all of the Jetwing hotels meet high international environmental management standards. Close cooperation with neighbouring communities, such as supporting the local hospitals, schools and Buddhists temples and relief and reconstruction work after the 2004 Asian Tsunami, are part of Jetwing's business philosophy. However, the company also believes that the economic realities and its bottom line focus are crucial elements of responsible tourism.

Concept of the Eco-Resort Vil Uyana

In October 2006, Jetwing Hotels opened a new resort, Vil Uyana⁹, located near Sigiriya Rock Fortress, a heritage hotspot in the centre of Sri Lanka, called the Cultural Triangle because of its Buddhist temples, ancient ruins and two national parks with diverse wildlife and plants.

The resort integrates 25 private wooden luxury chalets, the design of its buildings being inspired by Sri Lanka's local and rural traditions. Some bungalows are situated

9 <http://www.jetwinghotels.com/jetwingviluyana/>

over water, others are integrated into the forest landscape. Still others are situated within organically farmed rice paddies, offering guests the unique opportunity to participate in both farming and harvesting of organic rice. Two small lakes and reed beds forming a private nature reserve provide a haven for wildlife such as crocodiles and otters.

Because of its high-quality services, complex environmental management¹⁰ and community participation, the USP for the Hotel Vil Uyana is 'Extreme Eco and Extreme Luxury'. From its very inception, the hotel was invited to be a member of the Small Luxury Hotels of the World. As of August 2010, the number of staff was about 100; about one third of them are members of the nearby communities or of Jetwing Youth Development Project I and II.

Jetwing Youth Development Project (JYDP)

The tremendous manpower shortage in Sri Lanka has worsened as more and more skilled employees have been attracted especially during the time of the civil war to the Middle East, the Maldives, Europe and Canada. Moreover, the country faces the massive problem of youth unemployment, especially in rural areas where the schools do not prepare the students for skilled jobs. Even those with good academic results quite often cannot be accommodated in the universities or within the economic mainstream. The wait can be long and frustrating, the young people often ending up taking whatever job is available just to survive. In addition, many rural residents do not speak English, a major disadvantage for those seeking work in the tourism sector.

Jetwing has envisioned tourism as the ideal vehicle to minimise these problems by offering employment opportunities to the young people in the rural areas. It is for this reason that in 2006 the company developed the Jetwing Youth Development Project to provide hospitality training, at no cost, to rural young men and women who had completed basic schooling but could not find employment in the Sigriya area, as well as to some adult women (ages 40 to 50) who were the sole providers for their families.

Jetwing has defined the following aims of the Jetwing Youth Development Project:

1. To address and resolve the problem of the manpower shortage in their own hotels and in the Sri Lankan hotel industry in general;
2. To involve local communities in tourism and to pass some of its benefits on to them;
3. To help to resolve the problem of unemployment among Sri Lankan youth; and
4. To provide frustrated youth with gainful employment.

¹⁰ Mithapaly, S.: Jetwing Vil Uyana: Green Directory, Jetwing Ltd., 2007 (http://www.jetwing.com/web_uploads/hotel_green%20directory/Green%20Directory%20-%20Jetwing%20Vil%20Uyana.pdf; accessed 4 January 2011).

The whole training process took 18 months (not full-time), and its success can be attributed to Jetwing's commitment to the following principles and guidelines:

Establishing Trust:

Before starting the project, Jetwing informed important stakeholders about the planned project. Thus, local Buddhist monks, head teachers, government authorities and interested parents learned of the company's intention to offer English lessons followed by hospitality training at no cost for unemployed youth in the region.

The idea was particularly strongly supported by two chief Buddhist monks, who distributed the application forms to potential trainees and even offered to arrange for classes to be held at Buddhist temples in the neighbouring communities of Kimbissa and Rangirigama.

The Venerable Kithulhitiyawe Kumara Kasyapa Thero, a Buddhist monk at the monastery of Rangirigama, explains the relationship to Jetwing: *"Before Vil Uyana was constructed, a representative of Jetwing came to our monastery and asked us how we felt about their plans to build a resort so close to our community. We answered that Jetwing would have to respect our traditional ways, such as not cutting trees, keeping the surroundings clean and identifying leisure places for the tourists while respecting silent and spiritual areas nearby. Our principal monk got the permission to visit Vil Uyana at any time and on important religious days we are invited to pray at Vil Uyana. Other hotels nearby have established relationships with high-ranking monasteries, but Vil Uyana kindly supports us and other small monasteries in the area."*

Although religion is an important part of daily life in Sri Lanka (as it is to some extent in many parts of Asia), especially in the life of poor and rural people, regardless of whether they are Buddhists, Christians, Muslims or Hindus, most international development projects ignore this important aspect of spirituality and do not integrate it into their daily work. By establishing close contact with the Buddhist temples in the Sigiriya area from the very beginning, Jetwing earned the unwavering trust of religious and public authorities, the parents of trainees and the community itself. Hiran Cooray, Chairman of Jetwing, summarises this approach by saying, *"The best way to work with the communities is through the temple."*

Innovative English Language Lessons:

In January 2006, the project began by offering English lessons to 120 unemployed youth in the area (86 boys and 34 girls). After a period of two to three weeks, those who had initially attended just out of curiosity did not return. No allowance was paid to the trainees during that initial period because Jetwing wanted to be sure that only those who were truly interested in this particular line of work would participate in the programme.

Jetwing believes that learning English is a vital step toward a fulfilling career. Instead of engaging a young, inexperienced volunteer teacher from overseas, the company was extremely fortunate in enlisting a local, highly experienced teacher for the JYDP who could train the students in practical, spoken English, using role-play in a series of real-life situations, as well as exercises in grammar, general knowledge and Western culture. The English teacher Bernard Kasthuri Kumara was surprised about this job description: *“I thought that Jetwing had asked me to teach the staff, not the villagers. The people at Jetwing are unconventional, they have very practical approaches to problems.”*

The Jetwing English course was divided into two classes per week, with a total of 96 hours of instruction per class. The English training was continued once a week during the first year after the opening of Vil Uyana. Now, four years later, the majority of the participants speak moderate to good English, and some have even reached a level of excellence.

Training in Life Skills and Hotel Operations

After a 4-week period of English instruction, Jetwing started to add extra days and began entry-level industry training. They began with a general introduction to life skills, including self-development through personal hygiene, good grooming and a positive attitude.

After 4 weeks, trainees were assigned to different areas of hotel operation according to a simple selection process. This was followed by entry-level training in the hotel staff village in the areas of front office, housekeeping, food and beverage services and kitchen operations. One-day excursions to other Jetwing hotels were organised to give the trainees more insight into the daily routine of hotel operations. Instructions were given in both Sinhala (the trainees' mother tongue) and English.

Since the trainees had very little knowledge about the area, Jetwing also introduced them to the cultural history of the Sigiriya area, including classes on the country's diverse flora and fauna. They also learned about environmentally-friendly hotel management. The training was based on Jetwing's clearly defined corporate ethos – its vision, mission, core values and corporate stance on customer care and etiquette – and included the following general topics:

1. Life skills – the importance and benefits of employment;
2. Teamwork;
3. Importance of meditation;
4. Mind enrichment – appreciating the meaning of life; finding your own identity; meditating, contemplating and thinking positively; showing humility, kindness and love;

5. Mind cleansing – avoiding jealousy, anger, hatred, snobbishness, uncooperativeness and other behaviours that hamper individual performance; and
6. Appreciation, respect for others, willingness to admit mistakes.

Being asked about their opinion of the training curriculum, Mr. A. G. Suranga, 20, JYDP II (Housekeeping, Training Room), states : *“Here at Vil Uyana they teach me the real way: solve the problem at the moment!”*. Ms. Amali Liyanage, age 22 (Assistant Receptionist, Front Office, JYDP I), contributes: *“I learned a lot of things, not just tourism – especially what is important about work – how to work with my colleagues without having any arguments.”*

In addition to meditation, drama, singing and dancing are also part of the applied training methods, because these light-hearted methods of teaching are favourable for non-academic students. Several trainers of Jetwing have stated that the positive attitudes, natural talents, keenness to learn and good discipline of the trainees outweighed their poor command of English and their limited understanding of tourism at the beginning of the engagement.

Ceremonies

After 5 months, 50% of the students graduated (60 in total) and organised their own graduation ceremony, which was held in June 2006 under the patronage of the Secretary to the Ministry of Tourism and attended by representatives of the media and other dignitaries. This ceremony was an extremely important event for the trainees, enabling them to demonstrate what they had achieved in the past months. The results are demonstrated in a 20-minute film¹¹. Afterwards, they moved into the hotel for the final four months of preparation before the hotel was opened. About 50 graduates were employed by Jetwing. The English and hospitality training continued on a regular basis for one more year.

Gender Considerations

Tourism does not have a good reputation in Sri Lanka, especially among rural people, because it is commonly associated with ‘sun, sand and sex’. At first, some parents were wary about sending their young daughters to the training classes. But when it was made clear that Jetwing has a strict policy against sexual harassment in the workplace, the young women and their parents felt that they would be safe and secure at Vil Uyana.

Jetwing Youth Development Project II

In 2009, Jetwing carried out JYDP II, supporting 80 young people from areas affected by civil war in the north and northeast of Sri Lanka. The members were selected from

11 <http://lktube.com/show.php?id=235>

1,000 potentially interested persons who had been interviewed. This training programme was financially supported by USAID. The training curriculum was more or less the same, except that the participants stayed in a provided accommodation in several Jetwing hotels (25 of the trainees at Vil Uyana).

Benefits

The stakeholders in the JYDP are the young participants of this initiative and their families, the neighbouring communities and the company Jetwing/Vil Uyana itself. The benefits achieved so far are diverse and were mentioned by the stakeholders themselves during in-depth interviews conducted in September 2008 and August 2010.

Here is a summary of selected comments and feedback from about 40 interview partners.

Benefits for Members of Jetwing Youth Development Programme

- **Stable economic situation:** the income is between 8,000 and 20,000 rupees (54–135 EUR¹²) including service charges (but not tipping). Most of the young staff deposit 10 to 20% or even more of their salary into a bank account and spend the rest on daily living expenses or to provide financial support to their parents. Most of them also invest their income in house extensions, maintenance or in buying a motorbike; a few bought computers, but do not yet have Internet access at home;
- **Certification:** Although the training programme is not part of a formal hospitality training programme, certificates on behalf of Jetwing are presented to those participants who pass their examinations, giving them a good standing for interviews at other hotels in Sri Lanka or abroad;
- **Language skills:** All of them improved their English skills. Those who have direct contact to guests, such as bell boys, receptionists and those working in F&B, have particularly good to excellent English speaking (and in some cases even reading) skills after four years. The Tamil students also learnt Sinhala. Mr. Nihal Abeysinghe, Executive Housekeeper at Vil Uyana: *“During JYDP II we had Tamil trainees who could speak neither Sinhala nor English. Within three months they learnt both languages.”*
- **Career opportunities:** Once every year, Jetwing employees can be promoted a step up in the corporate career. Nearly all the participants of JYDP I made use of this opportunity and in 2010 were in higher positions than in 2008. Most of them have expressed extreme confidence that they would reach the top of their career, such as becoming senior housekeeper, bookkeeper or even executive chef, within the next 10 to 15 years.

¹² The average monthly income in Sri Lanka is 60 EURO. The salary is comparable to that of other jobs in this area, such as working as a bus driver (15,000 rupees).

The following comment by Mr. Nalaka, 18, 3rd Comis/Kitchen, shows the possibilities a programme such as JYDP offers to rural unskilled young people: *“I grew up in an area which was heavily affected by the civil war. I saw things I should not have seen. When I was a child I dreamt of becoming a chef and to have a house of my own. I was never sure how my dream could be fulfilled, but I tried to learn as much as possible during these difficult years at school. The opportunity to join JYDP has made my dream come true. I can learn so many things here. One day I would like to become Executive Chef.*

Even having Tamils as my training colleagues was very important for me because it made me realise that they had to suffer in this war in the same way as my family.”

Many JYDP I participants have even left Vil Uyana in the last two years because they have found better job opportunities in other hotels in Sri Lanka, the Maldives and the Middle East. JYDP being an initiative to develop rural youth for suitable employment within Jetwing Hotels or to create opportunities to find employment with other hotels in the country or overseas¹³, Jetwing does not mind if participants of JYDP leave their business because they feel sure that most of the former trainees will contact Jetwing again after a while, by which time they will have acquired additional professional skills.

- **Image:** Participants of JYDP are highly respected in their home communities, especially the young women, who can now choose potential candidates for marriage from the wealthier families in their communities.

Whilst presenting the outcomes of the second short-term research to trainees of JYDP I and II at Vil Uyana in August 2010, the participants were asked to prioritise the benefits mentioned above. ‘To support my family’ and ‘To learn English’ were ranked highest by nearly all of them, which indicates the importance that family ties and learning English have for the youth in Sri Lanka. The opportunity for young Tamils and Singhalese to join a JYDP II course together after the end of the civil war is probably a small but significant step toward keeping peace in this country in the long term.

Community support by Vil Uyana/Jetwing:

- **Religious support:** Support for three Buddhist temples (water tanks, meditation chambers, meeting hall, monthly donations); Support of the New Year Festival and other events such as funerals for poor community members;
- **Infrastructure improvement in neighbouring villages:** paved roads, electricity, supported excavations for water pipelines, a laboratory for the village school, painting and regular cleaning of the local hospital;
- **Supply chain:** Staff sell herbal products and fruits to Vil Uyana.

¹³ Jetwing Ltd.: Jetwing Vil Uyana, Information Memorandum, no date.

Benefits of the Eco-resort Vil Uyana:

- **Goodwill of its neighbourhood:** Good relationships with communities and authorities in the region, eliminating local resistance to the construction of the hotel;
- **Understanding of core values:** Trained staff ('from the ground up') understand the vision, mission and core values of the Jetwing;
- **No migration:** Staff are local residents and can return home to their families after their shifts instead of spending only 3 or 4 days a month with them after exhausting, time-consuming travel. Also, the hotel management has more direct control over their residential staff ('no one gets lost').
- **No stealing:** Very few thefts have been reported at the hotel site, even during construction.

These achieved benefits for Jetwing, combined with their highly responsible business ethics, confirm the findings offered by Meyer¹⁴: The core motives of such an engagement for most businesses, apart from moral and ethical reasons, are the dependency on the goodwill of its neighbourhood, a positive reputation and a unique selling proposition by creating positive publicity and improve the company's reputation.

On 23 September 2011 Jetwing inaugurated the follow-up phase of this youth development initiative in Negombo for the newly bought 'Blue Lagoon' Hotel. A total of 60 youth are participating in the training program, all of who are unemployed and between the ages of 18-25, from traditional trade families such as farming and fishing. The project follows the same concept: It has received the blessings of the neighbouring families, the religious and community leaders. Tuition in English is conducted by a renowned tutor from the area; skills related to Basic Hospitality are conducted by Jetwing's own Training and Development managers¹⁵.

Conclusion

Many critics who argue against the integration of poor and unskilled persons into the tourism and hospitality industry usually make two points:

1. Poor and unskilled people can only work in low-skilled jobs within the tourism and hospitality industry and do not get the opportunity by business owners to climb the career ladder¹⁶.

14 Meyer, D.: Pro-Poor Tourism: From Leakages to Linkages. A Conceptual Framework for Creating Linkages between the Accommodation Sector and 'Poor' Neighbouring Communities: In: Channel View Publications. *Current Issues in Tourism*. Vol. 10, No. 6, 2007, pp. 558–583.

15 The Island: Jetwing Group boosts its youth development initiative. September 25, 2011, http://www.island.lk/index.php?page_cat=article-details&page=article-details&code_title=35459; accessed 27 September 2011.

16 Boonchote, T: Changes induced by tourism development in rural community. A Case Study of the Golden Triangle, Thailand. University of Victoria, 1994.

2. The necessity for training sessions to be long and comprehensive makes capacity building for poor and unskilled people in the tourism and hospitality sector both time-consuming and expensive.

The Jetwing Youth Development Project has clearly proven these two arguments wrong:

Participants of JYDP usually start working in promoted positions as soon as three or four years after taking part in the training. The training itself takes an investment of just US\$6,500 because it is adapted to the local circumstances, which includes using the Buddhist temple as a training centre and hiring skilled, innovative local teachers and trainers.

The story of JYDP demonstrates that fresh, innovative and informal ideas combined with professional experience and an open-minded organisational culture of the parent company Jetwing can yield extraordinary outcomes.

Nevertheless, it must be emphasised that the tourism and hospitality sector is a complex system¹⁷. One attribute of complex systems is that they consist of interdependent and integrated parts. The tourism system is composed of, but not limited to, interconnected political, socio-cultural, historical, ecological and legal variables. Therefore, the framework of a successful example should never be copied one-to-one but rather be adjusted to the specifics of a particular place and its people. Using Darwinian logic, adaptations will vary from system to system, just as they do in nature. This explains how similar proposals to develop tourism projects or training programmes can generate such a variety of reactions from one community to the next¹⁸. In the opinion of the author, the "Jetwing Youth Development Project" case study can be copied by the hospitality sector if the curriculum, selection of candidates and training location are carefully adapted to the local circumstances.

Background of the author:

Nicole Häusler studied social anthropology and communication/journalism at the University of Göttingen, Germany. Her M.A. thesis, written after a six-month field research in 1990, dealt with the impacts of tourism in Goa, India. She has over 12 years of professional experience as a responsible tourism consultant focusing on community-based tourism, tourism and poverty reduction, tourism management in protected areas, corporate social responsibility and change management (www.mascontour.info).

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¹⁷ Farrell, B. & Twining-Ward, L.: Seven Steps Towards Sustainability: Tourism in the Context of New Knowledge. In: *Journals of Sustainable Tourism*. Vol. 13, No. 2, 2005, pp. 109–122.

¹⁸ Lepp, A.: Attitudes Towards Initial Tourism Development in a Community with No Prior Tourism-Experience: The Case of Bigodi, Uganda. In: *Journal for Sustainable Tourism*, Vol. 16, 1, 2008, pp. 5–21.

Management of the University of Sustainable Development of Eberswalde near Berlin, among others. She has been an associate and a part-time PhD candidate at the International Centre for Responsible Tourism at the Leeds Metropolitan University, Great Britain.

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Endnotes

- 1 The Sri Lankan Civil War began in 1983 and there was an on-and-off insurgency against the government by the Liberation Tigers of Tamil Eelam (the LTTE, also known as the Tamil Tigers), a separatist militant organisation which fought to create an independent Tamil state in the north and the east of the island. After a 26-year-long military campaign, the Sri Lankan military defeated the Tamil Tigers in May 2009.
- 2 In September 2008, the author had the opportunity to interview members of the JYDP, staff members of the Jetwing headquarters and Vil Uyana, local religious and public leaders (financed by German International Cooperation – GIZ/formerly GTZ, Germany) about the process and outcomes of the programme. A follow-up research study was conducted in August 2010. The tools which the author used during the two short-time research visits of eight days included semi-structured interviews, observation, photography, field visits (visiting staff members at home, at the hotel site and at the staff quarters). Some of the interviews had to be translated from Sinhala into English. After the first research, the preliminary results of the interviews were presented to JYDP members, their parents and staff of Vil Uyana and the headquarters at a workshop in Colombo. The results of the second research were presented to and discussed with members of JYDP I and II and staff of Vil Uyana.
- 3 Poverty Reduction Strategies treat the rural poor as a homogeneous group and in so doing ignore the heterogeneous character of the poor worldwide (Cabral 2006). The World Bank set the international poverty line to US\$1.25 per person per day at 2005 prices (Department of Economic and Social Affairs 2009). Based on this monetary aspect authors continue to divide the world neatly into poor and non-poor people, while failing to discuss various important characteristics of poverty including low income, minimal access to health care, education and other forms of welfare, and exclusion from decision-making processes. The term ‘poor’ in this article means to focus on low-income communities and marginalised people in rural and urban areas throughout the world. Ideally the local people themselves would define who is poor, marginalised or disadvantaged.

TUI Sustainable Tourism - Ten Years on...

Ashton Jane

The challenges presented by sustainable tourism can be significant, even overwhelming at times. With much still to achieve, we rarely take time to reflect how the mindset and operations of the UK's major tour operators have changed in this regard over the past decade. Ten years ago, the growing public pressure on many large organisations to assume responsibility for environmental and community impacts had largely bypassed the leisure travel industry. Indeed, when the Government issued a challenge to UK outbound tourism to work with stakeholders to create a blueprint for sustainable tourism, it was the first time that most of the individuals involved from my organisation had worked collaboratively with stakeholders as diverse as NGOs, academics, government representatives and industry peers. Sitting round the large Chatham House conference tables we wrestled with our different perspectives, priorities, modes of communication and ways of working. Yet out of that process emerged two frameworks which to this day continue to drive the mainstream outbound travel industry to adopt and adapt to more sustainable practices – the Travel Foundation, and the Travelife Supplier Sustainability System.

Fast forward 10 years, and the contrast is stark. At TUI UK today, 'Responsible Leadership' is not only a core value for the business, but also a basis on which colleague objectives are set and performance measured. Our 'Holidays Forever' long-term sustainability commitments feed into business strategy across tour operations, airline, shops, and crucially, our supply chain. Sustainability is an integral part of colleague training and customer communications, at all levels and across all media. Public reporting on targets and performance is now commonplace, data is audited, and accommodation suppliers are contractually required to continuously improve their environmental, workplace and community practices by subscribing to Travelife.

Excitingly, we've seen real business benefits which drive us on. TUI Travel can attribute £16m of cost savings to environmental efficiencies over the past 3 years. We've established clear positive correlation between our customers' holiday satisfaction overall and their rating of our approach to environment and community'. We've experienced how a commitment to sustainability has engaged and empowered existing colleagues, as well as attract new ones.

Many of the sustainability challenges of 10 years ago remain with us today. Some – like water scarcity and waste management in destinations, and the dependency of our industry on fossil fuels – have become even more pressing. But what has changed is greater industry realisation that solving these challenges is key to future business success, not only for individual tour operators but for the industry as a whole. A decade ago it was unimaginable that Thomson Airways would be trialling weekly flights on sustainable biofuels made from waste vegetable oil, or that Thomson and First Choice would be engaging experts to work with our exclusive resort hotels to enhance economic benefit to local communities. That perspective gives us courage to address the controversial challenges of the day head on – such as scaling up production of next generation sustainably, or improving local livelihoods whilst satisfying the growing demand for All Inclusive holidays.

So it's worth a moment's reflection back over the past 10 years – as long as it doesn't lead to us taking our collective foot off the accelerator for any longer than just one moment!

Jane Ashton, Director of Group Sustainable Development, TUI Travel PLC

www.travelife.org

www.thetravelfoundation.org.uk

www.holidaysforever.co.uk/thomson

www.tuitravelpc.com/tui/pages/sustainabledevelopment

Thomas Cook's Journey to Sustainability

Ruth Holroyd, Group Head of Sustainability at Thomas Cook Group plc and

Jo Baddeley, Sustainable Destinations Manager at Thomas Cook Group plc

There was an age gap of 131 years between two of the biggest companies in travel, but this was no deterrent to the formation of a relationship between Thomas Cook AG and My Travel plc, ultimately leading to the successful merger of the two in June 2007¹. This union created one of the world's leading leisure groups² with a network of more than 3,400 retail outlets across 21 countries, carrying over 22 million customers, and listed in the UK FTSE 250 index.

Both companies originated from rather humble beginnings: the products of two ambitious men, Thomas Cook and David Crosland. From small scale operations with very different motivations, both businesses grew to be major players in the travel industry. Their journeys couldn't have been more different until their paths crossed in 2007 and a new vision set the course for everyone involved to start heading in the same direction.

From humble beginnings...

In 1841, Thomas Cook organised a not for profit one day rail excursion to escort a group of 500 temperance supporters from Leicester to Loughborough, at a cost of one shilling per person. The initiative was a great success and became a catalyst for the development of further excursions designed to promote social reform.

Thomas' first commercial venture took place in 1845, when he organised an ambitious and meticulously planned trip to Liverpool. Ticket prices were kept affordable and Thomas produced a handbook of the journey – the equivalent today of the high street holiday brochure. It was Thomas' son, John Mason Cook, who took a business lead in 1878 and who set about expanding the company internationally, starting an interesting journey of ownership ultimately leading to the Thomas Cook Group as we know it today.

It is probably fair to say that no other holiday company operating today has its origins in philanthropic travel and social responsibility. Thomas Cook believed that by offering more virtuous and educational leisure activities, the lives of working people

1 www.travelweekly.co.uk/Articles/2007/02/15/23751/travel-industry-welcomes-thomas-cook-and-mytravel-merger-15-feb.html

2 www.superbrands.uk.com/Thomas-Cook SuperBrands Annual, 2011 pp.154-155

would be improved and that all would be better educated through travel. This presents a unique opportunity for the business to build upon that heritage and to do justice to the beliefs of its founder, whose pioneering spirit lives on through the company values.

Thomas Cook, the man, recognised the many virtues of travel, the positive cultural exchange and the boost to local economies, but in the modern day we are also aware of the potential impact upon the environment, societies and local cultures. Tourism is a great power for good and we want to continue to make a difference to all those whose lives are touched by Thomas Cook.

Providing our customers with a means to experience other destinations in a mutually beneficial way can begin to drive the change towards a trend for more authentic travel. It is imperative therefore that the Thomas Cook Group is ready to meet the expectations of both the tourist and the host destination, to ensure the delivery of such an experience in all of the destinations in which we operate.

... To modern day 'sustainability'

Pre-merger, sustainability at Thomas Cook UK & Ireland was the responsibility of Nancy Brock who took on the position on a part time basis in 2004. At MyTravel, sustainability was looked after by Ruth Holroyd who had taken it on in 2005. Both businesses – in the UK - had policies agreed and published and were working with the Travel Foundation, as well as starting work on supply chain management.

However, with the creation of the new and much expanded business, came a need to take this further, to demonstrate a new commitment to a sustainable future and to meet the growing demands of shareholders, industry and other stakeholders. At a time when there was an explosion in understanding of all things 'green', the business wanted to show its own desire for change and for this to be at an international/Group level, not just focussed on the UK.

Following the merger of the two companies, Nancy joined a newly created Group Sustainability department, led by Ruth Holroyd and two further posts were created – Group Environmental Manager (Victoria Barlow) and Sustainable Destinations Manager (Jo Baddeley). It took almost a year to build the team, as it was important not only to find people with the right qualifications but people whose personality would fit with the ethos of the team and the business; team members must be passionate about sustainability but also about business – being able to show the commercial value for a better business.

As the team's responsibilities continued to grow, so did the team. Maxine Harper, Charitable Operations Manager responsible for Thomas Cook's own Children's Charity was re-assigned from her position within the Communications department in 2009, in

order to report directly into Ruth. Rod Allerton joined at the end of 2010 as Community Relations Manager with the aim to bring together the business and philanthropy within the community - not just in destinations we take holidaymakers but also in those places where our people live and work.

Thomas Cook prides itself on its people and they really are the ultimate drivers of responsibility and business success. To engage with so many different departments within the business, including all those involved in the overseas operations, made it essential to have the right people in place. The team reports to the Director of Government and External Affairs, Andy Cooper who was previously Director of The Federation of Tour Operators (FTO) in the UK and himself an advocate of sustainable tourism.

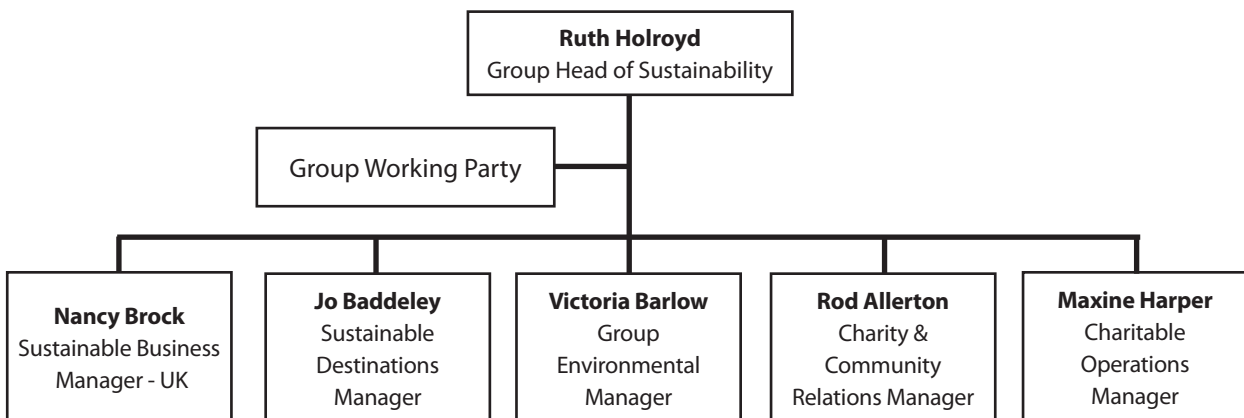


Figure 1.1: Structure chart of the Thomas Cook Group Sustainability Team

2010 saw the establishment of the *Group Sustainability Working Party* which meets three times a year and is made up of senior representatives from all of the Group's business segments and operating companies from around the globe. Each of these representatives now has responsibility for sustainability matters in their part of the business. The creation of this is a major development in our approach to sustainability; with a more integrated working plan across the Group and with named individuals responsible for sustainability in every business segment and operating company, we will make significant progress and create change across the Group.

The key aims of the Group Working Party include: creating an effective approach to sustainable business across the Group; developing a strategy for all areas to follow; identifying and encouraging leadership within the Group; and sharing best practice. They also recently agreed the Group vision for sustainability, which is to:

Travel the World, without Costing the Earth

To ensure the longevity of our business by delivering sustainable and profitable growth. To integrate sustainability into everything that we do – every product we sell, every customer's holiday experience, every employee's role. To make dreams come true for everyone involved in our business, today and for the future.

The sustainability team has certainly come a long way in the four years since its creation but the achievements so far, along with the enthusiasm being generated around the business and the fact that sustainability makes good business sense, has certainly made it all worthwhile. There is still a long road ahead, but we look back on the last four years at some of the amazing achievements and inspirational people and realise how much more we can do.

Achievements and Successes

We have realised that not every achievement has been a success but also that not every success has come from our achievements. However, looking back at some key milestones and remembering the length of the journey, we feel that these constitute an incredibly strong foundation upon which we will continue to build through the collaboration with the Thomas Cook Group Working Party and the wider business.

ISO 14001 - Our UK airline was the first in the UK to achieve the environmental standard ISO14001 and this was followed almost immediately by our Scandinavian airline, meaning that we're amongst only a handful of airlines worldwide with this accreditation. This standard has given the airlines a framework to manage their environmental impacts as well as ensure that environmental issues are embedded within the organisation. Key achievements so far identified through the environmental management system include reducing paper consumption by over 66,000 sheets of paper per year, by distributing the Ground Handling Manual electronically, expanding our onboard recycling to further reduce waste sent to landfill and improving procurement processes to ensure environmental criteria are included.

Smart Meters – Smart meters have recently been installed across the UK retail network. This has enabled more detailed analysis of how we use energy in our retail stores. Just by gathering this information more accurately, we have been able to identify areas for improvement such as resetting heating timer switches to match occupancy levels. By this one change alone at one store we can save 57,000 kWh and 30 tonnes of CO₂.

Green Champions – A network of green champions has been set up in the UK business, as change can not come solely from the sustainability team. A group of like-minded people have come together to work on improving the environmental footprint of Thomas Cook. One of the green champions has even helped to reduce the amount of disposable plastic cups used at one office by getting our Sentido hotel brand to sponsor replacement re-usable glasses. The concept has proved a vital part of our engagement process and is now happening at other offices around the world.

Travelife Sustainability System – Thomas Cook became the first tour operator to subscribe all of its Group source markets to the system in March 2011, with awards

now being featured in brochures across the globe. This gives us the opportunity to raise awareness of sustainability with over 22 million customers worldwide and to influence thousands of accommodation suppliers. To lead by example, our own hotels and hotel brands are also working towards minimum award levels, with many already achieving Gold. Travelife has also been a fantastic training tool for our employees with more than 50 UK and Overseas based staff trained as Travelife auditors and therefore able to offer support and assistance to those tourism businesses wanting to start or improve their sustainability journey.

Taking a lead in Group owned hotels - As owners of a small number of hotels within the Thomas Cook Group, the business believed that it must also demonstrate leadership and ensure that its own hotels subscribed to Travelife and, where not already ongoing, begin a programme of work to improve their sustainability performance. In Scandinavia, Sunwing Hotels and Resorts are already an industry leader in environmental management, with all its hotels already operating to minimum standards of efficiency. All hotels are therefore now on track for a Gold award. Our Sentido Hotels and Resorts has put sustainability at the heart of its business, setting ambitious targets to ensure hotels have minimal environmental impact and qualify for Travelife awards and influencing other hotels which work with the brand.

Travel Foundation – Thomas Cook UK & Ireland has been raising funds for the Travel Foundation since its inception in 2003. By working with the Travel Foundation in the UK, we have engaged with more than 100 resort staff through participation in environmental and livelihoods projects. Our support has contributed to over 1000 women farmers in The Gambia being trained in alternative farming methods and having the opportunity to earn a respectable living via access to the tourism industry. In Cyprus, Thomas Cook customers are involved in waste reduction projects in 20 hotels: one hotel alone is reducing use of plastic bottles, thereby saving 1500 plastic bottles from going to landfill every single day. In Turkey, five young women recently graduated from Mugla University after completing a tourism degree fully sponsored by Thomas Cook UK & Ireland. The girls' dream is to work in tourism management and to bring sustainability to life through their work. One of them, Hulya Ozmeral, has already found work as a Front Office Manager at a hotel in Marmaris. Our KidsWORLD and FamilyWORLD clubs around the world all use colourful 'Hatch the Turtle' activity booklets to encourage children to look after the environment and people in holiday destinations. A variety of games and competitions such as recycling relays, Hatch swimathons and nature trails designed by our staff complement the booklet.

Overseas Resorts – Our overseas teams are vital to ensuring sustainability in destinations. There are great examples of improved customer service through diversified excursion offers that contribute to local economies in destinations such as Italy, the

Dominican Republic and The Gambia. A particular favourite of the team is Sorrento in Italy where customers can join a wine tasting evening showcasing locally produced wines of the region and giving them an opportunity to purchase directly from the supplier. The resort ramble organised for new arrivals is hugely popular; our reps walk our customers through the old streets of Sorrento and include visits to suppliers of local specialist products like inlaid wood and limoncello. Recently a new excursion to a local olive oil producer, Gargiulo, was trialled and hailed a huge success by customers who spent almost €100 on various olive oil products to re-create a flavour of their holiday on their return home.

Animal Welfare – Thomas Cook UK was the first tour operator to publish an animal welfare policy – a detailed work plan is now underway to ensure that all areas of the business are aware of how to deal with any issues highlighted by customers, staff or campaigning organisations. We have worked closely with The Born Free Foundation throughout this and they have also assisted in putting training together for our UK and Overseas auditing people in order for them to conduct assessments of excursion providers that use animals. We produce an annual Animal Footprint magazine which is distributed electronically to our staff, accommodation suppliers and excursion providers in our overseas programme to help raise awareness and share best practice recommendations and we also promote The Brooke's Happy Horses Code by raising awareness with customers through information in our resort information folders and by providing space in our in-flight magazine.

Peterborough Community Forum – Led by Thomas Cook in the UK, 18 of the largest employers in Peterborough have joined forces as part of a new community relations forum. Launched in April, the objective of the Forum is to identify key requirements for optimum employability within the city, with a view to facilitating programmes of work around youth engagement and social enterprise support. Additional focus areas are health and environment. The participating companies are currently considering proposals for launching a 'Together is Better' forum in the autumn.

The Thomas Cook Children's Charity – In 2009, we launched our own Children's Charity in the UK, with the aim of making dreams come true for sick and disadvantaged children. The charity's running costs are all funded by the business, so that 100% of monies raised go directly to those children who really need our support and help. More than £2million has been raised so far and is helping children aged from birth to 18 years, across the world – not just those in the UK. For example, 10 children's hospices across the UK received high specification computers with wide HD screens and flight simulator technology – this is enabling children who are not well enough to travel on holiday to escape from reality, fly a virtual plane and travel anywhere in the world. In The Gambia, the charity has funded the refurbishment of a building to be used for the first ever Early Childhood Development and Model Nursery.

It is often thought that the greatest sustainability achievements are attributed to the work of dedicated individuals and certainly within the Thomas Cook Group we have some passionate people who are committed to working with us – above and beyond their day-to-day roles. However, we believe that with the united efforts of the working party and of increasing numbers of employees taking responsibility for their areas of the business, our greatest achievements as a united team are still to come.

Links at Thomas Cook

- Consumer facing: www.thomascook.com/sustainable-tourism
- Corporate: www.thomascookgroup.com/sustainability
- The latest sustainability report: <http://sustainability2010.thomascookgroup.com/approach/sustainability.html>
- Travel Weekly, <http://www.travelweekly.co.uk/Articles/2007/02/15/23751/travel-industry-welcomes-thomas-cook-and-mytravel-merger-15-feb.html>

Developing Responsible Tourism at Virgin Holidays

Rachel McCaffery, CSR Manager, Virgin Holidays, rachel.mccaffery@virginholidays.com

Summary

Formed in 1985, Virgin Holidays is part of the Virgin Group of companies. A sister company to Virgin Atlantic, it operates independently and though originally established to service the airline's flight routes to the US and Caribbean, it now sells a diverse range of holidays to worldwide destinations - all long haul. Recently expanded to take in the Virgin Holidays Cruises, Bales Worldwide and Travelcity Direct brands, the Virgin Holidays group of companies carry around half a million passengers a year.

This article summarises the development of responsible tourism as a business function within Virgin Holidays and picks out significant milestones, opportunities and challenges that have affected strategy development and led the company to its current position. It also considers the factors that have played a crucial role in enabling investment in responsible tourism to take place

Establishing a Responsible Tourism function

Three elements combined at Virgin Holidays in 2003 to kick-start the investment in responsible tourism that would make the company one of the mainstream industry leaders in this area - despite its comparatively small size. These were: a staff member with a background in responsible tourism, a corporate culture of listening to new ideas from staff, and finally, the simultaneous creation of a number of external bodies, (such as the Travel Foundation) with which Virgin Holidays was invited to become involved.

Based on the suggestion from a member of staff that designation of responsibility was needed, the initial investment made, back in 2002 was for a part time role as 'Social and Environmental Champion'. As this was a new role, there was some confusion about the appropriate level of seniority and within which department it should sit. Initially fairly junior, it was placed within the HR department and reported to the Head of HR. Fairly quickly the necessity for the role to be made more senior became apparent and after a year or so it was also moved into the Marketing Department. Although for some time it had no particular marketing function, as it was considered vital to get the basics of sustainability good practice in place before attempting to try and communicate successes externally.

Initial work focused on two key workstreams. The first concerned feeding in to the development of emerging forums such as the Travel Foundation, Federation of Tour Operators Responsible Tourism Committee and the charitable arm of the Virgin Group (Virgin Unite). The second, involved raising awareness of the various impacts caused by the company's activities internally (particularly with the Board of Directors) and creation of a company responsible tourism policy.

This was a difficult time to make strategic progress, as issue after issue raised its head and took up resources. Meanwhile there was little structure within the responsible tourism function internally and scant external guidance on where to focus priorities. Perceived wisdom at the time (based on research and suggestions by Dr Richard Tapper) was that the most effective way to integrate sustainability into a tour operator was to establish an internal Responsible Tourism Committee. This would be attended by representatives from across the business, who, so the thinking went, would make suggestions for sustainability improvements within their work area, that they would then go back to their departments and carry out. In practice this proved ineffective, however. Senior staff were invited to committee meetings, but had minimal understanding of, or engagement with responsible tourism at this stage, so delegated attendance to junior staff who had no authority to instigate change, knew little about the subject and were not always confident about making suggestions. Though common themes were highlighted and gave a starting point to instigate basic facilities management, these meetings were discontinued within 18 months and a new approach tried.

Developing Supply Chain Management Tools and Starting Community Investment

Significant resources were put into working with the Federation of Tour Operators on the creation and then roll-out of the sustainability in tourism auditing tool, 'Travelife'. For the first time this enabled Virgin Holidays to get a picture of the sustainability of the holiday product it was selling. A comprehensive auditing programme was rolled out in its key markets of Florida and the Caribbean from 2006 onwards and the findings were fairly positive, with a relatively high number of suppliers already taking action on sustainability and many others interested in the concept. This may be a reflection of the type of holiday products sold. Virgin Holidays product is characterised by 4-5 star hotels, which may be more likely to engage in sustainability activity due to the scaled up cost savings in reducing the use of basic utilities. This seemed to have been the most common motivation for adopting resource management amongst hoteliers in the US. Virgin Holidays also has a large programme in the Caribbean, where there has been significant interest in responsible tourism for some time – the impacts of tourism being very keenly felt on small island nations such as Antigua, Barbados, St Lucia and Jamaica.

Here, hoteliers were familiar with the concept of auditing and welcomed the introduction of The Travelife scheme. In the US, while many leading hotel groups were investing significantly in sustainability initiatives, the lack of awareness of the Travelife scheme and the reluctance of some hotel groups to be audited by a British company representing only a small share of their total market, presented something of a hurdle. In time, most suppliers that were requested to do so, engaged with the Travelife system, but due to the lack of awareness of the label amongst consumers on both sides of the Atlantic, have yet to see it as a marketing tool.

The beginnings of a community investment strategy were also seeded at this time. Virgin Holiday were involved with the Travel Foundation from its very early stages and helped establish its Caribbean programme, which was initially set up in Tobago. From the outset, within Virgin Holidays, it was seen as vital to be giving something back to those communities that hosted its customers in significant numbers. Several philanthropic initiatives were set up, including sponsorship of a degree scholarship in tourism management for Caribbean nationals – intended to empower young Caribbeans to be able to take a leading role in the development of the regions tourism industry. A particularly significant leap at that time was obtaining Virgin Holidays Board agreement to include a small donation to the Travel Foundation in the cost of each holiday. This was initially 50p per adult and 25p per child (both amounts doubled in 2010), representing a very small impact per booking for the company and its customers, but generating significant funds for responsible tourism projects in holiday destinations.

At around this time, much effort was also put into carbon footprint measurement and investigation of an offsetting scheme. The methodology for calculating and addressing corporate carbon footprint resulting from the Kyoto Protocol was slightly problematic for those businesses such as Virgin Holidays with minimal direct impacts (scope I emissions), but huge indirect impacts (scope II and III emissions) through its supply chain. Carbon offsetting also never quite gained traction with consumers, so although this option is still made available to Virgin Holidays customers, it is not heavily promoted. As confusion about responsibility for carbon in the supply chain had caused some overlapping, it was agreed with Virgin Atlantic that the airline would take on all carbon emissions reporting and direct carbon reduction efforts (through aircraft and ground operations), while Virgin Holidays would work on improving the sustainability (including greenhouse gas impact) of its destinations and suppliers.

Though much was achieved at this time, the lack of a really coherent strategy and the inability to explain the work clearly and simply outside the immediate team, held things back considerably.

Developing a communications platform

The great leap forward came following some consumer research into attitudes to corporate sustainability claims. Key findings from this were that although most consumers wanted to do the right thing, the majority of them were fairly lazy and would only do this if it were made easy for them. They also didn't understand or engage with much of the environmental information flung at them by corporates, but were much more motivated by simpler concepts such as helping people improve their lives. The overwhelming learning however was the need to hugely simplify messaging on sustainability to consumers (and staff) to have any real hope of effectively engaging them.

The strategy review that followed this, re-named Virgin Holidays approach to responsible tourism as its *Human-Nature Promise* and pared business sustainability down to three key elements:

- Getting our business in order,
- Being a good partner
- Giving something back.

All work on responsible tourism could be incorporated under one of these three work streams and for the first time, all sustainability activity in the company could be explained simply in a single easily remembered sentence: *'Our commitment to sustainability is demonstrated through our Human Nature Promise; to get our business in order, be a good partner and give something back'*

Recognising that the majority of consumers did not strongly engage with the first two aspects of the promise, (which were really the basics that the company had to get on and do behind the scenes), consumer engagement focused on the third aspect, *giving something back*. This community investment aspect particularly motivated and interested many more consumers and staff, than the more complex concepts involved in carbon reduction and supply chain management. Specifically tailored to reflect the Virgin Holidays brand and encompass the philanthropic activity the company had previously supported, (such as the degree scholarship programme), the umbrella term created to describe all *'Giving something back'* activity was *'Helping Youth Shine'*. For the first time, the company's community investment was steered in a particular direction, specifically relevant to the brand and its staff and customers.

This communications development had a huge impact in terms of staff buy-in and The Board felt more confident in understanding and speaking about the work being done, so were more vocal about their support. In reality the support had always been there. The Managing Director in particular, having championed sustainability from the outset - both from a personal passion for community investment but also a strong appreciation of the business case for responsible tourism.

Integrating into business reporting procedures

There was a strong feeling internally that it would be inappropriate for Virgin Holidays to trumpet its *Helping Youth Shine* initiative to consumers, without ensuring the sustainability basics internally and throughout the supply chain (the other aspects of the *Human Nature Promise*) were being addressed. To ensure this, a comprehensive companywide sustainability plan was developed. Referred to as the *One Planet Plan* this document had sustainability improvement actions for each department to achieve over the year within each of the Human Nature Promise work streams. Initial reservations amongst senior staff were overcome by a) getting the MD's support for the plan from the outset and b) making the first years actions realistic and achievable. Actions in the *One Planet Plan* created for each subsequent year gradually becoming more stretching, to effect real change.

Key to the success of The Plan was that reporting on progress (illustrated through a traffic light system) was designated the responsibility of Department Heads and tied in to quarterly reporting on all other business targets. Hence failure to report, or a large number of red traffic lights, quickly showed up lack of progress in a particular department to The Board. The *One Planet Plan* is updated each year and continues to function relatively well in tracking and recording progress in sustainability and devolving responsibility for improving sustainability throughout the business. There are inevitably difficulties, particularly in the challenging trading environment currently being faced. But the Virgin Holidays Board remain committed to the plan and have repeatedly echoed their support to the staff, while the Human Nature Promise gives context to why the plan and the actions it contains are so important.

Summary

Although there is of course an enormous amount of work still to do, responsible tourism at Virgin Holidays is in a fairly healthy state with a dedicated staff of three, contributions of almost £0.5M a year donated to responsible tourism programmes worldwide and the recent opening by Sir Richard Branson, of a headline community investment project *The Branson Centre of Entrepreneurship*, in Montego Bay, Jamaica.

There are some key factors contributing to the development in responsible tourism within Virgin Holidays which are worth mentioning. Having the right staff has been key. In particular, a Managing Director who understands the business case for sustainability and has personal experience of the negative impacts the industry can have. It also proved beneficial to have a member of staff working on responsible tourism that also had a good understanding of the commercial side of the business. In persuading senior staff of the business case and understanding the pricing systems well enough to implement a costed-in donation, this knowledge, combined with the additional experi-

ence/qualification in sustainability, has been invaluable. Another key enabling aspect has been the dynamic working culture at Virgin Holidays, which celebrates innovation, encourages new ideas, supports growth and doesn't ground new developments in excessively burdensome procedures or bureaucracy. Finally, the business climate in the UK that has seen sustainability and responsible tourism in particular move from a relatively small niche to something seen as giving mainstream companies a competitive edge, could not be ignored by any reputable holiday brand. Pressure from government, campaigning groups, academics, Virgin Management and the industry association, (formerly the Federation of Tour Operators, now ABTA), all played their part, but generally Virgin Holidays has been amongst those at the forefront of the responsible tourism movement, rather than playing catch up.

‘Working with Children’ – Our Mistake!

Sallie Grayson, Programme Director, peopleandplaces, www.travel-peopleandplaces.co.uk

One of *people and places*’ core values is that volunteers will work *with* local people, not instead of them – nowhere is this more important than in projects where childcare is the primary focus: vulnerable children need care and nurture that is both consistent and culturally appropriate.

We prepare all volunteers for their placements as thoroughly as we can – some volunteers even say we over-prepare! – and during this preparation, we explain and emphasise that no volunteer will be on their own while teaching or tending children (if they *do* find themselves in that position, we will support their stopping work.) Teachers, social workers, counsellors, nursery nurses, teaching assistants – all need to be working *with* local professionals and staff – otherwise, where is the skills transfer? Where is the sustainability and is it ever ethical? Volunteers will not be working alone with the children.

So why has it taken us 5 years to realise that the category ‘working with children’ on our site was misleading? Not one of our volunteer programmes is designed for the volunteers simply to ‘work with children’. Teachers and teaching assistants work *with* local teachers; healthcare professionals work *with* local carers and professionals. This teamwork approach is abundantly clear when people read the on-site project details and are matched and prepared for their work – but the search options for ‘type of project’ on our site were most definitely misleading!

So we have changed the option to read ‘childcare projects’ *not* ‘working with children’.

‘Oh for goodness sake’, I can hear you cry – ‘that’s just semantics!’

NO – IT’S NOT!!!

The vast majority of volunteers appear to want ‘work with children’. A search in October 2011 for the specific phrase ‘volunteer with children’ brought up 341,000 links – and a quick scan of the first 50 showed that over 70% were links to voluntourism recruitment organisations – i.e. opportunities to ‘work with children’ in orphanages or childcare centres.

This is an appeal to the reader's heart. After all, who wouldn't want to ease a child's suffering? But, it can never be appropriate, responsible or ethical for short term volunteers to replace long term care and nurture – it is irresponsible and fraught with danger to support or create such environments.

Orphanage/childcare tourism has huge potential for negative – indeed, harmful – results. 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: people who have not thought through that their short visit to hug and play with gorgeous kids has real potential for damage; people who wouldn't dream that the 'orphanage' they are helping could be guilty of child trafficking and abusive relationships.

The burgeoning 'orphanage industry' in countries such as Cambodia and Thailand is a huge scandal that we have a responsibility to halt NOW! 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 travelers – meant to check the credentials of an organization at such short notice?

I am not campaigning here for sending organizations' exclusivity – I am simply pointing out that young travellers are especially easy prey. So what can we do to ensure that volunteers do more good than harm, rather than the other way around?

FACT – there is real demand for short term volunteer travel with the opportunity to engage with children. If those of us who are trying to be responsible and ethical simply pull out and say we will not manage such volunteer programmes, we will create a vacuum – a vacuum that will quickly be filled by the unethical (or at best wilfully ignorant) – and believe me, there are already way too many of them out there: 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.

YES – all of the above is really happening.

At *people and places*, we *do* send volunteers to work in orphanages. But we only place skilled and experienced volunteers to work alongside local people, *not* instead of them, and only with the informed consent of the excellent local staff and trustees of the orphanages – who have their own strict guidelines about how volunteers may engage with the children. Volunteer recruitment organisations need to do everything possible to ensure that both sides are fully informed and can thus make informed decisions.

The following is the bare minimum responsibility we believe sending organization should undertake – and the minimum assurances that should be made to potential volunteers:

- Due diligence on the project – are the beneficiaries safe, will the volunteers be safe, is there any exploitation of purported beneficiaries, does the project operate within local law
- Due diligence on volunteers – will the community be safe, is the volunteer who they say they are, do they have the skills and experience the project needs
- Preparation of both the project and the volunteer, including clear codes of conduct for the volunteers

people and places has had codes of conduct since our launch. Many of the projects where we work already have their own child protection policies; some, particularly the smaller community projects we work with, did not – we have worked with them to develop an appropriate policy.¹ All our volunteers are asked to accept the terms of the policy before they can work on the project. The child protection policy is not simply a list of rules and commitments to protect the children – it also educates and protects the volunteer. When recruitment organizations take responsibility to undertake due diligence and ensure that all stakeholders are well informed of the potential for good and bad, there will be less operational opportunities for the unscrupulous, money-grubbing and downright wicked – as well as the naive, uninformed, unskilled and untrained.

On-the-job skills share by example – the very foundation of *people and places*' programmes – means that volunteers working in “childcare projects” will indeed be engaging with children. We are duty-bound to protect those children and the volunteers who seek to “make a difference”. This is hugely challenging work and we are by no means perfect – we question the ethics of our childcare projects daily – and without the support of our local partners who are in and of their communities we would make many more mistakes.

So there are **no** opportunities on a *people and places* programme to “work with children”. If only this could be said of the volunteer travel voluntourism industry as a whole.

¹ You can read the people and places responsible tourism policy, including our child protection policy, here <http://travel-peopleandplaces.co.uk/About.aspx?category=25>

A little responsible tourism is a dangerous thing...

Michael Horton

ConCERT, (*Connecting Communities, Environment & Responsible Tourism*) is a Cambodian organisation based in Siem Reap, the service town for the Angkor Wat World Heritage site in Cambodia. Siem Reap receives around 2 million international visitors each year and for the past 3 years, ConCERT has been helping visitors to find the best way they can give support to Cambodia during their stay. It works with 25 well managed and financially transparent NGO members in and around the town, who cover many areas of activity: community development; education; child care; water supplies; environmental protection and education; vocational training; HIV/AIDS support; agriculture; health care; fighting human trafficking and child sexual abuse; land mine clearance. It knows in detail what each organisation does, and the type of help it needs.

ConCERT also works with around 60 business members in Siem Reap: hotels and guesthouses; bars and restaurants; tour operators and others. It trains their staff about responsible tourism, provides them with leaflets, and the businesses refer any guests, (who wish to make a donation or volunteer), to the ConCERT office. In addition to answering their general questions about Cambodia, ConCERT staff advise visitors on the most effective ways they can help. This depends on several factors: whether they want to donate money or volunteer; what their particular concern is; how long they are in town; whether they have any particular skills etc.

So, why does ConCERT do what it does; why is there a need to advise visitors who see people in great need and who simply want to offer their help?

We are in an interesting phase of tourism. Whereas in the past, people were content just to visit destinations and had little regard for their impact on the communities they visited, increasingly travellers want to feel they can contribute in some way. Whilst this in itself is a positive development, most people need help to make informed choices about how they can best get involved, in order that their intervention brings real benefits to the people they wish to support. Unfortunately, whilst the tourism industry is generally doing well in meeting the demands of its customers by providing activities that are very rewarding, indeed in many cases, life changing; it is doing less well in ensuring that those activities are meeting the real needs of the people they are purporting to help. This is hardly surprising as the industry's primary expertise is tourism; it is still poorly

equipped to truly understand the issues and the projects that it is becoming involved with, which are extremely complex, often harrowing, and invariably rife with difficulties.

Nowhere is this more true than in projects involving children. Emotions run high when visitors are faced with children living in difficult conditions and many people, both independent travellers, and those on organised tours, are willing to give their support in some way. In Siem Reap, this phenomenon has become an industry, and one in which the very people visitors are trying to help, tragically often end up worse off because of those interventions.

Richard Bridle, the country head of UNICEF, expresses his concern that many residential centres for children have turned to tourism to attract funding and that, by doing so, they put children at risk. He further states that even the best-intentioned tourists and volunteers are funding a system that is helping to separate children from their families.¹

Through supporting the rising number of private residential care centres, many of which refer to themselves as orphanages, in popular tourist destinations such as Siem Reap, well-meaning visitors are unwittingly promoting and perpetuating the needless break up of poor families in the misguided belief that they are helping. At the same time, this practice is diverting funds and attention away from more appropriate, and cost effective, community support based solutions. Extremely vulnerable children are removed from their families and communities, sometimes being moved to different provinces, thereby losing their natural first line of defence. If these children are used to make money for orphanage owners, their movement is quite simply internal human trafficking.

Families on or below the poverty line are most at risk, especially mothers without an income earning partner, and who are bringing up children alone. In Siem Reap province 300,000 people, (33.6% of the population), exist below the poverty line; the figure exceeds 40% in several communes.²

Despite rising criticism, debate and critique within academia, international & local child care agencies, and the media, the orphanage tourism industry continues to grow, and attracts an ever increasing supply of resources for privately owned orphanages.

The number of Cambodian children living in long term residential care centres has more than doubled over the past 5 years from 5,751 to 11,945, and yet only 28% of children in the centres are actually orphans. In the same period, whilst the number of government orphanages has remained stable at 21, the number of privately run 'orphan-

1 Voice of America 23rd March 2011

2 Siem Reap Provincial Data Book 2009, National Committee for Sub-National Democratic Development (SRDB,NCDD)

ages' rose by 88% from 132 in 2005 to 248 in 2010.³ The rise continues; in Siem Reap town alone there are now over 40 such centres and in the month of May 2011, ConCERT became aware of 2 new ones.

This rapid increase in residential centres is not in response to a rising number of orphans and vulnerable children. In the early 1980s following years of conflict, there were many orphans and children separated from their families in Cambodia. As one would expect, over the past 30 years the numbers have reduced considerably. A report by the Ministry of Social Affairs, Veteran's Affairs and Youth Rehabilitation, (MoSVY) and the National AIDS Authority, estimated there were 553,000 orphans in Cambodia in 2008.⁴ In the vast majority of cases anywhere in the world, children who lose their parents are cared for by their extended family or community; the above figures confirm that this is also the case in Cambodia with only 0.6% of Cambodian orphans living in centres.

Bodies such as UNICEF, Save the Children, Friends International, grassroots NGOs like PEPY Ride, and ConCERT, assert that the rise in tourists wanting to become more involved with the places they visit and to 'make a difference' during their stay, is driving the increase in children being placed in these institutions. The 88% increase in private centres over the last 5 years even exceeds the 76% increase in tourist arrivals to Cambodia over the same period.⁵

In addition, this increase comes at a time when residential centres, especially in the developed world, have been largely replaced by other ways to support children. The findings of more than 60 years of scientific research worldwide confirm that removing children from their families and communities and placing them in institutions, even in centres with high levels of resources and child care expertise, brings considerable problems and should only be considered in circumstances when there are no other options. Even in such cases the focus is still on finding ways to re-integrate children into their communities wherever possible and as soon as it is practical and safe to do so. This position is in accord with that of the Cambodian government, that placing children in residential care should only be considered as a last resort; after all other options have been explored.⁶

Many of the 'orphanages' are concentrated in the most popular tourist destinations and visitors are constantly approached to visit privately run centres where they can volunteer or make a donation. This is certainly the case in Siem Reap. In the town and surrounding 5 districts of Angkor Thom, Banteay Srei, Prasat Bakong, Puok, and Siem

3 Richard Bridle, Cambodian Country Head, UNICEF, "The Cambodia Daily", 21st March 2011

4 Orphans children affected by HIV and other vulnerable children in Cambodia: a situation and response analysis

5 Ministry of Tourism website, June 2011

6 MoSVY's Draft Prakas Procedures to Implement the Policy on Alternative Care for Children Chapter 7: Item 22 dated January 2010;

Reap, with a population of some 500,000, (3.5% of the country's total), the 40 'orphanages' represent 15% of the national total. All too often, people who are only in town for a few days visit the ConCERT office and say, "We have a day to spare and we'd like to do something to make a difference. We'd like to visit an orphanage, take some books and pens, and play with the children..." In addition to sunrise at Angkor Wat and touring the Tonle Sap floating villages, visiting an orphanage has been added to the activity list of many tourists.

The irony is that the visitor's genuine desire to 'do good' often results in making matters worse for the very vulnerable children they believe they are helping. Very often, children show indiscriminate and inappropriate demands for affection and are unusually friendly towards others, including strangers. What seems *so lovely* to foreigners who are welcomed into orphanages by children holding their hands and hugging them is in fact a sign of their distress.⁷

Holiday packages that include voluntary work in orphanages have a wide appeal, from gap-year teenagers to middle-aged professionals who wish to do good during their holidays, and the numbers are still growing. Orphans have become commodities in the developing world where it's now trendy for tourists to 'give back' when travelling to destinations less affluent than home. People are increasingly being told by many agencies, (including schools and universities, travel companies, volunteer placement organisations, and the general media), that it is very easy for them to do something during their travels that can 'make a difference'. This ever increasing supply of resources, both volunteers and financial, encourages more and more people with a limited understanding of child care and very mixed motives to start orphanages of their own.

ConCERT's experience is that the problems this brings are manifold:

- Many centres are operating an open door policy for visitors and volunteers with the aim of raising more funds, and with little regard for the safety and wellbeing of the children
- Poor state regulation and control means it is easy for paedophiles to visit and volunteer with children, (even to establish their own centres). Since 2003, one of the child sexual abuse investigation NGOs working in Cambodia, Action pour les Enfants, (APLE), has, on its own, provided evidence to the police that resulted in 161 arrests, 87 convictions, and a further 33 cases awaiting trial.⁸
- Many centres are being run primarily as a means of providing an income for the founders and their families
- Others are run by people with a genuine concern for the children in their care, but who simply don't have the necessary skills and resources

7 Friends International – Myths and Realities about Orphanages in Cambodia

8 APLE handbook, Feb 2011

- Whatever their motives, the vast majority of people running the “orphanages” have little or no skills and experience in operating something as complex as a residential childcare institution; many have never managed any type of enterprise. In the most benign cases they have limited knowledge, or interest, in:
 - Basic planning and administration, including transparent financial management
 - How children are selected for admission
 - Maintaining links with families or reintegrating children with their families or communities
 - Child protection procedures for staff, volunteers, visitors, other children, and home visits
 - Staff recruitment, training, mentoring and discipline
 - Pastoral care including nutrition, health and safety, hygiene, basic healthcare and first aid
 - Child development, including the monitoring of educational development
- Vulnerable families are encouraged to send their children to the centre in the belief they will be better cared for than at home. One of ConCERT’s community centre members is aware that 3 of the community’s poorest families are currently being repeatedly approached by an orphanage in Phnom Penh that is encouraging the families to send their children there.
- More worryingly, this attitude is seeping into the consciousness of poor families, who are now often actively seeking places for their children in such centres in the two-fold belief that their children will be better off, and that there are no alternative solutions
- In many cases, extremely vulnerable children are brought from distant provinces, breaking links with their families and making them even more at risk. If these children are used to make money for ‘orphanage’ owners, their movement is quite simply internal human trafficking

Added to this mix is a constant stream of well-intentioned but ill-informed volunteers and visitors, most of whom have no experience or skills in how to provide appropriate pastoral care for institutionalised children, and with little or no knowledge about the country, culture, and overall situation they are supporting.

The problems resulting from tourism supported residential care in Cambodia are highlighted by looking at UNICEF’s 15 Formal Care indicators, published in 2009.⁹

The first 5 look at national statistics and the last 3 look at national legislation & policy frameworks; the middle 6 focus on practices within individual institutions and, from ConCERT's experience in Siem Reap, many if not most of the private centres achieve low scores in these indicators:

- Indicator 6: Contact with parents and family; (% of children in formal care who have been visited by or visited their parents, a guardian or an adult family member within the last 3 months)
- Indicator 7: Existence of individual care plans; (% of children in formal care who have an individual care plan)
- Indicator 8: Use of assessment on entry to formal care (gate keeping); (% of children placed in formal care through an established assessment system)
- Indicator 9: Review of placement; (% of children in formal care whose placement has been reviewed within the last 3 months)
- Indicator 10: Children in residential care attending local school; (% of children of school age in residential care who are attending school within the local community with other children who are not in residential care)
- Indicator 11: Staff qualifications; (% of senior management and staff/carers working with children in formal care with minimum qualifications in childcare and development)

Even the best institutions are a compromised substitute for children growing up in their own family, and most privately run 'orphanages' in Cambodia are far from being 'best'.

Orphanage tourism also has a profound effect on local culture. Bringing 45 children together in an orphanage not only makes it much easier for the people in charge to provide them with some basic level of care, compared with trying to support them individually in their families and communities; it also enables the complexities, harsh realities, and downright unpleasantness of their individual stories to be simplified and sanitised. Once transformed into lovable innocents, poor, sick, and vulnerable Cambodian children can be packaged and marketed to meet the demands of the privileged tourist and added to the list of possible holiday activities. This reinforces the erroneous view that vulnerable children are abandoned in Cambodian culture, and strengthens the notion of cultural superiority in the tourists.

Tourism supported child residential centres needlessly break up families and expose children to other cultures in uncontrolled, confusing, and often dangerous ways. Their own cultural identity is threatened on many fronts: unsupported contact with an unend-

ing stream of foreign visitors and a foreigners approach to life that disconnects them from being Cambodian; the emphasis given to the importance of learning English; traditional dances reduced to money making, on demand, exhibitions; reinforcement that Cambodia and Cambodians are poor and 'bad' and all things foreign are rich and 'good'. ConCERT staff see many children and young people who have real identity and cultural crises after leaving their centre, which is not surprising after extended periods of being showered with attention from emotional tourists, repeatedly told they are 'beautiful' and 'special', and shown tantalising glimpses of other worlds.

So, what's the alternative?

Well, because the problem is largely caused by people's desire to do good, it also contains its own solution, though it will be far from easy to effect it. What is needed is a better understanding by the industry of the problems, which will then enable it to design and offer activities to its customers that better meet those needs. ConCERT is working at all levels, helping the various stakeholders to better understand the issues. It works with individuals and groups who want to help, with the projects themselves, and with the industry.

In the case of children and orphanages, a far better solution is community based support services for children and families in crisis. Poverty reduction is key to solving the root cause of this issue; the poorer the family, the more likely are desperate mothers to send their children to residential centres. Whilst most residential centres have their exemplar: the child who now has a good job, or is studying overseas, or has a generous sponsor for her family, these are a tiny percentage of the total. Despite their rhetoric about breaking the poverty cycle, most do little or nothing in this regard as they have little interest and experience in developing life skills for the children in their care.

By contrast, holistic community development programmes are positively designed to keep families together and provide a wide range of services: emergency food support, education, social services and counselling and healthcare programmes. Crucially, most offer vocational training aimed at income generation, and other support such as community microfinance facilities. Through these services, children and their families will be able to maintain or regain their dignity, and preserve and value their cultural identity.

The tourism industry needs to become more aware of the orphanage tourism issues, and the benefits of holistic community based support programmes that include family support, education and income generation. It would then be easier to:

- channel tourist assistance into the development of more appropriate community based support services by helping tourists to make informed decisions on how they can best to improve the situation for children and families living in extreme poverty

- encourage the development of more child focussed community support programmes through increased help for projects already engaged in these activities
- encourage tourism businesses such as hotels and restaurants to support community support projects and move away from orphanage tourism
- develop and promote responsible tourism in general

The situation ConCERT faces in Siem Reap illustrates the issues very well. There are 300+ charities of one sort or another in the province, many of whom target tourists for support. It is a destination where great wealth and privilege rub shoulders with abject poverty. It is a very short stay destination and most visitors are only in Siem Reap for a few days. Over 90% of the visitors to the ConCERT office want to do something to help children; most of those wish to support or visit an orphanage.

ConCERT staff discuss why unplanned visits to schools and orphanages are not in the best interests of the child, and that volunteering for a day or two brings little benefit and is usually disruptive and emotionally distressing for children. ConCERT very deliberately only has 2 residential centres amongst its 25 members, and both of these have strict rules about volunteers and visitors. The staff talk to visitors about the practices in these centres to highlight how a well-run residential centre should be operated, and how complex such an undertaking is. They explain that the other 23 ConCERT members are all involved in community support to a greater or lesser extent, even the environmental/conservation NGOs have strong community development programmes, and that their activities are providing support for poor communities, thereby reducing the likelihood of children being separated from their families.

ConCERT firmly believes that tourism has the potential to bring real benefits to its local communities, but that to do this successfully, the community's needs have to be understood as a first step. Visitor activities then have to be designed and managed so that they bring real benefits to the most needy and not just provide a satisfying experience for the paying guest. It is extremely distressing for those active on the ground and aware of the massive needs to see people's time, money, and good intentions often making the situation worse.

It's time for Responsible Tourism to move into the next phase so it can truly deliver what it promises, both to the communities it purports to help, and to those of its paying customers who are led to believe they are truly "making a difference".

ConCERT – "Connecting Communities, Environment & Responsible Tourism" - is a non-profit organisation based in Siem Reap, Cambodia. Our aim is to reduce poverty, and we do this by bringing together people who want to help, and local organisations that need the kind of support they can give. www.concertcambodia.org

The 2011 Virgin Holidays Responsible Tourism Awards

Harold Goodwin, Professor of Responsible Tourism Management, Leeds Metropolitan University and Chair of the Judges of the Virgin Holiday Responsible Tourism Awards

The Responsible Tourism Awards were launched in 2004, initially sponsored by First Choice Holidays they have been sponsored since 2007 by Virgin Holidays. The Awards were established by ResponsibleTravel.com when British Airways announced that they were no longer going to organise the Tourism for Tomorrow Awards, although these were subsequently re-launched by the World Travel & Tourism Council¹ The Awards are also supported by World Travel Market which provides the venue for the Awards to be presented as part of World Travel Market on World Responsible Tourism Day, the second Wednesday of November each year. The media sponsors are particularly important to the Responsible Tourism Awards because we seek nominations from the public. Geographical Magazine has supported the Awards since the beginning. The Times was followed by the Daily Telegraph and now the Metro. This means that over the years the Awards have been seen by a millions of different readers.

The announcement of the Awards, subsequent encouragements to nominate and the publication of the results each year contribute to spreading the message about Responsible Tourism. Responsible Tourism is about taking responsibility for making tourism more sustainable, addressing economic, social and environmental sustainability. The Responsible Tourism Awards, like the World Travel Market's World Responsible Tourism Day,² use the 2002 Cape Town Declaration as its definition of what Responsible Tourism means: it is about making "better places for people to live in and for people to visit."³

Details of the categories, winners and highly commendeds can be found on the Awards website⁴. The Awards are not an accreditation scheme The Awards are not about certifying an organisation as responsible, but rather about recognising outstanding achievements that will help change the industry. We are looking for examples in each category which will excite interest and help us to drive the agenda forward, we particularly look for examples which will inspire and which are replicable.

1 www.tourismfortomorrow.com

2 www.wtmwrtd.com

3 www.responsibletourismpartnership.org/whatRT.html & www.responsibletourismpartnership.org/CapeTown.html

4 www.responsibletravel.com/awards/categories

The Awards aim to celebrate innovation, to inspire change in the industry, and to recognise organisations that demonstrate best practice. We, the judges and the organisers want the Awards to be the place to share stories about those organisations leading the way in responsible tourism. Some idea of the scale of the operation can be gained from the following statistics which also show how much the awards have grown. In 2004 there were around 700 nominations in 2011 there were 1,631, for 684 unique nominations. In 204 107 were long-listed, in 2011 234 long-listed individuals and organisations were sent questionnaires. In 2004 there were 6 questions, in 2011 there were 19.

We look for examples of Responsible Tourism in practice which have some of the following characteristics

- Demonstrate the application of Responsible Tourism in taking responsibility for making tourism more sustainable across the triple bottom line of economic, social and environmental
- Credible evidence—based on the questionnaires we send out to all those who make the long list and the references which we take up
- Novelty —we want organisations with original ideas, innovative approaches to solving problems in responsible 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 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.

We seek nominations from the public and the industry, the nomination process is an open one but only those nominated can be considered for an Award, and then only if they make the substantial effort required to complete the questionnaire they are sent. There are six stages in the process:

1. In April each year nominations are sought
2. Staff and alumni of the International Centre for Responsible Tourism research all the nominations — they determine a long-list. They too are unpaid volunteers.
3. Long-listed businesses and individuals are then asked to complete a long questionnaire and provide referees.

4. In pairs the judges then review those long-listed nominations for which questionnaires have been completed. Each pair of judges make recommendations for two categories.
5. On the judging day, in September, there is debate around the table about the recommendations made by the judges to the judging panel and a collective decision is reached.
6. Where there are particular concerns or uncertainties we the undertake a further stage of due diligence.

Obviously some categories are stronger than others but we persevere with categories which only have small numbers of entrants, cruising and low carbon for example, because we are seeking to drive the agenda of change. In many categories competition is stiff. This reflects the change which has accelerated in the last five years. This makes it more challenging for the judges to select the inspirational stories that best serve as an example for the industry.

Small and large businesses win every year. Where a business or organisation is nominated for a second time they will only be awarded if they have made significant progress since the last time they were awarded.

The Judges have no knowledge of the sponsorship arrangements each year and they are not recompensed for their time for their travel expenses. They are genuinely independent volunteers and they come from a wide range of backgrounds:

- Tricia Barnett: Director of Tourism Concern
- Justin Francis: CEO and co-founder of Responsibletravel.com
- Harold Goodwin: Chairman of judges, Professor of Responsible Tourism management at Leeds Metropolitan University and director of the International Centre for Responsible Tourism
- Graeme Gourlay: Owner, Circle Publishing
- Dr Rebecca Hawkins: Considerate Hoteliers Association, CESH
- Debbie Hindle: Managing director, Four BGB Communications
- Sue Hurdle: Chief executive, The Travel Foundation
- Fiona Jeffery: Chairman of World Travel Market
- Ian Reynolds: Chairman at Citybond Holdings Plc, former chief executive ABTA
- Lisa Scott: Travel Editor, Metro
- John de Vial: Director of ABTA, The Travel Association, Travelife and The Travel Foundation
- Nikki White: Head of Destinations and Sustainability, ABTA
- Matt Walpole: Head of Ecosystem Assessment, UNEP-WCMC

In 2011 the judges decided to make 30 Awards. There has been interest from winners, journalists, those who have entered and been unsuccessful and other about the reason for the judges' decisions. The judges can only award from amongst those who are nominated and who make the time and effort to complete our extensive paperwork. We know that this is an onerous task. Competition in many of the categories is stiff and often the differences between the winners and highly commended and the others which made the final stage of the judging process are relatively small.

Here I have sought, on behalf of the judges, to indicate what gave the edge, and the award, to the winners and highly commendeds.

1 Best accommodation for the environment

This Award goes to a hotel, lodge or other accommodation run with an innovative approach to local environmental issues and carbon reduction.

Winner : Battlesteads, UK

Battlesteads⁵ is a three star hotel in Northumberland in the north of England in what was originally an C18th farmhouse which became a pub and in 2005 became a 17 room hotel. The judges wished to recognise the outstanding and comprehensive approach of a small, 3* tourism business, an approach more normally associated with larger sophisticated corporate applicants and high end niche players. The judges were impressed by the inspiring leadership example this mainstream business represents, demonstrating as an exemplar a highly replicable model. The hotel has increased its turnover nine-fold with a carbon footprint increase of around 10%.

- The use of low-energy light bulbs throughout means that the whole hotel now uses less energy for lighting than the bar area alone did in 2006.
- a biomass boiler and solar thermal panels, now provide all the heating and hot water for the whole premises. The fuel for the biomass boiler comes from sustainable forestry only one mile away, meaning virtually zero fuel miles.
- on two acres of land, with two polytunnels, the hotel grows its own veg, fruit and salads, rainwater is captured in a huge tank to provide water for the entire garden and planters.
- Battlesteads has created 15 jobs and supported a wealth of local suppliers as virtually all the food used in the restaurant is sourced from within 25 miles.
- Battlesteads offers charging for electric vehicles and is ready for when models such as the Nissan Leaf go into full production.

- Battlesteads has also addressed wheelchair access⁶
- The hotel has specially planted its garden to encourage wildlife - the boiler house has a bat box and an owl box. There are now 28 species of birds and eight of bumblebees in the garden of the hotel.
- Battlesteads has the Green Tourism Business Scheme, Gold Award⁷.

Highly Commended: Campi ya Kanzi, Kenya

Campi ya Kanzi is community eco-lodge in the Chyulu Hills, in front of Mount Kilimanjaro this community lodge offers a classic luxury safari experience while caring for wilderness, wildlife and culture.

Water is often a major issue between lodges and communities. The judges were impressed by the efforts made by the lodge not to tap into the community's water resources, by developing a system that would move them away from using a spring or bore holes; and to return waste water productively back to the environment. Campi ya Kanzi harvests rain water. Non-drinking and cooking water is collected from the rains, and they have a 90,000 square ft water collection area: special PVC sheets are rolled out in the rainy season and the water is stored in water bladders (1,200,000 lt capacity). All water (grey and black) is naturally filtered, without using electricity, through septic tanks, a percolator and a reed bed system: it is then returned to the environment for the wildlife. This system is currently being developed to also supply drinking water.

Highly Commended: Kasbah du Toubkal

Kasbah du Toubkal was a winner of this award in 2004 and highly commended in 2010. This year the judges were impressed by the role which the Kasbah du Toubkal has played with other organisations in cleaning up Jbel Toubkal. The Mountain summit and access paths are littered everyday by the numerous trekkers who visit.

The Kasbah Du Toubkal has combined with The Summit Foundation from Switzerland and local Moroccan Association to offer its Annex in Imlil to become a visitor and study centre for the Mountain Propres⁸ initiative, a rubbish clean up in July 2011 collected over 1 ton of rubbish from the slopes of Jbel Toubkal and was done, not as in previous years by well-meaning visitors, but mainly by the local Moroccans and their friends. 1 ton has been bought off the mountain side and a new Carry In / Carry Out scheme has been initi-

⁶ Steve Wilkinson www.accessibleplaces.net

⁷ www.green-business.co.uk One of very few in the UK to achieve this standard, is a leading example of how a business can successfully incorporate responsible tourism into their business in a transparent manner that improves the experience of their customers.

⁸ The Mohammed VI Foundation, Mawarid ('Plastic Free Marrakech') and a Swiss Ecological 'Summit Foundation' have created Mountain Propre ('mountain trained/tidy') -initiated in a three day expedition in July 2010 to clear up the litter and raise awareness for the need for guides, residents and walkers to preserve the landscape and take their litter home. 50 volunteers (and lots of donkeys) were involved in filling up 500kg of rubbish bags.

ated to stop any more build up. Over coming years the remaining estimated 9 tons will be removed and recycled. Mountain Propres activities include the reduction of plastic water bottles and more use of safe local drinking water.

The Judges wanted to Award Kasbah du Toubkal for demonstrating leadership in campaigning for the local area, and for establishing strong connections with local government to set up their rubbish clearance system as a pilot project that would roll out to other valleys.

2 Best in a marine environment

This Award goes to an organisation related to a beach or other marine environment, such as turtle conservation or a marine eco-tourism trip.

Winner: Peninsula Citizens for Sustainable Development, Belize

The judges were impressed by the campaigning that the Peninsula Citizens for Sustainable Development⁹ for local tourism development. They have worked with the Placencia Chapter of the Belize Tourism Industry Association and Peninsula communities to prevent destruction of the authenticity of the Placencia Peninsula and its locally owned tourism businesses by the national government's proposed introduction of cruise tourism to the area. This campaign led to continuing community collaboration on Peninsula 20/20, a program to end reactive opposition to tourism development proposals from outside forces and to begin pro-active planning for the Placencia Peninsula to support and promote environmental stewardship and responsible and sustainable tourism that will primarily benefit locally owned businesses and members of our Peninsula communities. This community collaboration is supported not only by PCSD but also the Placencia Fishing Cooperative, the Seine Bight and Placencia Village Councils, the Placencia Tour Operators and Tour Guides Associations, the Southern Environmental Association and the Placencia BTIA.

Furthermore, in Belize, Environmental Impact Assessments must include a social/cultural/economic assessment component and Peninsula Citizens for Sustainable Development worked to make government officials and local communities recognize that piecemeal approval of too many second homes is severely hurting local businesses and altering the character of the area.

Highly Commended: Coral Cay Conservation, UK and Cambodia

Coral Cay Conservation¹⁰ sends volunteers to work with local communities on community-based coral reef and tropical forest conservation. They provide partnership assistance to projects inspired by and led by in-country partners, responding to community need.

⁹ www.pcsdbelize.org

¹⁰ www.coralcay.org

Coral Cay Conservation was Highly Commended for Volunteering in 2009 and in 2010 Highly Commended in the Marine category for its work in Fiji.

The judges were impressed this year by their collaboration with the Cambodian Ministry of Agriculture, Forestry and Fisheries in order to lay the foundation for the first large-scale Marine Protected Area (MPA) in Cambodia. By the end of 2011, the government will proclaim an MPA encompassing the islands of Koh Rong and Koh Rong Samloem which will conserve biodiversity hotspots. The area is home to many rare and endangered species, including Seahorse breeding grounds, Hawksbill and Green Sea Turtles, and Horseshoe Crabs which are on the IUCN Red List of Threatened species. Coral Cay Conservation is working in partnership with government agencies, along with a host of domestic and international organizations, as well as the local fishers and communities to realize Cambodia's first effectively managed MPA.

Highly Commended: Maple Leaf Adventures, Canada

Maple Leaf Adventures¹¹ is a locally owned company with a mission to generate local employment by appreciating, rather than depleting, the natural world. Their trips aboard a 92-foot sailing ship cruise the coast's islands and fjords and explore the ancient rainforests of British Columbia, Queen Charlotte Islands, Great Bear Rainforest, Vancouver Island and the Gulf Islands.

The judges were impressed by the example Maple Leaf Adventures sets as a small company which works with First Nations communities in marine conservation. They support wildlife conservation programs financially, educate travellers in conservation and also use their position as business leaders to actively work for and advocate for environmental protection. They were instrumental in the recent landmark agreement to protect the Great Bear Rainforest, have been outspoken opponents of bear hunting in British Columbia, and have been leaders in working with First Nations to ensure that visitors do not negatively affect their cultures. And they have continued to grow the company through the recession.

3 Best responsible cruise or ferry operator

This Award goes to a cruise or ferry operator that acts responsibly towards the environment and local people.

Winner: DFDS Seaways Newcastle, UK¹²

DFDS is one of Europe's largest ferry companies, operating both consumer and freight routes between England, France, Belgium, Holland, Germany, Denmark,

11 www.MapleLeafAdventures.com

12 www.dfdsseaways.co.uk

Norway, Sweden and Lithuania. In the UK, the company operates passenger services on routes from Newcastle to Amsterdam, Harwich to Esbjerg and Dover to Dunkirk. Since 2007, consumption per nautical mile has fallen by 7.9%, and DFDS is thus well under way to achieving its goal of a 10% reduction in energy consumption over five years.

In 2008 DFDS looked at their environmental commitments and decided that they would like to do more, to go beyond their statutory obligations and look to see where they could make a significant difference to marine conservation. The judges were impressed by the scale and range of the initiatives being taken to provide marine research and education by a ferry operation, many of which are replicable, contributing to environmental sustainability and enhancing the passenger experience. They were also impressed by their work partnering with Northumberland Tourism to promote local responsible tourism businesses and partners in the region.

- Working with ORCA¹³, DFDS began to survey all their routes for whales, dolphins and other wildlife. This revealed that there were many more opportunities to show people these cetaceans from DFDS ships than had been imagined. Over 100 marine wildlife surveys have been complete, wildlife education officers have been employed on two routes.
- An onboard 'Wildlife Centre' Equipped with binoculars and a spotting scope, dolphins and sea birds are regularly spotted from the centre. The passengers are involved in a range of innovative, engaging and fun educational activities. Around 10,000 people a year are encouraged to make small changes in their lifestyle that will benefit marine ecosystems.
- Working with ecotourism specialists School of Whales¹⁴ DFDS have developed a programme of low-impact wildlife watching mini-cruises in search of migrating birds. These tours on the ferry route between Harwich, UK, and Esbjerg, Denmark are designed to be highly educational, teaching people how and why birds migrate before showing them migration in action along the Danish coast. The trips employ local Danish guides and rely on public transport networks for travel.
- Beginning in Autumn 2011, DFDS Seaways is jointly sponsoring an educational outreach programme in the Newcastle area which will be managed by marine conservation charity ORCA. The programme will use whales, dolphins and the historical story of fishing in the Northeast as vehicles to enthuse, inspire and educate people about the wider marine environment.

13 www.orcaweb.org.uk

14 <http://schoolofwhales.com>

Highly Commended: Ullswater Steamers, Lake District UK

Ullswater Steamers¹⁵ which carries around 240,000 passengers per year was Highly Commended in 2008. Ullswater Steamers are a recreational transportation service providing a sustainable, environmentally friendly, public transport system linking some of the most iconic walking routes in the Lake District.

The judges were impressed by a cruise organisation taking steps to directly benefit and improve their destination, and their visitor payback scheme for every fare travelling from Howtown to Glenridding which has raised over £30,000. They have been awarded Green Tourism Business Scheme (GTBS) Silver for their environmental management practice, which involves comprehensive target and objective managements systems with monitoring records as support evidence. All evidence is inspected annually, checked by GTBS and published online.¹⁶ Glenridding Pier House has been refitted with the use of natural light, ventilation, LED, sensory lighting in non-public areas, double porch entrance, low e-argon filled glazing panels, improved thermal cavity installation by 75 mm, increased pipe lagging. By adjusting the boat schedule they achieved a reduction of 5.78 carbon tonnes in 2009/2010 period. Current invertors on vessels convert energy from 24V to 240V, replacing need for a generator and a host of other changes all of which have radically improved the company's environmental performance. The Western Belle, a heritage vessel, was refitted to modern environmental and sustainability standards

Ullswater Steamers attribute their attraction of 50,000 more visitors into the area to their commitment to promoting natural tourism highlighting the rich biodiversity of the area, for which they have been successful fundraisers for 20 years.

4 Best low carbon initiative

This Award goes to an organization or programme with a replicable and inspiring approach to reducing the carbon intensity of travel.

Winner: Eurostar, UK and France

Eurostar¹⁷ won the best transport category in 2004 and 2007. The judges were impressed that despite its evident advantage over air transport Eurostar has not rested on its laurels. Eurostar has continued to reduce its carbon emissions and has been encouraging its passengers to reduce theirs. They accommodate bikes on their trains and for frequent and business class travellers offer hybrid taxis in their core cities and launched the "Eurostar Ashden Award for Sustainable Travel". Commissioning the film "Somers Town" helped

15 www.ullswater-steamers.co.uk

16 www.ullswater-steamers.co.uk/contribute_files/UllswaterSteamerSustainableProcurementcasestudyFinal.pdf

17 www.eurostar.com

bring awareness of the social struggles in and around Kings Cross and reflect our ambitions to improve the quality of life by helping to rejuvenate the area.

In 2007 Eurostar had just released findings from a carbon study which revealed that travelling by Eurostar emitted one tenth the carbon emissions of equivalent short haul flights, it was then that they introduced a Tread Lightly¹⁸ initiative targeting 35% reduction in CO₂ emissions per passenger journey by 2012. They have already achieved a 25% reduction. Eurostar has committed to reduce the CO₂ emissions of its own supporting services and suppliers by 25% by 2015.

Since 2007 they have reduced their waste to landfill by 40% and now send less than 2% of our waste to landfill with over 60% of waste being sent for recycling. In 2009 Eurostar started working with Worn Again who now take their old uniforms and up-cycle them into new saleable products. More recently they have started purchasing products recycled from old uniforms and Eurostar's train managers have been working closely with Worn Again to design a train manager's bag made from the redundant stock. Many of Eurostar's initiatives and achievements are highly replicable by other railway companies.

Highly Commended: Intrepid, Australia

Intrepid¹⁹ takes over 100,000 travellers to 130 countries on all seven continents. Intrepid Travel is now part of the PEAK Adventure Group, a strategic venture between Intrepid Travel and TUI. Intrepid was Highly Commended as best tour operator in 2004, a category which they won in 2006 when they were also joint overall winner. In 2007 they were Highly Commended for Conservation of Cultural Heritage.

Many tour operators are beginning to address the issue of their own greenhouse gas emissions. The judges were impressed by Intrepid's efforts to reduce its emissions across their global business. Intrepid have a policy of integrating their tours with local transport where possible rather than using specialist tour vehicles. Signatories to the United Nations Global Compact²⁰ they have produced Global Sustainable Development Policy which addresses their activities as a business as well as the way the trips are operated. Intrepid has incorporated its Carbon Management Plan into KPI's across the company. They measure their emissions - everything from electricity, gas, waste, business travel to paper usage at 20 international offices and 10 domestic offices/sites. They have an automatic computer shut down and use Skype conferencing extensively.

18 www.eurostar.com/treadlightly

19 www.intrepidtravel.com

20 www.intrepidtravel.com/ourtrips/rt/Our_Approach_to_Sustainability_COP_2010.pdf

5 Best contribution to conserving cultural heritage

This Award goes to a tourism organisation or initiative working to protect and promote cultural heritage.

Winner: Agri-Tourism, Maharashtra, India

The Agri-Tourism Development Corporation²¹ began in the village of Baramati in 2005. ATDC now has 500 trained farmers and 152 Agri-tourism locations across the state of Maharashtra. Those farmers involved in the initiative across the state have experienced a 25% growth in their income. Agri-tourism is a means of conserving local agricultural heritage along with diversifying business opportunities and securing a viable and sustainable livelihood.

The judges were impressed by the success of this initiative in assisting farming families to diversify their economic activities and increase their incomes, encouraging youth to continue farming; and its achievement in attracting back local artists who had left their rural communities with what is primarily a domestic tourism experience. ATDC contributes to the conservation of cultural heritage in two ways: by enabling farmers to maintain their farms and rural way of life; and by fostering the artistic traditions of rural communities in Maharashtra, contributing to the maintenance of this cultural heritage. ATDC describes its purpose as to “keep farm in the family and the family in the farm.”

This approach is highly replicable and the judges welcomed the opportunity to make the award to an enterprise meeting the demand primarily from domestic Indian tourists. Survey evidence in 2004, showed that 43 % of urban Indians did not have any relative in the villages, but also that they wanted to visit villages and for a nostalgic experience and to relive the enjoyment of their childhood memories. Since 2005 ATDC has pioneered the concept of Agri-tourism and trained 500 farmers, and 150 Agri-tourism centres are now running in Maharashtra.

Highly Commended: Nutti Sami Siida, Sweden

Nutti Sámi Siida²² is a small Sámi owned and operated ecotourism company based in the village of Jukkasjärvi in Swedish Sápmi, in the municipality of Kiruna. It was founded in the winter of 1996/97. Nutti Sámi Siida provides natural and cultural experiences based on the Sámi culture, the indigenous culture of Fennoscandia, and the reindeer.

The business is based on Sámi cultural knowledge and practices linked to the land; it contributes to the conservation of natural areas, maintains Sámi lifestyles and provides benefits for local communities. Nutti Sámi Siida carefully preserves and develops the

21 www.agritourism.in

22 www.nutti.se

traditional Sámi knowledge of taming and training reindeer to pull sleds contributing to the maintenance of an endangered cultural practice. Nutti Sámi Siida provides tours over several days where each guest drives his/her own reindeer with a sled through the vastness of Sápmi. The use of traditional transport as part of a cultural heritage experience contributes to the enjoyment of the tourist and to the conservation of the culture associated with it, and it is often environmentally friendly.

The Judges were impressed by Nutti Sámi Siida providing employment during quiet times in reindeer husbandry, and for creating employment opportunities that incentivise young people to stay in the area, maintaining their culture, instead of moving to more urban areas.

6 Best destination

This Award goes to a resort, village or an entire country that manages tourism well for the long-term benefit of tourists, conservation and local people.

Winner: Destination Roros, Norway

Destination Røros²³ manages the old mining town of Røros, including the neighbouring five municipalities, providing sales and marketing, and organising the Røros winter market and the Christmas market. Røros was recognised as a UNESCO World Heritage site in 1980, although evidence of conservation of the town's traditional wooden structures predates this. The old mining town of Røros, with 3700 inhabitants, attracts more than 1 million visitors each year. The challenge for Destination Røros is the maintenance of world heritage, sustainability and business development, since 2009 it has been one of Norway's four pilot areas for sustainable tourism. Amongst the initiatives which impressed the judges were its

- hospitality and 'Local Knowledge' program developed in 2010. Over 90 businesses and 350 people have so far enrolled and the first companies have completed the programme;
- sustainable business development programme available to its 175 member businesses;
- local food safari's with local food guides educated by Destination Røros promoting local food from 28 local producers as well as the summer mountain farms in the area.
- engagement of 25 students from the University NTNU in Trondheim have been involved in designing new sustainable waste systems.

- role in maintaining the charter winter market (Rørosmartnan²⁴) which dates back to 1853 and which plays an important part in maintaining the local culture.

Highly Commended: Forest of Bowland, UK

The Forest of Bowland,²⁵ Area of Outstanding Natural Beauty (AONB) is internationally important for its heather moorland, blanket bog and rare birds. The AONB is managed by a partnership of landowners, farmers, voluntary organisations, wildlife groups, recreation groups, local councils and government agencies. In 2005 the Forest of Bowland AONB became the first protected area in England to be awarded the European Charter for Sustainable Tourism in Protected Areas²⁶ the Charter was re-awarded in September 2010. The Charter is awarded to protected areas that are delivering tourism that is both nature and landscape friendly and which contributes to the economic development of the region. The Charter approach ensures that organisations, local people and businesses are working together to protect the area, whilst at the same time increasing opportunities for visitors to discover and enjoy its special qualities.

The judges were impressed by the holistic and inclusive approach to taking responsibility for sustainability:

- 37 local businesses have achieved European recognition as Sustainable Tourism Business and 37 businesses have achieved GTBS accreditation;
- 130 tourism businesses participate in the Forest of Bowland sustainable tourism network
- about 100 businesses host Bowland Tourism Environment Fund collection boxes to support environmental projects in the AONB;
- others are following their lead in establishing the partnership West Pennine Moors, the Green Eden Project and Cotswolds AONB have visited and there has been interest from Girona (Spain) and Latvia to

7 Best for poverty reduction

This Award goes to an organisation that acts to reduce poverty among communities.

Winner: Robin Pope Safaris Zambia and Malawi

Joint Overall Winner

Robin Pope Safaris²⁷ (RPS) is one of the oldest photographic safari companies operating in Zambia and more recently, Malawi. They operate 6 safari lodges/camps in Zambia's

²⁴ www.rorosmartnan.no

²⁵ www.forestofbowland.com

²⁶ www.european-charter.org

²⁷ www.robinpopesafaris.net/about-rps/our-history/

South Luangwa National Park, along with mobile safaris through protected areas, and currently two lodges in Malawi.²⁸ Jo Pope from Robin Pope Safaris was winner in the personal contribution category in 2005.

Robin Pope Safaris were pioneers of responsible tourism in Zambia and have supported many community projects over the last 20 years, including rural village schools. In 2009 Jo Pope set up a charitable local organization called Project Luangwa²⁹ to bring together safari operators in Zambia's Luangwa Valley to ensure that tourism benefits neighbouring communities fully through the delivery of education and business development programmes financed by the lodges and their guests and sponsors. This charitable organization grew out of Robin Pope Safaris' 20 years commitment to grass roots sustainable community development initiatives such as the successful Kawaza School Fund and Kawaza Village Tourism Project where RPS took the exceptional step of pioneering cultural tourism development in Zambia. The judges recognise the contribution which Robin Pope Safaris have made to local communities in South Luangwa, the significance of having engaged other businesses in the Valley in Project Luangwa and the extension of their approach to Malawi.

Highly Commended: Feynan Lodge, Dana, Jordan

Feynan Ecolodge³⁰, owned by the Royal Society for the Conservation of Nature, was constructed in 2005 at the western edge of the Dana Biosphere Reserve, it was developed to provide economic opportunities for local communities and generate revenue for the conservation of Jordan's wild places. In September 2009, EcoHotels took over the management and operation of the lodge.

EcoHotels, is a Jordanian startup, an NGO/private sector partnership. This partnership allows RSCN, mandated by government to manage all of Jordan's nature reserves, to concentrate on conservation work, while EcoHotels focuses on tourism development and guest eco-experiences. Feynan Ecolodge exclusively employs locals. The judges were impressed by the initiatives taken by EcoHotels to green its operation and to maximise the local economic benefits

Feynan Ecolodge provides employment in an area where there are few jobs and poverty is an issue facing the community. Many of the Bedouin still live traditionally in tents and children were expected to shepherd the goats all day in and around Feynan. Feynan has provided alternatives to the destructive overgrazing of the reserve that was once commonplace, while preserving a traditional way of life. Now, parents have the opportunity to work thanks to ecotourism and see the benefits of their children attending school.

28 In Lake Malawi National Park and Majete National Park

29 www.projectluangwa.org

30 www.feynan.com

- Over 80 families from the local community, around 400 people, directly benefit from Feynan Ecolodge.
- The staff of 25 is entirely from the local community, everyone from lodge manager to housekeeping staff,
- Another 6 people work in the leather and wax workshops attached to the lodge
- Around 45 drivers provide shuttle service to guests to and from lodge on the 8 km/5 mile dirt track leading to the lodge, two men provide camel and donkey transport services to lodge clients
- A local woman is the exclusive bread supplier (working from her tent), another woman handles laundry, and another man provides ancillary support and services to the operation. Guides are all from the local community.
- EcoHotels will soon be starting regular classes at the local school to educate children about the importance of conservation and the environment, in addition to arts and English classes.

8 Best tour operator for local experiences

This Award goes to an operator taking innovative steps to give travellers a real sense of their destination, perhaps by organising homestay programmes or connecting travellers with local people through educational, leisure, or craft initiatives.

Winner: SockMob Events / Unseen Tours, London

Joint Overall Winner

SockMob Events³¹ is a new venture; bringing a very different form of tourism to London. SockMob Events is a social enterprise, a volunteer network engaging with London's homeless. Their Unseen Tours programme provide entertaining and poignant walks "with trained homeless guides offering you a historical but also unexplored perspective of the city, as perceived through the lens of homelessness. Uniquely, the tours interweave the guides' own stories and experiences, introducing a new social consciousness into commercial walking tours." They have had about 1500 clients.

The consumer proposition is sharply focussed "Want to challenge your view of what it means to be a person living in London? Then come on our alternative walking tours and discover one of the world's most vibrant and paradoxical cities as you've never seen it before!" "Unseen Tours have been created to challenge as well as entertain, combining history with contemporary insights and anecdotes of street life. Crucially, they also help our homeless guides to make a living as they take the lion's share of ticket revenue."³²

31 www.sockmobevents.org.uk

32 www.sockmobevents.org.uk 17th October 2011

The judges were impressed by the vision of this new addition to London's tourism, an opportunity to see London through different eyes and to hear a voice which is generally silent in tourism and a way of creating livelihood opportunities for London's homeless. Favela and township tours in Brazil and South Africa, slum tours in Kenya and India have been the subject of controversy in recent years, but the judges were impressed by Sock Mob's approach.³³ Sock Mob Events coach the seven guides and help with initial research, facts and dates, but the stories they share with you are very much their own individual creations. The ethos of the tours is clear from their website: "We hope you will enjoy the privilege of learning from them as much as we have."

The number of tours has grown from two at launch in August 2010 launch to five by July 2011. "We started with four guides – all technically defined as homeless (using the broader definition that includes rough sleeping, squatting, sofa surfing and temporary hostel residence) in August 2010. Since then, one has since been re-housed while another earned enough money from the tours to access independent housing. Another of them has also been reconnected with friends and family whom she lost contact with after she fled from a violent marriage 15 years ago, after developing the confidence to share her story in several international publications that covered her tour in particular."

It is unusual for the judges to award a business which has been operating for only a little more than a year, but they were excited by the vision and the achievement and wanted to draw threth attention of as many others as possible to the model – it is highly replicable. Eight international school and college groups taken the tours international company and charity delegates have taken the tours as "part of their aim to see a different side to London and understand more about the realities of local life."³⁴

Highly Commended: Wild Rose Escapes, Scotland

Wild Rose Escapes³⁵ is a small highly specialised operator; they run craft, wild cookery and relaxation holidays in the heart of the Highlands. The craft holidays concentrate on collecting and using natural dyes, felt making and batik. The cookery courses teach foraging for wild foods and a range of prehistoric and traditional cooking methods outdoors. The relaxation retreats combine elements of craft and cooking with yoga, walking and wildlife. They operate a Fleece to Felt which is about guests engaging with local people and their environment. Guests visit farms and crofts to see sheep grazing, talk to farmers and crofters about their lives and watch them hand shear. They walk to gather wild dye plants and gain artistic inspiration from the dramatic landscapes. They then learn the arts of natural dyeing and hand felting in the open air in a woodland setting. It covers the

33 See for example haroldgoodwin.blogware.com/blog/_archives/2010/6/28/4565003.html and slumtourism.net

34 www.sockmobevents.org.uk 17th October 2011

35 www.wildrose-escapes.co.uk

complete process from the field to a finished article and teaches people traditional skills which were once common in the Highlands but are now nearly lost.

The judges were impressed by the authenticity of the experience and the contribution made by Wild Rose Escapes to celebrating local traditions and sustaining the local economy. They are inviting locals to join the guests for dinner, taking guests to music events, using local accommodation, cafés and pubs and employing local people: a yoga teacher, wildlife guide, walking/mountain guides, story teller & even a belly dancer. They generate business for the village shop, child-minders and taxi drivers, help support community facilities by using village halls/community centres and help to keep the local bus network going by increasing the number of people using it.

The Wild Rose website contains an explicit statement of their ethics.

- We do our best to have a positive impact on the places and people in the area where we live and work and on the people who come and stay with us.
- We ensure that as much of the money generated from our holidays goes into the local economy as is possible. We only source services and products from outside the local area as a last resort.³⁶

9 Best volunteering organisation

This Award goes to an organisation offering volunteering opportunities, such as the chance to work on conservation or social projects.

In previous years the judges have focussed primarily on the process, how volunteering organisations select, screen and support volunteers, how they are placed and on the degree of transparency about the costs of volunteering. This year the judges focussed on the impact of volunteering in destinations.

Winner: Global Vision International (GVI), UK

GVI³⁷ places ~3,500 volunteers each year in around 60 countries. Established in 1998 GVI volunteers fund the programmes and around 60-70% of the income goes to fund field operations. GVI runs a National Scholarship Programme to provide the same training for nationals as is provided for volunteers. In Mexico two of GVI's senior staff were trained that way.

The judges were impressed by the scale of its operations and by its commitment to responsible practices:

³⁶ <http://www.wildrose-escapes.co.uk/our-ethics> accessed 17 October 2011- there is more on the website.

³⁷ www.gvi.co.uk

- GVI teaches over 10,000 people each year, 1,000 preschool, 8,000 primary and 2,000 adults on six continents, providing over 24,000 hours of primary student lessons per day.
- In Guatemala children from Itzapa attend the GVI school for half a day and are supported by GVI to attend the national school for the other half. GVI's students (many of whom were illiterate when they started) were in the top 5% nationally when examined in 2011, with marks ranging from 80-100% compared to a national average of 45%.
- GVI has almost 1,000 fuel efficient stoves in place across Latin America.
- Wherever possible GVI arranges accommodation for volunteers in nearby locations with larger tourist populations to minimise negative impacts. In both tourist and non-tourist locations, GVI staff and volunteers have very strict codes of practice, which include rules regarding photos, language and gifts.
- GVI volunteers are taught and witness indigenous dance, costumes, songs and stories, which is intended to keep those traditions and pride in them alive within the local communities.

Mindful of the on-going debates about volunteering we asked GVI some additional specific questions, they along with GVI's responses are in the box.

1. How do you ensure you select the appropriate people to work with children/orphans?

These people are selected through pre-departure interviews from our regional coordinators who have usually been on the project, either as staff or as a volunteer. This and regular site visits and field meetings ensures that those assessing the suitability of the volunteers know the programmes inside out and are able to ascertain suitability as well as set the right expectations. We also have a huge range of programmes ensuring that if the programme applied for is not suitable for whatever reason, GVI's staff can usually suggest something that is. It's important however to emphasise that on occasions where we feel there is not a suitable match we will turn people away. Ideal candidates demonstrate suitable or transferable skills such as teaching qualifications and previous travel and/or volunteer experience. Finally, candidates and staff are all background checked as per the below.

2. Do you do full CRB checks?

Yes, for volunteers and staff alike. Despite this not being legally required, we have been conducting CRB checks (and national equivalents for non-UK participants) for years and were one of the first volunteering organisations to roll this out across the board for our community projects. On top of this volunteers are not left unsupervised with children or vulnerable adults and there are teachers and/or project staff present at all times.

3. How do you match volunteers' skills with different levels of activity with children?

During pre-departure interviews, the volunteers are verbally assessed as to their fitness levels and also any prior teaching experience. Once the volunteers arrive they are slotted into the relevant teams depending on experience and ability by the field staff in conjunction with the local teachers/volunteers and staff. Also we try hard to use the skills of those coming out where applicable, for example artists have helped with murals, scientists with things like numeracy or for older children hygiene, and those keen on drama helping with plays. Of course where we have teachers they are invited to comment on national curricula and teaching methods and will sometimes bring new teaching concepts with them that the volunteers and local teachers alike can go on to use.

4. Do you think there are risks for children associated with repeated breaking of tight bonds formed with volunteers?

Yes, we are in full agreement that short term programmes with no long term support are bad for the children involved and can often do more harm than good. This is one of the strengths of conducting community based volunteering through an organisation like GVI. Die hard solo travellers may argue that it's very easy to jump on a plane pretty much anywhere in the world and find a school that will welcome a little assistance, which is true, however we would urge them to consider fully what real long term effects will this have above making them feel good about what they've done?

5. If yes, how do you manage this?

Our programmes are only initiated with long-term assistance, support and capacity building as a key part of their planning. Shorter term volunteers act as teaching assistants to longer term volunteers, staff and local teachers.

It's only once they are there longer that they may get to manage classes more directly. This effectively manages the bond building at different levels depending on how long the volunteers will be there. We are also very lucky in that due to the quality of our teaching programmes, many participants will return (sometimes repeatedly) either as project staff or volunteering again. At GVI we have only been running shorter term volunteering on our community programmes in the last few years. We have done this having built up over a decade of experience as to how it would work before moving forwards and after the formation of a dedicated and experienced field team comprising GVI staff and our local partners and teachers. We carefully monitor the effects on the children and continue to see them achieving excellent exam results, in some cases amongst the top in their age groups nationally.

6. **Is there any independently published evidence to demonstrate the benefits to the children?**

I gave the example in our forms of the school I recently visited in Guatemala where the children were consistently performing at a level of 80% or higher, well above the national average of around 45% and less in the indigenous communities we work in there. This is an instantly quantifiable result, showing clear benefits from the volunteers being there. Much harder to quantify are the changes in the children, which can easily be observed to include increased confidence, attention, interest in schooling and the potential it has to change their lives and the ability to form strong childhood friendships. To try and pull this information out, we are currently working with a number of organisations on various fronts to develop some cross the board monitoring and evaluation as to the impacts of educational programmes and also best practice codes of conduct. This includes discussions with VSO and serving on committees for the Year Out Group in the UK, The International Ecotourism Society in the US and WYSE Volunteer and Travel Internationally. On top of this we are currently in consortium formation discussions for the next part of the UK governments International Citizens Service, during which we will be aiming to monitor development of individuals as volunteers and also as students.

Highly Commended: Tiny Island Volunteers, London and Maldives

Tiny Island Volunteers³⁸ was established in 2009 and places 70-100 volunteers each year, all of whom are CRB checked. Tiny Island Volunteers is a family run enterprise with part of the family based in London and part in the Maldives. The management and administration staff in London and the Maldives work as volunteers. Tiny Island Volunteers is funded by the fees paid through International Volunteers and is managed responsibly with over 60% going directly to the host island ensuring that all the volunteers needs are covered and most importantly to ensure that the island programmes run effectively without taking any vital aid from the islands themselves. 100% of profits go directly back into community programmes and initiatives, including the day to day running of the Community Marine Conservation Centre, Youth Development Programmes (with 273 youth participating), Hydroponics Farming and Nutrition, Conservation Clubs and Conservation Education.

The judges were impressed by the range of activities which a relatively small organisation is able to support in the Maldives and the way in which a different form of tourism is being used to bring opportunities and development to the less developed islands. They were also impressed that Tiny Island had worked to respond to the unique problems of youth anti-social behaviour caused by tourism in the Maldives, where the industry counts for 28% of the country's GDP.

38 www.tinyislandvolunteers.com

The following list gives a flavour of the range of activities supported by Tiny Island Volunteers³⁹:

- Youth development Programme, including football training camps/volleyball tournaments and training – to address anti-social behaviour among local youths
- Bottle Green house and furniture recycling campaign
- Women's fitness and nutrition programme
- Earth Warriors Conservation Club
- Strengthening the national response to combat drug abuse in the Maldives' Outreach Programme for drug users
- Solid waste management project in Maldives including composting/bio gas and Ban the Bag campaign
- Plant 1000 trees campaign
- Hydroponics Farming and Nutrition Programme
- English Improvement Classes
- Free weekly Eco Cinema
- Community Funded Pre School support and education

10 Best for conservation of wildlife and habitats

This Award goes to a group or initiative working for the conservation of wildlife and/or their local habitat, such as a national park or wildlife sanctuary.

Winner: Lilongwe Wildlife Centre, Malawi

Lilongwe Wildlife Centre⁴⁰ is a wildlife rescue, conservation and education centre located right in the heart of Malawi's capital city, it provides sanctuary for rescued, orphaned and injured wild animals, promotes conservation by working with the government and local communities through education and community outreach and welcomes visitors to experience the benefits of conservation for themselves, as a centre for both the people and wildlife of Malawi. Lilongwe Wildlife Centre is a Malawian Non-Governmental Organisation registered as a not-for-profit trust. The area is still accessible to the local community for controlled and sustainable collection of firewood; only dead wood can be collected, along with exotic species which are replacing indigenous species.

The judges were impressed by how much had been achieved since 2007 when it was established; they now have over 20,000 visitors per year. The centre was established on

³⁹ For more see their website www.tinyislandvolunteers.com

⁴⁰ www.lilongwewildlife.org

reclaimed land in the city, the Centre has protected a 90 hectare urban wilderness reserve originally under threat from development by gaining support from the public, community chiefs and key government departments and showing its value as a centre for both the people and wildlife of Malawi. The Lilongwe Wildlife Centre has developed a visitor centre that is accessible to all including the poorest sections of the community who would never have the chance to visit their own national parks – and especially the thousands of school children who have participated in subsidized environmental education programmes. 43% of visitors are children from local schools and churches. Their entrance is heavily subsidized by other visits – the cost for an international tourist is MWK950 (£3.65) compared to a government primary school child which is just MWK35 (12p). They regularly arrange for orphanages in the local communities to attend for free. The Lilongwe Wildlife Centre has demonstrated that it is possible to generate visitor/non-donor revenues to cover operational costs of both the sanctuary and education projects (as of 2011) in spite of the challenging economic and political climate.

Highly Commended: Great Ocean Eco Lodge, Cape Otway, Australia

The Great Ocean Ecolodge⁴¹ is located just off the world famous Great Ocean Road in Victoria, Australia. The Great Ocean Ecolodge is the charitable business enterprise of the Conservation Ecology Trust⁴², all profits generated by the Ecolodge are distributed to wildlife conservation projects. Located within the grounds of the Conservation Ecology Centre, the Ecolodge is surrounded by pristine bushland, lush rainforests, secluded beaches and steep cliffs.

The Ecolodge underwrites a significant portion of the costs of the Conservation Ecology Centre's work; the Ecolodge also provides an avenue for engagement. The Ecolodge is operated sustainably with solar power, solar hot water, pure rainwater and organic dining. Guests venture out into the bush with conservation researchers to help save endangered species and explore the Great Ocean Walk.,.

The judges were impressed by this example of using tourism revenues to fund conservation work and the engagement with conservation to enhance the guest experience. The Tiger Quoll is the largest remaining carnivorous marsupial remaining on the Australian mainland. The Conservation Ecology Centre organization has established the Tiger Quoll Flagship Programme for conserving Tiger Quolls and the ecosystems they depend upon across the landscape, monitoring biodiversity, establishing corridors, developing endangered species detection techniques, engaging the community, managing competing feral pests and coordinating across public and private land for effective conservation outcomes.

41 www.greatoceanecolodge.com

42 www.capeotwaycentre.org

Highly Commended: Okonjima, Africat Namibia

Okonjima,⁴³ the home of the AfriCat Foundation, was established as a small 'guest farm' in 1986. Established in 1993 on Okonjima, the AfriCat Foundation started off as a sanctuary for cheetah and leopard rescued from irate livestock farmers. Today, AfriCat works for the protection and long-term conservation of all large carnivores in Namibia and has built a reputation for environmental education, carnivore research, rescue, release & rehabilitation programmes, as well as carnivore welfare, human-wildlife conflict mitigation and community support projects - throughout the whole of Namibia.

The judges were impressed by the mutually beneficial relationship between conservation and tourism which has been developed at Okonjima. Interested visitors are able to experience, the work of the AfriCat Foundation, and learning about carnivore conservation and at the same time generating money to support conservation. Tourists have funded the establishment of the park, and their presence directly employs dozens and dozens of guides, trackers, rangers, waiting-staff, housekeepers, cooks, kitchen hands, maintenance engineers, and their families, many of whom live at Okonjima.

Okonjima's initiatives include:

- AfriCat's Environmental Education and Awareness Programme, which includes School Outreach and visits to the AfriCat Environmental Education Centre, and encourages an understanding and appreciation of wildlife and nature amongst Namibia's youth. 22,000 Namibian youth have passed through the AfriCat Environmental Education Centre so far.
- The AfriCat Livestock Protection Programme has trained personnel to advise and support farmers in the repair and maintenance of fences, the building of strong kraals, and the herding of livestock.
- Over the past two years Okonjima has created a Nature Reserve of some 200 square kilometres – which has underpinned Okonjima's conservation efforts, by functioning as a research, release and rehabilitation area, permitting the AfriCat Foundation to advance the study of many of Namibia's indigenous carnivore species

An increasing number of tourism lodges are holding cheetahs, leopards and other wild animals in captivity for entertainment purposes. Okonjima supports the conservation of wild animals in their natural habitat and has set an example by withdrawing "the touching of" cheetahs and from "appearing on the lawn in front of the lodge" - more than 10 years ago.

43 www.okonjima.com

11 Best in a mountain environment

This Award goes to an organisation related to a mountain environment, such as an eco-friendly ski resort or a trip that contributes to the welfare of mountain porters.

Winner: Himalayan Holidays, Pakistan

Himalayan Holidays⁴⁴ has been providing travel services up the Karakoram Highway and into Gilgit, Hunza Valley, the Khyber Pass, Peshawar, the Kaghan Valley and Baluchistan. They are committed to treading lightly - low volume, low impact trekking/touring is they say "the best way of preserving the beautiful and fragile places we visit".

The judges were impressed by the way Himalayan Holidays have addressed the Responsible Tourism agenda as part of their effort to rebuild their business in the wake of crises which have followed 9/11, the 2005 earthquake, the Afghan war and the bin Laden incident in Abbottabad. It is not easy to attract international tourists to Pakistan. Himalayan Holidays have taken number of initiatives which have impressed the judges:

- The Khanpur Water based sports program provides business for small boat operators, about 80 families derive income from it
- The "Vacations for All" programme in the Kaghan and Astore valleys provides tented accommodation for 2USD per night for a family of 4. This provides summer jobs for local's as camp supervisor; every day 10-12 local jeeps and pony operators take tourist to side valleys for day trips.
- The "One Tourist Three Trees" campaign has created awareness amongst the Pakistani tourists.
- The Himalayan Holidays snow leopard insurance tour to Bunji, much appreciated by the local community as compensation will be paid for goats killed by this endangered cat.

It has become extremely challenging, to bring a single foreign tourist to Pakistan, but Himalayan Holidays say that "with hope for the future we try to keep going with domestic campaigns.

Highly Commended: Mountain Lodges of Peru

In 2006 Mountain Lodges of Peru⁴⁵ sponsored the creation of an NGO Yanapana Peru which has two objectives: to elevate the level of education for more than 150 families in the area; and to give an incentive to the local population to take an active role in the development of tourism in the area.

⁴⁴ www.himalayanholidays.pk

⁴⁵ www.mountainlodgesofperu.com

The judges were impressed by the commitment of Mountain Lodges of Peru to continue to use porters and mule drivers, ancient activities which they see as part of the cultural values of the Andean Communities along the Salkantay and other routes. They work with the communities to ensure that this remains a cultural asset for the future generations, and increase their incomes and quality of life, to make them realize that this activity could be profitable for them, not only a survival activity like used to be. Mountain Lodges of Peru provides salaries at double the market rate and with the support of the municipalities press other travel operators on this route and other routes to pay more.⁴⁶ They have also supported the creation of an Association for the porters and mule drivers. They provide medical insurance at the San Jose Clinic, with no cost for emergency treatments and special discounts in non-emergency treatments and bring vets from the United States and Lima to attend an average of 1,200 horses, mules, donkeys, per year, including medicines.

Highly Commended: Whistler Blackcomb British Columbia, Canada.

Whistler Blackcomb Mountain Resorts is the largest mountain resort operation in North America servicing over two million visitors annually. In 2010, Whistler co-hosted the 2010 Olympic games with the city of Vancouver. Whistler Blackcomb won the Mountain Environment category in 2006. The judges were impressed by their renewable energy achievements more recently, the extent of their public reporting of their sustainability performance⁴⁷ and their ambition in Whistler 2020 (in collaboration with local government) which “is about enriching community life, enhancing the resort experience, ensuring economic viability, protecting the environment and partnering for success.”⁴⁸

In the last two years they have supported the construction and completion of a renewable micro hydro energy project in the middle of their ski area. The annual production of electricity from this project equals the yearly consumption of Whistler Blackcomb mountain operations. The project now produces 32 to 36 gigawatt hours of renewable energy annually, which is the equivalent of operating 3,000 to 4,000 homes in British Columbia.

46 There are more than 300 mule drivers in the Salkantay area, who support more than 1,000 family members. Until Mountain Lodges of Peru’s involvement in the Salkantay area, these mule transportation suppliers were being paid daily wages of US\$4 – US\$5 per day by other local tour operators, an unfair wage which did not represent the value of their work. Today, Mountain Lodges of Peru’s offers a daily wage of US\$10 per day. Since this benchmark was introduced into the market and the work of the mule drivers was redefined and offering adequate working conditions, the mule drivers have organized themselves and now the lowest daily wage accepted by mule drivers is US\$7 – US\$8, which the market has now accepted. This has meant a significant improvement in the economic possibilities of these local people.

47 Whistler Blackcomb Sustainability Report 2011

48 www.whistler2020.ca

12 Best accommodation for local communities

This Award goes to a hotel, lodge or other accommodation with a positive impact on the local supply chain and local people

Winner: Fauzi Azar Inn, Israel

Fauzi Azar Inn⁴⁹ is a 200-year-old Arab mansion turned 14 room guest house, offering both dormitory beds and private rooms in a unique old-world atmosphere. The Inn employs ten staff, all Nazarene residents. The Inn runs a volunteer program where volunteers from around the world can support both the Inn and local community. It is also the base camp of the Jesus Trail where hikers can find information and up to date trail conditions. They have printed and given away 50,000 copies of the Nazareth map. Nazareth is in Arab northern Israel, it is sometimes referred to as the Arab capital of Israel its population is largely Palestinian Arab. The opening of the Fauzi Inn in 2005, contributed to changing the image of Nazareth in the eyes of locals and tourists alike. "Though some would see it as helping the competition, we are proud of the fact that three more guest-houses have opened since ours, and show this by offering free business consulting and support to new tourism endeavours in the city."⁵⁰ For over a decade, the government did not invest in Nazareth, yet now offers a special grant for tourism entrepreneurs in the old city, paying up to 24% of their start-up costs.

The judges were impressed by the contribution which the Fauzi Inn has made to the development of tourism in Nazareth. They count as a significant achievement their success in 'creating face-to-face interaction between people, being an initiator of communication between tourist and local, between people of different races and religions'. They provide a daily free Old City Tour which takes our guests to places not found in any guidebook, giving them a more authentic view of what the city and its people have to offer, which introduces guests to local shop owners, enriching the authenticity of the guest's experience while supporting the business owners, they encourage guests to return at their own leisure. Over 2,500 people have taken the tour. They host the Flavours of Nazareth festival where local restaurants can show off their specialities to guests and locals alike.

Highly Commended: Semadep Safari Camp, Kenya

Semadep Safari Camp⁵¹ is a camp in the Maasai Mara run by the Maasai Community. SEMADEP⁵² is a community base organisation structure, owned, run and managed by Maasai pastoralists in Siana which has a population of 18,000 people. Founded in 1997,

49 www.fauziazarinn.com

50 Application form

51 www.semadepcamp.com

52 Sekenani Maasai Development Project

SEMADEP has 27 members both male and female from Sekenani village, their objective is “to prepare and enable the Maasai communities to acquire the necessary skills to manage their own development in relation to themselves, their livestock, and land.”⁵³

They created the Safari Camp, with five permanent tents, in 2006 to generate revenue which will support the community welfare projects and to enable the Sekenani Maasai community to participate in tourism and wildlife conservation. The judges were impressed by the success of Semadep in

- supporting orphans and vulnerable children the number of orphans enrolled in school has risen, and school payments vouchers are available in the office.
- providing 1,000 people with access to hand-pumped clean water.
- providing access to computers and internet services through the community information centre.

13 Best in responsible tourism writing

This Award goes to an article or piece of writing making a unique and inspiring contribution to understanding issues in responsible tourism

Winner: Catherine Mack, Irish Times

The judges were impressed by a thought provoking piece by Catherine Mack⁵⁴ on tourism and water consumption *Tourism must tap into water issue* which was published in the Irish Times in September 2010.⁵⁵ The consumer-facing piece is impressive for highlighting water consumption issues for mainstream travellers.

“You can also choose a tour operator which has a clearly defined responsible tourism policy, but this is not just an issue just for ecotourism specialists anymore. The mass tourism industry needs to act and we are all part of that mass. Saving water on holiday is not just the right thing to do; it is supporting a human right. When the United Nations launched an International Decade for Action called “Water for Life 2005-2015” the former UN Secretary-General Kofi Annan said. “This is an urgent matter for human development and human dignity. Together we can provide safe, clean water to all the world’s people.....together we must manage them better”.”

⁵³ www.semadepcamp.com 17th October 2011

⁵⁴ www.ethicaltraveller.co.uk

⁵⁵ www.irishtimes.com/newspaper/travel/2010/0911/1224278608966.html

Highly Commended: Nick Haslam, Geographical Magazine

The judges were impressed by Nick Haslam's⁵⁶ piece in Geographical Magazine in January 2010⁵⁷ on the *World's Oldest Tour Guides* which told how Australia's Aboriginals are telling their own story and gaining by engaging in tourism. The article is notable for its open and honest representation of a complex issue.

"When you talk about indigenous tourism, you have to remember that Aboriginal people have been tour guides since long before Cook came here.' The speaker is Neville Poelina, chairman of the Western Australian Indigenous Tourism Operators Committee (WAITOC) and a driving force for indigenous tourism in the Kimberley, the rugged, sparsely populated region in Western Australia's far north.

For Neville Poelina, the future for Aboriginal participation in tourism has never looked so good. 'My mother used to wear a dog tag so that she could prove she was allowed to stay in Broome after dark,' he says. 'Now, one day I'm down in Canberra lobbying the minister for the environment wearing a suit – the next I'll be back in the bush, half naked, with my son, hunting with a boomerang and spear.

'I think that Aboriginals are realising now that we can have a foot in both camps, and that people really want to hear the story of the land from us – the original caretakers.'"

Highly Commended: Gail Virginia-Simmons, The Observer and The Australian

The judges were impressed by Gail Virginia-Simmons⁵⁸ *Sicily's First Eco Village Blooms* which was published in the UK in October 2009 and Australia in January 2010.⁵⁹ The article was about Carmelina Ricciardello, who lets out properties in the small Sicilian village of Sant' Ambrogio and its surroundings to tourists, and offers what she calls a "Sicilian experience": a glimpse of a way of rural life that is fast disappearing. The piece was notable for highlighting the human story behind a significant tourism initiative.

"She has put recycling containers in each property, and sells jars of jam and limoncello liqueur made by local people. But it's not easy to persuade the villagers of the benefit of what she is doing.

"Life in Sicily has been very hard. People have felt betrayed by the government and exploited by the Mafia, and they are mistrustful of outsiders. So I have to show them I am not just doing this for myself."

56 www.nickhaslam.co.uk

57 www.geographical.co.uk

58 www.travelscribe.co.uk

59 The Observer (<http://www.guardian.co.uk/travel/2009/oct/18/gail-simmons-sicily-tradition-tourism>) and the Australian (<http://travelscribe.files.wordpress.com/2010/01/aus23jan2010tr0081.pdf>)

So it's not just the houses she rents that concern her, but the community in general. She has introduced recycling bins to the village, and established a competition for the best balcony, many of which are decked with blooms.

The villagers also face other problems: "Many of the young people are leaving Sant' Ambrogio for the larger cities, so I am trying to set an example to show that they can better themselves and earn money without leaving the village, by creating a sustainable tourism project for them here."

If you are reading this and thinking that you know of other, or better, potential winners of the Awards please nominate them next year, only those who are nominated and do the paper work, can be winners. There will be a similar report on the Awards in the November 2012 edition of Progress in Responsible Tourism.

Links

www.haroldgoodwin.info

www.responsibletourismawards.com

Work in Progress, Notes from the Field

ICRT Canada

Laura McGowan International Centre for Responsible Tourism Canada

Established on World Responsible Tourism Day in November 2008, the International Centre for Responsible Tourism Canada (ICRT Canada) has spent its first three years building its brand, its objectives and an action plan for achieving its mission *to develop and promote the concept of Responsible Tourism in Canada*.

Achieving our mission is a challenge. Canada is a country that is as diverse as it is large. Trying to identify and influence change when the issues are diverse and often regional is challenging for a small organization of three volunteers, we have focused on policy and development. We looked at the common challenges experienced across the country and international tourism trends to identify the areas where we feel we have most influence and can contribute to achieving significant change. Rural communities, indigenous groups, northern development, reliance on single resource-based industries and population changes all emerged as issues where Responsible Tourism has something to contribute.

Raising Awareness

The ICRT Canada has begun to build a database of operators and experiences which are taking responsibility for sustainability, and of other organizations addressing responsibility outside of the tourism arena. Through partnerships with these organizations, we hope to raise awareness of responsible tourism and the role everyone plays in achieving it. This process has helped us begin to identify Canada's best practices – we shall develop them into case studies in the near future and publish them.

5th International Conference on Responsible Tourism in Canada

In June 2011, the ICRT Canada co-chaired the 5th International Conference on Responsible Tourism in Destinations (RTD5) in Edmonton, Alberta.

Hosting the conference in Canada was important for us. It raised awareness about responsible tourism both within Canada, and about Canada abroad. It provided a mechanism for sharing ideas and best practices, for provoking discussion and stimulus for action on each of the themes discussed.

Our host destination of Alberta provided an opportunity to share the fantastic and inspiring examples underway in Alberta. We heard from Dames on the Range, a cooperative of women entrepreneurs in Alberta's ranch land offering a variety of experiences to travellers. Dine Alberta was showcased as an example of connecting restaurants and chefs with local agricultural producers – unique and authentically Albertan culinary experiences. And Edmonton Tourism, together with the Shaw Conference Centre hosted the opening event showcasing their *FRESH* eco-meetings program and the added value of 'local' in meeting planning.

The themes covered at the conference reflected the issues and opportunities the ICRT Canada identified as important to the Canadian context, but which are also relevant internationally.

Access for all: Canada's population is changing socially, economically and demographically and tourism providers need to adapt to these changes to ensure their sustainability. But what do 'inclusive' and 'accessible' mean in the tourism context? How do we achieve inclusive and accessible tourism? How do we open tourism to people with disabilities, seniors, youth and minorities?

Polar tourism: Our Arctic and Antarctic regions are rapidly opening up as tourism experiences. How can we better manage tourism development in Polar Regions to ensure minimal environmental impacts while engaging with and benefiting the communities residing in the Arctic?

Indigenous tourism: Canada's indigenous communities are generally rural, often isolated and suffer from low education, low health and low economic opportunities. Can tourism to indigenous communities create opportunities and revive cultural traditions? How can we develop indigenous tourism experiences without commercialising traditions and culture? Who decides what is available for tourism consumption and what remains exclusive to the indigenous people?

Local economic development in developed countries: Local economic development issues have (for the most part) looked at developing economies in developing countries. In Canada, many communities are rural in nature, often with a reliance on single resource industry such as fisheries, forestry, mining and oil and gas. Communities have suffered economic hardships when resource industries decline or close. How can communities in developed countries also grow and diversify their economies as a means of survival and sustaining their populations?

Governance: Whose responsibility is it to ensure the sustainable development of tourism in a destination? Do government and its agencies have a role to play in developing a responsible and sustainable tourism destination?

Speaker presentations are available for download at: <http://rtd5.icrtcanda.ca>

Alberta Declaration on Responsible Tourism in Destinations

As a result of the panels of speakers and subsequent discussions, the *Alberta Declaration on Responsible Tourism in Destinations* was drafted with the recommendations of the RTD5 conference about what can be done to make tourism more responsible in the five areas of concern addressed at the conference. The Alberta Declaration can be downloaded at <http://rtd5.icrtcanada.ca>.

Moving Forward

Gaining momentum, the ICRT Canada is now planning regional workshops that will share local experiences, challenges and provide opportunity to develop more responsible and sustainable tourism experiences across Canada.

We have also initiated a new supporting membership program to build the critical mass of support and awareness for Responsible Tourism in Canada.

www.icrtcanada.ca/

Afterword

Harold Goodwin

Responsible Tourism is about taking responsibility, responding, taking action to address the social, economic and environmental issues of sustainability that arise in destinations. It is about doing something about it. It is about, making a difference.

It is in destinations that tourists and local communities interact in the local natural and socio-cultural environment. It is in destinations that tourism needs to be managed in order to minimise negative impacts and to maximise positive ones. The management of tourism in destinations cannot be reduced to the environmental agenda; it is as important to consider the economic and social issues that arise in destinations. Responsible Tourism also recognises that tourists and tourism businesses which operate in originating or source markets also have an important role to play in “creating better places for people to live in and for people to visit.”¹

Our world’s destinations are diverse, reflecting the natural diversity of our planet and the wealth of cultures that have arisen as people evolved in different environments and with particular histories, cultures and understanding of the world and of our place in it. Responsible Tourism celebrates that diversity and recognises that whilst destinations can learn from what has been done elsewhere, all solutions are local, requiring the engagement of a unique set of stakeholders. Issues and priorities vary from place to place, so only solutions which address the particularities are likely to be successful. These defining characteristics of particular places and communities, the very reasons that make them different from where we live and therefore worth visiting, must be addressed if effective solutions are to be implemented.

South Africa was the first country to adopt an explicitly Responsible Tourism strategy, challenging the stakeholders to take responsibility for developing forms of tourism that would benefit the new South Africa.

The first International Conference on Responsible Tourism in Destinations took place in Cape Town in August 2002 as a side event of the Johannesburg World Summit on Sustainable Development. It was this international conference attended by 280 delegates from 20 countries which passed the Cape Town Declaration on Responsible Tourism in Destinations which founded a movement which challenges all stakeholders to engage with the issues that arise in destinations and to do what they can to address them.

¹ Cape Town Declaration 2002 <http://www.responsibletourismpartnership.org/CapeTown.html>

Responsible Tourism has the following characteristics. It:

- 1 minimises negative economic, environmental, and social impacts;
- 2 generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry;
- 3 involves local people in decisions that affect their lives and life chances;
- 4 makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity;
- 5 provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;
- 6 provides access for physically challenged people; and
- 7 is culturally sensitive, engenders respect between tourists and hosts.

Links to ICRT conferences:

2002 Cape Town, South Africa²

2008 Kerala³, India

2009 Belize⁴

2010 Oman⁵

2011 Alberta Canada⁶

There is a network of International Centres for Responsible Tourism committed to work for the realisation of the aspirations of the Cape Town Declaration. www.icrtourism.org

2 <http://www.icrtourism.org/Capetown.shtml>

3 <http://www.icrtourism.org/Kerala.shtml>

4 <http://www.icrtbelize.org/images/pdf/DECLARATIONS.pdf>

5 <http://www.artforum.info/rtd4.html>

6 http://haroldgoodwin.blogware.com/blog/_archives/2011/6/30/4849279.html