Progress in Sustainable Tourism

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Editorial

There was much talk at Rio+20 about "green growth" as policymakers and business leaders seek to square the circle of sustainable development. The challenge first identified by Maurice Strong 40 years ago at the first UN conference which addressed the challenge of how to secure rising living standards for our species in a finite world. Strong recognised the scale of the task referring to "a new liberation movement to free men from the threat of thraldom to environmental perils of their own making". At Rio+20 the challenge was discussed again. In the next edition of Progress in Responsible Tourism there will be further papers reflecting on progress since Rio and WSSD.

Xavier Font reports on the discussions during the International Conference on Responsible Tourism in Destinations which took place in Sao Paulo and South Africa House in London, in parallel to the Rio+20 conference , the lack of progress and the critiques of current practices presented during the conferences make sombre reading; the assessments for practitioners supported by Nevill's research.

Hermione Nevill has looked at the aspirations expressed by national governments at the World Summit on Sustainable Development in 2002 and using published data assessed the performance of a sample of those countries against the five specific tourism commitments agreed by 190 governments in Johannesburg. Nevill notes that the commitments are aspirational; they are not measurable objectives against which governments might be held accountable. Her research demonstrates that in the sampled countries the situation was better 10 years ago than it is today. Nevill concludes that over the last 10 years **sustainability was "side-lined in favour of growth and short-term economic gain."** This will not surprise many of you.

In this edition the paper by Lipman and his colleagues suggests a new conceptualisation of the challenge. *Travelism* has been coined to refer to "the travel and tourism socio-economic value chain" and to argue that the industry could become a "a true leader in the greening of the economy." As they point out the industry's response so far has been inadequate and they suggest an agenda for change predicated on viewing the industry as a value chain with the "potential to achieve global goals for reducing carbon emissions, alleviating pressures on resources, reducing inequality and supporting economic development." The ambition is large, but without significant change it is unlikely that the industry can even aspire to deliver green growth, let alone to deliver it. Lipman and his colleagues have suggested an agenda for change, shall we make more progress in the next ten years than the last?

Christopher Warren presents the results of his research in Australia where he has surveyed the attitudes of Australians both in Sydney and at his accommodation business, distinguishing between aspirers, concerned supporters and egoistics he concludes that

accommodation owners and managers can positively encourage environmentally significant behaviour change by providing guests with choices. He reveals the complexity of decision making as people balance their holiday aspirations and their environmental concerns and ethics. As Warren points out responsible accommodation can providers play their part by making pro-environmental experiences an attractive social norm, demonstrating that responsible practice can be enjoyable, positive and enlightening rather than punitive and worthy. Jo Baddeley in a brief note about Thomas Cook's Destinations of Excellence programme demonstrates how resort mangers and representatives working for larger tour operators can also put positive choices before the consumer, improving both the product and the sustainability of their holidays.

The ABTA Destination and Sustainability Team reflecting on a year's experience of working with four destination governments, and inspired by the 2012 London Olympics, have highlighted the importance of team work in the destinations to address the challenges of sustainability and of the engagement of the tour operators in that process. Based on their recent experience in the Dominican Republic, Egypt, Thailand and Turkey, they have placed the emphasis on national strategies, infrastructure development and the use of incentives to encourage sustainability. They have highlighted the importance of government departments working with each other and with other stakeholders to achieve the objectives of sustainable tourism.

Sabine Loetscher-Ehrler and Matthias Leisinger have written a short history of Kuoni's engagement with sustainability as it moved from an early focus on the environment to embrace a much broader agenda. They explain how Kuoni integrated a broad Corporate Responsibility agenda across the business seeking to put the responsibility agenda at the core of the business. Explaining how the initiative developed as they identified what mattered to their stakeholders and to Kuoni and where they had influence. Kuoni has engaged in business skills development in Easy Africa and with Fair Trade Tourism in South Africa.

Jennifer Seif asks, in a note from southern Africa , whether Fairtrade might be the next big think in tourism. I am sceptical because of the complexity of the proposition. A holiday has so many parts, it is difficult to manage the supply chain and to assure the consumer that the holiday meets their aspirations, their expectations of Fairtrade. Ruth Holroyd writes about Thomas Cook and the Travelife Sustainability System. Thomas Cook's decision to adopt Travelife across the group has done a lot to make it a global system. Travelife drives improvements in practice and ensures that those hotels which adopt it have recognition in consumer facing marketing. Ilyta LaCombe in her paper about TourCert describes the process through which businesses worked with their critics to develop a credible tourism certification process in Germany, Austria and Switzerland.

There is much to debate in this edition of *Progress in Responsible Tourism* – the journal is committed to encouraging debate, wherever you stand on the issues of responsible and irresponsible tourism we would welcome your contribution to the debate.

You can find information about the journal and how to submit material on line at **http://haroldgoodwin.info/TRProgress.html**

Harold Goodwin August 2012

Green Growth and Travelism: A New Paradigm

Geoffrey Lipman[1], Terry DeLacy[2], Shaun Vorster[3], Rebecca Hawkins[4] and Min Jiang[5]

The UN 2012 Rio Summit comes at a time in which changes in the world economy are producing daunting challenges to the travel and tourism industry. These challenges have also produced a new generation of opportunities, of which none is more important to the future of this industry than the 'green imperative'.

In its multiple dimensions, travelism – the travel and tourism socio-economic value chain – is one of the most pervasive industries, driving the processes of globalization and contributing to the economy of even the smallest communities, providing an ever expanding linkage between the local and the global. At the core of this challenge is the need for the industry to become a true leader in the greening of the economy. Indeed, the industry must see this as an imperative that will require the full commitment of its own leaders. Even at the most difficult economic times, travel increases and with it the environmental impacts of travel, particularly the increasing greenhouse gas emissions it produces.

Overall there has been an inadequate response from the travel and tourism sector to the emerging demands of a green economy. Initiatives to date have been ad hoc and uncoordinated and framed within an inconsistent policy environment. To effectively manage the transformation to a green economy will require:

- A concerted response to climate change

- Better environmental stewardship

- Boosting development support

- An emphasis on creating green jobs

- Expanding the financial framework

- Revamping education and training

- An intensified community focus

The new green growth paradigm embraces the need for the move to a green economy. It provides many challenges for the travel and tourism sector. Not least among these is shifting perspectives from seeing travel and tourism as a fragmented industry of poorly connected components to viewing it as a value chain that has considerable potential to achieve global goals for reducing carbon emissions, alleviating pressures on resources, reducing inequality and supporting economic development.

1   Greenearth.travel and Oxford Brookes University, United Kingdom
2   Victoria University, Australia
3   Special Adviser to the South African Minister of Tourism, writing in his personal capacity
4   Oxford Brookes University and Responsible Hospitality Partnership, United Kingdom
5   Victoria University, Australia

Introduction and context

The concept of sustainable development in general and sustainable travel and tourism in particular gained much traction in the 1990s and early years of the new millennium. More than a decade of debate over definitions, metrics and rationale, however, meant that the concept has become clouded and strategic direction difficult to define. This situation has been compounded by a tendency to break the sustainable travel and tourism debate into individual silos whereby the travel (and especially aviation) element of the industry is viewed apart from other aspects of the industry and demand and supply side components are often viewed, managed and measured in isolation from each other. As a result strategic vision has been lost and a holistic vision of the role that the travel and tourism value chain can make to sustainable development.

Stimulated by the imminent hosting of the Rio +20 earth summit there has been a growing recognition by a number of influential thinkers, intergovernmental organisations and policy makers that economic recovery will be dependent upon the planet's ability to sustain a growing population with more limited resources and to ensure that access to these resources is shared more equitably. Many have now focussed on the potential of green growth as the strategic response to economic recession, persistent poverty, resource scarcity and climate change. This re-casting has considerable potential for the international travel and tourism industry and can help it to redefine sustainable tourism in a way that is meaningful and recognises the contribution that the sector as a whole can make towards alleviating some of the most pressing global environmental, social and economic problems.

Based on the new publication *Green Growth and Travelism: Letters from Leaders*, this paper defines some of the emerging concepts and looks at the challenges and opportunities for green growth and travelism. This paper is based on a chapter from the *Green Growth and Travelism: Letters from Leaders*[6] book which presents 46 letters submitted by industry leaders of global tourism organisations, governments, multinational companies and small businesses about green growth as a global paradigm that can be significantly advanced by using the power of the travel and tourism value chain.

- **Green growth** is the global strategic response to the economic recession, persistent poverty, resource scarcity and above all climate change.

- **Travelism** – encompassing the tourism and travel value chain– must be proactive in the transformation; not only in its own interest, but more importantly because of the overall contribution it can make to global sustainable development and cross-cultural cohesion.

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6   Lipman G, Delacy T, Voster S, Hawkins R and Jiang M (2012) Green Growth and Travelism Letters from Leaders, Goodfellow, Oxford

■   **Imaginative transformation strategies** will be required for the travelism sector to play an increasingly relevant role in the evolving paradigm shift and to move from a fragmented, perceived secondary activity, to a recognized primary contributor to economic and societal wellbeing.

Green growth is gaining significant worldwide geopolitical momentum as a new economic paradigm. It is reflected in the strategies of such bodies as the G20, OECD, World Bank Group, regional government bodies on every continent, and various agencies in the UN system, and an increasing number of industrialised and developing states. It is seen as a coherent strategy set to respond proactively to today's extreme economic, poverty and climate crunches; as well as preparing for tomorrow's anticipated food, water and energy crises; compounded by a population jump from seven to nine billion over the next four decades.

This strategic challenge is clouded by the continuous pressures of dramatically volatile economics, markets and related politics; intensified by lightly regulated, superheated, globalization of capital and accentuated by recurring patterns of extreme natural or human caused disasters. But the long-term direction remains unchanged. The generally identified transformation time frame of 2050 is linked to the midcentury milestone the world community is targeting for stabilising global emissions to keep adverse impacts of climate change at manageable levels. There will be numerous opportunities for course adjustment en route, especially as scientific knowledge evolves, but identifying a long-term pathway is an important starting point.

According to UNEP, the new green economy will be 'low carbon, resource efficient and socially inclusive'[7]. Key components are reducing dependence on oil or coal and increasing reliance on clean energy, wind, solar, bio-fuel, geothermal, etc.; transferring technology and finance to developing and emerging countries; conserving eco systems for life sustaining biodiversity and linking information technology with energy technology to manage change. It will result in improved human wellbeing and reduced inequalities over the long term, while not exposing future generations to significant environmental risks and ecological scarcities or reduction in quality of life. This is what France's Stiglitz Commission on gross national happiness refers to as 'natural, physical, human and social factors not traded in markets or captured by monetary measures but that make life worth living'.[8] The complexity, scale and scope of this half century shift in every activity on this planet is almost incomprehensible, given different starting points, socio-politico-economic realities and the multi-trillion dollar cost.

Across the world, governments and industry stakeholders are now defining green growth principles, practices and enabling programmes, progressively integrating them

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7   www.unep.org/greeneconomy/AboutGEI/WhatisGEI
8   Report by the Stiglitz Commission on the Measurement of Economic Performance and Social Progress

into national and local policy action. This includes a range of reforms to boost and sustain demand, foster job creation, contribute to rebalancing the allocation of capital, and increase growth potential. It also includes commitments to invest in clean energy and resource efficiency, low carbon technologies, greener cities and sustainable mobility. At the same time, industry generally is embracing the concept in corporate social responsibility (CSR) or transformational programs and consumer interest is gradually escalating.

The Rio +20 Earth Summit in June 2012 saw a new global effort to recommit to the green growth transformation. It is evident that the travel and tourism sector must seize the opportunity to reposition and respond pro-actively as contributor and beneficiary of this paradigm shift.

Travelism

Travel & tourism, or for short, *travelism* (which is a term coined to encompass both the 'demand side' activity of non-commuting travel for business or leisure, international/ domestic and the 'supply side' industry cluster of transport, tourism, hospitality, distribution and related delivery services), is increasingly identified as an important contributor to this evolving green economy.

- First, because of its size, scale and scope, as well as catalytic links to other sectors like agriculture, communications, financial services and transport.

- Second, because it has a critical role to play in advancing the development agenda and reducing poverty. In virtually all of the world's poorest countries travelism is an actual or potential services trade and employment leader, bringing investment and wealth creation as infrastructure is built and visitor spend is injected directly into local communities.

- Third, because human contact can spread cultural knowledge, understanding, tolerance, peace and happiness in ways that other traded goods and services cannot.

There is growing consumer demand to travel away from home for business and leisure, or for a combination of the two. This demand is increasingly seen as both a basic right and a valuable building block of modern society. It requires a complex mix of transport, food, accommodation and entertainment services, some of which are delivered by private entities, others by government. Some estimates suggest that a typical international trip can include up to 50 public-private interfaces, differing from country to country. In addition, while the 'thought leadership' has historically come from the major national and multinational players and institutions, the bulk of the sector, some 80%, are small and medium enterprises and most of the impacts are felt at the local level.

However, the overall impact of travel and tourism is generally misperceived, its contribution often undervalued, and its potential underdeveloped. The industry is very fragmented, between hospitality and transport; business and leisure; domestic and international; multinational and national. Not surprisingly, the systems and structures that measure, represent and regulate it have evolved in similar silos: from the multilateral UN institutions, to fragmentation in national governments and industry associations.

As a result, the sector has not yet realised its real potential to advance green growth and its engagement is less evident than that of many other industries. Efforts to better quantify and manage this global travel phenomenon have intensified in the recent past and will do so increasingly, as world economies rebalance, austerity budgets bite and green growth becomes the norm. In addition, as global strategies trickle down into local implementation there will be an increasing demand for the true impacts of all travel related sectors, good or bad, to be coherently identified and controlled in overall community economics, environmental protection and lifestyles.

Travelism must be a part of the new paradigm and, significantly, it can be a catalyst for transformation in other parts of the economy. This will require a new mindset about the nature of the sector, about its real societal impact and about its role in sustainable mobility, lifestyles and destinations. It will also require clear transformation strategies if the sector is to move from a fragmented, perceived secondary activity to a recognized primary contributor.

The travel and tourism balance sheet is sound, but must be strengthened

Assets

1 Economic

In conventional metrics, travelism's direct and indirect economic contribution is massive by any standard. Today's international arrivals are forecast by UNWTO to double over the next 20 years, led by the BRICS[9] markets generally and Asia specifically, with the Gulf emerging as a key global hub. Domestic travel is three to four times larger than international travel and evolving at similar rates.

At 9.1% of global GDP (or $6 trillion) in 2011, travel and tourism is forecast to grow to 9.6% (or $9.2 trillion) by 2021 according to WTTC. They also forecast total global investment in the sector of $652 billion in 2011 to more than double to US$1.5 trillion by 2021.[10]

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9   Brazil, Russia, India, China
10   WTTC (2012) *Travel & Tourism, South Africa 2012: Economic impact – World.* WTTC, London

2 Employment

During this same period, direct and indirect travelism jobs will grow from 8.8% of the global workforce in 2011 (258 million) to 9.7% by 2021 (324 million).[11] UNEP estimates that every job in the core workforce creates about one and a half related indirect jobs in the tourism related economy.[12] There can be no indicator of more importance to global socio-economic development than job creation. Apart from the sheer numbers, the quality of jobs, gender equity and youth inclusion are all important factors. In addition, the capacity to create green jobs will be significant as the sector shifts to a low carbon, resource efficient model, particularly in linked sectors.

3 Development

These economic and employment deliverables are particularly important for developing, landlocked or small island states, where the contribution to improving livelihoods far exceeds the norm. Tourism services exports of developing countries are some 45% of their services exports, compared to a global 30%. It is a major source of foreign investment.

Significantly, most poor countries have the capacity to be producers of this offering simply because of their natural or cultural heritage. Moreover, tourism is a market based service where the product, with the right developmental support, is in the mainstream of evolving global demand. It can provide sustainable long-term jobs, export income and competitive advantage. Direct impacts at community level are significant and catalytic indirect effects on other economic activities are substantial, particularly trade, communications, infrastructure and mobility.

The very qualities of underdevelopment mean that leapfrog strategies and technologies create their own green growth opportunities from a more receptive base. There is increasing evidence from UNCTAD studies that more sustainable tourism in rural areas can lead to more positive poverty reducing effects.[13] And clearly this is now being deployed as part of national strategies in China and India, where the potential gains are dramatic.

4 Gross National Happiness

The balance sheet consists of more than economics. The wider intangible gains need to be properly accounted for, including positive impacts on global integration, trade and development, creating business or investment opportunities and facilitating connections. Travelism is also at the heart of leisure, rest, relaxation, sport and access to culture and nature. It is one of humanity's most fundamental vehicles for wellbeing and happiness.

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11   *Ad ibid*

12   UNEP (2011) *Tourism – Investing in Energy and Resource Efficiency*, UNEP, Paris.

13   See, for example, the studies on the FDI and Tourism: The Development dimension – commissioned between 2007 and 2009 in various countries.

According to UNWTO's Global Code of Ethics it is 'an irreplaceable factor of self-education, mutual tolerance and for learning about legitimate differences between peoples, cultures and diversity'.

Liabilities

1 Growing carbon and capacity impacts

On the negative side, travelism is an evident contributor to climate change. It also has a significant 'eco' footprint in terms of water, waste, marine biodiversity, and threats to local cultures and traditions. These elements will grow as a consequence of forecast sector expansion, unless radically modified by a range of government, industry and market initiatives.

As far as its carbon footprint is concerned, the total sector share of carbon emissions is some 5%, with aviation accounting for 40% of that total today.[14] Despite technology, infrastructure or operating pattern improvements, aviation's share of total emissions will increase in the absence of alternative non-kerosene jet fuel.

Industry organizations have so far set targets with high aspirations and the challenge is to achieve them in the real world. WTTC members, for example, committed to an aspirational goal of a 50% reduction in CO_2 emissions by 2035 over 2005 levels.[15] For airlines, IATA has committed to an aggregate annual 1.5% efficiency improvement up to 2020, with a mid-term goal of 'carbon-neutral growth from 2020' and a reduction in net emissions of 50% below 2005 levels by 2050.[16] Some major carriers are committing to go further. The International Civil Aviation Organisation (ICAO) has a goal of a 2% per annum improvement in fuel efficiency up to 2020 and an aspirational goal of extending this up to 2050.[17]

This will require a range of public and private initiatives inside the sector, along with changes in externally related government action. A major challenge is that the window of opportunity to close the gap between aspiration and what is required by science is reducing fast. The later the peak, and the higher absolute emissions, the steeper future reductions would have to be to limit temperature increase to sustainable levels, and the more significant the role of uncertain breakthrough technologies will become.

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14   UNEP (2008) *Climate Change Adaptation and Mitigation in the Tourism Sector Frameworks, Tools and Practices*. UNEP, Paris.

15   WTTC (2010) *Climate Change - A Joint Approach to Addressing the Challenge.* WTTC, London.

16   IATA (ND) *A global approach to reducing aviation emissions First stop: carbon-neutral growth from 2020.* IATA, Geneva

17   ICAO (2011) *Assembly resolution on international aviation and climate change and next steps (Submission by the International Civil Aviation Organization (ICAO).* UNFCCC

2 Inadequate sector response

Within hospitality, initiatives have been ad hoc at a corporate level and nominally supported by the trade and professional associations, mostly through awards. Large corporations are increasingly engaging through CSR, green supply chain management and voluntary consumer offsets. There are numerous small-scale measurement and certification approaches, with global agreements now being sought on mechanisms to unite these efforts.

For transport, the challenge runs deeper, because of the percentage of energy driven by fossil fuels. For aviation, specifically, the current absence of viable alternatives has even more significant implications. Aviation has generally been very active in sustainability and climate related policy development. This is due to a combination of reasons, including the historic recognition and organization of the sector in global trade and economic matters, the pro-active position of airlines, aircraft frame and engine manufacturers and airports, and the early experience of the sector in effectively managing noise pollution. Aviation, because of its trans-border nature and historic national controls over airspace and airlines, has frequently been dealt with as a special case in international treaties, regulation and operation. The Uruguay Trade Round is a good example; likewise the Kyoto Protocol where both aviation and maritime were left to specialised UN agencies to develop appropriate complementary policy frameworks.

Moreover, the special challenge of mitigating the impact of aircraft emissions on global warming has led to a policy impasse in international negotiations and intensifying government/industry rancour in some corners of the world. This has polarized around the EU's proposed inclusion of all airlines in its emissions trading scheme (ETS) in 2012 and non-EU states countervailing response, as well as government and industry efforts to finally deliver on a global ETS developed in ICAO. Agreement on a global market based mechanism with an underlying carbon budget, national burden sharing, incentives and compliance mechanisms to ensure delivery against targets has so far been painfully slow.

Three major air transport issues will be important points of focus in the next decade.

1. The search for second generation biofuel alternatives to aviation kerosene. The financial viability, sustainability and scalability of drop-in biofuels are key challenges; but many opportunities beckon and major progress has been made to address barriers. There is increasing reason to believe that initiatives to create new and radically improved types of biofuel and a number of ongoing R&D and demonstration projects by aircraft/engine manufacturers with airlines could positively reduce aviation emissions.

2. The cat-and-mouse game on the introduction of a global emissions trading scheme has to have an end game. Irrespective of the merits, legalities or tactics in play, there can be no doubt that as national or regional climate change mitigation policies and measures increasingly extend to other economic sectors, aviation cannot stay out of the game. In the absence of an ambitious regime for managing emissions, there are no real price signals in the market to stimulate behavioural change, the new investment required in R&D and the scaling-up and commercialising of game changing technologies.

3. Attacks which simply demonize aviation's climate impacts need to be put into an objective perspective and balanced with the airlines' real efforts to factor climate response into operational, infrastructural and technology driven efficiency improvements. But most importantly, they must be measured against the fact that aviation is the essential lifeline for travelism driven exports and jobs, most importantly in many least developed economies.

3 Inconsistent policy frameworks

Because of the fragmentation, misperception and historical development patterns, many public sector enabling frameworks are incomplete or even non-existent. Moreover, they are themselves in constant evolution to adapt to routine geopolitics and socio-economics, including green growth. The reality is that the institutional frameworks within multilateral institutions, the industry/government interface and the tourism/transport divide are not conducive to leveraging creative win-win solutions for the green growth paradigm.

Typical examples are the traditional policy splits between trade, tourism and transport (with aviation so often getting special treatment). Another is the historic failure of national accounts to reflect the total economic impact of the sector. Where UNWTO, WTTC and OECD have worked to create a satellite accounting framework, which is a major advance, efforts to integrate aviation or environmental economic measurement are still largely uncoordinated. At the industry level, airlines and airports have evolved in different silos, but have forged new alliances to respond to climate change. Security, immigration, trade and tourism are totally separate issues in government structures, but clearly have cross-cutting issues when it comes to border flows, airport efficiency and customer satisfaction. This is well articulated in the programmes in T.20, WTTC, UNWTO and WEF on e-visas and IATA's 'simplifying travel' initiative – positive steps towards more rational solutions which clearly link to green growth, increasing travel exports and creating jobs.

Managing change

It is worth reflecting on the fact that the green growth transformation timeframe is almost 40 years. But we have to start now and move fast with the ambitious goals of stabilising global warming at acceptable levels; bridging the poverty divide; building a fairer inclusive society; conserving fundamental resources; and reshaping economies towards adequacy and away from greed. The landscape will shift quickly. On the one hand, 40 years ago internet, mobile phones, multimedia and PDAs didn't exist, there was an embryonic EU, no BRICS dynamics and international travel was a tenth of what it is today, so the potential for radical change is evident. On the other, the accelerating pace of change, around the clock multimedia exposure, geopolitical gyration and acute natural disasters will challenge the transformation targets. To stay on track, we will need some fundamental focal points.

1 Responding to extreme climate change

There can be no excuses for not joining the rest of society in its collective response to climate change. It is not necessary to break the existing system, but rather to build on it by establishing best practice rules and procedures; creating implementation, incentive and compliance mechanisms; raising awareness and educating; building capacity and addressing the means of implementation; while providing checks and balances to ensure integrity. At a more fundamental level, the challenge is to progressively decouple travelism growth and emissions growth: to decarbonise the sector. That means massive change, clean, low carbon transport; climate- proofed accommodation; efficient energy, waste and water practices; green growth support services; millions of redefined and trained green jobs; radically changed consumer habits; multimedia support and government led incentives and penalties. There is a huge unexplored scope for incentives in this area, as has happened for example with such issues as low carbon lighting, double-glazing and feed-in renewable electricity tariffs.

One of the major long term changes will be the role of China as it steps up its commitment by adjusting its socio-economic model and playing a leading role in the long term global green growth shift. There are clear signs that travelism will be an increasingly important element. Our sector has recently been identified in the 12th five year plan as a domestic consumption engine, in addition to its earlier designation as a strategic pillar of economic development. And the application of the 2008 stimulus package is daily translating into new airports, high speed trains and superhighways – this is the essential arterial network for travelism. Growing automobile production is another factor, as is the plan's goals to boost household income and wages. The opportunity to travel, for leisure and business, domestically and internationally, will simply become possible for more and more people in China.

Of course the thorny issue of sustainability is a major challenge accentuated in China by the speed and scale of development, as well as the historically low environmental starting point. It is clear that in its own way, and at its own pace, China is positioning to be a leader of sustainable development and particularly of renewable energy. These issues are also important elements of the current national plan. UN Secretary General Ban Ki Moon noted in 2011 that China's renewable energy investments are second only to Germany's and that its impressive roster of new cities can become global beacons of sustainable development. The sectoral perspective is to effectively integrate slowly strengthening travelism norms into the evolving national green growth agenda, particularly the highly focused low carbon dimension.

2 Better environmental stewardship

Here the challenges are different but equally pressing. Waste and water management issues, congestion and biodiversity destruction all escalate as more and more people want to visit prime tourism locations and fragile eco systems. Many of these impacts, and the travelism contribution, are not measured globally. Experience on the ground demonstrates that travelism can in some instances provide an incentive to reduce the occurrence of these impacts (especially biodiversity decline), whilst in others it exacerbates them (especially water consumption).

3 Boosting development support

The travelism potential is slowly being factored into development aid programmes and World Bank thinking, but the amounts actually assigned for tourism are very small and the indirect linkage through infrastructure and other programmes is somewhat tenuous. Major new funding frameworks are needed for states generally, and Africa specifically, to use travelism as a development tool. This may come as states and institutions look to integrated approaches to job stimulus, Millennium Development Goal (MDG) fulfilment, and aid for developing trade and climate adaptation programmes. It will involve new approaches to public/private sector funding. The challenge will be to equitably meet international commitments in an age of austerity budgeting.

4 Creating green jobs

As the sector transforms as part of the ongoing green economy revolution, by definition many of its jobs will evolve into a green jobs classification, meeting sustainability criteria themselves or helping transformation. New jobs will be created in green skills and training programmes for existing and new workers. As noted by UNEP/UNWTO: 'The greening of tourism, which involves efficiency improvements in energy, water and waste systems, is expected to reinforce the employment potential of the sector with increased local hiring and sourcing and significant opportunities in tourism, oriented

toward local culture and the natural environment'.[18] These jobs will be in such areas as energy management, retrofitting and maintenance of buildings, sustainable biofuel operations, ecotourism, conservation and national parks and in construction of high speed trains, superhighways, airports and new communication and information technology systems and tools.

5 Expanding financing frameworks

The financing world will also change for the green growth era with programmes and projects having to pass new green ethical and regulatory standards for investment from government, private equity, pension funds and the like. This will give new opportunities to place travelism in the mainstream, instead of on the edges where it has traditionally been.

New green funds can become accessible for travelism programmes related to transport infrastructure, renewable energy deployment, rural development or telecommunications, particularly where the goal is capacity building, knowledge/technology transfer or small/medium/micro enterprise incubation. As UNEP has noted, government spending on public goods such as protected areas, cultural assets, water conservation, waste management, sanitation, public transport and renewable energy infrastructure can reduce the cost of green investments by the private sector in green tourism. Governments can also use tax concessions and subsidies to encourage private investment in green tourism. Time-bound subsidies can be given, for example, on systems, equipment and technology that prevent waste, cleanse water or process biomass; that encourages energy and water efficiency, that conserve biodiversity and that strengthen linkages with local businesses and community organisations.

6 Revamping education and training

Education is another fundamental issue in long-term transformation. Transport, hospitality and travel services have so far evolved in their own educational silos with differentiated quality and little connectivity. Most emphasis in this sector to date has been on vocational training in secondary and tertiary education systems. Geography and economics have been important surrogates for the former, with engineering, marketing, finance and general management for the latter. Classic university disciplines are limited, despite the multiplication of hospitality colleges and faculties around the world in recent years.

Even the key industry and international organizations have only played on the edges of a meaningful education and training strategy. There is no coherence in fundamental school, vocational, entrepreneurship, graduate and postgraduate components, nor

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18   UNEP (2011) *Tourism - Investing in energy and resource efficiency*. UNEP, Paris

between the public and private sectors; nor a leadership mind-set attuned to the potential global positioning of the sector.

The green growth paradigm offers a step change opportunity, because it will mean a strategic re-orientation in all education systems. In this context two new initiatives are worthy of note.

1. The creation of a global green growth knowledge platform by UNEP, the OECD, World Bank and Korea's Global Green Growth Institute to 'identify and address major knowledge gaps in green growth theory and practice'.[19] This platform will improve local, national and global economic policy-making around the world by providing rigorous and relevant analysis of the various synergies and trade-offs between the economy and the environment. It will complement other efforts by emphasizing policy instruments that yield local environmental co-benefits while stimulating growth, providing a compelling set of incentives for governments.

2. The concept of a World Environment University, advanced by Maurice Strong to mainstream sustainable development in academic structures, can be an important element because a Green Growth and Travelism Institute will be an important founding component. This Institute has been designed to become an education reference point for academic, industry and government thought leaders committed to the mainstreaming of the sector in green growth. It will operate as an education network committed to best practice learning techniques based on new media and mobile delivery.

7 Intensified community focus

The main directions and principle strategies for transformation will be multilaterally charted, in global and regional processes gradually embracing unique national characteristics. But the real impacts, challenges and opportunities will occur at the local, destination level. While government strategies will form the base, the sector itself, with corporate social responsibility as a mainstream determinant, will increase its commitment and strengthen its role in decision making. Large multilateral bodies will continue to provide leadership vision, but action will be demanded by regulators and the marketplace. Moreover, small and medium sized businesses, as well as civil society, will become fully engaged in those processes.

Communities start from different geographical, political, economic and capacity vantage points, but with a common desire to have a major impact on their own destiny and a shared need to frame their 2050 roadmaps. While mitigation of GHG emissions must form the baseline of most strategies, it is only part of the narrative.

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19   www.greengrowthknowledge.org/Pages/GGKPHome.aspx

Strategies have to consider the enhancement of environments and eco systems as well as factor in economic and cultural trends on a global, regional and local scale. Other vital considerations include changing and greening market demand (i.e. green consumerism), supply chain dynamics, destination competitiveness, brand positioning and funding options. Key factors underscored in UNEP's tourism report are the need to engage a wide variety of agencies and programs to effectively understand and eventually manage tourism's dynamic impacts for community benefit and again, the importance of public/ private transformation financing.

The complexity and integrative nature of these factors complicate effective and targeted policymaking and consequently, while tourism master plans may have provided a framework in the past, the concept needs revamping for the green growth era. What is now required are dynamic cross-sectoral approaches that build green growth plans from the destination perspective.

New directions

It is evident from the text above that the new green growth paradigm provides many challenges. Not least among these is shifting perspectives from seeing travel and tourism as a fragmented industry of poorly connected components to viewing it as a value chain that has considerable potential to achieve global goals for reducing carbon emissions, alleviating pressures on resources, reducing inequality and supporting economic development. Within the 46 letters that have been submitted for publication within the book *Green Growth and Travelism: Letters from leaders*, it is evident that there is already a ground swell of opinion and a number of initiatives within the industry to achieve some of these objectives. But much needs to be done to ensure that the required paradigm shift can be achieved within the challenging timeline to prevent catastrophic global environmental change.

Promises and Progress: International Benchmarking on Sustainable Tourism

Hermione Nevill, International Finance Corporation and ICRT Alumni

This paper investigates the progress made in sustainable development of the tourism sector over the last decade to coincide with discussions being held around Rio+20 in June 2012.

190 governments signed up to five tourism specific commitments at the World Summit on Sustainable Development in 2002 as one part of their broader commitments under the Johannesburg Plan of Implementation. These commitments have been found to be largely inadequate at holding signatories to account in that they are process rather than impact-driven, challenging to measure and report on, and poorly supported by the availability of credible data.

This paper shows that on the national level, some progress has been made in advancing sustainable tourism, most notably at the economic level, and most notably driven by developing countries. There is a disproportionate lack of progress in improving the social, cultural and environmental performance of the sector – to the extent that conditions for a large proportion of the sampled countries were in fact better ten years ago than they are today.

Accountability for sustainable development commitments

Sustainable development: Do our governments have any credibility in furthering this agenda?

The question has been asked repeatedly in the build-up to Rio+20, the global sustainable development summit first convened in 1992, then in 2002 in Johannesburg and held this year in June, in Rio de Janeiro.

Scepticism and fatigue have largely framed the preparations, with The Economist commenting in June; 'despite the presence of scores of heads of state, Rio+20, as the summit is known, was expected to produce the weakest imaginable commitment to greening the global economy'.

It has been twenty years since international commitments to sustainable development were first made at the Rio Earth Summit, and ten years since they were reaffirmed at the World Summit on Sustainable Development (WSSD) in Johannesburg. Whilst there has undoubtedly been commendable progress made through innovative programs, committed agencies, grassroots initiatives and private companies, the governments that sign up to these commitments every ten years still have a lot to prove.

Sustainable tourism is just one part of the sustainable development agenda that governments have consistently promised to advance. In practice, this boils down to the implementation of five commitments in the 2002 Johannesburg Plan of Implementation (JPOI) that the United Nations Commission on Sustainable Development (CSD) identifies as bearing direct relevance to the tourism sector. Holding signatories to account is an important step in the process, and this paper evaluates the progress made by a sample of signatory countries towards meeting the commitments.

What are the commitments and what do they mean for tourism?

In the context of tourism, sustainable development adopts the 1987 Brundtland Report's definition to recognise the needs of the present (the economic and social needs of local communities, the private sector, and tourists themselves), but also preserve the environmental, social and cultural environment to ensure that the future of the sector and all its stakeholders is secure.

The tourism sector is in fact one of the most vulnerable in this regard in that it is the only industry where goods are consumed at the point of production.[1] It is vital, therefore, that the site of manufacture - a city, mountain or tropical beach - is managed sustainably to ensure that consumers return to the environment or destination and contribute to its improvement, rather than its detriment.

Box 1: The WSSD Sustainable Tourism Commitments

Promote sustainable tourism development and capacity -building in order to contribute to the strengthening of rural and local communities. This would include actions at all levels to:

(a) Enhance international cooperation, foreign direct investment and partnerships with both private and public sectors, at all levels;

(b) Develop programs, including education and training programs, that encourage people to participate in eco-tourism, enable indigenous and local communities to develop and benefit from eco-tourism, and enhance stakeholder cooperation in tourism development and heritage preservation, in order to improve the protection of the environment, natural resources and cultural heritage;

(c) Provide technical assistance to developing countries and countries with economies in transition to support sustainable tourism business development and investment and tourism awareness programs, to improve domestic tourism, and to stimulate entrepreneurial development;

(d) Assist host communities in managing visits to their tourism attractions for their maximum benefit, while ensuring the least negative impacts on and risks for their traditions, culture and environment, with the support of the World Tourism Organization and other relevant organizations;

(e) Promote the diversification of economic activities, including through the facilitation of access to markets and commercial information, and participation of emerging local enterprises, especially small and medium-sized enterprises.

Source: Chapter IV, Paragraph 43 of the JPOI 'Sustainable Tourism Commitments'

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1   Goodwin (1998).

The WSSD Sustainable Tourism Commitments, to a great extent, capture this concept and make reference to the performance of the economic, social, environmental and cultural bottom lines in destinations.

Where they fall short, however, is in much of the terminology, the lack of measurable goals or targets, the fixation with eco-tourism, absence of consumer responsibility, and the irrelevance of some commitments to various parts of the world.

Terminology and targets

The commitments do not specify targets and only use the general terms 'improve', 'enhance' or 'facilitate' – making it difficult to measure progress towards a goal, and easier for governments to report success. According to the CSD, the logic for the aspirational tone of the JPOI was to provide a guide for the creation of more stringent commitments set in national policy, complete with targets and timeframes and adapted to the specifics of the destination. Research reveals that some countries have done this with excellent success – for example, South Africa – but most have not. The last cycle of CSD reporting[2] (2010) reveals that only 45 out of 190 signatory governments, or 25 per cent, had submitted national reports to the Secretariat detailing their activities.[3] This demonstrates the low levels of accountability felt by signatories.

In sum, 190 governments signed up to an international agreement that is not readily actionable. During the period of design, many actors from various governments, NGOs and working groups urged the WSSD Preparatory Committee to adopt a coherent and action-oriented format for the commitments. This was explicitly in accordance with WSSD's mandate[4] to speed up the implementation of Rio Agenda 21 through government-led targets, action and time-frames. Despite the proposition of a logical framework comprised of targets and timeframes, means of implementation and financial resources, institutional requirements, monitoring and reporting arrangements[5], none of this stringency was incorporated into the JPOI. This means that the signatories to this document effectively committed to a process, rather than any particular outcome or measurable impacts.

Measuring a process, rather than an outcome

It is not possible to measure overall compliance, or the extent to which a commitment has been met without a target. Impacts and targets have only been set in individual national policies and there is no overarching framework that can be used to measure

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2   CSD-18/CSD-19 reporting cycle focused on issues including transport, chemicals and mining.

3   CSD, 2010

4   United Nations General Assembly Resolution 55/199, 2001

5   Greenpeace International, 2002

progress across different nations. This paper seeks to provide a macro-level overview of progress made country-by-country, and will therefore benchmark countries using a set of universally applicable indicators, and publicly available data from sources such as the World Bank, the World Economic Forum (WEF), the World Travel and Tourism Council (WTTC), the United Nations World Tourism Organisation (UNWTO), and the Organisation for Economic Cooperation and Development (OECD). Crucially, countries will be evaluated by how much progress has been made *from a baseline* (ten years ago in 2002), rather than how close they are to meeting a target. This will unavoidably bias the results towards those starting from a low base.

15 Indicators have been selected from available sources such as the UNWTO 2004 *Indicators of Sustainable Development for Tourism Destinations: A Guidebook*, and from the United Nations' 2007 *Indicators of Sustainable Development: Guidelines and Methodologies[6]* and conform to a strict set of criteria. Selected indicators are all national in scope, relevant to assessing sustainable development progress, limited in number, unambiguous, conceptually sound, relevant to paragraph 43 of the JPOI, representative of international consensus, comparable over time and region, and feasible to obtain whilst being of reputable quality.

Box 2: The commitments and their associated indicators:

JPOI Tourism Commitment	Indicator(s)
Enhance international cooperation, foreign direct investment and partnerships with both private and public sectors, at all levels;	Value of capital investment (real) in Travel & Tourism (T&T) sector in local currency
	Number of bilateral and multilateral cooperation agreements for Technical Assistance projects implemented (donor or recipient) in tourism sector
Develop programs, including education and training programs, that encourage people to participate in eco -tourism, enable indigenous and local communities to develop and benefit from eco -tourism, and enhance stakeholder cooperation in tourism development and heritage preservation, in order to improve the protection of the environment, natural resources and cultural heritage;	Level of environmental sustainability
	Quality of natural resources
	Quality of natural resources
Provide technical assistance to developing countries and countries with economies in transition to support sustainable tourism business development and investment and tourism awareness programs, to improve domestic tourism, and to stimulate entrepreneurial development;	Value of ODA[1] dispersed for tourism sector to LEDCs[2] in USD millions
	Business density; number of new enterprises economy-wide registered (per year) per 1000 working age people (15-64)
	Domestic expenditure on T&T in local currency (real terms)

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6   3rd edition

Assist host communities in managing visits to their tourism attractions for their maximum benefit, while ensuring the least negative impacts on and risks for their traditions, culture and environment, with the support of the World Tourism Organization and other relevant organizations;	Ratio of foreign visitors to locals (as a %)
	Attitude of population towards foreign visitors
	Ranking of country in 'best places to live in the world index'
Promote the diversification of economic activities, including through the facilitation of access to markets and commercial information, and participation of emerging local enterprises, especially small and medium-sized enterprises (SMEs).	Number of ST-EP[3] programs in place to support SMEs in tourism
	Quantity and quality of local suppliers
	Number of jobs in tourism sector
	Tourism Economy's Contribution to GDP

1   Overseas Development Assistance
2   Less Economically Developed Countries
3   Sustainable Tourism-Elimination of Poverty *www.unwto.org/step/index.php*

Data was sourced at the baseline of 2002 (or as close to 2002 as possible) for each of the 14 indicators and compared to data for 2011 (or as close to 2011 as possible). This provides a snapshot of national progress over time and as far as possible, is calculated as proportional change – or change as a percentage of the baseline over time. This approach has been selected to reduce potential distortion from larger economies which would necessarily demonstrate higher absolute values for key indicators.

15 countries have been sampled for this benchmarking exercise, selected at random from the 40 that participated in the CSD's last reporting cycle. The sample includes a broad range of countries from across the development spectrum.

A focus on economic gain at the expense of social and environmental

Overall, the results show a net growth in the contribution of tourism to GDP across most of the sample countries, together with an increase in international co-operation through technical assistance projects and the value of Overseas Development Assistance

(ODA). The future of these trends remains to be seen as the world continues to emerge from the economic crisis.

Within the sample the less economically developed countries in general are leading the field in terms of improving capital investment, entrepreneurship, job creation, quality of life, and domestic expenditure on tourism. In fact, there are five developing or emerging economies that are ranked first in various indicators within this sample; Mauritius, Ghana (twice) and Tanzania (twice). They are supported to a large extent by their lower initial baselines and their relative insulation from the economic downturn, but this progress is nonetheless highly relevant.

The gaps in progress towards the JPOI commitments principally lie - with a few exceptions - in the increasingly negative attitudes of residents towards tourism, the degradation of natural and cultural resources, the low levels of improved environmental sustainability and the quality and quantity of local suppliers.

Broadly, this illustrates an emphasis at the government level on growing the sector's economic performance (jobs, GDP, entrepreneurship, domestic expenditure), at the expense of the social, cultural and environmental bottom lines. This fundamentally contradicts the principles of sustainable development and responsible tourism.

Commitment (a) *'Enhance international cooperation, foreign direct investment and partnerships with both private and public sectors, at all levels.'*

Mongolia and Tanzania record the highest percentage change in capital investment from 2007, mainly because they were starting from a low base. Actual 2011 injections of capital remain relatively modest at MNT 537bn (USD 450m) and TZS 1177.3bn (USD 748m) respectively. This compares to more advanced economies like the UK which recorded real capital investment in travel and tourism at GBP 9.5bn (USD 15.2bn) in 2011, albeit down from GBP 12.5bn (USD 19.9bn) in 2007.

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Ghan.	Icel.	Kazak.	Maur.	Mong	Rom.	Spain	Tanz.	UK
■ cap. Investment	33	0	-8	-33	-50	25	35	-52	53	-22	139	1	-27	89	-24
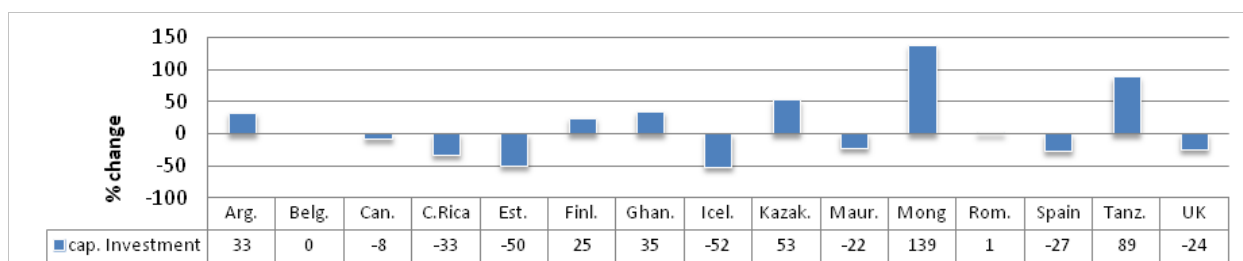
Chart 1: % change of capital investment in Travel & Tourism sector 2007 - 2011

Only 6 of the sampled countries here can demonstrate 'enhanced or increased' investment, and these are largely those in the developing world. The effect of the economic crisis encouraged some governments to diversify their economies into new areas - such as tourism. This has been particularly apparent in developing countries, with recovery

of the tourism sector being recorded at 8 per cent compared to 5 per cent in more developed countries.[7] According to UNWTO Secretary-General Taleb Rifai '*even small country destinations are performing well. Tourism is proving to be one of the few options in their economy, compared with other kinds of economic activity available to other countries*'.[8]

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Ghan.	Icel.	Kazak.	Maur.	Mong	Rom.	Spain	Tanz.	UK
■2002	0	1	0	1	0	0	0	0	1	1	0	0	28	1	5
■2010	14	11	56	5	0	6	8	0	1	0	2	0	90	8	4
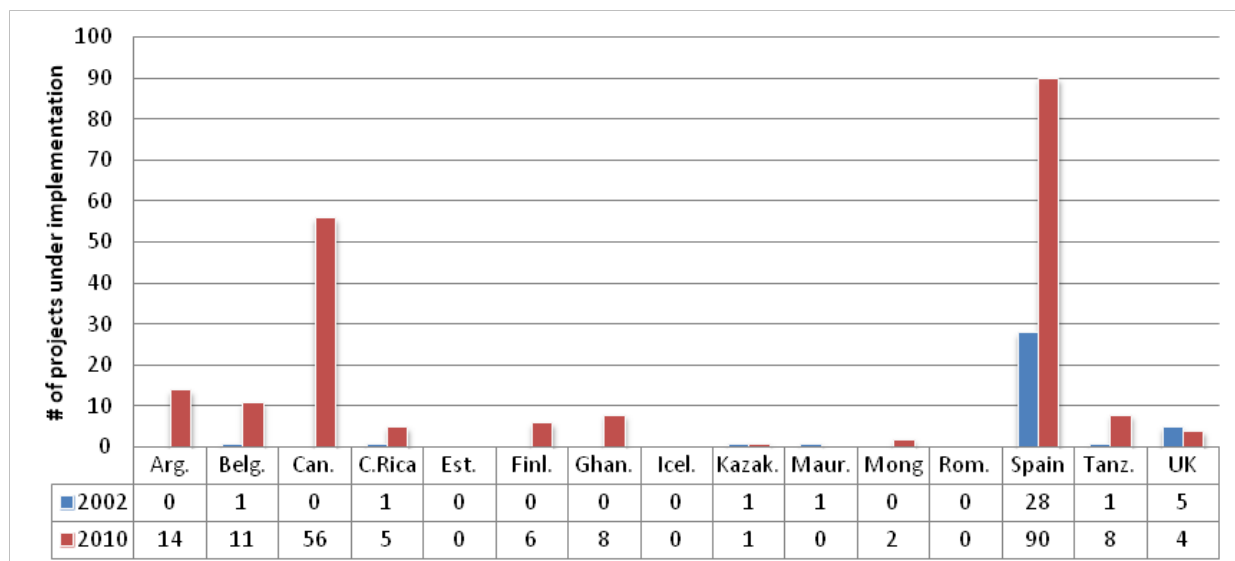
Chart 2: Number of multi-lateral and bi-lateral co-operation agreements under implementation in tourism sector (2002 and 2010)

This indicator provides some measure of the level of co-operation between countries in the tourism field by recording the number of tourism development projects being implemented by country - both as a donor and recipient. All countries except for the UK, Romania, Iceland and Estonia can be said to have improved on this indicator to some extent since 2002 by increasing the number of bi-lateral or multi-lateral tourism projects they are involved with.

Top Performers

If all countries are ranked 1-15 (total number of countries in the sample) for each indicator, with 1 as the best performing i.e. most progress has been made in the period – and the ranks from both indicators are added together, we can make a crude estimation of the countries in this sample that have made most and least progress under commitment (a).

Countries making most progress: Tanzania and Argentina (joint first position).

These countries have not made exceptional progress in either indicator, but they have made good progress in both, and therefore demonstrate commitment to the JPOI at a broad level.

Country making least progress: The UK

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7   UNWTO 2010

8   UNWTO 2011, accessed at http://www.chinadaily.com.cn/life/2011-01/19/content_11880311.htm

Although one of the only countries to have been providing tourism ODA pre-2002 which is commendable, the number of projects the UK supports has declined over the time-period, - as has capital investment in the sector.

It is worth noting that performance here is measured in terms of 'change' or 'growth' since the commitments are arranged around the terminology of 'increase', 'enhance', 'improve' – and does not reward those countries who remain at a relatively constant, albeit high baseline (for example, the UK).

Commitment (b) *'Develop programs, including education and training programs, that encourage people to participate in eco-tourism, enable indigenous and local communities to develop and benefit from eco-tourism, and enhance stakeholder cooperation in tourism development and heritage preservation, in order to improve the protection of the environment, natural resources and cultural heritage.'*

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Icel.	Kazak	Maur.	Mong.	Rom.	Spain	Tanz.	UK
env. Sustainability	0.4	0.1	-0.4	0.5	0.4	-0.3	-0.2	0.2	-0.1	0.4	1.5	0.5	0.50	0.00
natural	-0.4	0	0.1	-0.3	-0.4	0.1	-0.3	0.3	0	-0.2	0	0	-0.20	0.20
cultural	0.2	0.7	0.4	0	0.3	-0.9	-1.4	-0.1	0	0.9	0.2	-0.2	0.00	0.10
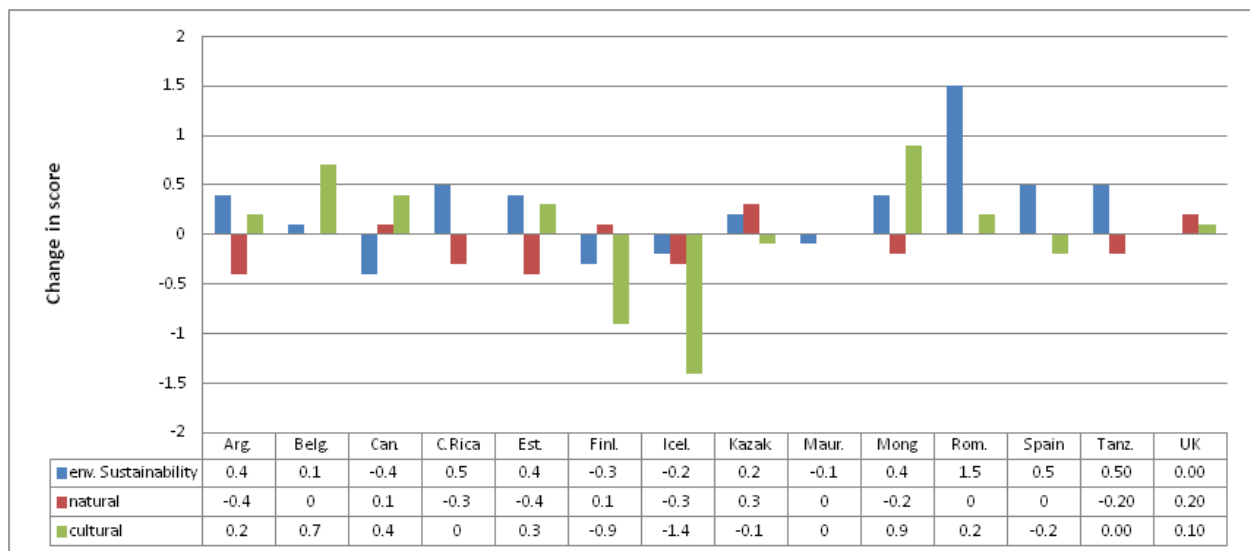
Chart 3: score change (1-7) of environmental sustainability (2007 - 2011) and natural and cultural resource quality by country 2008 – 2011.

*There is no data for 2008 for Ghana, so the country is absent from this list.

In most of the sample countries there has been progress in environmental sustainability since 2007, with Argentina, Costa Rica, Estonia, Mongolia, Romania, Spain and Tanzania performing well.

Romania records the most dramatic increase at 45 per cent. This can be attributed to the prioritisation of environmental management by the Romanian government in view of EU accession.[9] In contrast, Canada's environmental sustainability decreased from 2007 by 7 per cent. The country has a poor record in several environmental areas including climate change, smog, and waste generation[10] and the situation has deteriorated over the last

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9   UNDP Romania 2011 http://www.undp.ro/environment/

10   The Conference Board of Canada, 2011

few years. The government is targeting up to $1.6 billion in cuts to environmental initiatives including substantial budget cuts for Environment Canada (EC) – the government's authority tasked with, among other things 'conserving the country's natural heritage.'[11]

In terms of natural resources, ten out of the 14 sampled countries have either seen no improvement, or declined over the period measured – and cultural resources have stayed the same or declined in half the sample. This means that 7 of the countries, however, have seen improvement - measured by WEF by the number of UNESCO World Heritage Sites, creative industries, international fairs and exhibitions, and sports stadiums.

Top Performers

Country making most progress: Romania

Romania made by far the greatest progress in environmental sustainability whilst managing not to damage any of its natural assets, and record growth in cultural resources as well.

Country making least progress: Iceland

Iceland not only recorded the greatest decline in cultural resources, but was also the only country in the sample to decline on all three indicators. In terms of making progress under this commitment as a whole, they perform worst.

Commitment (c) *'Provide technical assistance to developing countries and countries with economies in transition to support sustainable tourism business development and investment and tourism awareness programs, to improve domestic tourism, and to stimulate entrepreneurial development.'*

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Ghan.	Icel.	Kazak.	Maur.	Mong	Rom.	Spain	Tanz.	UK
■ business density	-18	16	16	-8	34	37	48	-1	11	25		-37	-39		-18
■ domestic exp.	15	-19	-19	-4	-25	-18	89	-3	22	13	81	-7	-5	28	-1

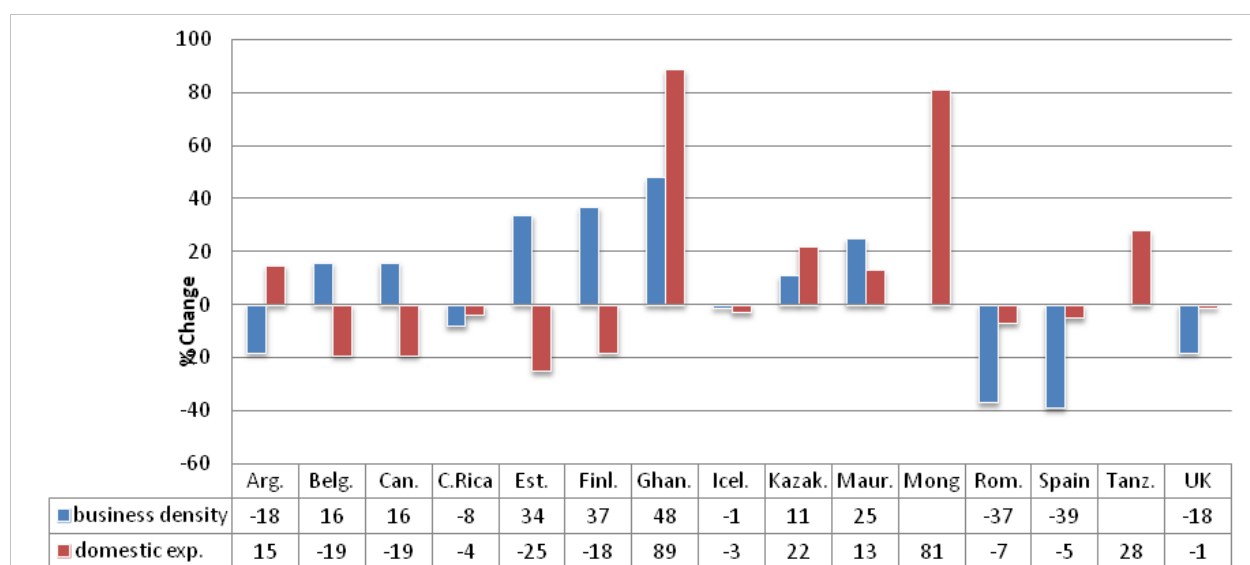
11   The Council of Canadians 2011

Chart 4: % change in; business density (2004 – 2009*) and domestic expenditure on Travel and Tourism (T&T) (2005 – 2011)

*The latest available data for Ghana and Estonia is 2007, so business density is measured in 2004 and 2007. There is no data for Mongolia or Tanzania

Domestic expenditure has declined since 2007 in all of the more developed countries in this sample (UK, Spain, Romania, Finland, Iceland, Estonia, Canada and Belgium). This reflects the general crash of the tourism and leisure market across the developed world during the economic crisis[12] but is expected resume along its previous projections as the world economy stabilizes.[13]

The UK, which only records a 1 per cent decline in domestic expenditure, has implemented various measures to increase consumer spending such as temporarily cutting Value Added Tax (VAT), and heavily marketing domestic travel, known as the 'Staycation'. VisitEngland notes that the volume of domestic travel in 2010 was well over pre-recession levels and that the experience of holidaying at home was positive enough to increase the desire to take more domestic breaks.

In the developing world, however, the data shows an almost universal trend for increased domestic spending on internal travel and leisure services since 2007 (Argentina, Ghana, Kazakhstan, Mauritius, Mongolia and Tanzania), by as much as 89 per cent in the case of Ghana and 81 per cent in Mongolia. This is consistent with trends in domestic expenditure more generally in emerging markets as the growth of disposable income and the middle class stimulates demand for leisure activities and luxury consumer goods.[14]

Business density (number of new enterprises registered per 1000 working age people) as an indicator of national entrepreneurship[15] has been stimulated successfully in half the sample. Latest data available is from 2009 (pre full impact of the crisis) and shows particularly strong growth in Ghana, Finland and Estonia, and significant decline in Romania, Spain and the UK.

In Spain, entrepreneurial activity fell by 15.7 per cent in 2010 according to IE Business School´s findings published in the 2010 Global Entrepreneurship Monitor's (GEM) Spain Report. The fall in activity is attributed to poor access to funding; insufficient education and training programs specialized in entrepreneurial management, particularly in primary and secondary education; and excessive bureaucracy and tax for entrepreneurial activity.[16]

This indicator can only be applied to those countries in a position to be donors, rather

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12   WEF 2011
13   Barclays 2012
14   Benshimol-Severin et al. 2011
15   Klapper & Love 2010
16   Kelley, Singer and Herrington, 2011

than recipients of aid – notably OECD countries and others considered to be developed world economies. Estonia, Iceland and Argentina are considered to be amongst the top 47 'most advanced' economies by the Human Development Index[17] but they do not provide technical assistance support to LEDCs. Spain is by far the largest donor to the tourism sector (US$ 8.9m in 2010), followed by the UK. Since the signing of the JPOI in 2002, Finland and Canada have dispersed tourism-specific ODA to LEDCs, whilst Belgium and Spain have increased their assistance.

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Ghan.	Icel.	Kazak.	Maur.	Mong	Rom.	Spain	Tanz.	UK
■2002	0	0.13	0	0	0	0	0	0	0	0	0	0	2.289	0	1.547
■2010	0	1.128	0.406	0	0	0.75	0	0	0	0	0	0	8.9	0	1.261
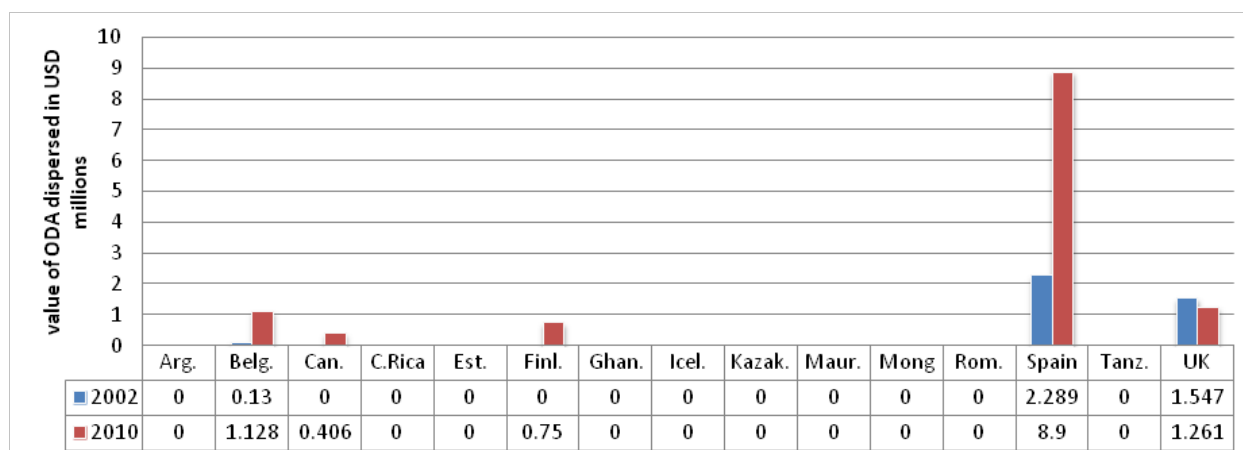
Chart 5: showing ODA disbursement (in USD millions) to the tourism sector of LEDCs in 2002 and 2010

Top Performers

Country making most progress: Ghana

Ghana records the most growth in entrepreneurship and in domestic spending on T&T. It records neither positive nor negative growth for ODA dispersement and therefore remains in pole position.

Country making least progress: the UK

The UK is the only country to have recorded a decrease in all three indicators over the time-period.

Commitment (d) *'Assist host communities in managing visits to their tourism attractions for their maximum benefit, while ensuring the least negative impacts on and risks for their traditions, culture and environment, with the support of the World Tourism Organization and other relevant organizations.'*

As might be expected, there is an almost universally negative correlation between the increase in the ratio of tourists to locals, and the attitude of locals towards tourists. In other words, as the density of tourists grows in a destination, so does the resistance to their presence – strongly suggesting that residents feel tourism negatively impacts their

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17   UNDP 2011

'traditions, culture and environment'. The exceptions are Finland, Iceland and Mauritius.

Over the last 20 years, there has been an annual rise in the number of tourists in Mauritius and community survey evidence[18] corroborates the World Economic Forum's data in reporting that the host community was positively inclined toward tourism and its development - particularly in their attitudes towards the socio-cultural and economic benefits, *'clearly expecting that the tourism industry would result in an overall better quality of life'[19]*. This can be attributed to extrinsic factors commonly found to influence host attitudes. These include seasonality[20] and the tourist profile. In the case of Mauritius, these factors work to the country's advantage in providing for little seasonality and in general, a higher-paying and more culturally sensitive, less invasive guest (for example; honeymooners and long-term 'second-home' visitors).

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Ghan.	Icel.	Kazak.	Maur.	Mong	Rom.	Spain	Tanz.	UK
ratio tourists locals	76	1	-26	65	58	24	37	56	9	30	78	61	-6	14	21
attitude to tourists	-13	-7	1	-8	-24	24		5	-16	10	-16	-8	-12	-48	-9
quality of life.	4	1	2	3	2	1	12	1	4	4	7	4	2	11	1
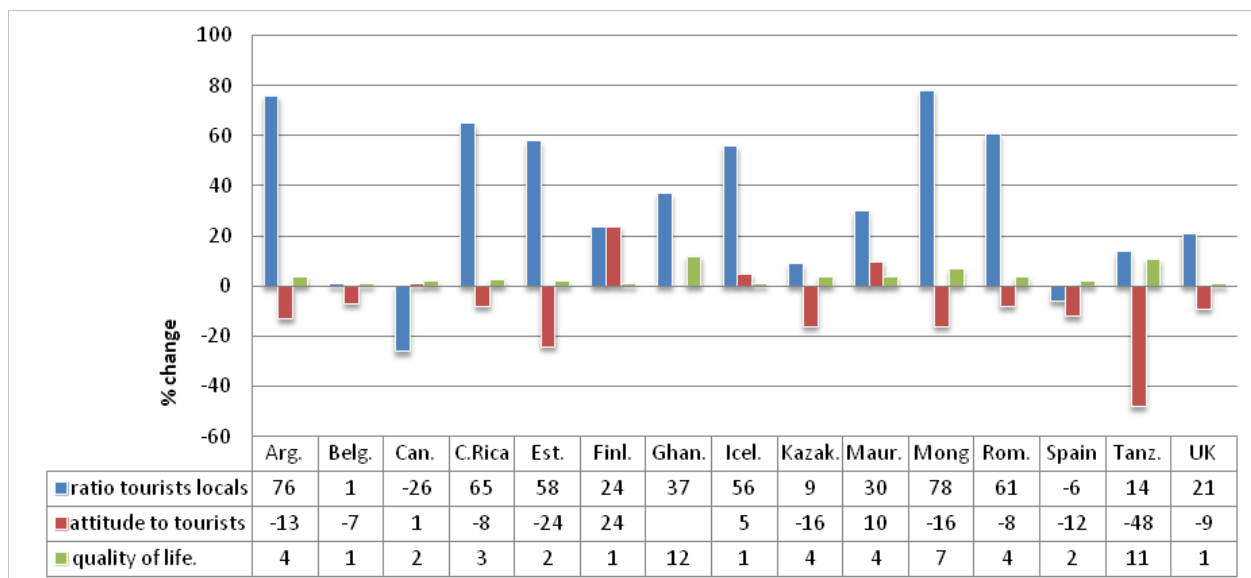
Chart 6: % change in; ratio of tourists to locals (2002 – 2010), attitudes of locals towards tourists (2007 – 2011) and quality of life for residents (2005 – 2011)

*There is no data for Ghana for 2007 attitude to tourists, so this indicator is not represented.

In addition to these extrinsic factors, the Government of Mauritius and the Board of Investment (BOI) have taken a pro-active approach to ensuring the social and economic benefits derived from tourism are delivered to the local community. Examples include the levying of a 3 per cent sales tax on residential resort villas to be paid into a social fund through their 2007 'Integrated Resort Scheme' legislation[21], and the introduction of obligatory Corporate Social Responsibility by law.

Top Performers

Countries making most progress: Canada and Mauritius (joint first place)

18   Ramseook-Munhurrun and Naidoo, 2011
19   Ramseook-Munhurrun and Naidoo, 2011, page 50.
20   Andriotis & Vaughan, 2003, cited in Nunkoo & Ramkissoon, 2010.
21   Board of Investment, Mauritius, 2009

Mauritius records growth in the ratio of visitors to locals, but manages to also improve the attitude of locals to foreigners whilst also registering improvement in quality of life. Canada ranks in joint first place mainly because it has decreased the ratio of visitors to locals without significantly changing the attitude towards foreigners or quality of life.

Country(s) making least progress: Estonia

Estonia combines one of the highest ratios of visitors to locals with one of the poorest attitudes of locals to visitors, and very little improvement in its quality of life.

Commitment (e) *'Promote the diversification of economic activities, including through the facilitation of access to markets and commercial information, and participation of emerging local enterprises, especially small and medium-sized enterprises (SMEs).'*

	Arg.	Belg.	Can.	C.Rica	Est.	Finl.	Ghan.	Icel.	Kazak.	Maur.	Mong	Rom.	Spain	Tanz.	UK
UN STEP programs	0	0	0	1	0	0	5	0	0	1	0	0	0	5	0
local suppliers	-4	-1	-5	7	-1	-14	0	-12	-13	0	25	4	-2	7	-8
jobs	0	-14	-7	1	-25	-29		-16		2		7	-14	13	18
tourism GDP	43	14	3	29	31	-3		-31		24		102	12	69	9
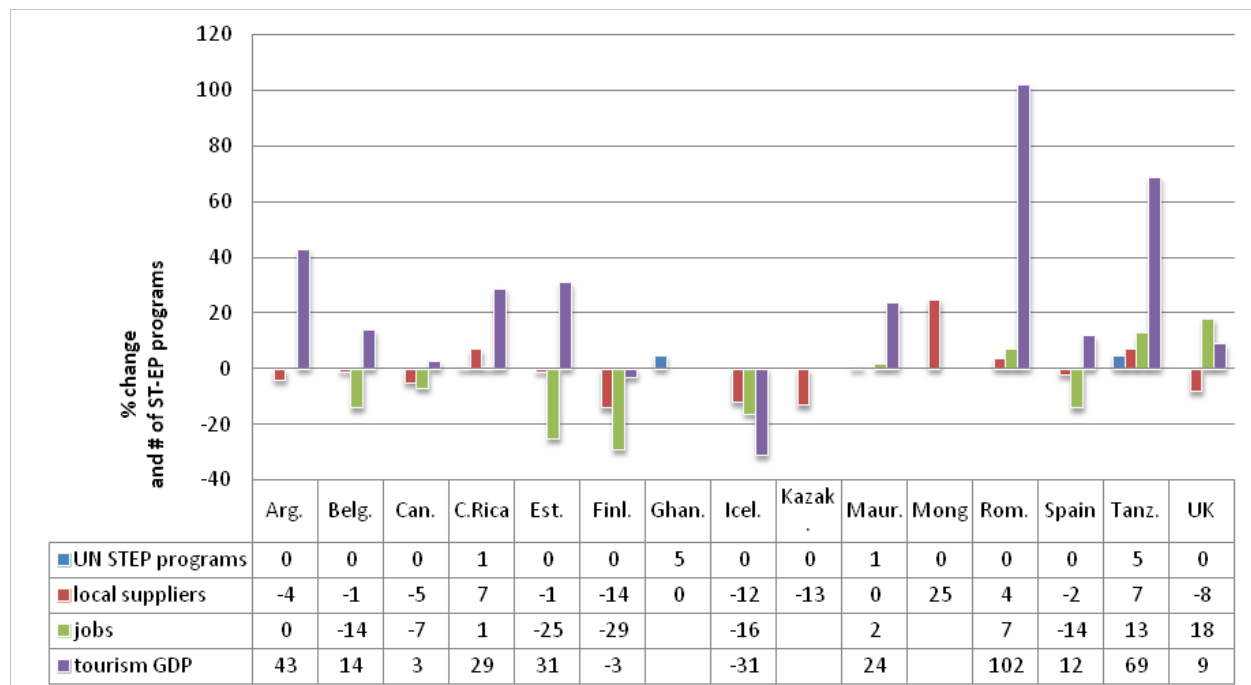
Chart 7: showing number of UN ST-EP programs being implemented since 2002, the % change in; quality and quantity of local suppliers (2005 – 2011), jobs in tourism economy (2007 – 2011), and contribution of tourism to GDP (2007 – 2011).

*Ghana, Kazakhstan and Romania have no jobs and GDP data for 2007 and these indicators are not included.

In this sample, there are 12 ST-EP programs being implemented (in Costa Rica, Ghana, Mauritius and Tanzania) by the UNWTO to support SMEs and market participation for local tourism businesses. There is no indication available of the specific impacts of this work.

Across most of the sample countries, there is a greater contribution from the tourism sector to national GDP now than there was in 2007 - which is a positive sign. The notable exception is Iceland whose tourism economy was badly hit by the collapse of its banking

sector and the reputational issues associated with disturbance of the volcanic ash-cloud.[22] In many of the sample countries, however, this growth does not appear to be translating into employment figures.

The number of jobs in the tourism economy has declined in half the countries sampled, despite overall growth in the economy. Hardest hit for employment are the more developed economies of Belgium, Estonia, Finland, Iceland and Spain, where employment cuts have been well reported in the last few years due to the economic crisis. Unemployment across the Eurozone was at 10.3% at the start of 2012 (with Spain recording the highest at 22.9%) compared to 6.9% in 2007.[23] The UK is an exception and shows an 18% increase in tourism employment since 2007 – forecast as 950,000 jobs for 2012.[24] The sector has been strengthened in recent years due to the devaluation of the pound (attracting more overseas spenders), the sustained tendency for domestic holidays, and the up-coming Diamond Jubilee and London Olympics.[25] Indeed, according to David Scowsill, president of WTTC, in 2011 the sector grew at five times the rate of the economy as a whole, in marked contrast to the European Union where 'tightening of consumer spending, uncertainty around the future of the Eurozone and peripheral economies of Greece, Spain, Italy and Portugal and the impact of austerity measures kicking-in will result in a contraction of the industry of 0.3%'.[26]

Top Performers

Country making most progress: Tanzania

Tanzania is the only country to improve on all four indicators, notably on the contribution of tourism to GDP.

Country making least progress: Finland

Finland declines in all indicators, most significantly in the number of jobs held in the tourism economy.

Conclusion

This paper finds that the commitments themselves are not readily actionable and are not supported by an adequate framework of monitoring and reporting, such that the vast majority of signatory governments are not accountable to the process at the international level.

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22   Valdimarsdór and Pálsdór (2011).

23   European Commission (2012) Stat Generator

24   WTTC (2012) page 4.

25   WTTC (2012) http://www.wttc.org/news-media/news-archive/2012/travel-tourism-boost-uk-economy-2012/ .

26   WTTC (2012) http://www.wttc.org/news-media/news-archive/2012/travel-tourism-boost-uk-economy-2012/

On the national level, some progress has been made over the last ten years in advancing sustainable tourism, most notably economically, and most notably driven by developing countries within the sample. There is a general lack of progress in improving the social, cultural and environmental performance of the sector – to the extent that conditions for a large proportion of the sampled countries were in fact better ten years ago than they are today.

The global economic crisis has had a severe impact on the industry as a whole and is a significant factor in the decline of many of the indicators selected under this research. However, in most countries the tourism sector has begun to emerge from the crisis and growth is being buoyed by domestic travellers, innovative new products and other measures that focus on boosting sector growth. This growth does not correlate with many of the positive impacts that can be derived from tourism such as job creation or natural and cultural resource protection, indicating that many governments have not taken the measures necessary to ensure long-term sustainability of the sector, even if faced with external shocks. **This leads to the general conclusion that whilst 190 governments signed up to commit to the development of sustainable tourism, it is not the predominant paradigm in times of stress. Under conditions of pressure (particularly economic pressure), sustainability is side-lined in favour of growth and short-term economic gain.**

As tourism continues to grow across the world, it is imperative that governments are compelled to prioritise sustainable development throughout all of their decision-making, and not only in their sustainable development plans.

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Positive Connectedness: Encouraging Pro-Environmental Behaviour Change in Responsible Accommodation

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The article reports and discusses the results of an exploratory research study in Australia which identified the nature of respondents' pro-environmental holiday aspirations and whether accommodation owners and managers could encourage environmentally significant behaviour change.

To reduced greenhouse gas pollution and consumption of finite resources requires humans to participate in significant pro-environmental behaviour change. Government policies to achieve a more sustainable future have not necessarily embraced the degree of change required and not recognised the intertwined nature of consumption, social practice and social norms[1]. Success in reducing pollution and consumption requires a deeper understanding of the interplay between cultural values and social behaviour.

One expression of culture is of course the pursuit of leisure, and tourism has a particularly strong vested interest in protecting the environment because nature is at the very core of many destinations' appeal.[2] Furthermore, tourism has a significant responsibility to reduce its impacts because it accounts for between 5 to 15% of global CO_2 emissions.[3] In fact it might be possible that tourism could make a far stronger impact towards a more sustainable future because holidays provide occasions when individuals have the opportunity to relax and reflect, discover new ideas and seek spiritual renewal[4]; all functions that might assist changing social practice and behaviour. Therefore tourism may have the opportunity to contribute above and beyond its 'environmental weight' to encourage the required transition in human behaviour.

New tourism accommodation research acknowledges that there is progress in responsible practice, but more must be done through planning and communication (small and medium scale providers), and destination policies and supply chain management (larger providers).[5]The focus of this article is on the guests, whose willingness to support pro-environmental principles, would greatly assist responsible accommodation providers in changing their practice.

This study contributes to the body of knowledge in four ways: first, comparing attitudes and motivations between biospheric, altruistic and egoistic respondents; second, determining if sharing pro-environmental and pro-social actions with guests could encourage the ethic of partnership; third, identifying the barriers

1   Shove, E. 2003, 2009 and 2011

2   Ritchie, J and Crouch, G. (2003) and Hall, M., Scott, D. and Gossling, S. (2011).

3   Simpson, M.C et al (2008)

4   Botton, A (2002) Weeden, C. (2011), White, R. (2005)

5   Garay, L. and Font, X. (2012) and Font, X. et al (2011).

that prevent pro-environmental holiday decisions; and fourth considering the use of technology in assisting in the transformation of social practice.

Definitions

The concept of *Responsible Accommodation* is defined here as: a business which provides overnight facilities for tourists, monitors environmental, social and economic impacts and takes responsible action to minimise the negative and maximise the positive impacts, by involving the customers as a partner, to producing a better holiday experience.

The subject of this paper is pro-environmental attitudes and behaviour, following Schultz, *Environmental values* are defined as: "those values that are specifically related to nature or that have been found to correlate with specific environmental attitudes or concerns."[6]

Pro-environmental attitudes, complex influences and behaviour

This review starts by discussing belief-systems and barriers to action, and then considers the application of ethics and social norms that influence pro-environmental behaviour. This step-by-step process should not be taken to imply that human decision making is straightforward, it is accepted that it is in fact very complex.

Values

An individual's values are developed from the immediate social structure around them and the wider cultural context in which they live.[7] They guide beliefs and therefore have a profound effect on an individual's attitudes, but do not necessarily mean they are followed through into actions, we return to this issue. The factors that cause an individual to hold pro-environmental values are varied - not one common element but a combination that includes childhood experiences, environmental destruction, family and religious values, education, empathy with nature and wildlife.[8] Consequently, while values shape much of our beliefs and subsequently attitudes, what shapes values is therefore also complex. [9]

Pro-environmental attitudes

Originally, research into environmental psychology suggested that individuals required only to be given knowledge to gain environmental awareness and act accordingly. In

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6   Schultz, P. et al (2004 p. 32).

7   Kollmuss, A. and Agyeman, J. (2002

8   Chawla (1998) quoted in Kollmuss, A. and Agyeman, J. 2002 p.251) and Stern, P. (2000).

9   Kollmuss, A. and Agyeman, J. (2002).

other words, take *reasoned action*. But this is evidently not the case because these early theories did not reflect the complexity of influences, nor consider that attitudes were changeable, nor the barriers that prevent action.[10]

To understand what makes individuals take environmental action, Stern's value-behaviour-norm (VBN) provided a theory about the interlinking of values with beliefs.[11] It underlined the importance of recognising that there were different types of significant behaviour and the importance of removing barriers to encourage greater pro-environmental behaviour, which is the essence of this article.

Stern pointed out that pro-environmental behaviour can have vastly differing impacts. Decisions that affect the environment on a more substantial basis, like leisure travel, were therefore felt to be of research importance rather than concentrating on the purchasing and use of household disposable products.[12] Stern demonstrated that there were three environmentally significant behaviours: *Impact* on available materials, energy or altering the ecosystem; *Indirect Impact* where behaviour effects the context e.g. policies and commodity prices; and *Intent* where individuals pursue independent action to change social values, polices at home, at work, within their community and society. This could be by way of donations that support environmental causes or avoiding non-eco-friendly products.

Stern proposed that what determined environmental behaviour was an individual's biosphere, altruistic and egoistic values. This broad range of values, acts as the foundation for a causal chain of beliefs, each variable affecting the next through five stages leading to behaviour. In a given situation an individual assesses i) if the environmental conditions threaten their values, ii) their world view, iii) what are the adverse consequences for the valued objective, iv) what is the individual's ability to reduce threat, v) the scale of obligation to take pro-environmental action and their behaviour. Values are the causes of significant behaviour, most prominent when attitude and behaviour association are strongest.

Connectedness with Nature

Schultz *et al* argued that it is less about information and the causal chain of variables that promotes pro-environmental behaviour, but rather the individual's connectedness to nature. According to their research individuals with stronger biospheric values (plants, living creatures) held positive implicit connectedness with nature, while those with egoistic values (me, my lifestyle, my future) held less. Levels of connectedness also appear to be affected by cultural differences. US and Western Europeans were thought

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10   Blake, J. (1999) and Kollmuss, A. and Agyeman, J. (2002).

11   Stern, P. (2000).

12   The purchase of green energy was an important indication of pro-environmental behaviour in the selective tourism marketing study by Dolnicar and Leisch 2008 p 11

to be less biospheric while Latin Americans showed a higher tendency to be more bio-spheric - a reflection of their societal-nature balance.[13]

Snelgar suggested four groups that indicated the degree of 'otherness' from self; self (egoistic), other people (altruistic), other animals (animal life) and other living things (plant life). This classification, a human and non-human perspective, extended the view that altruistic (social) concern was separate from biospheric concern, as proposed by Stern. With human concerns (self and other people) more closely aligned than other people with other species.[14] In other words for many the focus is on self and human preservation above that of other species, animal or plant.

Responsible tourists too are motivated by a wider variety of initiatives than solely ecological impacts. [15] The value of the connectedness theory is that it demonstrates that for individuals to be motivated by a connection they need to have a strong association between values and beliefs to motivate action. Studies have shown that the closer the fit between environmental or social threat and the individual's own values, the stronger the motivation. This was demonstrated in nature tourism where specific place-attachment impacted on the scale of visitor's conservation actions. [16] It was demonstrated in the case of charitable giving, where greater participation depended on an individual's affinity with the cause. [17] It was also shown by different ecotourist segments surveyed at the same ecotourist site. Their different levels of connectedness with the Southern American forest environment affected their levels of satisfaction and service demands. [18]

Connections through interpretation and making the issue relevant to visitors have also been demonstrated to increase visitor awareness, concern and support for specific actions to reduce environmental impacts.[19] A weaker association between threat and values may be a cause for a gap between attitudes and action.

Gaps and Barriers

Much has been written about the Attitude-Action Gap. In summary the 'gap' points to the apparent inconsistency between what consumers say their environmental concerns are, and what their actual actions transpire to be. [20] One reason for this apparent gap has been attributed to research methods. Blake observed that research findings tended to show that individuals took basic environmental actions but were not making envi-

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13   Schultz, P. et al S (2004) and Schultz, P. and Zelezny, L. (1999).

14   Snelgar, R. (2006).

15   Weeden, C. (2011).

16   Lee, T. (2011).

17   Frey, B. and Meier, S. (2004).

18   Torres-Sovero, C. et al (2012).

19   Airey, D. et al (2011).

20   Blake, J (1999), DEFRA (2008), Kennedy, E. et al (2009), Kollmuss, A. and Agyeman, J. (2002), Shove, E. (2010) and its implications for tourism, Barr, S. et al (2010, 2011 and 2012), Miller, G. et al (2007), Wood, A. (2004).

ronmental changes in lifestyle, resulting in "tokenistic" actions.[21] As Stern indicated, we need to be considering environmentally significant behaviour rather than minor purchasing decisions. Furthermore, Kollmuss and Agyeman[22] suggested that it was vital research measured attitudes *toward that specific behaviour* because there can be a gap in time between researched attitudes and action, just as there can be a gap between the scale of the attitudes and the measured actioned. There is also concern that research counted the number of concerned consumers rather than focusing on how consumer intensions translate into behaviour.[23]

Blake has suggested that another cause of the gap may be that besides an individual's own behavioural factors, there is a need to consider external factors (institutional) that can prevent *reasoned action* because of the different levels of power (locus of control) each individual may actually have in changing their lifestyle.[24]

Blake identified three barriers to pro-environmental action. *First,* those individuals' environmental concerns were less important than other conflicting attitudes; this could be through laziness or disinterest. *Second,* there were practicalities that prevented action attributed to lack of time or money, even if they held pro-environmental intensions. *Third,* while individuals might feel responsible, they think their actions would not make any difference because of social norms, or they had no control, or they held a general mistrust of government.[25]

There has been a growing recognition that barriers play a more significant role, since pro-environmental action is also dependent on the existence of infrastructure, contextual variables like government regulations and the locus of control, and causal variables like attitudes and social norms, personal capabilities (knowledge and skills), habits and routines, incentives for action, cultural and geographic factors.[26] The determinants of behaviour are complex.

A further barrier is that the individuals themselves may not perceive either their impacts, particularly their contribution to gradual but sustained environmental destruction, and may tend to simplify problems making it harder to understand complexities. Furthermore, an individual's selective motivations, what action to take now, can override the primary motivations, how we want to live, for example choosing a 5 star hotel for an anniversary rather than camping.[27]

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21   Blake, J. (1999) p. 263
22   Kollmuss, A. and Agyeman, J. (2002)
23   Kennedy, E. et al (2009).
24   Blake, J. (1999).
25   Blake, J. (1999).
26   Kollmuss, A. and Ageman, J. (2002) and Stern, P. (2000)
27   Kollmuss, A. and Ageman, J. (2002).

Denial

Personal, social and psychological motivations may also be the cause of denial to avoid making behavioural changes when the factors involved are not easily adjustable. In other words, individuals may blame others for lack of leadership as a mechanism to protect the integrity of their own actions. Stoll-Kleeman *et al* noted that attitudes mediate between the individual and society. When attitudes change they need to be remain compatible with the individuals' values and their sense of identity, individual's *ego-defensiveness* protects them from inconsistencies. So by protecting self image individuals aim to have consistency, process information in a specific manner to keep things clear and structured. By maintaining this consistency individuals judge and recall information that supports their attitudes, which can be culturally led.[28]

Ethics

Our values influence our ethics, though ethics should not be confused with morals. Morals are the rationale criteria for humans to do good. Ethics are the rules of how one should do good. Humans are ethical because they have intelligence, can anticipate the consequences of an action, make judgements and can choose between different courses of action.[29] In its basic form ethics is "what ought one to do", Socrates.[30] Ethics, applied to Stern's VBN theory, would be used when determining the sense of obligation to take action. Applied to everyday life ethical consumerism is an important guide to responsible tourism where the individual applied *phronesis* (practical wisdom) to making decisions.[31]

Ethical consumerism was used as the principle guiding measure in a survey to identify responsible tourists by Weeden.[32] When making holiday decisions individuals have to balance hedonism, choosing what they like (preference), with the values of others (consensus), the impacts (consequences) and behavioural norms (principles).[33] However, our values are drawn from family, social, cultural structures and life experience.[34] They therefore influence the manner in which we apply *phronesis*. Judging what is 'good' or 'bad' becomes complex as personal or cultural interpretations of a moral situation influence pro-environmental behaviour.

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28 Stoll-Kleemann. S et al (2001).

29 Fennell, D. (2009

30 quoted in St James Ethics Centre n.d.

31 Goodwin, H. (2011).

32 Weeden, C. (2011).

33 Fennell, D. (2006)

34 Chawla (1998, quoted in Kollmuss, A. and Agyeman, J. 2002 p.251) and Stern, P. (2000).

Goal Framing Behaviour

Determining the sense of obligation and the appropriate ethical action to take an individual is also constrained by the many factors of day to day life. In a self reported study consumers said the pro-environmental constraints were lack of time (61%), lack of knowledge (60%), lack of control (60%), lack of money (45%) and a lack of support from household members (25%). In such situations the consumer has to make value trade-offs when prioritising. [35]

These trade-offs depend on the way motives interact and change consumer behaviour. Goal Framing Theory (or Multiple Motives) explains that individuals make decisions based on the goals they are trying to achieve and are influenced by experience and knowledge. There are three primary goal frames used in an individual's environmental decision making: *Normative* – "to act appropriately"; *Hedonic* – "to feel better right now"; *Gain* – "to guard and improve one's resources".[36] Their application depends, of course, on the context of the situation. Since actions are not always single minded, as Fennell identified in holiday planning above, goals are balanced between multiple motives, [37] it is therefore not surprising to learn from early research that individuals were unwilling to lose comfort in favour of environmental values. [38]

Practice and Habits

The influence of goal framing could be a reason why research into UK respondents' pro-environmental home actions was found not to carry over to holidays. Barr observed that respondents found it hard to view their environmental choices in a wider context. One study identified that the cluster which showed the most environmental commitments at home were the ones who traveller further by air. A second cluster reported high water and energy conservation at home but not when on holiday and a third cluster was non-environmental at home and took this practice on holiday. The conclusion was that there was no 'spill over' effect of pro-environmental behaviour from home life and holidays.[39] Nevertheless home based behaviour has been used as a basis for determining environmentally friendly tourists in other surveys.[40]

Miller argues that it is precisely because holidays are seen as one of the only times individuals can freely enjoy life that they appear to ignore environmental values they might hold. From a Goal Framing perspective the hedonic value of a deserved break wins, as demonstrated in qualitative findings where respondents claimed they deserved to fly.[41]

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35   Kennedy, E. et al (2009).
36   Lindenberg, S. and Steg, L. (2007) p. 119.
37   Fennell, D. (2006), Lindenberg, S. and Steg, L. (2007).
38   Becker, (1981), quoted in Dolnicar, (2008), p.206.
39   Barr, S. et al (2011).
40   Dolnicar, S. and Leisch, F. (2008).
41   Miller, G. et al (2007).

Social practice, as a method of segmentation rather than static models, may be a more appreciated method to target consumers. Collectively they behave as tribes (sharing similar practices) and can be reached through the dynamics of social networks.[42] But as Goodwin has argued Responsible Tourism is not a niche.[43] To create a more sustainable tourism sector accommodation owners and managers need to encourage wide participation in Environmentally Significant Behaviour Impacts, not "tokenistic" actions.

Encouraging more pro-environmental actions can be achieved through practice change motivated by social contexts rather than ecological reasons. Employees involved in an internal company environmental campaign adjusted their practice through social contexts rather than being motivated by specifically environmental values.[44] Swedish households involved in an environmental behaviour change programme were motivated by community spirit and personal hedonistic benefits that resulted from choosing environmental options like organic food. Wider perceived pro-social, cultural and hedonic benefits can connect those with biospheric, altruistic and egoistic values and widen impact. But barriers of behaviour change run deep. The Swedish experiment managed only small scale changes because efforts were not sufficient to "make people go for ultimate changes and consume considerably less. The socio-cultural dispositions of the western consumption society are too strong".[45] Shove suggested that a more sustainable use of resources requires a change at the "intersection of consumption, technology and practice....with transformation of social regimes and *respectification* of concepts."[46]

Gender

Women appear to take a more positive approach to changing consumption behaviour than men. Dolnicar and Leisch showed that their' Small Footprint' environmentally friendly tourist segment held more women than men.[47] Household social practice revolves around women, who can be more pro-environmental.[48] Overall gender has been an overlooked aspect of pro-environmental behaviour.[49] It is also arguable that most women make a significant contribution to holiday planning. This suggests that gender is an important factor for progress in Responsible Tourism and should be examined further to identify if women more positively connect attitudes and behaviour change.

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42   Barr, S. et al (2011).
43   Goodwin, H. (2011).
44   Hargreaves, T. (2011) and Nye, M. and Hargreaves, T. (2009).
45   Svensson, E. (2012 p 384)
46   Shove, E. (2003) p 416.
47   Dolnicar, S. and Leisch, F. (2008)
48   Svensson, E. (2012).
49   MacGregor, S. (2010) and Vinz, D. (2009

Health and Positiveness

The behaviour disconnect between environmental concern and pro-environmental behaviour is similar to that on some public health issues. Adults, aware of health risks of cigarettes, continue to smoke, parents aware of obesity still have poorly balanced family diets[50]. It is interesting to note that smokers and drug addicts do not necessarily respond to perceived benefits of change, due not just to addiction but mental ill health, irrational and habitual behaviour. Schemes that introduce nudges are not always successful because they do not resolve the fundamental problems and do not change values and attitudes. Instead nudges may be used to help speed up larger concepts, concepts that offer parallel motivation to support the primary aim.[51]

Mental health rather than mental illness is only a recent focus of research. It is people who are mentally flourishing, who tend to have a much higher frequency of positive thought than those who are mentally languishing.[52] Facing the challenges of Climate Change and finite resources, positive thinking people may feel they have the capacity to make behavioural changes and therefore respond with a "can do" attitude. Positiveness, subjective ("happiness") is a characteristic identified in connectedness to nature and pro-environmental action.[53] Responsible tourists positively believed they could affect global change through their efforts "internal control"; they talk of inner peace achieved from the spiritual renewal of "doing the right thing". Responsible tourists' motivations are based on "a self-transcendent attitude to life and are open to change"[54]. Positivism is a core psychological driver to make change happen.

Transition

Shove examined the Dutch 'transition management' approach and new academic thought finding four features which help understand how new ways for life to occur. *First* are innovations, where human behaviour is part of (within) the system of change brought about by new technology. *Second*, is understanding past history of behaviours and how they have moved from stability to change. *Third*, how "basic services" (spa bath, flat screen TV) are supported by 'unseen' resources to deliver what is felt to be "a precondition of successful modern life"[55]. *Fourth*, radical innovations change the way individuals perform and stimulate a change in values and importance.[56]

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50   Hesketh, K. et al (2005).

51   Eagle, L et al (2011).

52   Fredrickson, B. and Losada, M. (2005) and Corey, L and Keyes, M. (2007).

53   WWF (2008) p.30.

54   Weeden, C (2008) p.231.

55   Van Vliet, Chappells, Shove (2005) p 14.

56   Shove, E. (2009).

Shove highlighted Stern's use of context as the reason preventing change in behaviour, but pointed out the multitude of different factors within context that are not sufficiently investigated, being grouped into the general term, a "catch-all variable" of context.[57] This clearly suggests that to create a more sustainable tourism sector more needs to be learnt of the specific barriers for responsible accommodation.

In conclusion, previous social science, tourism, psychological research and theory suggest that individuals can have either egoistic, altruistic or biospheric values, influenced from childhood and life experiences, religion and culture which can affect their level of connectedness to the environment and or degree of connection to 'otherness'. These values through a chain of beliefs can prompt practical wisdom, *phronesis*, but the choice of pro-environmental action depends on the individual's goals and context. The context of behaviour is critical in determining if the individual will take pro-environmental actions depending on a range of institutional barriers, personal capabilities, social norms and conflicting objectives. To achieve a more sustainable tourism sector responsible accommodation needs to engage with individuals to make a transition in their current social behaviour at the "intersection of consumption, technology and practice".[58]

Encouraging environmentally significant behaviour and lifestyle change requires not one intervention but a holistic synthesis of factors seen from the 'actors' point of view, using *social sanctioned moral norms*.[59] There is a consistent call for more research on ethics and tourism[60] and to identify and measure connectedness with nature, motives, patterns of behaviour and barriers of pro-environmental behaviour.[61]

Research Method

Two studies were undertaken in Australia to explore the nature of respondents' pro-environmental holiday aspirations and whether accommodation owners and managers could encourage environmentally significant behaviour change. The research sought to identify the nature of respondents' pro-environmental holiday aspirations and identify if accommodation could encourage environmentally significant behaviour.

The first study Involved surveying a questionnaire using a five point Likert Scale and three open ended questions. 100 Sydney Residents, using a non-probability (quota) sampling method, and 100 Previous Guests of self contained cottages on the hosted property Crystal Creek Meadows in Kangaroo Valley NSW Australia were surveyed. The sample, 49% male and 51% female closely matches the Sydney population in gender, 49.6% male

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57   Shove, E. (2009 p. 1275)
58   Shove, E. (2003 p. 416).
59   Stern, P. (2000) and Stoll-Kleeman et al (2001).
60   Fennell, D. (2009) and Weeden, C. (2011)
61   Lindenberg, S. and Steg, L. (2007 p. 132-133), Schultz, P. et al (2004) and Shove, E. (2009 and 2011).

and 50.4% female.[62]. The questionnaire uses several questions from international studies research[63] used as examples of progress in responsible tourism and additional questions to determine the appeal of responsible practice.

There were six areas of potential bias identified and subsequent strategies to minimise risk and build quality. The questionnaire was tested with ten respondents, no modifications were found to be required. To identify which respondents showed the strongest aspiration to significant pro-environmental behaviour, three questions were cross tabulated. They tested connectedness, the ethic of responsibility and appeal of social practice change encouraged by information.

The second study involved an evidence based trail using online voluntary selection process.[64] At the time of making an online accommodation enquiry prospective guests were invited to select three environmentally significant actions as part of their booking. There was no personal contact made with website visitors, the decision to select was voluntary. The options were all pre set as "no" in the selection so that individuals had to select "yes". [65]

Findings from the first study were assessed to determine similarities and differences, first, between the two sample groups, Sydney Residents and Previous Guests; second, using the cross tabulation of the three questions across the total sample. Three groups were then identified based on the degree of motivation to connectedness, responsible behaviour and interest in information.

Chi Square was used to determine the significance in responses. The analysis was undertaken to a 95% and 99% level of statistical confidence so that scores from 0.005 to 0.000 were considered significant.

Results

The cross tabulation using three questions (connectedness, the ethic of responsibility and appeal of social practice change encouraged by information) Figure 1 shows the response rates to the questions. Clusters were drawn from the responses in the following manner:

'Positive Aspirers' cluster contains respondents who had answered either all three or two of the questions strongly, equal to 35% of the total sample. They were also identified as responses to the open ended questions using positive thinking.

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62   Sydney adult population split is 82% aged 24 to 54 and 18%, Australian Bureau of Statistics (2007)

63   See Appendix 1

64   The test study was exploratory, findings should not be interpreted to represent findings of the Australian population. There may have been responses bias from Previous Guests, but results are not significantly dissimilar to Sydney Residents'. The author declares that he is a partner in Crystal Creek Meadows. Chi Square independently identified statistically significant response rates.

65   See Appendix 3.

'Concerned Supporters' cluster contains respondents who had answered only one of the three questions strongly and the other two questions low, equal to 38% of the total sample

'Egoistic' cluster contains all respondents who did not answer any of the three questions strongly, equal to 27% of the total sample.

Figure 1: % of Respondents who answered one, two or three Responsible Accommodation questions strongly = n144

1. *Strongly Agree/Agree* that "*I take environmentally friendly tourism considerations into account when making a decision about where to travel*"

2. *Highly Appealing 10,9,8* for "*Total carbon footprint of your stay is printed on receipt* to the question"

3. *Holidaymakers themselves, 10,9,8 fully responsible* for "*what level of responsibility should the following have in dealing with the environmental impact for a holiday*"

2 Carbon Footprint on Receipt
Appealing 10,9,8

1 Eco Friendly Tourism considerations
taken into account – Strongly agree/agree

3 Responsible – Holidaymakers
Fully Responsible 10,9,8
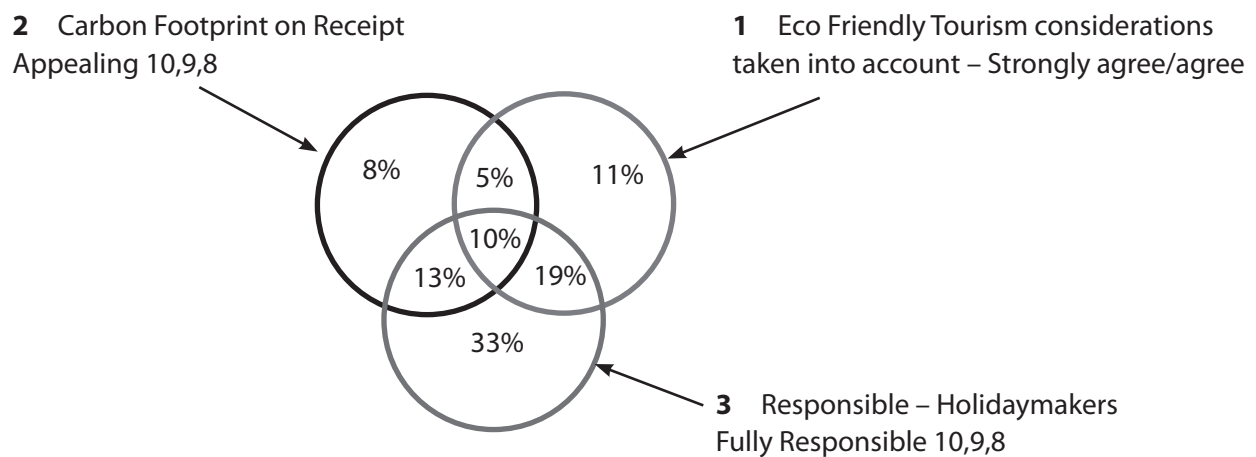
Percentages shown are from the total of the three cluster groups n144

The Positive Aspirers, showed an important gender bias indicating more women than men held pro-environmental attitudes, Table 1. This is a similar to the finding of Dolnicar and Leisch.[66] There was no discernible significant age bias.

Table 1

Profile	Positive Aspirers N=69	Concerned Supporters N=75	Egoistic N=54	Total
Sydney Districts	100%	100%	100%	100%
Male	42%	44%	66%	49%
Female	58%	56%	33%	51%
Age 24-44 yrs	77%	66%	60%	68%
Age 45-64 yrs	23%	34%	40%	32%

66   Dolnicar, S. and Leisch, F. (2008)

Ethical Consumerism

Ethical consumerism has been used as a predisposition indicator of responsible tourism by both Goodwin and Weeden[67]. Using the same questions researched by the UK's Co-Operative Bank (2009), this study also found strong levels ethic purchase attitudes. 75% of Positive Aspirers said *"Yes"* they had *"at least once during the last year avoided a product or service on a company's behaviour,"* compared with 52% of Concerned Supporters and 58% Egoistics.

75% of all respondents said *"yes"* they had *"chosen a product or service on a company's behaviour"*. While 64% of all respondents said *"yes"* they had *"referred a company because of their responsible business practice"*.Indicating that referral is practiced by many respondents.

In 2010 TUI, the multinational tourism group undertook a sustainable tourism survey in 8 countries which included questions on travellers' everyday ethical purchasing behaviour and reported moderate levels of ethical purchasing. Using similar questions in this study the cluster analysis showed that Positive Aspirers recorded a higher level of regular ethical purchases than the Concerned Supporters and Egoistics. (See Table 2.)

Additional questions asked levels of environmentally significant behaviour68 in donating, purchasing green energy and ethical investments.17% of Positive Aspirers, 16% of Concerned Supporters and 2% of Egoistic said they "Always-Very often" did "invest in ethical funds". More Positive Aspirers (39%) said they "Always-Very often", "Do you donate to organisations devoted to environmental or social causes?"compared to Concern Supporters (37%) and Egoistic (28%). More Positive Aspirers (37%) also said they "Always-Very often","purchase Green Energy" compared to Concern Supporters (24%) and Egoistic (13%). 27% of Positive Aspirers "Always-Very often" did "book environmentally friendly accommodation" compared with a total sample average of 17%.

No significant difference was found comparing Sydney Residents' and the Previous Guests'ethical consumerism except that more Previous Guests (55%) said that they *"sometimes… book environmentally friendly accommodation"*, compared to Sydney Residents (30%). This may reflect, and explain, their recent stay at the Crystal Creek accommodation. This suggests that the accommodation did not attract a significantly different profile of ethical consumer than represented in the Sydney residents' sample – except that they had recently actually stayed in environmentally friendly accommodation.

The findings demonstrate that Positive Aspirers, respondents who held stronger connectedness to the environment and were generally positive thinkers, applied their

67   Goodwin, H. (2011) and Weeden, C. (2011).

68   Impacts and intents, as defined by Stern, P. 2000

ethical and environmental values and beliefs more regularly than Concerned Supporters and Egoistics. However, differences between the clusters when making environmentally significant behaviour impacts was less significant.

Table 2: % Top 2 Box 'Always' & 'Very Often'

	Positive Aspirers N=69	Concerned Supporters N=75	Egoistics N=54	Total	Chi Square
"Do you use environmentally friendly detergents or cleaning products?"	65%	49%	20%	47%	0.00
"Do you buy Fair Trade products?"	49%	20%	14%	29%	0.00
"Do you donate to organisations devoted to environmental or social causes?"	39%	37%	28%	35%	
"invest in ethical funds"	17%	16%	2%	12%	
"purchase Green Energy"	37%	24%	13%	24%	
"Do you book environmentally friendly accommodation?"	27%	15%	6%	17%	

Top 2 Box refers to a 4 or 5 on a 5 point scale where 1 is "Never", 2 is "Rarely", 3 is "Sometimes", 4 is "Very Often" and 5 is "Always"*TUI (2010)

Holiday Motivations

Holiday motivations balance personal values, ethics and the needs of others.[69] A Tearfund study showed that over a quarter of respondents considered ethical and environmental issues when planning a holiday.[70] For this study a similar question structure was surveyed but included a wider list of causal variables.

Comparing the two sample groups showed different ranking of motivational criteria between Previous Crystal Creek Guests and Sydney Residents on cleanliness of accommodation, relaxation, cost, comforts and indulgencies, see Table 3. This reflects the Sydney Residents' wider range of last holiday experiences. Nevertheless, environmental and ethical attitudes were identified as essential to some respondents. Previous Guests (32%) and Sydney Residents (33%) both felt *"Holidays impact on the environment"* was *"Very Important or Important"*. 42% of Previous Guests said it was *"Very Important or Important"* that the *"company had ethical polices"* compared to 25% of Sydney Residents. The difference between the sample groups may reflect Previous Guests awareness and connectedness following being exposed to the accommodation's interpretation of environmental impacts, as demonstrated by Airey et al.[71]

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69   Fennell, D. (2006)

70   Tearfund/Ipsos-RSL (1999).

71   Airey, D. et al (2011).

Table 3: *"When booking you last Australian holiday how important or unimportant were the following criteria".* % Top 2 Box 'Very Important' &'Important'

	Previous Guests N=98	Sydney Resident N=100
Destination Choice	91%	92%
Guaranteed clean accommodation	99%	86%
Somewhere I can switch off and relax	96%	83%
Opportunity to enjoy local lifestyle	83%	83%
Affordable cost	67%	83%
Experience somewhere new	76%	77%
Good local food & wine	77%	73%
Accommodation had modern comforts	83%	60%
Good weather	53%	60%
Accommodation provided indulgencies	64%	40%
Holiday's Impact on the environment	32%	33%
Used the company before	24%	32%
Staying somewhere that would impress friends and family	14%	32%
Company had ethical policies	42%	25%

Top 2 Box refers a 5 point scale where 5 is "Very Important" and 1 is Very Unimportant"

For Positive Aspirers environmental and ethical considerations ranked highly, see Table 4, 61% of Positive Aspirers said *"Holiday's Impact on the environment"* was *"very important – important"* compared with 32% of concern Supporters and 9% of Egoistics.

More Positive Aspirers (52%) said it was *"very important – important"* that the *"Company had ethical policies"* than Concerned Supporters (29%) and Egoistic (15%). This suggests that while respondents are unlikely to sacrifice hedonistic pursuits, there was a high proposition of respondents that did value ethical and environmental considerations.

Table 4: *"When booking you last Australian holiday how important or unimportant were the following criteria".* % Top 2 Box 'Very Important' &'Important'

	Positive Aspirers N=69	Concerned Supporters N=75	Egoistic N=54	Total	Chi Square
Holiday's Impact on the environment	61%	23%	9%	33%	0.000
Company had ethical policies	52%	29%	15%	34%	0.001

Top 2 Box refers a 5 point scale where 5 is "Very Important" and 1 is Very Unimportant"

Environmental Connection and Social Norms

Connectedness with the environment was tested using the same question asked previously by the Canadian Tourist Commission in 2009 in its major source markets. Their 10 country survey had shown varying levels of consumer commitments. This may reflect different biospheric attitudes and cultural values.[72] The survey's Australian results showed a low level of environmental connectedness, but no analysis of the findings were provided.

This survey's cross tabulated results indicated 73% of Positive Aspirers strongly agreed or agreed with the proposition *"I take environmentally friendly tourism considerations into account when making a decision about where to travel"* compared with 19% of Concerned Supporters and 0% of the egoistics (see Table 5).

Table 5: *"I take environmentally friendly tourism considerations into account when making a decision about where to travel"*

	Positive Aspirers N=69	Concerned Supporters N=75	Egoistic N=54	Total Sample N=198
Strongly Agree	9%	1%	0%	4%
Agree	64%	18%	0%	29%
Undecided	17%	47%	54%	39%
Disagree	9%	32%	39%	25%
Strongly Disagree	1%	1%	7%	3%

Chi Square: 0.000

An additional open ended question probed for barriers, see Table 6. Respondents who strongly agreed-agreed that *"I take environmentally friendly tourism considerations into account when making a decision about where to travel"* positively embraced the concept that they had choices. They expressed a connection and appreciation with nature and a desire not to harm it, to select eco options and to apply a similar approach to their life in general.*"Because we try not to contaminate places and visit parks and landscapes which are eco friendly – use bore water and have recycling services" – Sydney Resident*

Respondents who were *"undecided"*(39%) were realistic about their actions and the impacts, wanted to know more and felt they could not find eco friendly options easily. *"I am not going to spend time trying to find the green issues. They need to be clear. But the green issues are not the central point, they are the bonus"- Previous Guest*

Those who disagree-strongly disagree (28%) either cited personal resource issues that restricted options (money and knowledge), or pointed to the social norms within tourism like flying.*"I've never really thought about the effects on the environment – too busy thinking about a holiday" – Sydney Resident*

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72   Schultz, P. et al (2004) and Schultz, P. and Zelezny, L. (1999), Goodwin, H. (2011).

Table 6

Total Sample N=198	Summary Responses to open ended question	Context
Strongly Agree/ Agree 33%	Active – attempting to tread more softly by making changes to lifestyle - avoidance Aware – rationalise past actions that have perceived low impact All things being equal – eco friendly option wins	Choices
Undecided 39%	Acceptance - destination choice affects impact Availability – can't find eco friendly accommodation Accountability – unaware of impacts when booking Avoidance – won't go to destination with "known" negative situation	Social Barriers
Disagree/ Strongly Disagree 28%	Acknowledge – "necessary evil" flying long distance to visit family Budget constraints Awareness	Social Norm

Social Habits and Barriers to Change

Changing habits to greener routines was surveyed by the UK's Department for Environment, Food and Rural Affairs with results showing most consumers did not think it was hard to change[73], The same question was asked in Australia, see Table 7.

Table 7: *"I find it hard to change my habits to be more environmentally-friendly"*

	Positive Aspirers N=69	Concerned Supporters N=75	Egoistics N=54	Total Sample N=198
Strongly Agree	3%	1%	9%	4%
Tend to Agree	19%	33%	45%	32%
Tend to Disagree	52%	45%	36%	45%
Strongly Disagree	26%	20%	9%	19%

Chi Square 0.006

54% of Egoistic *strongly agreed or tended to agree* that they found *"it hard to change my habits to be more environmentally friendly"* compared with 34% of Concerned Supporters and 22% of Positive Aspirers. There was no significant difference between the Sydney Residents and the Previous Guests.

Reasons why respondents felt it was *not* hard to change habits included: they saw the changes as "easy"; that their values had changed (motherhood, growing older); or used the social acceptance of current modes of 'normal life' to redirect responsibility. *"Most important that the supplier takes care of the footprint"- Previous Guest*

What made changing habits hard was: dependence on existing infrastructure, motivation, priorities. *"The needs of my family come first.The environmental things always cost*

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73   DEFRA 2007a p5 and 2011

more"- Sydney Resident. Others felt environmentally friendly alternatives were not readily available or widely understood. A few held a more philosophic reflection. *"We all have our choices to make. We tend to think it is our right – but not necessarily, you can choose different"-Sydney Resident*

The vast majority of respondents, Table 8, considered habits as part of everyday 'normal life', simply switching to alternatives rather than considering fundamental changes to a less consumerist and consumption lead life. Respondents were dependent on selecting changes within the sphere of 'normal life' *"Because they are actually simple impacts [to change], it is not such a hard thing to do"-Sydney Resident. "I think everyone can make changes, it is not hard. [We] have an obligation to do that"- Sydney Resident*

Table 8: *"I find it hard to change my habits to be more environmentally-friendly"*

"Strongly Agree – Tend to Agree"	"Strongly Disagreed – Tend to Disagree"
Personal Capabilities	
Laziness, not passionate	Capable to do things differently
Slow growing awareness	See changes as easy
Need time to change habits	Need to be trained
"My philosophy is stronger than my will"	
Need easy options	
Recognition of lack of conscientiousness	
So many options and costs	
Confusion	
Attitudinal Factors	
Busy work – life – balance priority	Conscious of actions
Child care comes first	Choose responsible actions
	Motherhood changes values
	Important to change – maturing wisdom
Practice & Routine	
Not used to new regimes	Not hard because the changes are small
Recognition that some actions are better than others but continue to fly or own 4x4	Chosen not to have a car
Recognition that habits are hard to break	
Society Barriers	
Alternative not always readily available	Dependent on more information
Lack of information	Recognition that flying is a social norms
Products provided in unsustainable packaging	Australia's scale permits flying
Perception of fraudulent carbon schemes	Expect the supplier to take care of footprint
Lack of confidence in green energy	
Perception of high costs to be more eco friendly	

A major barrier to change is awareness," *I don't think the information has been made available"-Sydney Resident,* the issue is how we see our world.[74] The interconnectivity of individuals, services and consumption applies of course to how we chose holidays and accommodation and responsibly consider the environmental impacts of social norm. *"Well we can't stop flying in Australia because otherwise we couldn't go anywhere. It is easy in Europe they have other options" -Sydney Resident.*

Responsibility and Information

Respondents were asked by to rank each stakeholder separately out of ten *"What level of responsibility should the following have in dealing with the environmental impact for a holiday".* The results are reported in Table 9. Egoistics ranked the *"Accommodation provider"*, *"Local Tourist Association"* and *"Government"* as more responsible than the *"Holidaymakers".* Concerned Supporters ranked *"Accommodation Provider"* above *"Holidaymakers".* While Positive Aspirers ranked*"Holidaymakers"* as most responsible.

Table 9: *"What level of responsibility should the following have in dealing with the environmental impact for a holiday"*

	Mean Rate				
	Positive Aspirers N=69	**Concerned Supporters N=75**	**Egoistics N=54**	**Total Sample N=198**	**Chi Square**
Accommodation Provider	8.77	8.44	6.98	8.34	
Holidaymakers	8.84	7.85	5.57	7.58	0.000
Local Tourist Association	8.20	7.51	6.56	7.49	0.005
Government	7.25	7.48	6.19	7.05	
Airlines	7.52	7.25	5.35	6.83	
Packaged Holiday Companies	7.67	6.97	5.33	6.77	0.004
Petrol Companies	7.10	6.80	4.94	6.40	

Ranked 10 fully responsible to 1 not responsible

Respondents strongly agreed they were willing to partner with the accommodation provider to reduce impacts but many needed guidance. 94% of the total sample agreed: *"I am prepared to make small changes while staying in accommodation, if it helps the environment".* 50% of all respondents agreed: *"I find it hard as an individual to know what environmental action to take while staying in accommodation".* There was no significant difference between the cluster groups. While 71% of the total sample disagreed with the statement *"I don't want to be told what the accommodation is doing to minimise its environmental impacts as long as they are taking action".* The majority of the sample wanted to know what the

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74   as described by Shove, E. (2003,2009 and 2011)

accommodation provider was doing including significantly 50% of egoistics. These findings support the view that guests do want to participate in responsible action.

Responsible Accommodation Motivations

To identify the level of appeal of pro-environmental behaviour, eight accommodation service features were tested. Respondents were asked *"Thinking about accommodation which claims to be eco-friendly, which of the following actions would appeal, not appeal"*, ranking them out of ten, see Table 10. The three clusters showed significantly different levels of appeal for six of the features: eco-friendly cleaning, bicycles, solar power, charitable donation, conservation action and carbon footprint receipt. All respondents found the *"Offers fresh local produce"* and *"Activities that involve you in the local culture"* appealing.

Positive Aspirers found the environmentally significant behaviour of making wildlife donations, conservation and a carbon footprint receipt significantly more appealing than the other two clusters. Both the Positive Aspirers and the Concerned Supporters found the bicycles equalling appealing.

Table 10: % Top 3 response to Box 10 -8 Rating*

	Total Sample N=198	Positive Aspirers N=69	Concerned Supporters N=75	Egoistics N=54	Chi Square
Offers fresh local produce	77%	90%	77%	61%	
Room cleaned with eco friendly products with natural scent	62%	80%	60%	41%	0.003
Free use of bicycles	57%	65%	65%	35%	0.001
Room powered by solar panels	57%	80%	53%	33%	0.000
Activities that involve you in the local culture	48%	55%	51%	33%	
Option to have a $5 wildlife donation added to your bill	29%	48%	21%	15%	0.002
Total carbon footprint of your stay is printed on receipt	27%	59%**	16%**	0%**	0.000
Opportunities to participate in conservation	18%	23%	21%	6%	0.000

*Top 3 Box refers to scores 10, 9 and 8 when 10 = very appealing, 5 = neutral, 1 = very unappealing

**One of the criteria used for the cross tabulations of the clusters

Sociotechnical Change - Evidence Based Trial

An Evidence Base Trail was conducted to determine if technology could be used to encourage environmentally significant behaviour impact/intent when booking accommodation, see Appendix 3.

Added to the online booking enquiry form were three self select buttons offering a, *"free rail/bus transfer"*, *"$5 wildlife donation"* and *"$3.50 plant a tree for conservation."* Online booking enquiries were then measured and analysed over a three month period from July to September 2011.

Findings show that from 81 consumer online booking enquiries, 20 had self-selected one or more responsible behaviour. Of the 23 confirmed bookings 9 were consumers who had self-selected one or more responsible behaviour, see Table 11. Not all booking enquires were processed due to non-availability or the consumer selecting another property. The level of self- selection was similar to the overall response to environmentally significant behaviour impacts asked in the quantitative survey.

Table 11

	Total Consumer contact	Number of consumers selecting Positive Aspiration	Number of Responsible Actions Chosen		
			Free Rail/Bus Transfers	$5 wildlife donation	$3.50 plant a tree for conservation
Online Booking Enquiry	81	20	2	6	17
Confirmed Booking	23	9	0	3	8

Figures are actual numbers of response, including multiple selections

Conclusions

The nature of respondents' pro-environmental aspirations was split between their biospheric, altruistic and egoistic values and created three distinctive clusters. Positive Aspirers (35%) demonstrated higher levels of ethical consumerism and were more connected to nature. They sought to take eco-friendly travel options and held environmental and ethical holiday considerations more strongly than the other respondents. This cluster showed a strong female bias and provided positive thinking responses to open ended questions.

Concerned Supporters (38%) also showed high levels of ethical consumerism but were less connected to nature and were overall more undecided and unable to determine if their behaviour was pro-environmental or what actions would be appropriate. Environmental and ethical motivations were not highly important decision making holiday goals.

Egoistics (27%) did hold general ethical purchasing attitudes but these did not transfer to their holiday motivations. They were least connected to nature. They were prepared to make small pro-environmental behaviour changes and half did want to know about the accommodation's environmental actions. They held a strong male bias.

There was no significant difference between the Sydney Residents and Previous Guests in ethical purchasing, responsibility for holidays and importance of the environmental in holiday planning. There were differences in ethical holiday motivations, which could be attributed to Previous Guests connectedness through the accommodation's interpretation of responsible practices. Previous Guests' higher hedonistic holiday goals would reflect the characteristics of the accommodation's 5 star cottage proposition.

The results suggest accommodation can *positively* encourage environmentally significant behaviour impacts (bikes) and intent (wildlife donations and conservation) by *connecting* guests to choices. There is also the potential for behaviour change through the carbon footprint receipt and the almost universal desire for more information.

The evidence based trial demonstrated scope for socio-technical interventions to encourage behaviour change. However, consumers do not appear to be ready to make behaviour change away from driving, being more convenient and comfortable than rail or bus alternatives. The trial could have been improved by providing a specific description of the wildlife cause, thus generated higher affinity and response rates.

Pro-environmental holiday aspirations are highly complex as Diagram 1 demonstrates. This is because individuals balance their holiday goals with environmental considerations to different degrees based on their connectedness to nature, their hedonistic goals, awareness of impacts and the socially acceptable norms of high energy transportation.

Respondents see changing habits within the confines of existing social norms. The VBN theory thus provides a model of how individuals make pro-environmental decisions, but this is within the confines of social norms which individuals themselves perpetuate. Travel is seen as an important leisure practice[75], part of human discovery for centuries.[76] Unfortunately the pursuit of holidays can therefore mean that individuals who claimed high pro-environmental practices at home have their efforts overshadowed by the emissions from their holidays. They take their holidays in a socially accepted manner and therefore do not necessarily contravene their own personal norm. This demonstrates that we should acknowledge the interwoven nature of Western society, infrastructure, material links and investigate holistic social solutions. A more sustainable future could be encouraged by greater explanation of negative impacts, deeper social questioning around holidays to change values and attitudes, supported by the

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75   Barr, S. et al (2012)

76   Botton A. (2002)

nudge of government policy. Further research should explore the role women can play in changing social norms and the role of positiveness in making change happen.

Responsible accommodation can play its part by making pro-environmental experiences an attractive social norm, to build the individual's capacity for discovery through demonstration of responsible practice, where different practice is seen as enjoyable, positive and enlightening rather than punitive and worthy. In this way Responsible Accommodation can contribute above its 'environmental weight' as the practice could be introduced into an individual's daily life. The study provides evidence that respondents across all groups referred companies who demonstrated responsible practice. The literature review suggests that the more relevant that responsible practice is, to the guest's values, the stronger the connectedness and therefore the higher the potential for referral.

Recommendations

Four approaches for responsible accommodation providers and manager are suggested:

1. A multi level intervention strategy. Overall responsible choices must be available at every touch point of the experience to encourage the ethic of partnership.

2. Inclusivity. Egoistic individuals are not a lost cause; parallel motivations (hedonistic) can engage them in pro-social and pro-environmental actions. The wide appeal of cultural activities and fresh local produce, as identified in the survey, could support supply chain initiatives that in turn build local destination distinctiveness.[77] Egoistic respondents showed willingness to comply with pro-environmental practices even if that did not match their own attitudes.

3. Interpretation. Remove barriers by building *connectedness* to encourage greater participation and social behaviour change. Interpretation is not to be confused with the broader term of education, we need to reach all levels, egoistic, altruistic and biosphere and this means developing tailored strategies to meet guest's values.

4. Technology can be used to help create new social norms when it connects with consumption and practice. From the time of booking and making responsible choices to the consumption of energy, water and fuel during the stay. Technology can help guest's make Good Choices.

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77   Warren, C. (2011)

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Appendices

Appendix 1

Original Survey	Question
Co-Operative Bank (2009)	"Have you undertaken the following at least once during the last year" "Avoided a product or service on a company's behaviour/Chosen a product or service on a company's behaviour/Referred a company because of their responsible business practice",
Tearfund/Ipsos-RSL (1999).	"For the last overseas holiday that you booked (whether with a tour company or independently), how important were the following criteria in determining your choice?"
TUI (2010).	a) "Use environmentally friendly detergents or cleaning products/ Buy fairer trade products/ Book environmentally friendly holidays/ Donate to organisations devoted to environmental or social causes?" b) "I do not trust the statements put out by the accommodation providers about their environmental actions." c) "I am prepared to make small changes when I am on holiday if it helps the environment", d)"I expect to get more information on environmental impacts of my whole holiday", e) "I find it hard to understand what I can do as an individual to make a difference to my environmental impact when on holiday", f)"I don't want to be told what the holiday company is doing in terms of reducing its environmental impact, but I expect it to do what it can"
Canadian Tourism Commission (2009)	"I take environmentally friendly tourism consideration into account when making a decision about where to travel"
AAATourism (2011)	"the amount of influence each one (of the following sources) has on your choice of accommodation",
DEFRA (2007a)	"I find it hard to change my habits to be more environmentally friendly"

Appendix 2

Question	Environmentally Significant	Description
"I take environmentally friendly tourism considerations into account when making a decision about where to travel"*	Behaviour Impact	Connectedness with nature. Self acknowledged barriers, respondent has the option choice to minimise impacts.
Appeal of accommodation that offers "total carbon footprint of your stay is printed on receipt"**	Behaviour Impact	Gives the guest the 'locus of control' and provides evidence of appeal at the "intersection of consumption, practice and technology" Shove, E. (2003 p416).
What level of responsibility "holiday markers themselves"**	Behaviour Impact & Indirect Impact	Includes policies, activism and altruistic pro-social behaviour change, identified level of denial

*Source of original question: Canadian Tourism Commission (2009), using 5 point Likert Scale

** Level of appeal ranked out of ten

Appendix 3

Online voluntary selection	Environmentally Significant	Description
Add a $5 wildlife charity donation	Behaviour Intent	Independent cause for action, recognise act might fail
Plant a tree for conservation $3.50		
Free rail or coach transfer	Behaviour Impact	Change of social norm by selecting rail or coach travel

Practitioner Papers

Sustainable Tourism – Achieving the Vision through Team Effort

ABTA Destinations and Sustainability Team

At the time of writing, the 2012 Olympics are currently underway in London. The opening ceremony was widely regarded as a raging success and as the athletes from 205 countries taking part entered the Olympic arena it was clear that this was an event of truly global significance.

For sustainability – the Olympics embody messages that should be close to our hearts. These are the Olympic ideals: excellence, respect and friendship and recognition of the value of sport to further development, equality, peace and human rights through activities at both the political and grassroots levels; and achieving all this whilst protecting and enhancing the natural environment.

The synergy relates to core sustainable tourism missions; to harness the power of tourism for positive development, fostering equality and respect in terms of both treatment and opportunity whilst protecting and enhancing local environments. A less obvious but equally important link is the notion of being a team player; that for the desired objectives to be achieved there has to be determination and willing action from a number of players.

Over a year ago ABTA explained, through the launch of the ABTA plan[1], how sustainable tourism was firmly embedded into the heart of the organisation. Amongst its objectives it seeks to bridge the gulf between grassroots and government to achieve the aspirations of sustainable tourism; to look at how the pursuit of common sustainable tourism objectives could be embedded into the activities of the key stakeholders. A year down the line, we're utterly convinced that this is the right way forward. Sustainable tourism cannot be the responsibility of single stakeholder groups; it has to be approached from the beginning as a team effort. Drawing on our experience in the last year this article examines who the important players in the team are in the tourism context; and then focuses specifically on the role that destination governments can play to help ensure progress outlining key findings from our work with multiple destination stakeholder groups.

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1   Reproduced on page 74.

Sustainable Tourism – a Team Affair

A key part of ABTA's work on sustainability in destinations has been about developing an understanding of what sustainability challenges exist in particular destinations and which stakeholders are required to play a role in overcoming them. Despite choosing four very different destinations in which to pilot this approach, there are clear similarities between the contributions of the different stakeholders in the four destinations: Dominican Republic, Egypt, Thailand and Turkey.

The common significant stakeholder groups identified across the four destinations are governments and other national institutions; destination associations and management authorities; tour operators, travel agents and suppliers; destination communities, charities, NGO's and others. ABTA firmly believes that dialogue between all the stakeholders is essential to ensure that more sustainable tourism can be achieved.

Destination Governments and Sustainable Tourism

Destination governments are particularly well placed in helping to achieve the objectives of sustainable tourism. Aside from their own active engagement they can play a leading role in uniting key stakeholders around common action. Within tourism destinations, responsibility for tourism policy commonly rests with a specific government department such as the Ministry of Tourism. Common remits for such Ministries include the promotion of tourism to and within the destination, tourism development and licensing of tourism businesses and to a greater or lesser extent, engagement with policing of quality within the destination. In our work over the last year we have identified three key roles for government in efforts to achieve sustainable tourism.

1 Establishing national strategies

Ministries have started to develop national strategies which no longer look only towards ensuring growth; they are also recognising that the future development of tourism within their countries requires that tourism development happens sustainably. However, for sustainable tourism to occur links within national governments need to be strong, particularly between the Ministries of Tourism and the Ministries of Environment, of Energy, and of Urbanisation. Here the makeup of the collaboration is very much dependent on the form of inter-departmental communication in the particular country. ABTA's experience and research so far has shown that the communication between various government departments is often limited despite both sharing common objectives. Energy policy offers a good example; Ministries of Tourism are becoming increasingly keen to develop the energy efficiency of tourism businesses within their country recognising that not only is this important from an environmental protection perspective, but also that decreasing the burden that tourism places on national energy

infrastructures will help to promote energy security within the destination and therefore, consistency of supply. Naturally, energy policy sits more comfortably with other government departments but given that tourism is often a major net consumer of energy within destinations, a joined up approach is required.

The need for transparent dialogue

In one destination, discussions with various stakeholders confirmed the challenges that were present around the inadequate infrastructure to cope with demand for energy particularly during peak tourism months. In this destination, blackouts had become so much the norm that tour operators were advising guests upon arrival in the destination that they would likely experience frequent blackouts. Discussions with the Ministry of Tourism confirmed ambitious plans to add an additional 200,000 hotel rooms into the destination over the next 10 years. Discussions with the National Energy Holding company confirmed their struggles to match supply with demand and alarm at the thought of the additional burden that the tourism development would create. For locals, summer blackouts had become a frustrating part of daily life that they attributed to tourists and tourism. It was clear that energy security was becoming an increasingly difficult issue within the destination and one that was on the radar of the majority of the stakeholders that were interviewed. What was missing, was the stakeholders sitting down collectively to discuss the issue and arrive at solution with clearly defined responsibilities for each of the stakeholders

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2 Infrastructure Development

Tourism has been around a lot longer than our current understanding of its potential impacts. A consequence of this at the infrastructure level is that we can be left with the situation where tourism has grown and developed more quickly than the ability of the infrastructure to cope with the increased pressures tourism places on it.

Transportation and the responsibility of government to ensure ease of movement within destinations, for both permanent and visiting populations, provide an interesting case study of the infrastructure challenge. Good transportation infrastructure facilitates growth within the destination and can help expand the range of beneficiaries from tourism by spreading tourism benefits. Failing to match infrastructure and visitor demand for transportation often leads to congested destinations and frustrated locals who may find it hard to see the benefits that tourism can bring to local economies when faced with extraordinary traffic congestion during peak tourism months or difficultly in accessing tourism areas for employment or other commercial purposes.

Further key elements of infrastructure development relate to waste, energy and water. For many years, ABTA and its members have been keen to encourage efficient resource consumption and the minimisation of by-product production from their own businesses and within their supply chains. Increasingly, in conversations with suppliers in

destinations it's becoming clear that efforts at the supply chain level need to be matched with the provision of suitable infrastructure. Waste management is a key example here. In the UK, recycling has become part of our everyday lives and local authorities have developed systems that not only ensure that recyclable materials can be recycled, but that also encourage us to reduce our production of waste in the first instance. In many destinations however, recycling infrastructures are yet to be developed. Tourism is often a major source of the total waste production of the destination country and a common ambition in these destinations is to grow and expand tourism. These ambitions are not commonly met with plans that develop the infrastructure to not only cope with the increased impact tourism will place on it, but also to bring infrastructure in line with contemporary best practice. In developed economies, we are increasingly seeing the value of waste as a resource being recognised. Waste to energy plants are serving a major environmental benefit on two fronts; reducing the amount of waste that is sent to landfill and reducing Green House Gas (GHG) emissions at the same time. Here the opportunity for more joined up thinking around the development of tourism and improved management of its impacts is strong; seeking to reduce government expenditure and protect local environments and thus enhancing the long term viability of tourisms interests to that destination.

3 Incentivising Engagement

Best practice dialogue around the role of governments in facilitating sustainability is now moving away from the stick approach of regulation and more towards a carrot position focussing on how governments can catalyse the adoption of best practice. Legislation and regulation have long been seen as the solution of governments for securing private sector engagement with sustainability. Despite this, the advances made by the private sector in many countries around the world have now outstripped the requirements that governments have sought to impose on them. As a result, the question now arises: Is there a need for governments to re-think their legislative approach towards the enforcement of sustainability best practice and adopt a new approach based on leadership and incentives?

It is the second option that ABTA feels will achieve the greatest amount of progress. We have already seen successful examples of governments using their ability to incentivise engagement with sustainability best practice. One example is the Netherlands where the government and energy companies united to create a system similar to feed-in-tariff scheme which encourages businesses and individuals to generate their own energy from renewables. These businesses and individuals are paid for generating their own renewable energy through sales of any surplus energy which is fed into the national grid. It is estimated that 40% of the Netherlands energy requirements are now being met through the scheme. For the government, it means that the cost of national energy generation

and provision is reduced whilst also helping to reduce national GHG emissions in line with international pledges.

The challenge of waste

Waste is becoming an increasing prominent challenge in many destinations where tourism's capacity has grown without the necessary improvements in infrastructure. Newer resorts are recognising this and are building-in sustainable infrastructure in the planning of those resorts. El Gouna in Egypt for example has developed a recycling plant that now handles and recycles over 90% of the resort-generated waste. Destination Governments have a leading role to play in ensuring tourism in their destinations and all of its associated impacts are well matched in terms of both infrastructure and capacity.

On the incentivising front, Governments can play a major role in terms of facilitating market access to sustainable technologies that may not be readily available within the destination. By recognising the national budget implications of reduced expenditure, Governments are becoming more willing to entertain fiscal policies that make it easier for technologies to be introduced into their markets by for example waiving taxes. Such incentives are often common within tourism destinations for international companies that are looking, for example, to establish new tourism developments such as hotels in a destination. Extending such incentives to service and technology providers that can help deliver against national environmental targets is the next logical step.

There is a strong case too for governments looking at the development of schemes which assist the private sector in engaging with these technologies. Low-interest loan schemes that fund part or all of the implementation cost of, for example, photovoltaic technologies or grey water recycling systems within hotels are a tool which governments should employ to help alleviate the future challenges of increasing demand and decreasing resources. For businesses, the reduction in resources costs can often be used to re-pay the loans for an initial period before they become meaningful to the bottom line. Thus, such schemes can provide a win-win situation which allows for substantial sustainability progress.

Moving Forward

This article has looked at some of the roles that destination governments can play in helping to ensure the sustainable development of tourism within destinations, whether that's coordinating national efforts around sustainability and engaging in better dialogue with other government departments with similar ambitions; ensuring provision of appropriate infrastructure that enables tourism development whilst minimising environmental impacts and maximising benefits; or through developing incentive schemes that offer tangible benefits for engagement with sustainability best practice or facilitating market place access for companies that can enhance sustainability amongst supply chain

businesses. There are many other areas where destination governments can play a leading roles in ensuring destinations achieve sustainable tourism.

THE ABTA PLAN

IN OUR VISION, ABTA MEMBERS ARE SUCCESSFUL BUSINESSES OFFERING QUALITY PRODUCTS AND EXPERIENCES TO CONFIDENT CUSTOMERS, HELPING TO CREATE SUSTAINABLE AND THRIVING DESTINATIONS. OUR MEMBERS WORK TO MANAGE RESOURCES WITH RESPONSIBILITY IN A FINITE WORLD. THEY CREATE REWARDING JOBS AND CAREERS AND THEIR SUCCESS CONTRIBUTES A FAIR TAX TAKE TO HOME AND DESTINATION GOVERNMENTS. THE TOURISM INDUSTRY RECEIVES RECOGNITION FOR MAKING AN ECONOMICALLY AND SOCIALLY VALUABLE CONTRIBUTION.

RECOGNITION · SUCCESSFUL BUSINESSES · QUALITY PRODUCT · CONFIDENT CUSTOMERS · THRIVING DESTINATIONS · RESPONSIBILITY IN A FINITE WORLD · REWARDING JOBS · FAIR TAX TAKE

SUCCESSFUL BUSINESSES

Good businesses prosper and ABTA Members excel, making them the preferred choice and giving them competitive advantage.

- ABTA brand advantage
- Business support
- Member advice
- Consumer advice

RESPONSIBILITY IN A FINITE WORLD

The industry takes the lead in managing natural resources responsibly and in mitigating impacts throughout the supply chain.

- Leadership in sustainability
- www.maketravelgreener.com
- www.reducemyfootprint.travel
- International collaboration – ECTAA and UNWTO
- Travelife

QUALITY PRODUCT

ABTA Members are known and valued for providing quality experiences that are reliable, accessible, safe, sustainable and underpinned by the ABTA brand.

- Integrated transport infrastructure
- Help improve health and safety standards in destinations
- Free movement of people
- ABTA Code of Conduct protects consumers

REWARDING JOBS

Opportunity, fairness and equality teamed with Members' commitment to education, training and CPD result in rewarding jobs at home and overseas.

- Education, training and events
- Continuous professional development
- Accredited Travel Professional (ATP) www.travelprofessional.co.uk

CONFIDENT CUSTOMERS

Customers recognise the ABTA brand as the mark of quality and security and know that ABTA and its Members are there supporting them.

- Code of Conduct
- Financial protection
- Consumer advice
- Dispute resolution

FAIR TAX TAKE

Mutual understanding and respect between the industry and government, in the UK and Europe, leads to fair taxation and the fair use of taxes.

- ABTA Manifesto
- Lobbying
- Public affairs
- Trade relations
- Research

THRIVING DESTINATIONS

Sustainable, responsible, safe and accessible policies enhance destinations; mutual respect enhances lives.

- Responsible tourism
- Safety First
- Operational and crisis communications
- Destinations policy

RECOGNITION

A safe and reliable partner in travel and a major contributor to UK plc working towards a sustainable future for travel and tourism.

- Voice of the industry
- Public relations
- Marketing communications
- Social and economic value of tourism
- Regulatory reform

Figure 1: The ABTA Plan

But governments are only one of the players on the team that needs to be moving in the same direction if sustainable tourism is to be achieved at the destination level. Equally as important are the roles of destination management authorities, associations, institutions, communities, suppliers, tour operators and travel agents and charities and NGOs. All have the ability to contribute to the bigger picture of developing sustainability in destinations.

ABTA believes that a key catalyst for destination stakeholders engaging in common approaches to sustainability would be the development of common frameworks that not only document key challenges, but also suggest objectives and individual stakeholder roles to overcome the challenges and advance sustainability at the destination level. As such, ABTA is working with each of the four focus destinations to explore what such frameworks could look like and how multiple stakeholders can be united in efforts to make tourism more sustainable within these destinations.

Corporate Responsibility at Kuoni: ten years of progress

Sabine Loetscher-Ehrler, Matthias Leisinger

About Kuoni

Kuoni's worldwide head office is in Zurich, Switzerland, where Alfred Kuoni founded the company in 1906. Over the decades, Kuoni has developed into a global travel services company that currently employs some 12,000 people in more than 60 countries. In its European source markets, Kuoni has over 160 of its own retail outlets and tour operating offices. Its global destination travel services business maintains several different types of office: sales offices in the source markets (particularly in Asia for the group travel business), agency offices that look after guests at the destinations, offices dedicated to buying-in and selling online-based destination services and offices specializing in the meetings, incentives, conferences and events (MICE) business. Its VFS Global subsidiary, meanwhile, runs a worldwide visa and external consular services business that extends to over 500 offices spread across every continent. Overall, with all its business activities, Kuoni maintains more than 700 offices in 62 countries around the world. www.kuoni.com

Kuoni has been striving for over ten years now to help enhance the positive impact of tourism on people and the environment and simultaneously minimize its negative ramifications. Kuoni and its staff are convinced that the company can make a major contribution to ensuring sustainable tourism development with the scope it has available and the resources at its disposal.

In all its actions and activities, Kuoni strives to serve as a good corporate citizen who pays due and full regard to the current and the future economic, social and environmental impact of its business operations. In doing so, Kuoni applies its sustainability goals and criteria to all forms of tourism, including the mass tourism market, the premium tourism segment and the various niche sectors appealing to specific tourist needs.

As many other companies around the world have also found, the process of integrating Corporate Responsibility (CR) into Kuoni's overall business operations has not always been straightforward. The whole CR debate has also moved on substantially in the past few years. Rather than embarking on isolated individual projects and initiatives, current CR thinking advocates the increasing integration of such activities, keeping them as close to the company's prime business as possible. These global shifts in companies' understanding of and approach to Corporate Responsibility have also extended to the tourism sector, whose main players are coming increasingly to adopt them and make corresponding adjustments to the units and areas concerned.

Kuoni, it can safely be claimed, has extensively integrated its Corporate Responsibility activities into its overall business strategy over the last ten years. Some aspects of this strategic integration – establishing its own Corporate Responsibility unit, adopting stakeholder management, devising and implementing groupwide CR policies and defining and pursuing key focus issues – will be explained in more detail below. This will be followed by a brief survey of the biggest CR challenges ahead, with a particular emphasis on CR's further integration into Kuoni's business operations, on the corresponding transfers of responsibilities and on measuring the impact of the company's various CR actions and activities.

The four major strategic challenges

1 Integrating corporate responsibility into the organizational structure

Both the Kuoni Group's Board of Directors and the Group Executive Board fully support the company's commitment to Corporate Responsibility. And issues relating to sustainability, the Group's CR strategy and progress therein are regularly discussed at top-management meetings. This top-level commitment to CR has various motivations. On the one hand, it is based on genuine personal convictions. At the same time, Kuoni's management also sees a clear business case in favour of Corporate Responsibility. The most important of these business reasons is that tourism thrives on the very product of a sustainable approach: unspoilt landscapes and an intact natural environment, cultural diversity and a positive exchange between people of different origins.

There are further vital business reasons for pursuing Corporate Responsibility, too. These include the growing customer demand for sustainable tourism products[2] and the expectations of other stakeholder groups such as investors, analysts, NGOs and (not least) the company's own employees. Kuoni also views its commitment to sustainable tourism as an opportunity to distinguish itself and its products in a fiercely competitive market, as a means of providing risk management for the Kuoni brand and as a source of vital innovations that can help develop new products and appeal to new customer segments.

It was back in 1999 that Kuoni Switzerland first established an Environmental Affairs unit. This initial entity, which had two full-time employees, laid the foundation for all the company's further development in integrating sustainability into its core business. In 2006 Kuoni Switzerland's Environmental Affairs unit was formally transformed into a Corporate Responsibility unit for the entire Kuoni Group. The new unit is part of the Group's Corporate Development organization, whose head reports directly to the Group CEO.

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2   Goodwin (2011), p. 244; ABTA (2012)

Today's Group-level Corporate Responsibility unit is charged with coordinating all CR initiatives throughout the Kuoni world. This integration of corporate responsibility and its groupwide coordination are very important to Kuoni, and the human and financial resources that the Group has devoted to ensuring the sustainability of its business have grown substantially over the last ten years. The company currently has 3.5 full-time equivalents working exclusively on sustainability issues at Group Head Office in Zurich. A further professional works full-time implementing Kuoni's CR in the Scandinavian market.

In all these CR endeavours, the Group Executive Board acts as a steering committee. The CR professionals at Group Head Office, supported by divisional CR coordinators, are responsible for initiating and coordinating measures designed to ensure the sustainability of the Kuoni Group's activities, and for reporting on progress therein. Monitoring the implementation of these projects and initiatives is an extensive network of some 40 CR coordinators throughout the Kuoni Group. These coordinators work in various functions, and are geographically spread throughout all the Group's major markets from Scandinavia and the UK to India and from the United Arab Emirates to Australia and the USA.

2 Maintaining a dialogue with stakeholders

The second key recent strategic development in the Kuoni Group's Corporate Responsibility approach and activities is that Kuoni now regularly engages in dialogue with its key stakeholders. Major corporations today are expected to do more than deliver profits and shareholder dividends: they are also expected to give evidence of the value added by themselves and their activities for all their stakeholders, and not only those with a financial interest. And they are further expected to ensure that such value-adding activities can be sustained over the longer term.

Kuoni regards its "stakeholders" as any individual or group who can influence or is affected by the company's achievement of its objectives. Maintaining an active and constructive dialogue with its stakeholders helps Kuoni to align its strategy to the needs of society, to implement it accordingly, to anticipate risks and opportunities and to assess its business from other angles and perspectives. At the same time, such dialogue enables the company to obtain valuable feedback on its current CR commitment which can help it further develop and refine its overall CR strategy.

The stakeholders concerned include NGOs, the media, suppliers, the company's own employees, its investors, its customers and its further industry partners. The various approaches, views and perspectives offered by each of these stakeholder groups often reveal new options and opportunities which can then be explored and exploited. Kuoni also works actively with its stakeholders to find new and innovative solutions, and to

ensure that all its decision-making is as broad-based as possible in all the areas concerned.

The structured dialogue that Kuoni maintains with its stakeholders was established in 2010. This dialogue is maintained at two levels. First, Kuoni organizes an annual Stakeholder Workshop which is devoted each year to a particular issue that is relevant to sustainable tourism. This enables the topic concerned to be discussed with the relevant stakeholders, to help the company find and adopt the best possible approaches.

At the second level, Kuoni has established a CR Advisory Panel consisting of relevant stakeholders from both within and outside the Kuoni Group. This body has been created to further integrate CR into the company's strategies, policies and activities. At the same time, the company's continuous dialogue with the Panel provides an opportunity to further develop and refine Kuoni's sustainability strategy and allows an integration into its business plans and activities.

Kuoni has also been promoting industry wide collaborations on CR issues in several countries. The company is an active member of UK travel association ABTA's Sustainable Tourism Group and of the Social & Environmental Affairs Working Group of the Swiss Federation of Travel Agencies. Kuoni also pursues intra-industry collaborations to promote the sustainable development of tourism at its various destinations, through its involvement in various specific projects and initiatives.

3 Anchoring CR in group-wide policies and making it an integral part of the Kuoni culture

In the more than 100 years of its existence, Kuoni has consistently maintained and promoted a corporate culture and behaviour in which honesty, integrity and respect for the law are considered essential to achieving the success desired. Kuoni's ethical and behavioural principles, which apply throughout all the countries in which the Kuoni Group is active, have been enshrined and explained in the Kuoni Code of Conduct, a key document which is intended to serve as a guide to the ethical behaviour of both the company and its employees. The Code of Conduct was drawn up in 2008, has been fully endorsed by both the Board of Directors and the Group Executive Board and is binding upon both bodies and upon all the employees of the Kuoni Group. The Kuoni Code of Conduct also outlines Kuoni's corporate responsibility principles.

If they are to contribute effectively to sustainable tourism development, Kuoni's employees must be kept continuously informed, provided with specific knowledge and expertise and encouraged to engage in lively and active dialogue on all the issues concerned. The Kuoni intranet ("K-Net") provides extensive information on the Group's various sustainability initiatives and ensures that all the company's employees have

adequate access to the latest facts and findings in the CR field. The Kuoni Corporate Responsibility team and further members of the Kuoni Group's CR network also conduct regular training sessions with employees to promote a dialogue and an exchange of views and ideas. The activities here include introducing new employees to the company's CR activities on their first day at work and holding employee workshops on specific topics.

To involve its employees further and help them better appreciate the concept of sustainable travel and incorporate it into their working lives, the Kuoni Group has also established a global Corporate Responsibility Day. Following the success of the first two such events in 2009 and 2010, the 2011 Kuoni Corporate Responsibility Day was devoted to the role of fair trade in both the tourism sector and daily life. The bulk of the event was spent identifying ways in which people might travel more fairly and how Kuoni as a company could help ensure more sustainable tourist development. A further focus was on encouraging more employees to take the "Fair Tourist Pledge", which is based on the Global Code of Ethics for Tourism drawn up by the UN World Tourism Organization. The CR Day in 2012 will focus on the linkages between climate change and tourism.

Kuoni is encouraged in all its corporate responsibility endeavours by the attitudes and the approval of its personnel. The latest (2010) Empower survey, which offers employees the opportunity to give anonymous feedback and even rate their immediate superior on how well they are doing their job, saw 65% of respondents express the view that "Kuoni is strongly involved in Corporate Responsibility".

Kuoni continues to enshrine its Corporate Responsibility principles, criteria, guidelines and objectives in existing and newly-developed key documents that are valid for and applicable to the Kuoni Group. These include the Kuoni Supplier Code of Conduct and Kuoni's Statement of Commitment to Human Rights, to take just two examples.

The Supplier Code of Conduct

Kuoni has defined its minimal requirements of its suppliers in the Kuoni Supplier Code of Conduct. This key policy document requires the company's suppliers to observe human and labour rights, comply with local law and environmental standards, refrain from discrimination or corruption, ensure workplace safety and hygiene and protect children.

By agreeing to observe its Supplier Code of Conduct, Kuoni's suppliers also undertake to report on their compliance and progress and allow their properties to be inspected by Kuoni upon request. In the event of any breach of the Code, Kuoni is entitled to terminate any contract or collaboration with the supplier involved with immediate effect. Kuoni also reserves the right to take further legal action.

By 2011, the Kuoni Supplier Code of Conduct had been incorporated into over 90% of the hotel contracts of Kuoni's Outbound Europe division. At the same time, the scope of Kuoni's supply chain management is being steadily expanded to embrace the entire Kuoni Group.

Kuoni monitors the performance of its core hotel partners in sustainability terms through on-site checks that are conducted every two years. These core hotels account for more than 25% of Kuoni's leisure travel guests outside Europe. Kuoni has aligned the monitoring process for its core hotel partners to the internationally-recognized Travelife system for sustainable tourism management. The company also shares data with other tour operators throughout Europe.

As part of the monitoring process, the hotels concerned are invited to conduct an online self-assessment which gives them an initial benchmark of their sustainability performance. In a second step, an auditor trained by Travelife or another recognized sustainability scheme will conduct an audit to assess the hotel's performance in social and environmental terms. Kuoni also encourages hotels to become Travelife members and use the system to improve their sustainability credentials. Any hotels demonstrating a particularly outstanding sustainability performance are duly certified as such; and these additional credentials are also communicated to Kuoni's customers in the relevant documentation.

Kuoni's Statement of Commitment to Human Rights

The Kuoni Group is committed to respecting human rights, and seeks to avoid any direct responsibility for or complicity in any human rights abuses. As the company states in its Code of Conduct: "We aim to respect and proactively foster internationally-recognized human rights within our sphere of influence, especially the rights of the most vulnerable in our society. We seek to avoid complicity in human rights abuses and to further develop appropriate response mechanisms." Kuoni also underlines this commitment in its Statement of Commitment to Human Rights, which was developed via a specialist stakeholder consultation in 2011 and was approved by the Group Executive Board in March 2012.

As the Statement says, Kuoni does not attribute more importance to one human right over another. The company does, however, strive to prioritize its implementation efforts, focusing on those aspects of its operations over which it has the greatest control and influence, i.e.

- *respecting labour rights*

- *respecting and promoting the rights of the child*

- *practicing due diligence with regard to human rights and its business at selected sensitive destinations.*

Kuoni's Statement of Commitment to Human Rights, its concrete objectives in the implementation thereof and reports on its performance in observing human rights are all available on the company website.

4 Identifying the Kuoni CR strategy and monitoring its pursuit

Kuoni faces many and varied challenges in its endeavours to achieve and maintain the sustainability of its tourist travel operations. In view of this, it is all the more essential that the resources available be used to optimum effect, by focusing their application and setting appropriate priorities.

According to a 2009 report by management consultants McKinsey[3], the greatest opportunities here are likely to come from areas in which the business significantly interacts with society, and thus can have the greatest impact thereon. These areas and the interfaces they provide, the report continues, will probably have the highest potential for the reciprocal benefits sought.

For Kuoni, setting priorities does not mean giving greater weighting to one issue or challenge over another. It does, however, mean conceding that the company can have more positive influence and impact in some areas than in others. And this, in turn, should show the company where it can apply the resources available to maximum benefit and effect.

The Kuoni CR strategy provides a clear vision of how the company can continue to transform its business in a way that benefits its employees, its customers, society, the environment and Kuoni itself. This strategy is founded on a set of clear and consistent priorities, which are closely based on the "phase" model in Figure 2.
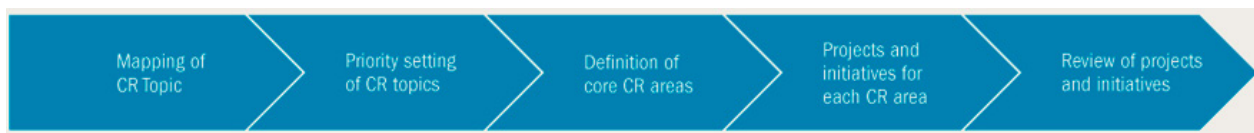

Figure 2

Kuoni, with the full support of its top management, pursues a clear and consistent strategy of further integrating sustainability into its business processes, in accordance with its core corporate values and the Kuoni Code of Conduct. In doing so, the company aims to identify those issues that are of vital importance to ensuring sustainable tourism development.

To this end, a "materiality matrix" is used to constantly assess, together with external stakeholders, the issues that are or could soon become a risk or an opportunity for the company's business. This matrix is continually realigned to reflect the latest trends and developments.

The strategy adopted covers Kuoni's most material issues, i.e. those the company has identified as being relevant to and significant for its business in terms of (1) the issue's impact on Kuoni's business and (2) the perceived degree of stakeholder interest therein.

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3   McKinsey Quarterly (2009)

The corresponding dialogue with both internal and external stakeholders has produced the matrix shown in Figure 3.

To support this strategy process, Kuoni also implemented a Corporate Responsibility risk assessment involving the top management of the Kuoni Group in 2011. This risk assessment is aligned to the general risk assessment which is conducted in line with regulatory requirements, and maps major CR risks as perceived by internal manage-ment positions. It also enables Kuoni to classify these risks in terms of their likelihood of occurrence and their likely financial impact.

Examples of key risks identified by top management include customer dissatisfac-tion with the local situation at the destination, the heavy taxation of carbon dioxide emissions or the violation of labour and/or environmental standards by suppliers with a concomitant impact on Kuoni's reputation. This CR risk assessment, which will also be periodically revised, forms an integral part of overall strategic CR planning at the Kuoni Group level. Preventive and corrective actions have been established for each key risk; and these have also been integrated into the Kuoni CR road map, which is outlined below.
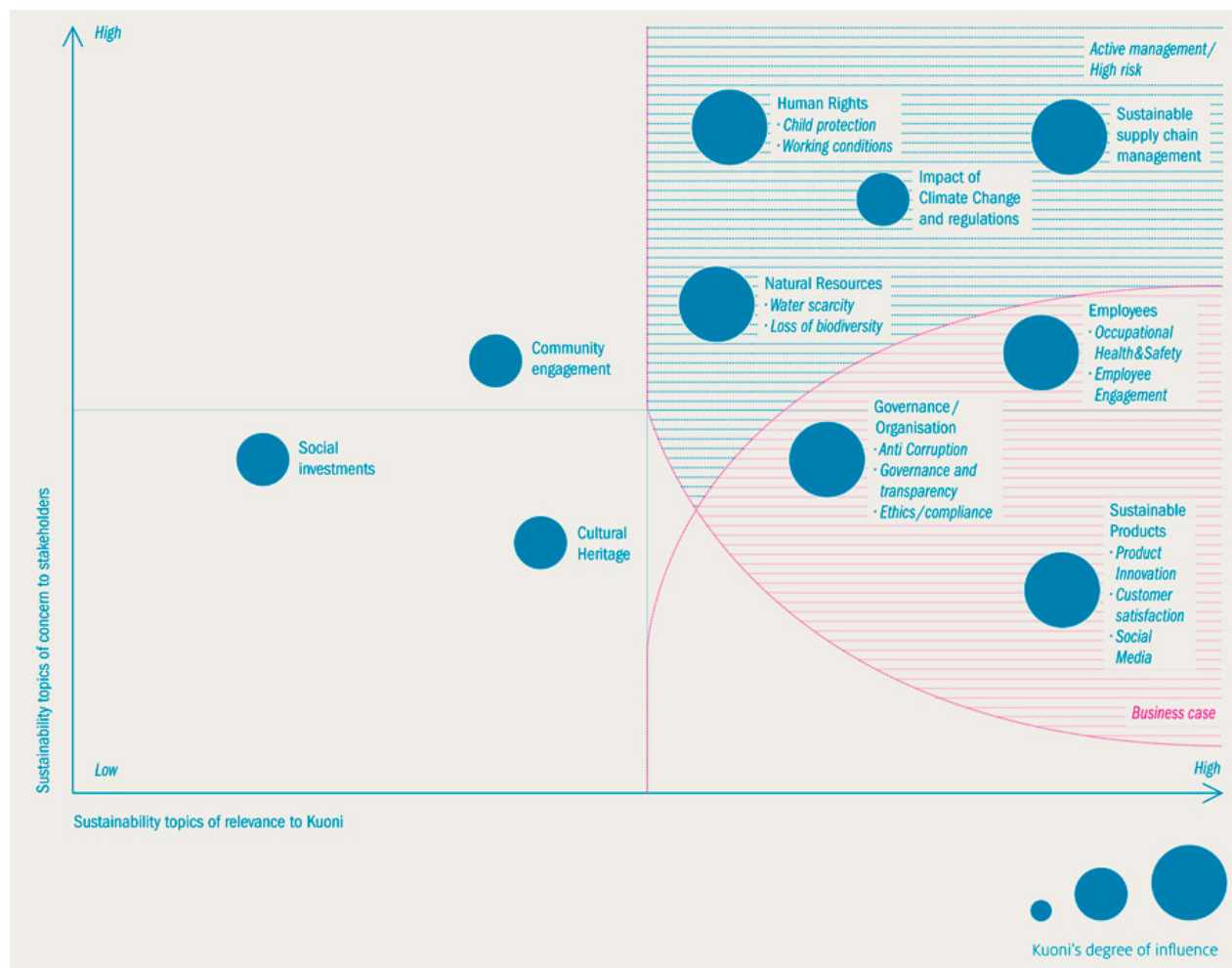

Figure 3

On the basis of overall group strategy for 2012-2014, the focus issues for corporate responsibility within the Kuoni Group are 1) its employees, 2) sustainable supply chain management, 3) sustainable products, 4) human and labour rights, 5) natural resources and climate change and 6) governance and organization. For each of these focus issues, a road map has been drawn up and specific goals have been defined. These can also be viewed on the Kuoni Group website.

Various projects and drives have been initiated to ensure that these focus CR issues are duly incorporated into Kuoni's core business activities. Below are two examples of such projects: "Fair Trade Tourism" and "Promoting Business Skills for Ecotourism Organizations".

Fair Trade Tourism

Kuoni is proud to offer its UK and Swiss clients the world's first-ever Fair Trade Travel (FTT)-certified package through ananea, its sustainable product line. The 16-day FTT package along South Africa's Garden Route offers overnight stays at fair trade-certified lodges, and is organized by Private Safaris (a Kuoni Group subsidiary).

All the components of the package (tour operator, transport, activities and accommodation) and all the contractual relations in the value chain have been audited using Fair Trade standards by an independent auditing company. This pioneering work, which has been developed in collaboration with Fair Trade in Tourism South Africa (FTTSA), marks the first time in the history of the global Fair Trade movement that such systems have been applied to tourism services.

The ambitious multi-stakeholder project was launched in July 2009 when FTTSA received funding from the Swiss State Secretariat for Economic Affairs (SECO) to develop tools and procedures for the Fair Trade labelling of travel packages. In the course of the project, Kuoni, FTTSA and further partners (including NGOs Arbeitskreis Tourismus & Entwicklung in Switzerland and EED – Tourism Watch in Germany) have developed standards, criteria, indicators and procedures for both company and trade audits. The certification process ensures 1) fair wages, labour conditions, operational and purchasing policies and profit sharing, 2) ethical and social business practices and 3) respect for human rights, cultures and the environment.

The standards set are designed to ensure that the workers and communities involved benefit from tourism through long-term trading relationships, full prepayments and binding cancellation agreements. In addition, a fair trade premium (5% of the package cost) is channelled into a central fund and used for development projects throughout South Africa.

Kuoni also attaches great value to maintaining a transparent CR monitoring and reporting process. The Kuoni Group's annual CR reporting, which has been fully integrated into the Kuoni Annual Report since 2011, is based on the guidelines issued by the

Global Reporting Initiative[4] (GRI). The Kuoni Group's GRI Table for 2011 is available online.

Kuoni Switzerland, a Kuoni Group subsidiary, has also been certificated to the high standards of TourCert[5] since 2010. TourCert is a non-profit organization that brings together experts from tourism, universities, environmental and development organizations and the political world and awards its CSR label to tour operators based on stringent qualitative and quantitative social and environmental criteria. The issue of such awards and the admission of the auditors concerned are determined by an independent CSR Certification Council. Some 56 tour operators have earned the label for responsibility and sustainability in tourism. And for the second year in a row, Kuoni Switzerland is the only tour operator with over 250 employees to be honoured with the CSR-certified tourism label. The detailed TourCert report is available (in German) online.

Last but not least, Kuoni has been part of the Carbon Disclosure Project[6] (CDP) since 2007 and, as a result, reports annually on its energy efficiency and emissions and the actions it has taken to help prevent climate change. Kuoni hopes that this open dialogue on the business risks and opportunities which global warming is creating will help to find rational responses to the climate change challenge.

Promoting Business Skills for Ecotourism Organizations

In an effort to help conservation organizations develop sustainable tourism, Kuoni and the International Union for Conservation of Nature (www.iucn.org) have embarked on a joint project in East Africa. Conservation organizations in this region see the potential of linking their efforts to economic development via small-scale ecotourism businesses, but have little knowledge of the tourism market. The focus of the project, therefore, is on providing them with the business skills they need to design successful ecotourism products and support marketing initiatives.

By targeting community-based organizations and ecotourism businesses, this project has raised awareness of the need for effective and responsible tourism management near protected areas. In doing so, it should help minimize the unchecked encroachment of mass tourism development on natural areas of high biodiversity.

The project has three aims:

- *to gain a deeper understanding of the market and natural contexts of the region by identifying conservation organizations which are active in tourism in the region;*
- *to develop capacity by bringing together the conservation and business communities and conducting an ecotourism development workshop that will help share experiences and build business skills;*

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4 www.globalreporting.org

5 www.tourcert.org

6 www.cdproject.net

- *to ensure the continuity of the learning from the workshop by establishing a platform for exchanging experiences, e.g. of marketing practices.*

A first 4-day training workshop was held in Nairobi, Kenya in June 2011, and brought together 35 participants from some 20 organizations located in Kenya, Tanzania and Rwanda; the second training workshop was held in early June 2012 in Laos. It was attended by 30 participants from Laos, Northern Vietnam and Myanmar. The attendees of both workshops included representatives from conservation organizations, community organizations and protected area managers. The workshop covered six topics: market context, ecotourism potential, business planning, sustainability in the tourism industry, health & safety and marketing, sales & customer care.

Conclusions and outlook

Over the last ten years, Kuoni has made Corporate Responsibility an integral part of its company culture that is viewed and perceived as a key element and criterion within the strategic management of the Kuoni Group – a vital prerequisite to achieving the sustainability that the company seeks to establish and maintain in its business activities. Kuoni today has a clear internal CR organization that reports directly to the top management of the Kuoni Group. Its stakeholders are institutionally involved in the decision-making process; and the Group's core CR principles have been integrated over the past few years into key existing and newly-devised policies that are valid and applicable group-wide.

Kuoni's CR strategy has been developed in close collaboration with the Group's top management and with due and full regard to both internal and external stakeholders' interests and other key tools. The strategy ensures a clear and consistent focus on the most important issues within the Kuoni Group's area of influence, and steers the implementation of the Group's various projects and initiatives by providing both specific goals and a transparent monitoring process.

Despite these successes in integrating its CR strategy into its major corporate processes, however, the Kuoni Group (and indeed the entire tourism sector) still faces a number of sizeable challenges if it is to achieve its objective of ensuring sustainable tourism development. The two biggest such challenges, from Kuoni's perspective, are to further anchor CR in the company's business operations (and transfer the corresponding responsibilities in the process) and to further develop and refine the Group's impact measurement capability, which is closely linked to the CR business case.

The first of these challenges stems from the fact that Kuoni's current CR activities are still heavily reliant not only on their coordination by the head-office Corporate Responsibility unit but also on its input and initiative. Transferring the responsibility for such actions – and with it the initiative to conduct them and the ownership of the subsequent process – to the managements within the Kuoni Group's divisions and their constituent

units is a priority for the years to come. Doing so is also a prerequisite for ensuring that due regard is paid to CR concerns in all strategic business decisions group-wide.

A shift of this kind entails a radical transformation, not only for Kuoni but for virtually any organization embarking thereon. And any attempt to do so must be made in the full knowledge that "change requires a shared definition of the problem, agreement that it is a problem about which something should be done and agreement on what steps should be taken"[7]. Prioritizing the problems involved would also be a key issue and concern.

In view of the above, it can reasonably be assumed that differing priorities will be assigned to these matters depending on individual perspectives and varying planning horizons – especially in economically challenging times such as those currently being experienced. Moreover, solutions to the CR issue are likely to be particularly difficult to find if the objectives of corporate responsibility cannot be adequately reconciled with the company's financial and operational goals. As a further complication here, the tourism sector is itself subject to major structural changes, which are likely to make it all the harder to focus on the kind of long-term objectives with which CR concerns itself in the next five years.

The second major challenge that CR is likely to face is to bring greater visibility and measurability to its initiatives and to be able to report the impact of sustainable business management and associated drives and initiatives. "Impact measurement" is a key and much-discussed issue, not only in the tourism sector but also in other areas, and in development partnerships in particular. Kuoni is well aware that it should deploy its resources – both human and material – as meaningfully as possible. In many cases, though, doing so prevents adequate resources being devoted to monitoring the effects of the activities concerned. To add to the difficulties here, measuring such impact is frequently far from easy, not least because it is often hard to attribute a particular effect to a specific project or initiative.

Despite these major challenges, Kuoni is convinced that it makes sound sense to further develop its corporate responsibility actions and activities to help ensure sustainable tourism development. The CR developments of the past ten years have tellingly shown just how much can be achieved even by smaller steps in the field, and that the sum total of these can deliver some impressive success. Above all, though, Kuoni is convinced that its stakeholders – its employees, its suppliers, its investors, its clients, the local communities at its destinations and others – will all benefit in the longer term if it continues to promote and pursue the positive impact of tourism on both people and the environment and simultaneously strives to minimize its adverse effects.

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7   Goodwin (2011), p245

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International Union for the Conservation of Nature (IUCN): www.iucn.org

Fair Trade Tourism South Africa (FTTSA): www.fairtourismsa.org.za

Global Reporting Initiative: www.globalreporting.org

Tourcert: www.tourcert.org

Carbon Disclosure Project : www.cdproject.net

Tourcert: Certification for Corporate Social Responsibility in Tourism

Ilyta LaCombe, consultant at KATE e.V.

Enterprises using the label "CSR TOURISM certified" which is awarded by TourCert have ex amined their business practices according to sustainability criteria. They have evaluated the social, ecological and economic strengths and weaknesses of their product portfolio, their suppliers and service providers, their interaction with customers and employees as well as their use of natural resources. Based on this they have systematically identified potential of improvement in all the areas listed below:

- What remains in the country when the tourist season is over?

- Do tourism enterprises pay their workers living wages that can feed a family?

- Do resorts minimize waste and do they dispose of it in an environmentally friendly manner?

- Does the itinerary take into account natural resources, e.g. regarding the provision of water and energy, and the protection of nature and endangered species?

- Has the food offered at a typical local restaurant really been produced locally?

- How much CO_2 is emitted per tourist in transport?

The answers to these and many other questions provide information on the degree of sustainability and social responsibility actually achieved by a tour operator in its business operations.

The companies have written a sustainability report according to the standards of TourCert and have designed a program for improvement. Companies with this label have committed to continuously improve their sustainability performance.

TourCert was founded in 2009 by the four non- profit organizations Nature Friends Intl. (Vienna)[1], University of Applied Siences (Eberswalde)[2], Church Development Service eed (Bonn)[3] and KATE Center for Ecology and Development (Stuttgart)[4].

The organization was founded with the aim of certifying tourism businesses for their achievements in systematically integrating CSR (Corporate Social Responsibility) and

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1   www.nf-int.org/

2   www.hnee.de

3   1www.tourism-watch.de/en/node/1024

4   www.kate-stuttgart.org

criteria of sustainable tourism into their core business and decision making. When meeting with the mandatory process and performance requirements by TourCert they are awarded with the label "CSR TOURISM certified".

TourCert defines CSR as *"the contribution a company makes to sustainable development by going beyond legal provisions and by integrating social and environmental responsibility into its core business."*[5]

The validity of the label is limited and requires improvement of certain CSR- indicators for re- certification. The process of certification involves two independent bodies. The company is audited by an independent auditor issuing his or her audit report. The decision about the certification lies in the hand of the certification council which receives the sustainability report of the company and the audit report of the auditor including specific recommendations. The members of the certification council are representatives of industry, universities, environment and development organizations and politics.

The CSR Certification Council decides on the framework for CSR certification, evaluates experiences, continues to develop the CSR certification guidelines, controls the certifying organization TourCert and decides on the admission of auditors and on the label "CSR TOURISM certified" to be issued. The general meeting of the TourCert partners appoints the Certification Council for a period of two years; with the possibility of re-appointment.[6]

Box 1: Certification requirements and process

In the CSR certification process for tourism companies the following requirements must be fulfilled:

1. Publication of a sustainability report complying with TourCert's reporting standard. The sustainability report can be integrated into the business report. The programfor improvement shall be updated annually in order to recognize and evaluate trends and progress regarding the compliance with the mission statement. The annual update shall be sent unrequested to the CSR-certification body. The entire sustainability report is to be updated two years after the first certification and every third year after that.

2. Integration of the CSR management system:
    a. CSR (mission) statement
    b. CSR manager
    c. CSR program for improvement
3. Meeting of minimum requirements

    Certification requirements, principles of an appropriate audit, the award of the CSR-label, functions of CSR auditors as well as of the CSR Certification Council are defined in the certification guidelines which have been adopted at the first constituent meeting of the CSR Certification Council.

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5   www.tourcert.org

6   Members are: Dr. Peter Zimmer, futour, Hamburg, Chairman, Prof. Dr. Dagmar Lund-Durlacher, MODUL University, Vienna, Chairman, Heinz Fuchs, eed- Tourism Watch, Bonn,. Dr. Christian Baumgartner, Naturefriends International, Vienna, Martina Kohl, WWF, Hamburg, Ute Kittel, verdi, Berlin, Prof. Dr. Wolfgang Strasdas, University of applied Sciences, Eberswalde, Herbert Hamele, Ecotrans, Saarbrücken, Associate members: Andy Keller, Swiss Federation of Travel agencies, Zürich, Werner Stiegler, forumandersreisen, Freiburg

With the revision of the certification guidelines in 2011 TourCert introduced their new minimum criteria on CSR- performance. All companies larger than 10 staff members must sign the Code of Conduct against sexual exploitation of children in tourism[7]. They must change to green electricity at their head office and compensate at least 50% of their business trips with a Gold Standard recognized provider of climate compensation. With their main suppliers they must integrate sustainability aspects into a mutual agreement. Further there are limits for certain performance indicators such as CO_2 emissions per passenger and day or CO_2 emissions per staff.

Integrating CSR into business practices

The standard includes more than 200 criteria with a strong focus on the evaluation and analysis of the supply chain, but also of financial indicators, the evaluation of staff satisfaction and quality of customer information. It takes companies an average four to five months until they are able to apply for the certification. During this time they have one person from the company trained as the CSR- manager. The CSR- manager controls the CSR- process in the company. He or she supervises the collection of CSR data of the company and its suppliers. Furthermore the CSR-manager is responsible for the writing and editing of the sustainability report.

By June of 2012 64 tourism companies (56 tour operators and 8 travel agencies) were awarded. More than 20 companies are in the process of consulting and training. During the implementation- processes in these companies TourCert was able to train more than 100 individuals as CSR- managers. In the extensive evaluation of the tour operators' supply chain more than 2.000 lodging establishments, 1.000 tour guides and 500 incoming agencies all over the world were evaluated against TourCert's CSR- criteria. In close dialogue with their major suppliers the tour operators work out measure how the overall sustainability of travel packages can be improved. In this way the supply chain is included into the improvement process.

The CSR- system aims mainly at small and medium sized enterprises. Companies of this size account for more than 90% of the certified organizations. They are all headquartered in Europe, most of them in Germany but also in Austria, Switzerland, the Netherlands and other countries.

The innovative management and reporting system of TourCert is unique: the sustainability performance of tourism companies regarding their core business practices and along the touristic value chain is expressed in concrete and measurable indicators. These indicators provide the basis for recognizing optimization potential and to finally compile a sustainability report with the help of software. This enables enterprises to efficiently integrate reporting into their management practice, enabling even very small

7   www.thecode.org

enterprises, without specialized staff positions, to implement CSR and start the certification process. The process of compiling a sustainability report consists of eight steps, from the decision taken by the management to begin data collection and evaluation up to developing a strategy, compiling the program of improvement and finally editing the CSR report.

TourCert is a member of the GSTC (Global Sustainable Tourism Council) [8] and has applied for accreditation of their standard. The latest of the regular reviews of the standard was conducted with regard to ISO 26000[9] and the Global Sustainable Tourism Criteria.

The Approach

TourCert concentrates on the *empowerment of multipliers*. The system addresses tour operators and travel agents as a *link between customers and the tourism value chain.* The system furthermore puts strong focus on training and the raising of awareness of tourism professionals. Each CSR- process involves training and consultation of individuals and the company. The CSR- managers finish their on the job training with the completion of the sustainability report and will then receive a certificate for having accomplished the CSR-process. The sustainability report is one element within a *toolkit of CSR-instruments* that is provided to the companies. These management and performance oriented elements have been adapted to the needs and requirements of the tourism industry, especially to SMEs. Collecting sustainability data and generating comparable indices and indicators enables businesses to compare and benchmark their performance against other companies. Special checks/ surveys for the tourism value chain were elaborated. The TourCert standard has *managed to merge existing certification schemes* such as EMAS[10] or the ISO standards 14001, 9000 and guidelines such as ISO 26000, GRI or the UNWTO Global Code of Ethics and adapt them to the needs and reality of the tourism industry.

At the heart of the approach lies the idea to encourage companies to *constantly improve* their sustainability performance. TourCert assists the organizations during the process of *integration of sustainability into the corporate culture.* For most companies this means a change process and facing certain difficulties. The partners of TourCert offer their expertise in different areas of sustainable tourism and business consultancy. In this way TourCert has established the involved organizations of civil society as critical but constructive *partners of the industry* in order to promote a *pro- active mutual dialogue.*

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8   http://new.gstcouncil.org/
9   http://www.iso.org/iso/social_responsibility
10   http://ec.europa.eu/environment/emas/index_en.htm

Milestones

Before the foundation of TourCert all partners had been working together in several projects with the overall aim to make tourism more sustainable. The most important milestones along the way:

2002: DANTE Network

At the World Summit on Sustainable Development (WSSD) 2002 in Johannesburg, the few paragraphs on tourism contained nothing new and nothing remotely tangible. Sustainable tourism agenda was reduced to eco-tourism as a niche segment. On the occasion of the Rio+10 summit, NGOs from Germany, Austria and Switzerland published a "Red Card For Tourism"[11]. The publication formulated ten principles and challenges for "fair play" that the growing tourism industry was facing.

Involved in the working Group on Tourism & Development were different non-governmental organizations among them future TourCert partners KATE, eed and NFI.

2004 – 2005: Dialogue with the tourism industry - Corporate Social Responsibility

Between 2004 and 2005 KATE, TOURISM WATCH and ACSUD Valencia (Spain) generated a dialogue between actors of the European travel industry, employee representation bodies, the academic sphere and civil society organizations, in order to inform experts and the general public about the strategy and implementation of CSR. The project resulted in an initiative to develop social standards for the tourism sector, and to integrate them into management practice and corporate policy.

Activities completed in this phase included CSR criteria in tourism reviewing the existing concepts and criteria, codes of conduct and voluntary commitments in the travel industry, catalogues of CSR criteria from trade unions, universities, NGOs and networks and internal corporate vision statements.

Forums and themed international days at international trade fairs engaged the dialogue with the industry. Fairs were Reisepavillon Alternative Travel Fair in Hanover/Germany, ITB Berlin/Germany and Salón Internacional de Turismo Tourism Show in Barcelona/Spain). The dialogue forums were staged, including panel debates, round table discussions and workshops[12].

At the end of the project the study drew a disillusioning picture of the status of CSR strategies in the tourism industry. The 28 enterprises in Germany, Austria, Switzerland

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11   http://www.tourism-watch.de/en/content/rote-karte-f%C3%BCr-den-tourismus

12   http://www.kate-stuttgart.org/content/e830/e2740/e2844/index_eng.html

and Spain were predominantly larger companies with more than 50 Million Euros of turnover. There was some awareness of the need for sustainability, which was formulated in public mission statements. Yet there was only very little initiative from the companies to approach concrete actions towards CSR and sustainability. The study results were compiled and commented in the 2006 publication "A global responsibility of the tourism industry"[13] showing the industry ways how enterprises can voluntarily improve their sustainability performance.

2006 – 2008: CSR Reporting Initiative for Tourism

A concrete approach to implementing CSR and sustainability which had been proven and tested with pilot enterprises was elaborated between 2006 and 2008 by KATE, Tourism Watch (eed), UNI-Europe and Forum Anders Reisen[14]. The brochure "Guidelines CSR- Reporting in tourism – 8 steps to sustainability reporting"[15] which was issued in 2008 describes an easy to use process for tour operators, a process which enables them to measure and improve their sustainability performance, indicates which principles they must respect and how they can create transparency around their activities. During the project pilot enterprises wrote their first sustainability reports based on the guidelines. The mutual dialogue with the companies was a measure of quality control that ensured the suitability of the concept for daily use within the company. During the process of the elaboration of these reports the companies were assisted by the partnering organizations. The initial criteria and CSR- standard of TourCert were based on this successful initiative.

2009: Foundation of TourCert and certification of tour operators

At the ITB 2009 in Berlin the first 15 tour operators presented their sustainability reports at the industry fair and were awarded with the label for sustainability and responsibility in tourism. The official ceremony was hosted by Dr. Klaus Töpfer, former director of the UNEP. At the ITB in 2012 Töpfer who recognised the first travel agencies receiving certification.

2012 and beyond

Currently TourCert is working on a certification system for accommodation establishments as well as a standard for incoming agents. The training of CSR- managers is being continued and broadend to other European countries. CSR- managers are being trained in Austria, Spain, Italy and Croatia.

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13   http://www.kate-stuttgart.org/zmskate/content/e830/e2740/e2844/e3222/e4321/CSRBefragung-Ergebnisse07-2005_ger.pdf

14   http://forumandersreisen.de/

15   http://www.kate-stuttgart.org/content/e830/e2740/e4397/e5447/index_eng.html

After having certified the first travel agencies in March of 2012, KATE launched an online- academy in June of 2012 where tourism professionals can participate in e-learning courses on sustainable tourism and CSR. The aim of TourCert is to integrate CSR-criteria along the entire tourism value chain from travel agencies along tour operators to accommodation establishments and agents in the tourism destinations. Actively promoting responsible business and involving the companies has proved to be a productive process for both sides. From criticism and reflection of business practices in tourism TourCert has come to a vibrant dialogue and critical consultation of industry members.

Work in Progress - Notes from the Field

The Unsustainability Of Sustainable Tourism

Dr Xavier Font, Leeds Metropolitan University and the International Centre for Responsible Tourism

On the occasion of the Earth Summit in Rio last June 2012, it is timely to take stock of what we have learned about implementing sustainable tourism projects and initiatives, and to consider what are the lessons we take forward for the next decade. It is clear in the last 20 years since the 1992 Rio Summit some progress has been achieved. However the concern is that the scale of the problem has grown faster than the scale of the solutions achieved. This article briefly summarises the points taken forward from the presentations that took place at the 6th Responsible Tourism in Destinations Conference in Sao Paulo, 18-20 of June[16], and London on 21st of June[17], by outlining a range of responsibilities that different stakeholders have. It also uses the literature review and part of the data for a UNEP funded project to inform the Global Partnership for Sustainable Tourism in selecting guidelines for allocating funds to projects, and presented by Deirdre Shurland from UNEP at the Sao Paulo conference.

Governments and intergovernmental have made progress towards defining sustainability priorities. However tourism is a relatively unregulated industry, and governments are moving towards market based mechanisms for self-regulation in many aspects of corporate social responsibility. While progress has been achieved in setting carbon targets and developing trading schemes, there is insufficient commitment by governments in most tourist destinations and tourism generating countries alike to take action towards sustainability, as most are motivated by short term results. As Eugenio Yunis, former head of sustainability at the UNWTO said in his keynote speech in Sao Paulo, we suffer from an obsession with increasing number of international arrivals as THE indicator of success, both in national policies and in international tourism statistics. This not only undermines the much greater value of domestic tourism, but also promotes forms of tourism that are more carbon dependant. The isolation of tourism in central government national and regional development policies, together with the neglect of tourism in national sustainability strategy and related policies does not help.

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16   http://www.artyforum.info/rtd6_SaoPaulo.html
17   http://www.artyforum.info/rtd6_SouthAfricaHouse.html

Sustainability as a project has often been left in the hands of donors. This has created a niche of activity and a competition between donors for fund raising and visibility.[18] The result is insufficient cooperation and coordination among international, bi-lateral and NGO development assistance agencies. [19]These same agencies operate under the legitimacy of their governments or the mandate of the causes they represent, but their accountability is rather limited. Donor desk officers are under pressure to spend their budget and to report positive results to be able to keep their positions. We rarely see negative reports from agencies that acknowledge project failure, which usually is reworded as "long term potential". Many of these agencies hide behind the time gap argument (we cannot see if a project has an impact until long after the donor has left). Donors have learning difficulties because they misreport results, sweeping under the carpet lessons learned. Projects tend to report outputs and not outcomes or the impacts (i.e. number of attendees to a training workshop, not how they changed their practices based on what was learned)[20]. There is little mention of the return on investment, or transparency overall. As a result, there are few chances to learn as a community or to truly understand what are best practice cases or opportunities for transferability[21]. In the UNEP funded research conducted at Leeds Metropolitan University, we found that experts believed there are some fundamental gaps between what is desirable and what is feasible in donor policies to ensure project success (100% means feasibility=desirability). This could arguably be the most important list, for it is where donors could have the greatest impact in closing the gap. Clearly these tend to be complex issues and part solving some of them would mean substantially changing the process of managing donor funds.

1. Engage local people in the project approval process: 66%

2. There is a mechanism for ensuring that the development of supply does not out-strip demand: 66%

3. Credible evidence that the project will be sustainable and will not be donor dependent: 67%

4. Not fund projects unless all positive and negative impacts will be monitored and reported publicly: 68%

5. Experts effectively transfer knowledge and skills so as to build local capacity: 69%

6. Determine the Return on Investment of the project: 70%

7. There is a clear market, tourists or tourism business, for the goods or services: 72%

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18   Svensson, J., Foreign aid and rent-seeking. Journal of International Economics 2000, 51 (2), 437-461.

19   Hawkins, D. E.; Mann, S., The World Bank's role in tourism development. Annals of Tourism Research 2007, 34 (2), 348-363.

20   Hummel, J.; van der Duim, R., Tourism and development at work: 15 years of tourism and poverty reduction within the SNV Netherlands Development Organisation. Journal of Sustainable Tourism 2012, 20 (3), 319-338.

21   Easterly, W., The white man's burden: why the West's efforts to aid the rest have done so much ill and so little good. Penguin Group USA: 2006; (b) Moyo, D., Dead aid: Why aid is not working and how there is a better way for Africa. Farrar Straus & Giroux: 2009.

8. The difference between project success and failure is clear: 72%

9. Ensure that there is a viable market for the goods and services proposed: 73%

10. Support from political leaders: 74%

This leads us to the challenge behind sustainability projects being an industry in itself. Donors often allocate funds to the most innovative, ambitious projects in the locations with greatest needs for the funds available, in an effort to gain best value. These also have higher levels of risk of failure [22]. These projects effectively become marginal forms of investment that open up new sites, new destinations or products for tourists, rather than having a transformative change of behaviour of large firms and mass tourism that already exist. These new projects suffer from insufficient market access and yet the project effort in creating lean distribution channels is limited. 20 years after Rio, we still have hotel energy solutions projects, problems that should have been solved long ago as the business case is more than compelling. We find that there are even fewer cases of tourism alleviating poverty, and the few pilot cases (e.g. STEP) are not transparent about what has been achieved and at what cost. All too often it the agencies bidding for funds will inflate pre-project claims to get the funds, knowing that by the time the project comes to an end the donor will require evidence of expenditure against the right headings and not project impact, or quite often the desk officer and donor priorities will have changed. Beneficiaries, the people in whose name the funds were raised, are rarely asked if the project was a success- and as it wasn't their money that was spent, any impact is better than none [23] We find ourselves with sustainable implementing agencies, be it consultancies or NGOs for they continue to exist riding from one project to the next, but unsustainable projects that close down after the funding ends.[24] Table 1 shows what a group of 40 experts believed was important and what was likely out of a list of key ingredients for sustainable tourism projects.

It is not surprising that companies have grown wary of sustainability projects. In our interviews we came across a number of companies that associate sustainability with outrageous projects that lack little common sense, and find anybody using the donor's language difficult to believe for most of these projects have limited commercial value. Clearly there are pioneering companies that are taking responsibility to be more sustainable. Case studies presented in both Sao Paulo and London demonstrated that companies engaging get a sense of pride and achievement, but that many of the implementations make limited economic sense and may not be replicable within the company,

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22   Goodwin, H.; Santilli, R. Community-Based Tourism: a success?; ICRT & GTZ: Leeds, 2009.

23   Ashley, C.; Goodwin, H. 'Pro poor tourism' – what's gone right and what's gone wrong?; Overseas Development Institute: London, 2007; Goodwin, H., Tourism, local economic development, and poverty reduction. Applied Research in Economic Development 2008, 5 (3), 55-64; Goodwin, H., Reflections on 10 years of Pro-Poor Tourism. Journal of Policy Research in Tourism, Leisure and Events 2009, 1 (1), 90-94.

24   Kiss, A., Is community-based ecotourism a good use of biodiversity conservation funds? Trends in Ecology & Evolution 2004, 19 (5), 232-237.

whether these are added products or supplier training for example, because the level of change expected from a single intervention is too large. Less ambitious projects that can be implemented across their entire supply chain with limited change to the business model would be more sensible in commercial terms, but would have less visibility. Many of these replicable changes require the creation of flagship projects to crystalise thinking in one direction, Beyond these pioneers, we find tourism companies not implementing already tried and tested actions due to lack of knowledge, shortage of professional staff, lack of finance, lack of stimulus from demand and a short term eco-savings focus.

Table 1: Importance/likelihood matrix

	Low importance	Medium	High importance
High likelihood	Relevant administrative procedures	Monitoring and evaluation	Partners believing in the project The project is well-defined Effective budget management The project is appropriate for the location
Med	Political support and stability Multi-stakeholder involvement A stakeholder management approach	Having access to market Coherence between resources and scope & scale, early strategic thinking Professionalism and skill of staff Public/private engagement Collaboration & communication between stakeholders Realistic timeline A consistent and stable project team	Sustainability of the project The involvement of local people Leadership Professionalism of project management
Low likelihood	Synergies with other on-going interventions Flexible/dynamic project Innovative project	none	Sufficient funding Realistic and achievable project Rationale and objectives clearly understood by all

Conclusions

Fabrice Leclercq, former Trade Promotion Adviser at the UN International Trade Centre, summarised in Sao Paulo the key requirements for donor funded projects to revolve around 10 issues:

1. Realistic donors

2. Country/Region Stability

3. Destination Selection

4. Value Chains & Products Selection

5. Sustainable Market Linkages

6. Beneficiaries

7. Counterparts/partners

8. Project Coordination & Staff

9. Expansion & Replication

10. Monitoring & Evaluation

The success of these donor funded projects is just one aspect of how sustainability has not reached the potential impact that would be necessary. To get the bigger picture we need to step back to priorities outlined by Eugenio Yunis, in the need to re-focus strategies for tourism development from tourism to sustainable development, to re-focus tourism statistics from arrivals to development objectives, and to re-focus objectives of development assistance from outputs to impacts.

Thomas Cook and Travelife

Ruth Holroyd, Group Head of Sustainability at Thomas Cook

In March 2011, The Thomas Cook Group committed that all of its source markets would use the Travelife Sustainability System to evaluate its overseas accommodation supply chain against environmental, social and economic criteria, enabling a more powerful and united approach to encouraging best practice in sustainability worldwide.

Brief History of Travelife

The Travelife Sustainability System is a web-based data platform allowing accommodation businesses to monitor and self-assess their current sustainability performance across environmental, social and economic impacts. Businesses can purchase a subscription to the system and have their performance level assessed via an audit. The top performers receive a Travelife award of Gold, Silver or Bronze. Tour Operators are able to purchase a subscription to the system and can then use it as a means to manage their supply chain sustainability impacts. Participating tour operators are able to promote the awards to customers via their websites and brochures.

The system was established under the EU Life project to bring together the ever increasing number of initiatives aimed at addressing sustainability within the tourism supply chain. The objective of this process was to unify criteria from countless global and regional certification schemes and bring them under one umbrella brand that could be easily identified by consumers from tourist originating markets. Over 60 stakeholders from government, the travel industry, NGOs and academia were involved in the development of the environmental, social and economic criteria that would create the Travelife questionnaire.

Thomas Cook UK & Ireland first became involved with the system through collaboration with the UK Federation of Tour Operators (FTO) in 2004. At this time in the UK tourism industry, it was not commonplace amongst major tour operators to communicate sustainable holiday choices to customers. However, it was recognised that if market forces were to drive the change towards more responsibly sourced and packaged holidays, it was imperative that the customer understood sustainability to create a demand.

Travelife gave the tour operators a means to prepare for this demand and to raise awareness with the general public by giving them the opportunity to engage in a credible system that could be actively promoted to customers through easily recognisable logos in brochures and on websites. With support from both the British and Dutch Travel Trade Associations, Travelife was on the path to becoming the system of choice for European operators.

Capturing a global marketing opportunity

In 2010, Thomas Cook UK & Ireland were joined by Thomas Cook Belgium, who also subscribed to the system through membership of ANVR, the Dutch equivalent of the Federation of Tour Operators. This resulted in sustainability becoming the responsibility of staff members in Belgium, who have since played a pivotal role in implementing a number of initiatives within that business.

Despite the Belgian operators being on board, and the support from ANVR, hoteliers continued to believe that the Travelife system remained predominantly a UK administered system, with an agenda driven by FTO members. As the intention had always been for Travelife to be the European certification scheme of choice, it was essential that the other source markets within the Thomas Cook Group also subscribed and began to actively use and promote the system.

Through the Thomas Cook Group Working Party on Sustainability, markets in Germany, Canada, Northern, Central and Eastern Europe were introduced to the supply chain tool in November 2010. The benefits for both tour operators and hoteliers were discussed in detail and, as a result, the group announced their intention to subscribe all markets to the system in the new year. This decision was not a simple one, as it required that each source market take responsibility for the dissemination of information across varying business departments, ensuring that those roles directly impacted by Travelife understood the objectives of the system.

A considerable amount of work was generated to identify all of the properties, contracted by any part of the Thomas Cook Group, which had already reached Travelife award status over the past 12 months. New additions and expired awards must also be updated on a weekly basis by a central coordinator and sent to all relevant business areas.

Thomas Cook Group brochures can only feature the awards of hotels which have paid a subscription to the Travelife system. To date, there are 12 bronze, 20 silver and 97 gold awards that the Thomas Cook Group can promote through brochures and company websites.

This Group also work with hotels which are believed to be at award level but which have not yet subscribed. Currently there are 16 bronze, 24 silver and 55 gold awarded hotels which are not being used to their full potential as the hoteliers have not paid the subscription fee. The Thomas Cook Group is approaching these hotels using locally based staff to encourage the hoteliers to engage with Travelife and to reap the benefits associated with it. Hoteliers that contract with many of Thomas Cook's source markets are missing an opportunity to promote their sustainability credentials to customers of over 14 global brands, such as Neckermann in the German market, Sunquest in the

Canadian market, Airtours in the UK market, Ving in Scandinavia etc: all well known brands that fall under the Thomas Cook Group umbrella.

The introduction of Travelife logos into all of these brochures is a hugely powerful communications tool to help to bring about awareness of sustainability with customers. The more visibility Travelife is afforded, the more customers will begin to understand and appreciate its value.

Engaging on Sustainability

Travelife has presented a series of opportunities for Thomas Cook to further engage people in sustainability. Over 50 Thomas Cook UK and overseas based employees have been trained to conduct Travelife audits and therefore be in a position to support and guide hoteliers towards better practice, a key part of supply chain engagement and support. In addition:

- Product managers responsible for brochure content have attended dedicated sustainability training in which the Travelife system was explained in detail. Regular communications were then secured to ensure that any awarded hotels had the correct logos displayed within the brochures.

- Contracts and Purchasing managers also received training about Travelife. They negotiate first hand with accommodation suppliers and are often the hoteliers' first point of contact with the tour operator. It is therefore essential that they understand the system and the principles of sustainability in order to feel comfortable when discussing the subject.

- An online training package and series of FAQs was put together for retail employees – as front line staff, they are usually the first point of contact for the customer, giving them a unique opportunity to promote the benefits of a more sustainable holiday choice.

Travelife has given individuals within Thomas Cook a chance to shine as they embrace sustainability principles learned through Travelife and integrate these into regular office practices and into overseas staff accommodation. It has brought a whole new discussion topic to the monthly meetings conducted in destinations and provided a vehicle for tour operators to demonstrate a unified approach to sustainability and to exercise their influence as a joint committee.

Overseas, the Travelife programme has been well received by overseas staff and by hoteliers, prompting a heightened interest in environmental and social issues and creating a catalyst for much of the sustainability work that is following. It gave hoteliers an opportunity to showcase initiatives within their business that truly contributed to better customer service and an improved holiday experience for customers.

For example, the Kombo Beach Hotel in the Gambia introduced locally sourced products to the breakfast and dinner buffet and advertised this through posters and displays of fresh fruit and vegetables at the entrance to the restaurant. By purchasing from the Gambia is Good farm, the hotel is indirectly supporting over 1000 women farmers who have been trained at the farm and who can earn a living by supplying the tourism industry with surplus produce from their subsistence farming activities. The guests at the hotel experience fresh food and local recipes adding a true flavour of local authenticity to their holiday.

The hotel also introduced special themed evenings around traditional cultures such as storytelling, a favourite pastime in villages. Replicating a village setting by sitting guests around the story teller in a circle and lit only by candle light they were enchanted by stories recalling old Gambian traditions and ways of life. This was quite a unique experience and not something guests would be likely to see during their holidays if the hotel management hadn't introduced storytelling as part of the entertainment offer.

Leading by Example

As owners of our own hotels within the Thomas Cook Group, the business believed that it must also demonstrate leadership and ensure that its own hotels subscribed and, where not already ongoing, begin a programme of work to improve their sustainability performance.

In May of 2009 an environmental consultant was invited to spend time at two Hi! hotels in Mallorca to assess their performance and provide written recommendations for improvement backed by a business case.   These reports revealed simple low cost / no cost measures that all of the hotels within the group would benefit from implementing and negotiations were started to authorise the initial financial investment needed to purchase flow restrictors, aerators and low flow shower heads. It was estimated that savings identified through the reports could yield in the region of €300,000 annually across the group, meaning the subscription cost of approximately €13,000 would have a payback period of a matter of weeks.

The coordination of Travelife work at Hi! Hotels was then allocated to a senior staff member. Whilst not a full time role, it did demonstrate the commitment of the chain by formally including it as one of the responsibilities for that position. It was a significant step in the right direction and the hotels have shown continuing progress towards their target of all obtaining a minimum Travelife Bronze award.

It was important for us to be able to measure the impacts that Travelife was having upon Hi! Hotels and, by using a simple consumption spread sheet to measure monthly energy, water, diesel, gas and towel figures, we were able to identify areas for improve-

ment and monitor progress. As more sustainability measures have been introduced, savings have ranged from -0.62% to -53% for energy use, and -2.73% to -38.27% for water use.

An area of particular contention was the reduction of waste. The majority of Hi! Hotels operate on an all-inclusive basis and, as such, generate an enormous amount of recyclable and organic waste. Given the difference in infrastructure provision in the resorts, there is no reliable method to measure the amount of waste produced per hotel. It was clear however that the main area for improvement was to reduce the amount of disposable items such as plastic glasses and utensils that are often used at pool bars for snacks and drinks services. At the beginning of summer 2011, the purchasing department purchased durable plastic glasses which would mean a financial saving of €102,000 and over 1.5 million plastic glasses diverted from landfill.   It became clear that sustainability is not just a nice concept, it actually makes business sense. Hi! Hotels continue to monitor their resource consumption and have trialled projects in two hotels to measure waste streams including glass, plastics, organics and paper/cardboard. Over 100 hotel managers and heads of department have received Travelife and general sustainability training. Whilst Travelife awards are not easy to achieve, the system itself and its principles can be implemented quickly into the daily operations of a hotel. Without it, it is unlikely that Hi! Hotels would have made the progress we can report today.

Another part of the Thomas Cook Group is the international brand of SENTIDO Hotels & Resorts, a differentiated product centred around SENTIDO's culture of 'treating your senses to a holiday'. Customers from a variety of Thomas Cook source markets stay in SENTIDO branded hotels and it is therefore essential that sustainable practices are evident throughout the portfolio.

Recognising that the travel industry is dependant upon pristine environmental surroundings and traditional local cultures, SENTIDO has put sustainability at the core of its business. This means that the hotels work hard to ensure that their operations have a minimal impact upon the environment and that they positively contribute to the local economy. SENTIDO began to subscribe their hotels to Travelife in June 2011 and have six hotels at award level already. The brand has set some challenging targets for themselves and also committed that ten hotels will reach award status by 2012, with the remainder achieving awards by 2013.

As a result of the SENTIDO subscription a dedicated training session for all hotel managers took place in November 2011, with the emphasis on the maintenance of awards for those hotels that have already achieved that status, and direction for those that are just starting on the sustainability journey. Progress will be monitored much the same as is currently done for the Hi! Hotels chain and will enable Thomas Cook to quantify the impacts.

The Thomas Cook Group's other hotel chain – Sunwing Hotels and Resorts – started their sustainability journey many years ago and are recognised as leaders in the areas they operate. All Sunwing hotels had already achieved EU Flowers for environmental performance and demonstrating many years of best practice. Travelife was therefore a natural step for Sunwing to further add to the marketing of their success and, following subscription, all hotels are on track for a Gold award.

Influencing Others

The Thomas Cook Group's decision to adopt the Travelife system globally manes that Thomas Cook now has one supply chain management system globally. We strongly believe that from this, we will influence others, moving many forward on their journeys towards sustainability.

Additional benefits of wider influence within the supply chain arise as members of the SENTIDO brand also have many other hotels within their own chains (eg: Sunrise Hotels in Egypt, Mitsis Hotels in Greece). Lessons learned from the implementation of Travelife will be extended to a broader audience and in turn will begin to generate change within the mass tourism industry, moving sustainability from its previously 'niche' label into mainstream tour operating.

As a result of the Thomas Cook Group subscription, Travelife logos now have the potential to reach over 22 million customers worldwide. This is a hugely important factor in the event that a hotel divides its capacity between different source markets and was a major contributing factor in the decision of the Seaside Hotel Group in the Canary Islands to subscribe to the system in August 2011. With a predominantly German customer base, the marketing potential had not been perceived as a particularly strong benefit. However, with Thomas Cook Germany also now promoting the awards within their Neckermann branded brochure, this opened the doors to a much bigger promotional opportunity for the hotels.

The impact is also expected to be significant in the Caribbean region due to the subscription of Thomas Cook Canada, who are a large operator in Mexico, the Dominican Republic, Cuba etc. Thomas Cook Canada were the first in their market to subscribe to the system and also the first to take Travelife outside of Europe - this was well publicised and promoted in local press and opens up the mainstreaming of sustainability in even more countries globally.

Destinations of Excellence – the Thomas Cook Group

Jo Baddeley, Sustainable Destinations Manager, Thomas Cook UK & Ireland

May 2012 saw the launch of a new programme of work across Thomas Cook's holiday destinations. For the last four years, many overseas teams have embraced sustainability activities in resorts but there has never really been an official programme of work, and engagement relied upon interested parties or teams in areas where the infrastructure really enabled an effective collaboration.

The public launch of the Thomas Cook Group's 2020 sustainability targets in November 2011 has provided the platform for a more strategic and coordinated approach across the group, and the catalyst for the new *Destinations of Excellence* programme.

As a major outbound tour operator we have a unique opportunity to influence customers and suppliers in over 70 mainstream destinations world-wide, however we recognise that we must have put our own house in order first. The idea behind *Destinations of Excellence* is to engage those teams that have yet to get started and to support those that have with continuous improvement.

We have made it clear that sustainability is not a destination but a journey. Each resort is unique and brings its own challenges when it comes to implementing sustainability activities. However, doing nothing is no longer an option and our teams will now be working towards Bronze, Silver and Gold levels of activities. Bronze is about getting our own operations, offices and staff accommodation in order, Silver is about influencing a wider sphere of people including suppliers and customers and Gold is about recognising those teams that really do go the extra mile and demonstrate continued leadership.

Since the launch we've been amazed and delighted by the enthusiasm and the innovative ideas our teams have come up with. In Lanzarote, our office has a noticeboard with the new sustainability policy clearly placed for everyone to see, a rep's charter and the Bronze, Silver and Gold criteria so that they all know what they are working towards. They have also organised for weekly training sessions with all reps and have implemented a suggestion box in the office.

Each July we will be asking all resorts to celebrate the *Make Holidays Greener* campaign championed by The Travel Foundation. Historically the events that our teams have organised have been anything from beach cleaning to introducing new excursions that still feature on our booking forms today. 2012 is expected to be even better as the competition is on within the Group for the most innovative idea that involves customers and suppliers.

It is early days at the moment but we're expecting *Destinations of Excellence* to go from strength to strength and are looking forward to recognising top performers annually.

For further information on Thomas Cook's sustainability work see http://sustainabil-ity2011.thomascookgroup.com/

Tourism – the Next Big Thing in Fairtrade? Notes from Southern Africa

Jennifer Seif, Executive Director: Fair Trade in Tourism South Africa (FTTSA) and Non Executive Director: Fairtrade Label South Africa (FLSA).

Sustainable consumption and production (SCP) is a cornerstone of the Rio+20 process and related efforts to promote a more equitable and greener global economy. Successes achieved in a wide range of sectors – particularly agriculture, forestry and marine products, textiles and other forms of manufacturing – are based on a range of policy instruments including voluntary standards and labelling initiatives, corporate social responsibility (CSR) tools, sustainable/ethical supply chain management and sustainability reporting. Certain instruments are targeted at the private sector (B2B) while others aim to encourage more informed decision-making by consumers when purchasing goods and services.

Efforts to stimulate SCP in tourism follow similar trajectories. Despite notable success stories at firm and destination levels, the net impact of tourism initiatives remains limited. Less than one per cent of all beds in Europe carry any type of sustainability label[1], and the percentage of international arrivals that can be categorised as "responsible travel" is much less.[2] The value-action gap in sustainable tourism (the difference between what travellers aspire to and how they actually spend their money) is not yet well understood empirically, and more detailed market segmentation and consumer insight is needed. Moreover, competition between hundreds of sustainable tourism certification schemes and voluntary codes of conduct risks industry fatigue, consumer confusion and ultimately dilution of market and development impact.

Harriet Lamb, Director of the very successful UK Fairtrade Foundation, opened World 2011 Responsible Tourism Day in London, and challenged the travel and tourism industry to seek inspiration from Fairtrade. In 2011, the Fairtrade Foundation recorded annual sales in the range of £1,32 billion[3], while globally Fairtrade sales measured €4.36 billion in 2010, up by 28% on the previous year. Year on year growth of Fairtrade sales demonstrate strong resilience even in difficult economic times. Impressively, the international

1   Goodwin, H. (2007) "Advances in Responsible Tourism" ICRT Occasional Paper No. 8, www.artyforum.info/RTD/OP08.pdf (accessed on 26 April 2012).

2   TripAdvisor (2009) "TripAdvisor Releases Travel Trends for 2009", http://www.tripadvisor.com/ShowTopic-g150807-i8-k2326782-TripAdvisor_Releases_Travel_Trends_for_2009-Cancun_Yucatan_Peninsula.html (accessed on 17 May 2012).

3   Fairtrade Foundation (2012) "Responsible Capitalism? New Fairtrade Figures Show Business is Changing for Good", http://www.fairtrade.org.uk/press_office/press_releases_and_statements/february_2012/responsible_capitalism.aspx (accessed on 17 May 2012)

Fairtrade mark is recognized by 96% of British, 90% of Swiss, 75% of Dutch and 69% of German consumers[4].

At World Travel Market, Lamb spoke passionately about the power of Fairtrade to transform the ordinary act of doing the household shopping into extraordinary benefits for producers in the Global South[5]. These benefits are manifest in fairer trading conditions, long-term trading partnerships and the creation of new resources for sustainable development through the Fairtrade premium, a portion of the price paid to producers that is reserved for Fairtrade beneficiaries (workers and communities) to invest in education, community health and social infrastructure. Although Fairtrade faces various challenges, particularly increasing market penetration to extend benefits to higher numbers of producers and workers, Fairtrade International estimates that global sales of Fairtrade products currently contribute to improved livelihoods for some 1.2 billion people in developing countries in Africa, Latin America and Asia[6].

Somewhat uniquely in the world, South Africa is both a producer and consumer of Fair trade products. In addition to exporting wine, fruit, tea, craft, natural and other categories of products to European and other markets, South Africa is home to a national Labelling Initiative: Fairtrade Label South Africa (FLSA). FLSA is working to make Fairtrade products available on local retail shelves, and late last year joined forces with the iconic Cadbury Milk Bar so that today every unit produced and sold in South Africa carries the Fairtrade mark. FLSA recorded some €7 million in sales in 2011[7] compared to €2 million in 2010, demonstrating strong growth potential in this (and other similar) emerging markets[8].

There are obviously many parallels between Fairtrade and sustainability standards and labels in tourism as well as the trend towards travellers philanthropy. A critical success factor of Fairtrade lies in strong coordination between national labelling initiatives including new ones in the South like FLSA. Another hallmark of Fairtrade's success is the creation of a single, well known and highly trusted label. The fact that Fairtrade sales

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4   Globescan (2011) "Shopping Choices Can Make a Positive Difference to Farmers and Workers in development Countries: Global Poll",
http://www.globescan.com/commentary-and-analysis/press-releases/press-releases-2011/94-press-releases-2011/136-shopping-choices-can-make-a-positive-difference-to-farmers-and-workers-in-developing-countries.html (accessed on 26 April 2012)

5   http://www.artyforum.info/WRTD2011/HarrietLambtourismSpeech.pdf

6   Fairtrade International (2011) "Monitoring the scope and benefits of fairtrade" third edition, 2011 http://www.fairtrade.net/fileadmin/user_upload/content/2009/resources/Monitoring_the_scope_and_benefits_of_Fairtrade_2011.pdf (accessed on 21 May 2012)

7   FLSA, Fairtrade Label South Africa (2012) "Fairtrade Sales in a SA Increase Fourfold in 2011 and reach staggering R 73,2 million",
http://www.fairtradelabel.org.za/news/fairtrade-sales-in-sa-increase-fourfold-in-2011-and-reach-staggering-r-732-million.123.html (accessed on 18 May 2012).

8   FLSA, Fairtrade Label South Africa (2011) "Monitoring the scope and benefits of Fairtrade", Third edition, http://www.fairtrade.net/fileadmin/user_upload/content/2009/resources/Monitoring_the_scope_and_benefits_of_Fairtrade_2011.pdf (accessed on 26 April 2012)

grow year on year even in difficult trading conditions is a testimony to consumer confidence in the Fairtrade mark as well as to very effective retail, campaigning and supply chain management strategies that have taken Fairtrade into the mainstream.

During 2006-2009, Fairtrade International conducted feasibility research that demonstrated strong potential demand for Fairtrade travel. That tens of millions of loyal consumers of Fairtrade products reside in Europe and North America is food for thought for developing countries that depend on these markets for international tourism arrivals. The fact that citizens residing in emerging markets like South Africa are gaining easier access to Fairtrade products also creates opportunities to grow domestic and regional tourism more equitably and sustainably.

Tapping demand will require a new approach to tourism certification that targets packaged as well as independent arrivals and is based on cooperation amongst national certificates in developing countries, and between national and international certification programmes.

Since 2003, Fair Trade in Tourism South Africa (FTTSA) has operated a national certification programme based on the principles and modalities of Fairtrade. Having taken part in the Fairtrade tourism feasibility study, FTTSA set about developing a system to monitor, assess and certify the full tourism value chain. Pilot-testing during 2009-2010 resulted in the establishment of a new mechanism to bring Fair Trade tourism products to market: the concept of a "Fair Trade holiday", which assembles certified products into a single offering. Holidays are certified by FTTSA based on a trade standard that ensures fair pricing, pre-payment, transparency and commitment to sustainable trade.

Growth in the supply of Fair Trade holidays will be based on mutual recognition and dual certification strategies with international systems and sister schemes in southern Africa and on new certification modalities borrowed from other sectors, for example group certification and combined product certification, which will make Fair Trade Tourism accessible and affordable to product owners. Certification will be out-sourced to an ISO65 accredited certification body, which is aligned with global best practice and will enable FTTSA to more actively support businesses to become and remain certified, without conflict of interest.

Growth in demand will be driven through partnerships with tourism advocacy organisations and Fairtrade organisations in source markets and through joint marketing agreements with tourist boards like South African Tourism. Sales of Fair Trade holidays can be measured, and outbound tour operators make a mandatory contribution per arrival to a special fund that supports job creation, skills development and decent work in destinations. There are currently 13 holidays for sale in Europe and to date development contributions and certification costs incurred by tour operators are not being passed on to

consumers, meaning Fair Trade holidays are not, by definition, more expensive than their conventional counterparts.

In addition, as travel brings the consumer to the producer and often places tourists in proximity to the realities of rural and urban poverty, Fair Trade holidays premised on equitable and respectful exchange between hosts and visitors can help to drive demand for sustainable consumption "back home."

Making Fair Trade Tourism part of the tourism value proposition will enable South Africa and neighboring countries to attract new tourist arrivals by appealing to the growing ranks of sustainability-savvy consumers living in our major source markets. These are precisely the types of tourists we want to see more of: people who care about the quality of life of ordinary people and the impacts of travel within destinations.

By measuring the uptake of Fair Trade holidays FTTSA hopes to demonstrate the business case for Fair Trade tourism so that one day, in the not too distant future, tourism will become part of the international Fairtrade system and consumer loyalty to the Fairtrade mark can be leveraged to help drive sustainable tourism development in Africa and beyond.

The scaling up of Fair Trade holidays to southern Africa is supported by the Swiss State Secretariat for Economic Affairs (SECO) and other donors over the next four years. The financial model developed by FTTSA projects that a regional Fair Trade Tourism system will be 40% self financing within four years increasing to 70% by year ten.

While Fairtrade is good for tourism to think with, FTTSA also believes that tourism can generate many lessons for Fairtrade. That Fair Trade Tourism is led from southern Africa by local organisations seeking high levels of coordination is historically and politically significant both for the Fairtrade movement and for sustainable tourism certification more generally. Any future marriage between Fairtrade and tourism must be based on a cooperative approach that respects international good practice while speaking to the needs and expectations of local destination stakeholders.

For more information visit www.fairtourismsa.org.za or email info@fairtourismsa.org.za

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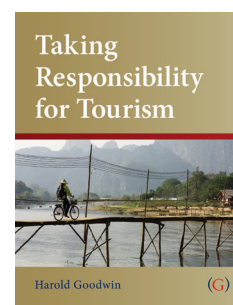
Taking Responsibility For Tourism

By Harold Goodwin

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