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UNWTO
World Tourism Organization

Tourism for Development

Volume II: Success Stories

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Introduction

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The present volume is the second of the *Tourism for Development* report and compiles success stories from across the globe that highlight tourism's contribution to sustainable development. It aims at inspiring action among all tourism stakeholders to build on the opportunities that tourism offers as a driver of sustainable development. The first volume of the report discusses the issues regarding tourism as a tool for development – both in terms of opportunities and challenges, as well as priorities for action – through the prism of the five pillars of the International Year of Sustainable Tourism for Development (IY2017):

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

In 2017, a global consultation was conducted to collect country practices and practical case studies from developed and developing economies that demonstrate how sustainable tourism has been a factor for development. A total of 23 case studies were selected as exemplary practices from all regions of the world and represent initiatives from the public and private sectors, as well as from local communities.

The present compilation contains rich details on methodologies and approaches applied successfully by a broad spectrum of tourism stakeholders. Case studies are ranging from projects to strengthen the peace process in Colombia to initiatives in the Maasai Mara region in Kenya, addressing climate change in Samoa or providing insight into management and sustainability systems in the United Arab Emirates or in the Philippines. They provide a valuable well of information that can serve for generating new insights and adapting sustainable tourism practices to the specific local conditions elsewhere in the world.

In terms of the report's structure, the following section first sets out the links between tourism and the Sustainable Development Goals (SDGs). The subsequent case studies are ordered according to the pillars discussed in detail in the first volume of the report *(Volume I: Key Areas for Action)* where short descriptions of the cases can be found. Each case study presents a description of the project and shows how it is aligned with the SDGs, highlights the contribution to the key areas of the IY2017, and discusses results achieved and lessons learned from the project. The report concludes with an overview of the case studies, including a summary of each case.

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Tourism and the Sustainable Development Goals

SDG 1 – End poverty in all its forms everywhere

Tourism provides income through job creation at local and community levels. It can be linked with national poverty reduction strategies and entrepreneurship. Low skills requirement and local recruitment can empower less favoured groups, particularly youth and women.

SDG 2 – End hunger, achieve food security and nutrition, promote sustainable agriculture

Tourism can spur sustainable agricultural by promoting the production and supplies to hotels, and sales of local products to tourists. Agro-tourism can generate additional income while enhancing the value of the tourism experience.

SDG 3 – Ensure healthy lives and promote well-being for all at all ages

Tax income generated from tourism can be reinvested in health care and services, improving maternal health, reduce child mortality and preventing diseases. Visitors fees collected in protected areas can as well contribute to health services.

SDG 4 – Ensure inclusive and equitable quality education and promote lifelong learning for all

Tourism has the potential to promote inclusiveness. A skilful workforce is crucial for tourism to prosper. The tourism sector provides opportunities for direct and indirect jobs for youth, women, and those with special needs, who should benefit through educational means.

SDG 5 – Achieve gender equality and empower all women and girls

Tourism can empower women, particularly through the provision of direct jobs and income-generation from MMEs in tourism and hospitality related enterprises. Tourism can be a tool for women to become fully engaged and lead in every aspect of society.

SDG 6 – Ensure availability and sustainable management of water and sanitation for all

Tourism investment requirement for providing utilities can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in tourism, pollution control and technology efficiency can be key to safeguarding our most precious resource.

SDG 7 – Ensure access to affordable, reliable, sustainable and modern energy for all

As a sector, which is energy intensive, tourism can accelerate the shift towards increased renewable energy shares in the global energy mix. By promoting investments in clean energy sources, tourism can help to reduce green house gases, mitigate climate change and contribute to access of energy for all.

SDG 8 – Promote sustained, inclusive and sustainable economic growth, employment and decent work for all

Tourism, as services trade, is one of the top four export earners globally, currently providing one in ten jobs worldwide. Decent work opportunities in tourism, particularly for youth and women, and policies that favour better diversification through tourism value chains can enhance tourism positive socio-economic impacts.

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SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Tourism development relies on good public and private infrastructure. The sector can influence public policy for infrastructure upgrade and retrofit, making them more sustainable, innovative and resource-efficient and moving towards low carbon growth, thus attracting tourists and other sources of foreign investment.

SDG 10 – Reduce inequality within and among countries

Tourism can be a powerful tool for reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development by giving people the opportunity to prosper in their place of origin. Tourism is an effective means for economic integration and diversification.

SDG 11 – Make cities and human settlements inclusive, safe, resilient and sustainable

Tourism can advance urban infrastructure and accessibility, promote regeneration and preserve cultural and natural heritage, assets on which tourism depends. Investment in green infrastructure (more efficient transport, reduced air pollution) should result in smarter and greener cities for, not only residents but also tourists.

SDG 12 – Ensure sustainable consumption and production patterns

The tourism sector needs to adopt sustainable consumption and production (SCP) modes, accelerating the shift towards sustainability. Tools to monitor sustainable development impacts for tourism including for energy, water, waste, biodiversity and job creation will result in enhanced economic, social and environmental outcomes.

SDG 13 – Take urgent action to combat climate change and its impacts

Tourism contributes to and is affected by climate change. Tourism stakeholders should play a leading role in the global response to climate change. By reducing its carbon footprint, in the transport and accommodation sector, tourism can benefit from low carbon growth and help tackle one of the most pressing challenges of our time.

SDG 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Coastal and maritime tourism rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, contributing to the sustainable use of marine resources.

SDG 15 – Protect, restore and promote sustainable use of terrestrial ecosystems and halt biodiversity loss

Rich biodiversity and natural heritage are often the main reasons why tourists visit a destination. Tourism can play a major role if sustainably managed in fragile zones, not only in conserving and preserving biodiversity, but also in generating revenue as an alternative livelihood to local communities.

SDG 16 – Promote peaceful and inclusive societies, provide access to justice for all and build inclusive institutions

As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies. Tourism, which benefits and engages local communities, can also consolidate peace in post-conflict societies.

SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development

Due to its cross-sectoral nature, tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Public policy and innovative financing are at the core for achieving the 2030 Agenda.

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Case study 1

Green Supply Chains, Ljubljana, Slovenia

Through its Green Supply Chains project, Slovenia's capital Ljubljana has successfully linked the tourism sector with local agriculture, in order to bolster sustainable economic growth and create new opportunities for local farmers.

Description

As Slovenia's capital city, Ljubljana, prepared to assume the title of European Green Capital 2016, a study among local hoteliers and restaurants revealed that two main obstacles prevented them from purchasing locally produced goods – price and complexity. In order to resolve these issues, the Green Supply Chains project was launched in 2015. It aims to increase the percentage of locally produced food and drinks available in hotels and restaurants in and around Ljubljana by offering these stakeholders the possibility of purchasing 100% locally produced foods and drinks via a uniquely managed, centralized and easy-to-use online system. By 2017, the initiative had spread to the entire region of central Slovenia, linking Ljubljana and 25 other municipalities.

The project enables tourism sector stakeholders – specifically hotels and restaurants – to easily access local farmers, and vice versa, via a Rural Development Cooperative which acts as a linkage between suppliers and buyers. Seasonal offers are available online (see: http://www.jarina.si/) at prices negotiated by the Cooperative on behalf of its members. This site enables members to submit their daily/weekly orders. Goods are then delivered to their doorsteps.

The Green Supply Chains project was initiated by Ljubljana Tourism, hand in hand with the Institute Factory of Sustainable Tourism, the NGO GoodPlace, the municipal Department of Rural Development and the Jarina Rural Development Cooperative.

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Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

Agriculture is an important economic sector in the tourism value chain. While local food is perceived as healthier, fresher and with a higher nutritional value, price often remains a deciding factor for the tourism industry when purchasing food and drinks. This project diverted cash flow from multi-national companies – which had been selling imported food to hotels and restaurants – towards local farmers. This move has brought economic benefits to local communities while improving the quality of Ljubljana's tourism offer.

Pillar 2: Social inclusiveness, employment and poverty reduction

Tourists increasingly seek authentic experiences in which they can immerse themselves. Visiting farmers who participate in the project can be one such experience. Once farms become part of the organized tourism offer, they will invite tourists to visit their farms, as well as to participate in local daily routines. Payments for such unique experiences will bring additional income to local communities, while bolstering employment opportunities.

Pillar 3: Resource efficiency, environmental protection and climate change

By shortening the transport route from producers to consumers, while supporting the 'zero km' philosophy, the project has reduced tourism's impact on the environment. Daily deliveries enable goods to be purchased in line with current needs, thereby reducing wastage.

Results achieved

When the project began, the Jarina Cooperative – based in Litija, one of central Slovenia's 25 municipalities – did not work with any farmers from the city of Ljubljana. Of the 28 farms which now participate in the project, 11 are based in Ljubljana, while a further 17 are in the wider central Slovenian region. Thus far, five restaurants and three hotels have signed contracts and purchased 13 tonnes of local produce via the platform. An additional four hotels and two restaurants are in the process of joining the initiative.

The Green Supply Chains project has raised awareness among Slovenia's tourism industry of the importance of serving local food and drinks in urban destinations, such as Ljubljana. The project is used by the Consortium Slovenia Green as a good practice example to follow in other destinations that aim to increase the percentage of locally produced goods on offer for visitors.

While promoting the tourism value chain is an important economic activity, achieving the SDGs must involve society at large. By setting up the Green Supply Chains project, the Ljubljana Tourism Board has played an important part in the mosaic of sustainable development within Ljubljana and across Slovenia, offering an example to other public bodies.

Lessons learned

The main challenges encountered during the development of the project were addressed through innovative solutions. These include the following:

- Developing a simple, yet effective, solution which both hotels/restaurants and farmers would be interested in participating in was achieved by engaging a local cooperative. The entity served as a link between the tourism sector and farmers throughout the process of creating an easy-to-use online platform that follows a 'one-stop shop' principle;
- Establishing a system of prices acceptable to both parties relied on a process of negotiation. Since prices are negotiated on behalf of several clients, and thus larger quantities are purchased, both parties get a better deal than when acting alone;
- Ensuring sufficient quality and quantity of locally produced goods required the cooperative to act as an intermediary which is in charge of quality control;
- In order to include as many local farmers as possible, workshops were organized to attract farmers to the project. A 'zero km' philosophy was championed by positioning local farmers higher up on the platform than farmers who reside further away; and
- Challenges remain in terms of making the system economically self-sustainable.

Initial analysis of the tourism sector's need for locally produced food revealed that price was a concern. Although many stakeholders wished to increase the percentage of local produce they purchased, they believed this would be too expensive and too complicated in terms of negotiating prices and quantities with individual farmers. The project successfully developed a system that addresses this issue by simplifying this procedure. As such, it has benefitted local farmers – who are now able to sell their produce locally to clients who were difficult to access three years ago – as well as hotels and restaurants alongside visitors to Ljubljana. The former have improved the

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quality of their tourism offer while enabling visitors to enjoy healthier, fresher food and drinks that are responsibly sourced.

The functioning of such a system requires an intermediary able to coordinate supply and demand, collect orders, distribute goods, issue invoices, transfer payments, control quality and resolve complaints. Although this intermediary must be paid a percentage of the total earnings, results show that both hoteliers and farmers are satisfied with what they pay and earn.

The next step in the project – tourist visits to local farms and engagement in their daily operations – aims to enhance Ljubljana's tourism offer further, while fostering mutual understanding through the interaction between communities and tourists, as well as greater economic benefits for local communities and tourism stakeholders alike.

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Case study 2

Dahshour World Heritage Site for Community Development, Egypt

The Dahshour World Heritage Site for Community Development project protects the area of the Dahshour pyramids and its surrounding ecosystem, while fostering tourism-based sustainable development, cultural and ecological management, and greater opportunities for revenue generation among local communities.

Description

Dahshour is home to two of Egypt's oldest and best-preserved pyramids. This UNESCO World Heritage Site, comprising five small villages, covers an area of 70 km^2 between the river Nile and the desert, and is home to some 40,000 people. Many local community members maintain old customs, living in a traditional manner. Most of the population's livelihoods are based on crops and livestock rearing. The region is marked by severe food insecurity, malnutrition, vulnerability and poverty.

The Dahshour World Heritage Site for Community Development project (2009–2013) was a joint initiative by the Egyptian Government and five UN agencies – UNWTO, UNDP, ILO, UNESCO and UNIDO. To protect the area of the Dahshour pyramids, its ecosystem and communities, the project supported tourism-based sustainable development, cultural and ecological management, and opportunities for revenue generation. It focused on improving the livelihoods and working conditions of the local population through targeted employment-generation activities, with special focus on women's and youth employment, as well as the development of locally-driven MSMEs. The development of community-owned and operated MSMEs enabled the community to access microfinance schemes. The project also provided the population with technical training and expertise in small business sector development.

The initiative was based on the premise that a well-planned influx of tourists could benefit Dahshour so long as local stakeholders gained the necessary capacities to ensure sustainable community development through tourism-related opportunities. The pioneering initiative marked the first time national and international partners from the tourism, cultural heritage and natural heritage sectors came together to work with the Dahshour community to reduce poverty.

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Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

As a result of microcredit loans to beneficiaries, five NGOs were established. These operate successful businesses in the fields of handicrafts, social solidarity and women's empowerment. One local NGO cooperated with international firms to localize grants and loans for products developed by local tourism businesses. The products developed by this NGO, the Dahshour NGO for Tourism Development, are exported to international markets.

Pillar 2: Social inclusiveness, employment and poverty reduction

Over 550 permanent jobs and 350 temporary jobs were created and sustained through the project. These numbers are continuing to grow after the project came to a close, as some of the activities and newly established specialized units continue to provide tourism services. This has resulted in increased employment, poverty alleviation and community empowerment. A Local Economic Development (LED) Forum has been created in Dahshour to enable community participation in defining common priorities for the area. Capitalizing on the project's cumulative experiences, the Forum maintains the links established with the traders, designers and trade fairs to produce and market handicrafts from Dahshour. A Tourism Coordination Unit has been established within the LED Forum to assign, certify, and organize local tour guides.

Pillar 3: Resource efficiency, environmental protection and climate change

The project produced an *Environmental Quality Assessment and a Protected Area Report*[1] on the Dahshour lake. Advocacy efforts contributed the area being declared *environmentally managed,* which provides a framework to control hunting and protect bio-diversity. The Tourism Master Plan emphasized the importance of maintaining the area's carrying capacity through recommendations to establish ecotourism businesses. Training modules delivered by the project concentrated on solid waste management, as well as on local income generation by activities to conserve the environment. 350 people were trained on waste management and recycling.

Pillar 4: Cultural values, diversity and heritage

In an integrated manner, the project combines cultural heritage aspects, natural heritage dimensions and community development components. The fact that the project was based in an enclave within the Memphis Necropolis – among the most important archaeological sites in the world – gives it special relevance as a cultural development initiative. The elaboration of a Master Plan for the area was a tangible result of the project, essential for protecting the archaeological site. This Plan redefined the boundaries of the Memphis Necropolis World Heritage Site's core

1 MDG Achievement Fund (n.d.), *Egypt: The Dahshur World Heritage Site Mobilization for Cultural Heritage for Community Development* (online), available at: http://mdgfund.org/content/dahshurworldheritagesitemobilizationculturalheritagecommunitydevelopment (10-05-2018).

zone and buffer zones. It also included several areas surrounding the heritage site, including date palm groves and the Dahshour Lake. 45 officials from the Supreme Council of Antiquities were trained in archaeological management and conservation of World Heritage sites.

The project also proved that, alongside tangible resources like pyramids, intangible cultural resources – such as local costumes and traditions – can also drive tourism. Throughout the training modules, local tour guides learned how to present local culture to tourists, instilling a sense of pride related to cultural asset ownership.

Pillar 5: Mutual understanding, peace and security

For decades, Dahshour has been a 'closed' community. When the project began, it was clear that locals were not familiar with foreigners. The project's awareness raising campaigns helped the community understand how to become more open and welcome visitors. At the beginning of the tourism training process, most of the trainees were men (90%). During the last trainings, women's participation reached 40%. Locals can now engage with tourists in simple English.

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Results achieved[2]

The project was successful in drawing attention to Dahshour, particularly the attention of governmental partners who dedicated additional commitment and resources to the area. Following the recommendation of the Tourism Master Plan – which was developed with the community and the Ministry of Tourism – the Ministry allocated USD 3 million to constructing basic infrastructure in Dahshour, including three major roads. It also allocated USD 250,000 to build a visitors' centre. The private sector demonstrated its interest by building two eco lodges.

The project contributed to enhanced job opportunities in the creative industries and cultural tourism, especially for women. Large-scale capacity building and training was conducted in a number of sectors related to tourism and business development. For example, over 3,500 local community members received training in tourism activities – such as basic hospitality, becoming tour guides and driving horse carts – as well as specific training on the production and marketing of traditional handicrafts, and training in cultural tourism – encompassing customer care, the English language and SME management. Women were encouraged to participate in training programmes, thus the number of women trainees rose from 10% to 40%. For instance, 370 women were trained on handicrafts. 100 of these have been continually producing handicrafts that are marketed by local NGOs, offering these women incomes for the first time in their lives. Locals also attended awareness-raising sessions on the area's value in terms of tourism, including a familiarization trip to another successful tourism destination.

SMEs were created through the provision of over 300 microcredit loans to beneficiaries, 25% of whom are women. These loans totalled USD 220,000 and were implemented by the BEST Foundation. Approximately 40% of microcredit beneficiaries were young people, between the ages of 21 and 30. The New Dahshour Tourist Café is an example of a successful business created by a beneficiary trained through the project. As a result of new tourism-based SMEs, alongside efforts to build a culture of entrepreneurship in the area, poverty has decreased in rural villages – both through job, business and income creation, as well as through women's empowerment. Moreover, the project succeeded in building relationships of trust with the community through training, the creation of Handicraft Associations and the LED forum. A revolving fund has been created to bolster the sustainability of the project's results and support other villagers.

Lessons learned

The project faced certain challenges in the light of political upheaval and security concerns in Egypt. The tourism sector was hard hit, particularly in greater Cairo. This affected the project's implementation and delayed activities. The Egyptian Revolution had a powerful effect upon the mood of stakeholders at all levels. Government partners were especially affected, leading to frequent changes in the missions of state institutions, as well as rapid turnover among senior management and focal points assigned to the project. To address these constraints, several coordination meetings and workshops were arranged for all implementing partners. This enabled the project to develop a Crisis Management Plan to maintain activities in Dahshour.

2 Otero (2013), Independent Joint Programme Final Evaluation: *Mobilization of the Dahshour World Heritage Site for Community Development.*

Other lessons learned included:

- Mobilizing communities so that they are capable of hosting tourists is, ultimately, even more important than developing tourism infrastructure or services;
- Local community mobilization, which enables them to contribute to tourism activities, is a critical success factor for local economic development;
- Training and public awareness raising campaigns are vital for maintaining the loyalty of 'closed' communities to the tourism sector;
- The best methods for tourism planning are those which include the voice of the community. An efficient plan is one which meets the needs of the local people;
- To encourage locals to participate in tourism development, showing them successful cases from other areas is essential; and
- The financial modality for any project should involve assigning a significant fund for the implementation of a pilot initiative, which can then serve as a guide for further sustainable tourism development.

The Joint Programme was a pilot project, forming part of a Master Plan to conserve Egypt's cultural and natural heritage. It is considered a successful case that can be replicated elsewhere in the country. The project has recently been used as a model for the development of 25 communities in the context of a new national tourism initiative, the Trail of the Holy Family in Egypt.

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Case study 3

Sabyinyo Community Livelihood Association, Rwanda

The Sabyinyo Community Livelihood Association (SACOLA) is a community-based tourism project that has contributed to stronger community livelihoods and the sustainable conservation of Rwanda's Volcanoes National Park, home of the mountain gorillas.

Description

Volcanoes National Park, a haven for the highest concentration of endangered mountain gorillas in the world, is situated in northern Rwanda, on the border with the Democratic Republic of the Congo. The region is characterized by its high population density – of some 700 people per km^2 – land scarcity and poverty. These factors have prompted some locals to illegally access the park's resources to sustain their livelihoods – including water, meat, wood, medicinal herbs and honey. To enhance the park's conservation and protect its biodiversity, there was a need to actively involve the neighbouring community in protection efforts.

SACOLA was created to contribute to Volcanoes National Park's sustainable conservation, while improving the socio-economic conditions of the local population. The Association's tourism project involved the construction and operation of a high-end community lodge – the Sabyinyo Silverback Lodge – marked by community participation and representation. SACOLA's members include local leaders, key community representatives of the Rwandan Office of Tourism and National Parks (RDB) and the International Gorilla Conservation Programme (IGCP). Its composition was guided by a desire to ensure the appropriate representation of the local community, and to ensure sustainability by involving RDB and IGCP. Responsibility for environmental conservation and strengthening community livelihoods is shared among all the institutions involved. The initiative is grounded upon Rwanda's political will to link conservation to the principles of sustainable development.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

In 2016/2017, revenues of USD 396,000 were generated by the Sabyinyo Silverback Lodge. Such foreign exchange earnings heavily contribute towards Rwanda's economic growth. Funds are reinvested in rural development projects, farming and off-farm projects. Specifically, community associations and cooperatives for both women and men received financial support for agricultural production, livestock rearing, and agroforestry activities to guide against soil erosion and forest degradation. A number of locals were also supported to set up SMEs related to handicrafts, which have helped them to generate significant profits.

Pillar 2: Social inclusiveness, employment and poverty reduction

The eco lodge employs 53 staff members, 45 of whom are from local communities. Of its three senior management staff, one is from the local area and serves as the eco lodge's Human Resource Manager. The Association also has eight permanent staff members – including an accountant, tour guides and a receptionist – and a traditional troupe of 42 members who are engaged in cultural tourism. Local products are sold to the lodge, including farm produce, handicrafts and souvenirs. The less fortunate families in the local community are supported by the initiative. For instance, they receive donations of livestock, assistance in constructing houses for the survivors of Rwanda's genocide, and the provision of school fees for children.

Pillar 3: Resource efficiency, environmental protection and climate change

SACOLA has played an important role in the mitigation of climate change. For example, many projects were executed related to energy saving stoves, electricity supply, agroforestry, livestock tending, human-wildlife conflicts reduction, rain water harvest tanks, improved water catchment system, and anti-erosion trees plantation and bamboo propagation. Additionally, SACOLA is contributing to wildlife conservation projects in Gishwati forest (chimpanzees) and Buhanga forest (serval cat), natural forests close to the Volcanoes National Park, with financial support, promotion and technical advice on the development of ecotourism activities.

Pillar 4: Cultural values, diversity and heritage

To foster culture preservation, SACOLA has initiated a community-based tourism experience that highlights Rwanda's cultural heritage. Cultural troupes showcase local traditions, which tourists are also able to experience by visiting local communities. Moreover, SACOLA has constructed a Community Cultural Centre and a tourist Community Walk to support local crafts and businesses.

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Pillar 5: Mutual understanding, peace and security

SACOLA's initiatives near the Park have played a strong role in bolstering environmental security, human-wildlife conflict management, and peace building in and around the Volcanoes National Park.

Results achieved

The profits of the Sabyinyo Silverback Lodge have grown exponentially since its construction in 2006. USD 1.94 million has been reinvested in business administration (18%), social infrastructure (54%) economic activities, both on-farm and off-farm (16%) and environmental conservation and cultural tourism (12%).

SACOLA has played an important role in the implementation of projects related to community livelihoods, such as initiatives in the fields of education, farming, horticulture, water supply and improved shelter. For instance, the Association reconstructed local primary schools, constructed 71 classrooms and equipped schools with much needed resources. Other SACOLA projects include the construction of a health centre; the construction of 28 homes for survivors of genocide; and the construction and maintenance of local roads, bridges and water dispersal systems.

Most importantly, projects have helped local communities overcome their dependence on forest resources, thus protecting its natural resources through alternative livelihood opportunities – including farming and off-farming activities, livestock rearing, health insurance and education. SACOLA's interventions serve as a model that highlights the links between environment conservation and community benefits. The Association's efforts have enhanced the population's positive attitude towards the Park's conservation. In turn, this improved the well-being of wildlife

in the Park, reflected in a greater number of mountain gorillas in the Volcanoes National Park, according to a *2016 Gorilla Census* report and other *Annual Park Reports.*

SACOLA regularly participates in exhibitions and trade fairs to showcase its achievements in collaboration with the local government. SACOLA's initiatives are aligned with the principles of the Rwanda Development Board's Tourism Revenue Sharing Policy (2005). The Association continues to cooperate with various agencies and institutions in the sphere of fund raising, in order to continue to implement its projects to improve community livelihoods and mitigate conservation challenges.

Lessons learned

During the project's implementation, SACOLA faced socio-economic, management and crosscutting challenges. Socio-economic challenges centred on limited financial capacities to meet the community's high expectations for their livelihoods – in terms of food, health, education and shelter. Management challenges included a lack of necessary skills related to business and marketing. Cross-cutting challenges were related to climate change and the threat of terrorism. In order to tackle these concerns, SACOLA actively pursued fundraising through its partners, and invested heavily in capacity building.

SACOLA management remains committed to ensuring that the tourism value chain profoundly benefits local community members in order to lessen their dependence on delicate forest resources, enhance their livelihoods and well-being, and secure the sustainable preservation of Volcanoes National Park's environment and biodiversity. Such an approach should focus on tangible, direct benefits to the local community, rather than relying on indirect benefits, such as socio-economic development projects – e.g., the building of schools, health canters and road administration offices. The project revealed that a lack of direct linkages between the benefits of tourism and wildlife conservation can be a key limitation – essentially, a lack of linkages prevents tourism from incentivizing efforts to conserve gorilla habitats among local people.

SACOLA's experience also illustrates the importance of addressing water supplies, particularly in areas where water use constitutes a major threat to the ecosystem. Such efforts must be coupled with more income-generating opportunities targeting youth and strengthening the local education system.

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Case study 4

Global Himalayan Expedition, India

The Global Himalayan Expedition (GHE) is an initiative with social impact in the Indian Himalayas that leverages tourism and technology to provide clean energy, digital education, connectivity, access and livelihood creation opportunities to remote mountain communities.

Description

Ladakh, located in the Indian Himalayas, boasts rich cultural heritage due to its location on the ancient silk route. Tourists from around the world visit the area to meditate, explore its mountain valleys and its traditional heritage. Local communities were largely dependent on kerosene lamps for lighting, which emitted toxic fumes and caused health problems. In 2013, the Global Himalayan Expedition initiative (GHE) was founded by Paras Loomba in Ladakh to expand access to electricity for the area's remote Himalayan communities by leveraging tourism as a model to provide their villages with electricity.

The GHE offers tourists the opportunity to travel to the most remote reaches of the Himalayas, while having a tangible, positive impact on the lives of local communities through expanded access to electricity. It offers a life changing experience for visitors and local indigenous communities through its three-step expedition approach:

- A survey of the communities, involving the creation of an itinerary for the expedition which revolves around adventure and social impact;
- Reaching out to tourists through social media, inviting them to be part of the impact expedition; and
- Taking groups of 15–20 tourists from around the world to improve the lives of marginalized local communities.

To date, GHE has conducted 37 expeditions which have provided 55 villages with access to electricity, improving the lives of at least 20,000 people. The initiative has formed partnerships with several global enterprises, which send their employees to serve as part of leadership expeditions and extend electricity to the area's villages.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

Since the GHE's inception, villagers have experienced an annual increase of USD 44,000 in their aggregate income across 20 villages which now have access to electricity and are able to generate income from tourism.

Pillar 2: Social inclusiveness, employment and poverty reduction

The GHE engages some 120 members of the local communities as cooks, trek guides, porters and expedition organizers, thereby providing local employment opportunities. Since the villages with which it is involved have gained access to electricity, employment opportunities have increased. The inflow of tourists has led to significant additional income generation for locals.

Pillar 3: Resource efficiency, environmental protection and climate change

By replacing the kerosene oil lamps with solar energy, the GHE has been able to eliminate 235 tonnes of CO_2 in local villages. To date, the GHE has installed 173 solar micro-grids, thus spearheading environmentally friendly renewable energy.

Pillar 4: Cultural values, diversity and heritage

Providing electricity to historic monasteries has greatly benefited these ancient structures. These heritage sites are now being promoted by local tour operators as part of the region's spiritual tourism offer. As tourists pay to visit these sites, this generates further revenue for heritage maintenance.

Pillar 5: Mutual understanding, peace and security

Providing access to electricity and streetlights has brought communities together, offering locals the opportunity to socialize in the evenings and openly discuss challenges facing their village. Children have benefitted from safe spaces to play after dark and extra time to study in the evenings.

Results achieved

Since 2013, the GHE has improved the lives of over 20,000 people by providing access to electricity, basic lighting facilities and by helping to mitigate kerosene use. The initiative has also provided employment opportunities to at least 120 villagers by engaging them in expeditions. Additional results include solar training for 35 entry-level technicians, and supporting 23 women entrepreneurs who run solar mountain homestays through hospitality training. In addition to

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expanding access to electricity, the GHE's support for village homestays has promoted cultural tourism.

Based on the success of the GHE, various communities in remote mountainous regions around the world are looking to adopt a similar model, whereby tourism positively impacts the lives of rural off-grid populations. The project is now an inspiration for sustainable rural development though socially-beneficial tourism initiatives.

Lessons learned

As the areas in which the GHE operates are very remote, identifying suitable villages and transporting materials to these areas proved challenging. Infrastructure is often lacking in remote, off-grid villages. A lack of mobile network coverage creates challenges in terms of connectivity and communication. As a result, the GHE relies on local village networks to transport material and provide services, grounded upon liaisons with villagers and local leaders for logistical support.

Ultimately, the GHE's success hinges upon:

- Engaging the local community, who have been at the heart of every stage of the project. Once the local community buys into a project, they work hand in hand with partners to ensure success and overcome challenges. Thus, it is extremely important to build relationships of trust with local communities, and to take the time to understand their needs;
- Ensuring the excellence of the tourism experience. Tourists are interested in positive impacts for local communities, yet they greatly value the overall tourism experience – including the most basics elements, such as food and amenities during their treks. One poor meal or bad tent can spoil their whole experience; and
- Multiple partners are vital to making such tourism models successful. Local NGOs can play a major role in mobilizing and training villagers to become an integral part of tourism projects.

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Case study 5

Supporting Women Entrepreneurs in Mopti, Mali

The ST-EP project, Supporting Women Entrepreneurs in Mopti, demonstrates how rural women can benefit by becoming integrated into the tourism value chain as entrepreneurs in handicrafts, farming and the supply of produce.

Description

The region of Mopti in Mali boasts two prominent tourism destinations – Djenné, a flooding area, and Sangha, a non-flooding area. Women in Mali are highly engaged in the production of handicrafts, hotel services, restaurants, the supply of produce and product processing. In Mopti, many small camps, restaurants and eateries are run by women. Women also dominate several branches of handicrafts – including jewellery making, pottery and the dyeing of traditional fabrics – as well as agricultural and processing activities like vegetable growing and the production of natural jams and fruit juices from local produce. Nonetheless, great swathes of women in Mali are impoverished.

In this context, a project by UNWTO's Sustainable Tourism – Eliminating Poverty Initiative (ST-EP) worked to support women entrepreneurs in the Mopti region, enabling them to become integrated into the tourism value chain and related local supply chains. Targeting community groups and vulnerable women in region's leading tourism destinations, the project structured, organized and reinforced several women's associations and cooperatives. Beneficiaries included:

- Women artisans in Djenné;
- The Sevaré/Mopti Agro-Food Processing Women's Network;
- The Association of Women Produce Suppliers of Sangha;
- The Women's Hotel and Restaurant Association of Mopti and Djenné;
- Women tour operators, alongside food and beverage operators in the informal sector;
- Women's associations in the Mopti region involved in tourism, agro-food, arts and crafts, and produce; and
- Tourism establishments in the Mopti region who support gender equality, especially in terms of job creation.

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Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The project has promoted the economic growth of groups of women producers in Mali's Mopti region, by integrating them into tourism supply chains and thereby increasing their incomes.

Pillar 2: Social inclusiveness, employment and poverty reduction

The initiative promoted the inclusion of a large number of women, both in the economic process and in the development of tourism value chains related to handicrafts, agro-food and product supply.

Pillar 3: Resource efficiency, environmental protection and climate change

In the municipalities of Mopti and Sangha, beneficiary economic operators were trained in techniques for the protection of environmental resources. Key techniques included composting and soil regeneration.

Pillar 4: Cultural values, diversity and heritage

The ST-EP project targeted women in order to build their capacity through awareness raising and advocacy. It has enabled efforts to popularize cultural values, to develop the diversity of production and to safeguard Mopti's rich local cultural heritage.

Results achieved

The project enabled rural women – among the poorest segments of Mali's population – to increase their incomes. The cross-cutting nature of tourism also made it possible to develop and promote the sector, while enabling other related sectors to also benefit from the economic and financial spill-over effects of tourism. Further results achieved include the fact that scores of women entrepreneurs were trained, including over 1,000 Sangha women produce suppliers, 80 women in the processing industry and 64 women artisans in Djenné.

Crucially, professional relations were also forged among actors in the tourism value chain. Communes in Mopti, Sangha and Djenné benefitted from the overall positive effects – economic, social and cultural – of the ST-EP project. Community members specifically benefitted from capacity building efforts and support for investments for local women.

Lessons learned

The project encountered challenges in terms of delayed implementation, largely linked to a lack of security in the Sahelo-Saharan band as well as the effects of Mali's institutional crisis of 2012. Nonetheless, the proactive involvement of all stakeholders enabled the project's activities to be fully implemented. While the Steering Committee's second meeting could not be held, all other activities outlined in the project's master plan and mid-term action plan were carried out. Thus, despite delays in its implementation caused by external factors, the project proved a complete success in terms of what it achieved. Stakeholders and beneficiaries have expressed the desire to extend the project to other tourism sites in Mali.

One key lesson learned from the project is that there is a close link between tourism and poverty reduction. Another is that proactive involvement by government authorities, NGOs, international organizations, communities and tourism stakeholders is the cornerstone of successful poverty reduction initiatives grounded in sustainable tourism.

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Case study 6

Youth Career Initiative

The Youth Career Initiative (YCI) is a leading independent employability programme in the hotel industry that helps disadvantaged young people access skills and training, equipping them with the tools to thrive in the tourism sector.

Description

The Youth Career Initiative is a hotel industry's award winning[1] solution to global youth unemployment. It aids the hotel sector to address SDG 8 (Decent work and economic growth) by supporting disadvantaged young people – including survivors of human trafficking – through skills and employability training. Such skills enable them to access employment and education opportunities, thereby boosting local economies. YCI currently works with eleven international hotel groups, including Marriott and the InterContinental Hotels Group (IHG), to transform the lives of youths in 16 countries and 26 locations across Europe, the Middle East and Africa, Latin America and Asia Pacific.

YCI centres on a six-month programme offering students hands-on vocation training in 15 hotel departments (80% of the programme). They also gain work and life skills in a classroom-based environment (20% of the programme). YCI's partnership model is unique, bringing together hotels and local non-profit partners to work collaboratively to deliver the training programme. Hand in hand, they create an engaging curriculum with the support of dedicated mentors. YCI enables hotels and other businesses to recruit from an untapped talent pool, while building a motivated workforce.

YCI began in 1995 as the Youth Career Development Programme in Bangkok, spearheaded by the Pan Pacific Hotels Group. Lyndall De Marco, Corporate Director of Education at Pan Pacific, and Dr Kitiya Phornsadja, Child Protection Officer for UNICEF Thailand, created the unique model. They recruited the programme's first students from social welfare schools in northern Thailand's rural provinces. In 2004, De Marco joined the International Business Leaders Forum (IBLF), where she expanded the programme under its current name (Youth Career Initiative – YCI) as an

1 The Youth Career Initiative was awarded the World Travel & Tourism Council's Tourism for *Tomorrow Award* in the 'People' category in 2016.

initiative of the International Tourism Partnership (ITP). These efforts leveraged the organization's relationship with leading international hotel groups, as well as its ability to identify local non-profit partners able to nominate potential students. In 2013, ITP moved from IBLF to the outreach charity, Business in the Community (BITC).

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

YCI enables hotels to build and recruit from an untapped talent pool, building a skilled and motivated workforce of local young people whose socio-economic opportunities would otherwise be extremely limited.

Pillar 2: Social inclusiveness, employment and poverty reduction

By offering YCI programmes to disadvantaged young people and survivors of human trafficking, hotels play an active role in reducing poverty. They do so by endowing young people with vital work and life skills, which they can use in the tourism sector and beyond, thereby supporting them to become economically empowered. YCI also works hard to overcome gender disparities in all regions.

Pillar 5: Mutual understanding, peace and security

YCI graduates are often from very different environments than the guests in the hotels in which the programmes take place. Through their interactions, guests, hotel staff and YCI students better understand each other's backgrounds and appreciate the benefits of YCI. As non-profit partners and hotel partners have very different approaches and motivations, YCI conducts Partnership Building Workshops to build understanding and collaboration.

Results achieved

YCI has supported over 4,300 young people to develop vital life and work skills which free them from cycles of poverty. 85% of graduates go on to secure productive employment or pursue further education. Students report improved self-confidence, as well as greater awareness of the opportunities available to them in the hospitality sector. Approximately 47% of graduates go on to pursue employment in this sector.

The initiative enables hotel partners to recruit from an otherwise untapped talent pool of motivated, well-trained professionals. As many workers in the sector are under the age of 26, YCI allows hotels to build a pipeline of young, enthusiastic and work-ready talent. Many YCI graduates go on to build careers in the hotel company with whom they trained. Approximately 20% of participating hotel staff benefit from the learning and development opportunities associated with training students. Moreover, hotel partners have boosted staff morale and improved performance

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(97%), strengthened the achievement of their corporate social responsibility (CSR) objectives (99%) and enhanced their reputations amongst guests (91%).

While ILO data reveals strong female representation in the hospitality industry's workforce, the culture of women in the workplace is less strong among the disadvantaged communities that YCI supports. To YCI has successfully broken down misconceptions of the hotel industry in Jordan, which has enabled young women like Feda'a[2] to go on to build a career in the industry at the Four Seasons Amman, acting as a role model to others. Such efforts have resulted in a ten-fold increase in female YCI students in Jordan. As of 2017, 45% of all YCI graduates have been women, 72% of whom have secured employment upon completing the programme. For some young women like Priya[3], YCI means a new life away from the hands of the criminals who trafficked her, as well as a decent, stable job in a full-service hotel in Mumbai. For others, like Keila[4] , YCI marked the start of a career offering progression. She has since had the opportunity to act as YCI Coordinator at the Grand Hyatt São Paulo – the main point of contact for all staff, partners and students at the hotel. Feda'a, Priya and Keila represent the diversity of young women supported by YCI. Their stories reveal the programme's impact in terms of supporting young women to build a brighter future.

Beyond the programme itself, YCI builds stronger communities, increases economic growth and enables graduates and their families to access improved life prospects. Most graduates are able to support themselves and their families by becoming financially independent. Many students are referred to YCI by friends and families who have been positively impacted by the programme. In addition, YCI supports a number of survivors of human trafficking to return to safe and secure employment.

Lessons learned

YCI has experienced higher than anticipated dropout rates in some locations. To address this, the team and partners have collaborated to improve student engagement, including hosting pre-training information sessions to ensure applicants' suitability. Student-parent visits enable all parties to better understand the demands of the programme. Support is also provided to ensure that students are fully aided encouraged to persevere if they find parts of the programme challenging.

As a programme of the International Tourism Partnership, YCI works with hotel members' CSR leads and human resource departments to ensure that the programme remains relevant and

2 For more information about Feda'a's story see: www.youthcareerinitiative.org/fedaas-story-jordan-amman-2012.

3 For more information about Priya's story see: www.youthcareerinitiative.org/priya-mumbai-2014.

4 For more information about Keila's story see: www.youthcareerinitiative.org/keila-yci-brazil-2010.

competitive, meeting the needs of participating hotels. As the need to report the impact and value of YCI to its partners became increasingly clear, YCI's reporting function was developed. As noted above, reports to partners include data on graduates and employed graduates, while identifying upcoming programme launches that partners can participate in. This makes the scalability of the programme more visible to hotel partners at the Head Quaters level, who are then able to play an active part in expanding its operations.

Although YCI has been tried and trusted initiative for over 20 years, similar programmes have emerged that create a sometimes crowded marketplace for hotels to draw from. Since members' feedback suggested that the programme needed to be more flexible, YCI has adapted to ensure that its structure is more focused on practical training. The initiative is also investigating the possibility of creating an adaptable curriculum to better meet the skills needs of the sector and, in so doing, make its programmes more appealing to potential participating hotels.

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Case study 7

ILUNION Hotels, Spain[1]

With 27.8% of its workforce comprising employees with some form of disability, ILUNION Hotels is a strong example of how tourism businesses can offer a range of employment opportunities for people with disabilities by integrating inclusive policies into all areas of hotel management.

Description

ILUNION Hotels is a chain of accessible hotels offering differently-abled professionals the opportunity to work in the tourism sector. The ILUNION Hotels project covers the entirety of Spain, with physical representation in the provinces of Madrid, Barcelona, Valencia, Bilbao, Seville, Zaragoza, Malaga, Huelva, Cadiz, Gerona, Menorca, Merida and Badajoz. One of its main objectives is to integrate persons with disabilities in a working environment where such professionals are lacking.

Appreciating the great potential of Special Employment Centres (CEE, Centros Especiales de Empleo) – where the vast majority of staff members are persons with disabilities – ILUNION decided to carry out a trial in one of its hotels. After a trial lasting several months, which verified the viability of this approach, ILUNION requested the hotel's official classification as a CEE. Today, all of ILUNION's hotels offer employment opportunities for persons with disabilities. Those classified as Special Employment Centres, where over 70% of employees have disabilities, are especially significant examples of labour integration. These CEEs offer all key hotel services, from accommodation to event hosting and catering, in Barcelona, Madrid and Valencia. The success of this initiative has involved a range of actors alongside ILUNION, including its dedicated staff and management, and several foundations, like FSC-INSERTA, dedicated to working with persons with disabilities.

1 For additional information please consult the following UNWTO publication: World Tourism Organization (2016), *Manual on Accessible Tourism for All: Principles, Tools and Best Practices – Module V: Best Practices in Accessible Tourism,* UNWTO, Madrid.

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Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

This project is an example of the economic and social benefits of providing people with disabilities access to employment on 'equal terms' enjoyed by any other professionals.

Pillar 2: Social inclusiveness, employment and poverty reduction

By offering lucrative, inclusive employment opportunities, the project enhances the social and economic inclusion of all people, especially persons with disabilities and those at risk of social exclusion. All of ILUNION's hotels – whether or not they are Special Employment Centre hotels – offer an environment which is accessible to all.

Pillar 3: Resource efficiency, environmental protection and climate change

After auditing all of the hotels' facilities, a series of common measures were implemented, including LED lighting in common areas, LED illuminated signs and aerators in hotel room faucets. Specific measures in some hotels included the replacement of existing equipment with more efficient units, in order to maximize each establishment's use of resources.

Pillar 4: Cultural values, diversity and heritage

All of ILUNION's hotels are involved in the dissemination of local culture. A dossier has been developed, encompassing information on aspects of local culture and heritage, routes, events and traditional gastronomy.

Pillar 5: Mutual understanding, peace and security

One of the principles of ILUNION's ethical code is 'honesty', which prohibits any form of corruption or bribery.

Results achieved

ILUNION's concerted efforts to integrate workers with disabilities has led to a marked increase in the proportion of staff members with some form of disability, rising from 11.5% of ILUNION hotels' workforce in 2013 to 27.8% in 2016 – thus the number of employees with disabilities more than doubled within four years.

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Table 7.1 **Number of employees with disabilities, 2013–2016**

	Total employees	Employees with disabilities	Employees with disabilities (%)
Annual average 2016	725	202	27.8
Annual average 2015	567	104	18.3
Annual average 2014	511	68	13.4
Annual average 2013	499	57	11.5

In addition to its increased workforce, ILUNION has developed innovative business actions, which favour the social inclusion of people with disabilities in the tourism sector, both in hotels and in the catering sector. In tandem, it has generated immense, continuous social value as ILUNION's experience affirms that the employment of persons with disabilities is economically and socially sustainable. This experience has broadened the range of jobs which can be performed by persons with disabilities.

Lessons learned

In the project's early phases, the most notable challenge encountered was locating suitable candidates with disabilities. This required training potential workers, in order to prepare them as trained professionals able to carry out their work on equal terms as their colleagues. As the project progressed, this process is steadily becoming easier. In part, this is due to the project collaborators who help ILUNION to identify strong candidates.

The success of this initiative depends on being competitive, gaining the economic benefits that make the company sustainable over time. One key element for such success is the selection staff. ILUNION has proven the value of hiring professionals with disabilities, capable of performing high quality work. Working conditions are another key element. At times, it is necessary to adapt working environments, eliminating architectural or any other types of barriers, and incorporating necessary technical aids. Training is vital for this business model, since serves to improve services for clients with disabilities, while ensuring the integration of staff with disabilities.

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Case study 8

Las Terrazas Complex, Cuba

The pioneering eco-village of Las Terrazas in the UNESCO biosphere reserve of the Sierra del Rosario – the first tourism-based sustainable development project in Cuba – demonstrates how an independent community, with the government's support, can maintain its economy in the long-term through sustainable tourism.

Description

Cuba's Las Terrazas Complex spans 5,000 ha in the eastern reaches of the Sierra del Rosario UNESCO biosphere reserve, in the Candelaria municipality of the province of Artemisa. The area is traversed by several rivers, including the San Juan and Bayate rivers, and boasts natural pools of fresh, crystalline water. The Complex consists of the colonial-style Hotel Moka, the Casa del Lago, located on the shore of Lake San Juan and the Ecological Research Centre, responsible for overseeing the well-being of forest ecosystems. The local community's rich cultural life is showcased to visitors through workshops that specialize in painting, serigraphy (screen printing), ceramics, woodwork and plant fibres.

The Las Terrazas Complex was created in 1994 as a first tourism-based sustainable rural development project, giving continuity to the country's Integral Development Plan, initiated in 1968. The Complex aims to rehabilitate and preserve the area's environmental integrity through the reforestation of terraces, while achieving a balance between the local population and the environment. Since the founding of the Las Terrazas community, tourism has been their main source of livelihood through the Las Terrazas Complex. It is considered Cuba's first eco-museum, serving as a national and international reference point. It strives not only to incorporate tourism as an economic facilitator, but also to ensure social and environmental sustainability through responsible tourism. This prevents negative socio-environmental impacts while creating links between tourism and the community, thus guaranteeing tourism's compatibility with social development.

Since its inception, the initiative has been led and directed by the architect Osmany Cienfuegos Gorriarán, with the active participation of the local community and key institutions – such as the University of Havana; the University City José Antonio Echevarría (now the Technological University of Havana); the Ministry of Science, Technology and the Environment; the Union of

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Caribbean Construction Companies; and the Ministries of Tourism, Education, Public Health and Construction.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The income of Las Terrazas Complex has steadily increased over the years. In 1994, revenues totalled approximately USD 38,000, rising to USD 1 million the following year. After 10 years, revenues reached USD 4 million and after 20 years, USD 6 million. In 2016, the Complex generated USD 13 million in tourism income, retaining 16% in the form of profits.

Pillar 2: Social inclusiveness, employment and poverty reduction

61% of the Complex's employees are members of the local community. The community also benefit both directly and indirectly from tourism activity through services, education and culture. The House of Memory for the elderly is also supported through food and supplies.

Pillar 3: Resource efficiency, environmental protection and climate change

16% of the revenues generated are reinvested, with a significant portion earmarked for the maintenance of infrastructure and environmental conservation including reforestation, landscaping, biodiversity management, investments in the use of renewable energy, organic agriculture and other initiatives.

Pillar 4: Cultural values, diversity and heritage

The Complex includes diverse cultural heritage assets. These include historical sites – for instance, the ruins of French coffee plantation, Cimarrón settlements[1]. and sites from the War of Independence. It also encompasses socio-cultural heritage assets like traditional music, art, local crafts, traditional cuisine and oral tradition; natural assets spanning a plethora of flora, fauna, bodies of water, natural pools and landscapes; and the first eco-museum dedicated to preserving ecosystems and community values.

Pillar 5: Mutual understanding, peace and security

Collaboration between all actors and managers involved in the project is vital. Mutual understanding between people, institutions and the government has been, and continues to be, essential for the development and success of the project.

1 The Cimarrón people were enslaved Africans who had escaped from slavery in the Americas and formed independent settlements.

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Results achieved

The Las Terrazas Complex has created 256 new jobs and has managed to consolidate the surrounding area as a tourism destination. By achieving sustained income growth, it has raised the local community's standard of living and purchasing power. The number of visitors has risen to 132,000 (largely from Germany, the United Kingdom and France).

The initiative has demonstrated that the sustainable management of a rural community's local resources can prosper as an indigenous tourism product, benefiting the local area while providing quality services which are in high demand by the tourism sector. Moreover, the Complex is the first sustainable rural development experience in Cuba, showcasing how an independent community, with the political support of government institutions, can maintain its economy, benefit its inhabitants and contribute to society at large through local development.

Lessons learned

Despite challenges – such as an initial lack of qualified staff, Las Terrazas Complex is an example of successful sustainable development and territorial planning of the rural environment, which contributes to environmental sustainability in Cuba. Its experience demonstrates that projects require the democratic approval of the community. Social work is essential in this regard, enabling initiatives to evaluate the community's needs and aspirations, to respect local traditions and to promote these assets with the advice of specialists. It is essential that community members see the benefits and results of tourism management. Therefore, the Complex holds public hearings with villagers and undertakes activities for children and youth, such as circles of interest and educational talks that offer advice on different topics.

The project has emphasized a sense of collective belonging by incorporating residents' participation in all major decisions. Locals are represented through a group of neighbours and a Community Development Directorate, in order to reconcile tourism interests with those of the community. Sustaining such a sense of belonging and collectivism remains a difficult task – as local income increases, individualism tends to take hold. Economic improvement means a labour shortage in terms of lower-paid jobs. Thus, labour must be imported to maintain a balance.

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Case study 9

Kumarakom Responsible Tourism Initiative, Kerala, India

The Kumarakom Responsible Tourism project, initiated by the Government of Kerala, demonstrates how communities and the tourism sector can work together towards sustainable tourism development in a destination.

Description

Kumarakom is situated on the banks of the Vembanad Kayal – the second largest lagoon in India – near the city of Kottayam, in the heart of the Kerala backwaters, a chain of brackish lagoons and lakes in the southern Indian state of Kerala. Tourism is thriving as visitors are drawn to the area's immense lake and lush green paddy fields, variety of migratory birds, farmers tending tiny plots of land inter locked with small canals, fishermen's boats plying travellers across canals and lagoons, and rich culinary traditions. Although Kerala was doing well in terms of tourist arrivals, tourism projects were marked by a top-down approach that did not sufficiently take into account the voices of tourism stakeholders, local communities and local self-government. Tourism development often led to conflicts over resource use, employment and benefit sharing with the local community.

In 2007, the Department of Tourism of the Government of Kerala established the Kumarakom Responsible Tourism project to foster sustainable tourism development in the state. Kumarakom was selected as a pilot destination for the initiative, as one of Kerala's most globally renowned destinations. The project envisages that each stakeholder in the destination has a responsibility to make tourism sustainable, prioritizing economic, socio-cultural and environmental sustainability through responsible activities by all stakeholders. An institutional mechanism was created to lead the project. This destination-level Responsible Tourism Committee encompasses representatives from the local self-government *(panchayat)*[1], the tourism industry, NGOs and the community.

In November 2011, the Kerala Institute of Tourism and Travel Studies (KITTS) took up the project's implementation in Kumarakom. The area's local self-government was motivated to take the lead in implementing the initiative at the destination. By establishing strong relationships with the local community and hoteliers, a mechanism was created that enables hotels to purchase local products

1 A *panchayat* (village council) is the grassroots-level of India's formalized local self-governance system at the village or small-town level.

and services from the community. A Price Committee and a Quality Assurance Committee were formed to ensure quality, mutual benefits, trust and transparency. Farm visits and production unit visits were also arranged for hotel groups. As a multi-faceted activity, tourism encompasses almost all productive sectors in the economy, including agriculture, fisheries and animal husbandry, among others. Programmes were designed to sensitize local government's department heads and ensure their support for the project. The structure of the project's implementation was the critical factor in its success, as it involved multiple levels of partnership, coordination and collaboration.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The Responsible Tourism project in Kumarakom has spurred local procurement by hotels, thus improving linkages and reducing leakages. Approximately 450 homestead farmers have begun cultivating vegetables, as have 650 members of the *Kudumbashree* (State Poverty Alleviation Mission). *Samrudhi* (procurement and supply groups) have been founded, encompassing members of the *Kudumbashree.* 33 microenterprises linked to tourism have also been formed. Overall, some 2,500 community members have benefitted financially from the project.

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Pillar 2: Social inclusiveness, employment and poverty reduction

The initiative led to the creation of Labour Directories, based on the skills of local community members. Training has been provided to 646 people from poor and vulnerable segments of society. A Responsible Tourism Classification system has been introduced, which encourages the hotel sector to ensure local employment – especially of women workers – alongside local sourcing, consideration of people with special needs, policies on child abuse, and the promotion of local art forms and handicraft souvenirs. An ethnic food restaurant was also created, offering traditional food prepared by members of the *Kudumbashree.*

Pillar 3: Resource efficiency, environmental protection and climate change

The regeneration of the native mangrove ecosystem is among the project's greatest successes, especially as this habitat had once been at risk from unregulated tourism growth. Natural varieties of mango trees are planted on a regular basis. Fish farming and lotus cultivation is taking root in unused ponds, as is the promotion of organic farming. In order to reduce tourists' carbon footprints, rowing boats and bicycles are being introduced for Village Life Experience packages. Waste management is advancing at pace following the establishment of sewage treatment plants in hotels and resorts, alongside the installation of pipe composts for local households. The periodic cleaning of Kumarakom's bird sanctuary is also an important move for protecting the area's wildlife.

Pillar 4: Cultural values, diversity and heritage

A Tourism Resource Mapping initiative has identified key cultural and heritage resources for tourism product development. Village Life Experience packages are successfully showcasing traditional livelihood activities and securing supplementary income for community members. The formation of cultural performance groups, who are being linked to hotels and resorts, is an important means of promoting local art forms. By training local community members in handicraft production, traditional crafts are being kept alive through local souvenirs sold to tourists.

Pillar 5: Mutual understanding, peace and security

Mutual understanding is championed by the project's institutional mechanism, which enables tourism stakeholders to collectively discuss pressing issues tourism and jointly devise solutions. Mutual respect among all stakeholders, including local community members, has greatly reduced the potential for conflict between the tourism industry and the community.

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Results achieved

The project has had an overall positive impact on the local economy and community. Generating an estimated USD 626,000 in additional revenue, it has benefitted 285 families and trained 646 community members to start tourism-related microenterprises. 33 microenterprises have been founded by locals and linked to hotels in the area and local producers are increasingly selling their agricultural products to hotels and restaurants. Over 82% of households in the area are now involved in tourism-related activities. Some 168 acres of land have been reclaimed for cultivation. Moreover, a surge in arrivals is apparent – international tourist arrivals have risen by 20% and domestic arrivals by 30%, equivalent to 2,089 additional tourists. Further strides in sustainability are expected as 13 resorts have been brought under the Responsible Tourism Classification system.

The community feels that tourism has contributed positively to employment; infrastructure – including road development, waste management, transportation facilities and banks; language skills and knowledge; the value of land; and the increased prices of local products. They also consider that tourism-related processes are now more participatory and collective decision-making has been strengthened. In addition to raising the local community's standard of living and employment prospects, the project has also enhanced overall awareness of conservation and sustainability, while sparking a revival of local art forms and traditional livelihood activities.

Lessons learned

A major challenge faced by the project was convincing the hotel sector to invest in a regular supply of local products at a reasonable price. Previously, hotels relied on a system of centralised purchases. By convincing senior management of the need for change, local procurement has flourished. Alongside its benefits for the community, this arrangement has benefitted the tourism sector through high quality local products that improve the local tourism offer. A Price Committee and Quality Assurance Committee addressed initial hotel concerns about local products' quality and seemingly high prices. As local community members were concerned that their produce would not be accepted by the hotel industry, production calendars were prepared, supply groups formed and regular interactions enabled between the community and hotels via a common platform. This has built the community's confidence, fostered dialogue and cemented productive partnerships.

The project owes its success to the joint efforts of all the destination's tourism stakeholders. From its inception, the initiative focused on creating awareness of how tourism can benefit local communities economically, socially and environmentally. Once local community members and the local government understood more about the benefits of tourism, they took the lead in implementing the project. Activities also centred on enhancing the skills of community members based on the needs of the tourism sector. Tourism stakeholders also became convinced that community support is vital for tourism's sustainability. As tourism in Kumarakom is based on natural resources, these resources must be conserved to ensure tourism's sustainability over the long-term.

The Kumarakom Responsible Tourism model is replicable, particularly its skill development programmes and capacity building exercises for community members. It offers a strong example of how communities and the tourism sector can work together towards sustainable development.

Similar models are now being implemented elsewhere in Kerala – specifically, in Kovalam, Thekkady, Wayanad, Kumbalanghi and Bekal. Kumarakom's experience demonstrates that models for the sustainable development of destinations can be formulated and implemented through a participatory framework. This has the immense advantage of turning the community into the guide and guardian of sustainable tourism development.

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Case study 10

Club Med and Agrisud contributing to local development in Senegal, Brazil, Morocco and Indonesia

The local development project spearheaded by Club Med and the NGO Agrisud supports local producers, develops local agriculture through agro-ecology and enables Club Med resorts to be supplied with fresh, locally sourced, high quality products.

Description

The local development project spearheaded by Club Med[1] and the NGO Agrisud supports local producers who are in precarious situations and live in the vicinity of Club Med resorts in Senegal, Brazil, Morocco and Indonesia. The initiative's challenging aim is to organize a lasting match between the local supply of food products and the demands of Club Med resorts – meeting quality, quantity, diversity, regularity and price criteria. Its objective is also to ensure fair remuneration for producers and a strong distribution of added value, giving the poorest groups access to these markets. The project has trained 350 very small enterprise (VSE) vegetable and produce suppliers in agro-ecology, as well as organizing these suppliers into commercial cooperatives. They have since been able to supply 92 tonnes of vegetables to Club Med resorts in these four countries. Overall, the partnership has benefited about 2,400 people – both local producers and their families.

The project's approach is comprehensive – spanning the entire supply chain from the producer to the end customer, in order to match the now-professional supply side with the high expectations of the demand side. Agrisud interacts with farming VSEs near Club Med resorts in order to:

- Strengthen producers' capacities in technical matters (e.g., agro-ecological practices), economic management (e.g., the development and analysis of operating accounts) and organizational issues (e.g., the bulk purchase of seeds, the maintenance of irrigation systems, etc.); and
- Establish a sustainable local procurement system through the participatory development of the procurement protocol, as well as by grouping producers into commercial cooperatives.

Club Med contributes financially to Agrisud's activities and buys the VSEs' produce. The source of these products is highlighted to Club Med's customers, as they are exhibited by the producers at

1 Note: Club Med is a partner of 10YFP Sustainable Tourism Programme.

the entrance of resort restaurants. Customers are also offered recipe books that include producer profiles, as well as solidarity excursions to get to know the producers' farms.

In cases where local supply did not meet resorts' demand for fresh produce, Club Med contributed to strengthening the supply chain through its partnership with Agrisud – championing the NGO's efforts to economically integrate people, who are in precarious situations, through very small agro-ecological family farms that are well established in local markets. Since 1992, Agrisud has helped to create over 50,000 VSEs in 18 countries and across four continents.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The project contributes to securing fresh, locally sourced produce while increasing the share of local purchases in Club Med's procurement practices. It also promotes equal access to economic resources for women through its initiatives in Senegal, which are specifically geared towards women suppliers.

Pillar 2: Social inclusiveness, employment and poverty reduction

By offering farmers and producers training and support to thrive in the market economy, the initiative helps farmers to emerge from marginal or precarious situations. In this way, it contributes significantly to poverty reduction. The project also helps to re-localize rural farming, thus fostering social inclusiveness.

Pillar 3: Resource efficiency, environmental protection and climate change

Environmental protection and resource efficiency are promoted through the initiative as it encourages produces to use land more sustainably. It also secures access to water for rural residents by championing solar energy. Vegetable production and tree-planting – encompassing some 13.3 tonnes – safeguards the environmental and reduces carbon emissions. The project also strives to reduce CO_2 impact in terms of the transportation of produce and other supplies.

Pillar 4: Cultural values, diversity and heritage

Providing guests with buffets featuring fresh, local and eco-friendly products helps to showcase the rich culinary heritage of local communities. Tourists and locals alike are able to share this heritage through moves to encourage meetings between customers and producers through exhibitions in Club Med's restaurants and via solidarity excursions to local farms.

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Pillar 5: Mutual understanding, peace and security

The project fosters mutual understanding by improving the local ties of Club Med resorts, as well as by involving diverse actors – customers, producers and local NGOs – and offering opportunities for engagement between tourists and local producers.

Results achieved

Alongside the benefits for producers, the satisfaction of customers and the pride of Club Med employees, key results achieved by project include:

- A total of USD 675,000 in support to the initiative;
- Assistance, training and overall support for local 350 VSEs across four countries;
- 2,400 beneficiaries, including both producers and their families; and
- A cumulative total of 92 tonnes of agro-ecological production.

The initiative has enabled local development that embraces all the dimensions of sustainable development – economic, social and environmental. Its economic and social dimension – catalysing local market economies and fostering the socio-economic integration of producers – is coupled with a positive environmental impact achieved through agro-ecology, biodiversity, low water consumption, soil resilience and carbon capture.

Many of the project's impacts are quantifiable, while others are more qualitative. Nonetheless, they are always concrete and tangibly affect people's lives. The project has also attracted GIZ's

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(Gesellschaft für internationale Zusammenarbeit, Germany)[2] interest in developing this type of partnership in Morocco with Agrisud which testifies the project's value as a replicable model of local community and agricultural development through tourism.

Lessons learned

In the early years of the project's operation, there were concerns over product prices, irregularities in production, or interruptions of demand by Club Med resorts at certain times of the year. Addressing these issues required an approach that strengthened both the supply and demand analysis, in order to better contractualize the commitments of both parties – Club Med and local producers. Sustaining this partnership over the long-term requires constant vigilance by Club Med's Sustainable Development Department and the Group's Purchasing Department, as well as a reinforced dialogue on the ground between producer groups and Club Med resorts.

The project demonstrates that an NGO-enterprise partnership can effectively support local development through tourism by providing sustainable, inclusive solutions. Key lessons learned through the experience include:

- The importance of maintaining a relationship marked by dialogue between Club Med resorts and producer groups. This was vital to achieve shared outcomes, including the collective definition of production schedules, purchase commitments and pricing early in the season;
- The need for resort teams to recall this sense of commitment in order to effectively place orders and increase the volume of purchases from local producers supported by the initiative; and
- The significance of making internal actors understand that the initiative is not a case of philanthropic action or of a wholesaler with traditional margins of negotiation. Instead, it is vital to recall that the terms of the negotiation must exist on a basis that is appropriate to the context of all the actors involved.

2 The *Gesellschaft für internationale Zusammenarbeit (GIZ)* is a German provider of international cooperation services for sustainable development and international education work, and is dedicated to building a future worth living around the world. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its main commissioning party. See also: www.giz.de.

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Case study 11

Nearly Zero Energy Hotels (neZEH), Europe[1]

The Nearly Zero Energy Hotels (neZEH) project spearheads hotel energy renovations, demonstrating reductions in energy consumption by up to 70%, and inspires global replications towards a more sustainable, energy efficient tourism sector.

Description

Buildings account for 40% of the European Union's (EU) total energy consumption and 36% of CO_2 emissions.[2] Accommodation is responsible for 21% of the tourism sector's CO_2 emissions.[3] While there is immense potential for savings in this sphere, the hospitality sector's fragmented nature poses challenges to this objective. As EU directives for Nearly Zero Energy Buildings (nZEB) are rolled out, Europe's hospitality sector will have to comply with these requirements.

The Nearly Zero Energy Hotels (neZEH) Consortium was created to assist hotels to save energy, reduce their carbon footprint and build a more competitive and sustainable hospitality sector. It supports hotels to reach Nearly Zero Energy levels, in response to the EU's commitments on energy efficiency and climate change (2020 and 2050 targets), specifically its policies of transforming Europe's building stock into Nearly Zero Energy Buildings.

The neZEH initiative provides hotels with tailored technical advice, shares good practices and undertakes capacity building related to energy renovations. The project offers sound, adapted guidance, practical training and useful tools such as the neZEH e-toolkit. This free online tool assists hotels to identify appropriate solutions in the area of energy efficiency. The toolkit and the overall neZEH project build upon the Hotel Energy Solutions (HES) initiative, used by over 1,540 hotels to improve their competitiveness through resource efficiency. To date, renovation projects have been implemented in seven EU member states, with 16 Nearly Zero Energy Hotels supported between 2013 and 2016. Championing an approach that can lead to a 70% reduction in energy consumption, these innovators serve as an inspiration towards a more sustainable hospitality sector.

1 See for further information: www.nezeh.eu.

2 European Commission, available at: http://ec.europa.eu/energy/en/topics/energy-efficiency/buildings.

3 World Tourism Organisation (UNWTO), *Tourism & Climate Change, Confronting the Common Challenges,* October 2007.

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neZEH is implemented by a ten partner consortium, based in seven countries. It includes the:

1. Technical University of Crete's Renewable and Sustainable Energy Systems Laboratory, which acts as neZEH's Coordinator;
2. World Tourism Organization (UNWTO);
3. Network of European Regions for Competitive and Sustainable Tourism (NECSTouR);
4. Federation of European Heating, Ventilation and Air Conditioning Associations (REHVA);
5. Agency of Brasov for the Management of Energy and the Environment (ABMEE Romania);
6. Creara Spain;
7. ENERGIES2050 France;
8. Energy Institute Hrvoje Požar (EIHP Croatia);
9. Italian Industrial Transmission Society (SiTI Italy); and
10. Sustainable Innovation (SUST Sweden).

The initiative has been supported by a range of tourism stakeholders, including hotel associations, public authorities, policy makers and financial institutions at the national and EU levels. Hotel guests are also engaged to support energy saving.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

neZEH has triggered investments of EUR 6.3 million (USD 7.7 million) in energy renovation. This is projected to reach EUR 80 million (USD 97.6 million) by 2020. Such substantial investments have driven economic growth and successfully led to reductions in CO_2 emissions, while enabling hotels to:

- Boost their sustainability and competitiveness;
- Reduce operational costs;
- Increase energy independence;
- Benefit from EU funding;
- Improve their image and services;
- Open up to the sustainability market; and
- Reduce their carbon footprint.

Pillar 2: Social inclusiveness, employment and poverty reduction

The project focused on SME hotels. While they urgently require technical assistance, they cannot easily afford relevant services. By catering to their needs, the project boosts the SME sector and entrepreneurship. neZEH also promotes the creation of green jobs. It enables environmentally-friendly businesses to attract a growing market segment (the sustainability market) and enjoy increased customer loyalty, resulting in increased employment opportunities in the hospitality sector.

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Pillar 3: Resource efficiency, environmental protection and climate change

As noted above, neZEH has increased hotels' energy efficiency and reduced their carbon footprint. Specific resource efficiency successes triggered by the initiative include:

- 1,100 tonnes of oil equivalent (toe) worth of energy saved per year between 2013 and 2016, with projected savings set to reach up to 42,000 by 2020;
- 332 tonnes of oil equivalent (toe) worth of renewable energy produced per year, foreseen to rise to up to 11,000 by 2020; and
- 2,560 tonnes of CO_2 emissions avoided each year, which will be scaled up to 98,000 by 2020.

The initiative also promotes eco-culture across the entire value chain, placing a strong focus on behavioural change among hotels managers, staff and guests. This is pursued through tailored training, awareness raising and motivational activities, including the provision of informative materials and tools like the neZEH e-toolkit.

Results achieved

Key results directly achieved through the neZEH project include:

- 16 hotels have achieved an average reduction of 63% in primary energy consumption, progress which has inspired scores of other hotels;
- Capacity building has engaged 1,600 hotels;
- The neZEH e-toolkit has supported energy consumption self-assessment, while helping hotels find solutions so that they can become Nearly Zero Energy Buildings;
- Over 56,000 hotel owners and managers, as well as 490,000 EU citizens, have been informed about neZEH's results; and
- neZEH networks' have linked demand and supply.

Outcomes achieved in the wider tourism sector include:

- Policy papers and recommendations by neZEH on removing barriers to Nearly Zero Energy Buildings have been discussed in the European Parliament and among national level authorities;
- Practical online tools (like the e-toolkit) and training materials have engaged 20,000 users and 1,500 hotels. Moreover, the neZEH website, library and YouTube channel attract visitors in over 45 countries and offer materials to facilitiate capacity building and behavioural change;
- Key players in the tourism sector have committed to promoting neZEH's vision and outcomes, including UNWTO, hotel associations, NECSTouR and HOTREC[4];
- Awareness raising activities have engaged hotel guests and the general public, seeking to motivate them to take action and support energy saving; and
- neZEH has contributed to support for energy efficiency and climate change policies related to 2020 and 2050 targets.

4 European Trade Association of Hotels, Restaurants and Cafés.

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Lessons learned

The accommodation sector mainly consists of SMEs – such hotels face specific challenges to investing in energy efficient renovations. These include the sector's fragmented nature, the size of companies, prevalent business models, a lack of technical capacity, a lack of funds and complicated funding mechanisms. neZEH overcame these challenges by

- Offering credible, independent technical assistance;
- An integrated approach towards Zero Energy levels;
- Renovation studies; and
- Tailored capacity building, practical training and free online tools.

In this way, the project has helped hotels to understand the technical, economic and environmental aspects of energy efficiency. Independent technical support also proved critical for decision-making. The sharing of existing good practices was also important for inspiring change and motivating hotels to scale-up renovations.

As hotels expend a high proportion of energy on non-hosting operations associated with customers' comfort, they should be recognized as a separate *type* of building in building regulations. More often than not, current policies fail to address the specificities of the accommodation sector. neZEH's policy recommendations and interventions aim to foster dialogue between policy makers involved in the tourism, energy and building sectors.

A strong focus on behavioural change among staff and guests is needed to maximize the benefits of energy efficiency measures – this works well when it involves training, inspiration and motivation. Hotel managers can sometimes find it difficult to appreciate the economic benefits of energy renovations. Thus, they need to be trained on basic technical and economic aspects, and offered support schemes. Tailored financial support schemes are also required to help SME hotels match the high initial investment costs of ambitious energy renovations. Energy retrofitting in hotels is technically and economically feasible. A step-by-step approach to investment and construction is recommended, given the complexity of reforms and hotels' operational needs. Furthermore, reducing carbon footprints requires a holistic resource management approach, coupled. A strategic vision is needed to foster sustainability and innovation by integrating multiple policies (e.g., tourism, energy, transport and environmental policies).

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Case study 12

Mayakoba Tourism Development, Mexico

The high-level coastal tourism development of Mayakoba has achieved a demonstrable increase in biodiversity through the preservation and strengthening of terrestrial ecosystems and the creation of aquatic habitats.

Description

The Mayakoba Tourism Development initiative is situated in Riviera Maya, within the Solidaridad municipality in the northern reaches of the Mexican state of Quintana Roo. It encompasses a 249 ha complex, located on a karstic coast[1] with a humid tropical climate. The local environmental systems – known as Punta Bete and Punta Maroma – form strips parallel to the sea, consisting of beaches, coastal dunes, mangrove forests and medium forests. Tourism has a high environmental impact on such dune and mangrove ecosystems, especially mass tourism with a high density of rooms. Recognizing the need for a very different model of tourism development in Mayakoba, the Spanish company Obrascón Huarte Lain (OHL) designed and implemented an innovative, low-density model. Engineers, architects, experts, consultants and scientists from research centres – both local and international – undertook specialized studies and participated in technical planning.

Mayakoba's main location lies behind the mangrove forest and involves minimum use of the rear dune's watershed. It seeks to have the lowest possible impact on local ecosystems. The complex forms an environmental matrix, marked by the use of existing terrestrial ecosystems and the creation of a 25 ha aquatic ecosystem of canals, which functions as a natural estuary. Designed through rigorous study based on scientific foundations, the area's tourism infrastructure consists of four world-class hotels and professional golf course. Mayakoba's natural and anthropic elements are integrated within a framework of "lasting natural luxury". Its operation has enabled the maintenance of pre-existing flora and fauna, as well as the creation of aquatic and coastal habitats that did not previously exist. This has sparked an increase in fauna, particularly birds, fish and amphibians, forming an important new wildlife sanctuary.

1 Karst refers to a topography formed from the dissolution of soluble rocks like limestone.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

Mayakoba's business model is based on sustainability as a guiding axis. This entails care for the environment, the empowerment of local communities and producers, and the welfare of its employees as a socially responsible company.

Pillar 2: Social inclusiveness, employment and poverty reduction

Mayakoba hotels are inclusive, providing work to differently-abled persons and prioritizing local suppliers and producers in terms of the procurement of products required for the operation of its four hotels.

Pillar 3: Resource efficiency, environmental protection and climate change

Conserving some 60 ha of mangroves and 32 ha of jungle, Mayakoba is considered a natural reserve and a habitat for over 300 species of vertebrates. The implementation of this project has rehabilitated coastal environments – an important resilience measure that helps guard against rising sea levels and coastal erosion.

Pillar 4: Cultural values, diversity and heritage

Mayakoba is known to champion Mexico's rich cultural heritage. Products by local artisans, as well as artisans from around the country, are exhibited in El Pueblito de Mayakoba and in the hotels' boutiques, showcasing the country's cultural wealth. Awareness-raising aims to ensure that visitors adopt respectful behaviours during their visits to archaeological sites.

Pillar 5: Mutual understanding, peace and security

The outcomes of the Mayakoba project affirm that harmonious coexistence between visitors and locals is best achieved in a peaceful, secure environment. Such an environment, in turn, has been achieved by:

- Prioritizing the conservation of existing ecosystem;
- Creating a new aquatic ecosystem;
- Reducing the density of rooms available in the area; and
- Ensuring the well-being of Mayakoba's human resources.

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Results achieved

The Mayakoba project has had a positive impact on the immediate environment and has been recognized as a socially responsible company that cares about its employees and vulnerable local groups. It has achieved notable successes in terms of protecting the environment, diversifying and safeguarding natural terrestrial and aquatic ecosystems, offering wildlife a vital sanctuary, providing opportunities for income generation to local producers, offering employment opportunities and championing local cultural heritage. Other concrete results include the following:

- Mayakoba's hotels have an average annual occupancy rate of 68%;
- 2,200 direct jobs have been created through the tourism development project;
- Mayakoba has received certifications in tourism and environmental quality from Mexico's Federal Attorney for Environmental Protection (PROFEPA), the Rainforest Alliance and Earth Check, alongside the American Automobile Association's (AAA) 5 Diamond rating and Audubon International accreditation;
- Today, Mayakoba is a reference point and model of sustainable tourism in Mexico. In 2011, it was awarded the Ulysses Prize by UNWTO. The area's hotels have also been rated the best hotels in Mexico during the past three years;
- Through the Social Action Committee, projects and programmes are undertaken to enhance community welfare, create public parks and support differently-abled athletes; and
- The Ciudad Mayakoba housing project has been created to assist tourism employees from different economic backgrounds.

Lessons learned

The shift from a mass tourism approach to a model of low-density tourism underscored by ecosystem conservation has involved challenges. Only 10% of Mayakoba's hotel inventory is on the 'first line' of the seashore. Clients accustomed to mass tourism centred on seafronts sometimes find this off-putting. It also proved challenging to convince hotel chains to invest in a sustainable, low-density model. The solution involved finding luxury hotel chains that cater to clients who want sustainable travel experiences.

As Mayakoba is a globally recognized point of reference for sustainable tourism development, it has greatly improved the positioning of Riviera Maya. The area has shed the stigma of being an all-inclusive mass tourism destination, moving on to become a diverse destination that protects its natural environment and cultural heritage. Over the past four years, Mayakoba's efforts in sustainability are made public through its website (www.mayakobasustentable.com), which highlights key results in the management of fauna, vegetation, monitoring, social projects and dissemination. This is important for raising awareness of sustainability's importance and promoting Mayakoba's image as a bastion of sustainable tourism development.

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Case study 13

Chumbe Island Coral Park, Tanzania

Chumbe Island Coral Park (CHICOP) is a successful self-sustaining marine park and forest reserve in Zanzibar, Tanzania, off the coast of East Africa. This privately managed nature reserve is a model for sustainable environmental conservation funded by ecotourism.

Description

Tanzania's coral reefs are under threat from dynamite fishing and overexploitation, while coastal forests are disappearing in the wake of rising charcoal production and coastal development. Marine Protected Areas play a crucial role in conversing biodiversity and replenishing coral and fish stock. They can also generate income for their own sustainable management through ecotourism.

In response to this situation, CHICOP's overall aim is to create a model of sustainable nature conservation – one in which ecotourism supports park management, research and Environmental Education Programmes for local school children. While the Park's objectives are non-commercial, its operations follow commercial principles.

Since 1991, CHICOP has turned the formerly uninhabited Chumbe Island into a fully-managed, internationally recognised nature reserve that:

- Includes a marine park, forest reserve, visitors' centre and eco lodge; and
- Provides sanctuary to critically endangered species, such as Aders' duikers, coconut crabs and roseate terns.

All this was achieved in partnership with local communities, through:

- Village meetings before and during project development;
- Employing and training former fishermen as park rangers, underscored by a preference for recruiting local people;
- Basing all operations on detailed management plans spanning 1995–2027;
- Creating a Park Advisory Committee with the government, university and village representatives;
- Offering marine rescue services to local fishermen/women in distress; and
- Developing Environmental Education Programmes for fishermen, school children and all visitors.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

CHICOP protects valuable biodiversity and promotes environmental awareness among both decision makers and local people. This is a condition for sustainable growth, especially in a country like Tanzania, which is dependent on tourism. In 2005, researchers interviewed artisanal fishermen who 94% confirmed the so-called spill-over effect of the reef sanctuary, reporting increased yields in the vicinity of the Park.

Pillar 2: Social inclusiveness, employment and poverty reduction

With 45 employees – 42 of whom are locals – for only seven rooms, CHICOP employs 200% more staff than the international average for eco-lodges. It prioritizes the employment of women and local community members, outsources guest transport and provides a market for local produce.

CHICOP's Education for Sustainable Development programme for local students includes the subject of ecotourism. In this way, it improves their employability in the tourism sector while championing the cause of environmental sustainability through tourism.

Pillar 3: Resource efficiency, environmental protection and climate change

In order to avoid any negative environmental impacts on the coral reef and forest reserve, CHICOP has built a state-of-the-art eco lodge and visitor's centre which feature rainwater catchment, solar water heating, photovoltaic energy, composting toilets, vegetative grey water filtration, biodegradable soaps and the composting of organic waste. Guests to the island are limited to 16 per day in order to protect the environment and ensure resource efficiency.

Pillar 4: Cultural values, diversity and heritage

As part of CHICOP's activities, three historical buildings on Chumbe Island were carefully restored – a lighthouse built in 1904, a small mosque, and a lighthouse keeper's house, which has been transformed into a visitors' centre.

CHICOP aids in safeguarding Zanzibar's cultural identity by promoting traditional local building technologies, styles and materials, while championing local cuisine and cooking traditions.

Pillar 5: Mutual understanding, peace and security

Zanzibar is a predominantly Islamic society with sensitivities concerning women's clothing in particular. CHICOP advises guests about local norms, provides wraparounds when they leave the beach and accommodates religious obligations in its staff work schedules, especially during the month of Ramadan.

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Results achieved

Through effective CHICOP's park management, in cooperation with local people:

- The reef sanctuary has become one of the most pristine coral reefs in the region, with some 483 fish species, 158 species of marine invertebrates and 59 genera of hard corals – 90% of all those recorded in East Africa;
- The forest reserve is now one of the last undisturbed semi-arid coral rag forests in Zanzibar, particularly after rats were successfully eradicated in 1997;
- Chumbe gives sanctuary to highly endangered endemic Aders' duikers (cephaophus adersi), a small species of antelope found only in Zanzibar and Kenya, which is threatened by poaching and habitat destruction. In 2000, three breeding pairs were trans-located to Chumbe, supported by the Munich Hellabrunn Zoo, the Chicago Zoological Society, WWF and Flora & Fauna International (FFI);
- Chumbe has the world's largest known population of rare coconut crabs (birgus latro), listed in IUCN's Red List of Threatened Species; and
- Attracted by abundant fish in the reef sanctuary, rare roseate terns (sterna dougalli) – a species of seabird – bred on Chumbe Island in 1994, 2006, 2012 and 2017.

Since 1995, CHICOP's Education for Sustainable Development programme for fishermen, students, teachers, government officials, tourism operators and visitors has welcomed over 7,200 school children, 1,200 teachers and 860 community members for one-day field excursions to Chumbe Island. Offering them guided forest walks and snorkelling with help for non-swimmers, especially local girls, the programme has expanded awareness of sustainable environmental conservation through ecotourism.

CHICOP has inspired other stakeholders to make tourism a catalyst for positive change. Chumbe has always enjoyed a top ranking in visitors' feedback and on TripAdvisor for its unique and genuine ecotourism offer. This highly successful and visible performance, as well as CHICOP's stewardship in national tourism associations, has encouraged other investors to adopt some similar practices. In turn, this has helped the tourism market in Zanzibar and Tanzania to become more environmentally friendly destinations.

As the first financially self-sustaining marine protected area (MPA) in Africa, CHICOP's model of park management and ecotourism is a leading example for marine and coastal practitioners, tourism developers, investors and managers around the world. The sharing of experiences

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and lessons learned have helped develop policies for nature conservation and investment that encourage similar initiatives.

Lessons learned

When it was founded the 1990s, CHICOP was an innovation in every aspect, proving particularly challenging in Zanzibar. The concept of marine protected areas was new to the Government, and no related legislation was in place. As such, the process of approving CHICOP's business proposal took four years of negotiations with seven government ministries. As no local architects or building contractors specialized in ecological architecture at the time, the initiative commissioned a professor of Braunschweig Technical University in Germany to design the Park and engaged expatriate architects to build on the island. Initially, no qualified local workers were available for any staff positions as park rangers and hospitality workers, etc. It was therefore essential to mobilize professional volunteers to train local people over a period of several years, a move with an exceptionally positive long-term impact on environmental conservation, local engagement and sustainable ecotourism development.

Other lessons learned from CHICOP's experience include:

- The private management of a marine protected area can be effective and economically viable, even in a challenging socio-political environment;
- CHICOP's top rankings on TripAdvisor and high rates of occupancy indicate that there is a clear market for state-of-the-art eco-destinations that support strict conservation and sustainability principles. Thus, there is no need for compromise in terms of upholding these principles;
- Private management offers strong incentives to achieve tangible conservation goals on the ground, to cooperate with local resource users, to generate income responsibly while being cost-effective and keeping overheads down;
- Investment in conservation, environmental technologies, the employment of operational staff for park management and education programmes raises costs considerably. As this makes it more difficult to compete with other tourist destinations, favourable tax treatment would encourage such investments. Such favourable arrangements would be beneficial in Tanzania, where they do not yet exist, as well as around the world; and
- The security of investments is limited by the fact that land tenure in the area is only available through leaseholds. As land leases can be revoked by the government with relative ease, this weakens the long-term security of land tenure which can impact tourism investments.

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Case study 14

Olderkesi Community Wildlife Conservation Trust, Kenya

The Olderkesi Community Wildlife Conservation Trust (OCWCT) illustrates the power of collaboration between the tourism sector and communities to preserve biodiversity, conserve wildlife and support human development in Kenya's Maasai Mara region.

Description

The Olderkesi Community Wildlife Conservation Trust (OCWCT) spans 7,608 acres in the south-eastern reaches of the Maasai Mara region in Kenya, bordering Tanzania's Serengeti National Park and Kenya's Maasai Mara Game Reserve. Home to the Maasai people, the area is known for its abundant wildlife – both flora and fauna – including several endangered species of animals.

In 2013, the OCWCT was initiated by the Cottar's Wildlife Community Trust (CWCT) and landowners in Olderkesi, with the aim of improving the livelihoods of the Maasai community in Olderkesi. All activities undertaken through the OCWCT seek to strengthen livelihoods, preserving Maasai culture and enhance visitor experiences at Cottar's 1920s Camp and Bush Villa.

Community land is leased to OCWCT for wildlife conservation and tourism. In return, the community receives an incentive in the form of a land lease fee. Wildlife and the area's rich Maasai culture are the main tourism products which have been sustained through the CWCT and OCWCT. The latter's main stakeholders are Cottar's 1920s Camp and landowners in the area, who are involved in decision-making. The participation of all landowners has been vital, as is the involvement of relevant local authorities to ensure proper documentation and certification.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

OCWCT boosts the income of the local community, including income from livestock rearing and from leasing land for wildlife conservation thanks to the lease fee paid to community members. The revenue gained through Cottar's guests' visits contributes to Kenya's GDP.

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Pillar 2: Social inclusiveness, employment and poverty reduction

OCWCT and Cottar's Camp are a reliable source of income for community members – both women and men. By offering employment opportunities, the initiative has improved community livelihoods. CWCT's support of the neighbouring school has also enabled local children to pursue formal education, thereby boosting literacy rates.

Pillar 3: Resource efficiency, environmental protection and climate change

OCWCT's creation has contributed to the development of well-managed grazing plans and the protection of endangered species of wildlife in the local ecosystem. CWCT has constructed and maintains a watering trough for the local community, making clean water accessible to all. A water filtration system has also been installed in the local school.

Pillar 4: Cultural values, diversity and heritage

The community showcases its rich cultural heritage to guests at Cottar's Camp, as well as during village visits and performances of traditional Maasai songs and dance. The community receive incentives to share their cultural heritage with visitors, as the latter pay an entrance fee at the Maasai *manyatta* (village). This also aids efforts to pass on cultural practices to younger generations, who witness performances when guests' visit their villages.

Pillar 5: Mutual understanding, peace and security

The initiative has helped to promote security along the border between Kenya and Tanzania, as team patrols are undertaken by the security arms of both countries. Community members also coexist well with local wildlife and ecosystems, as they directly benefit from their conservation. Village visits further enable tourists and local community members to engage with one another, a vital component of fostering mutual understanding.

Results achieved

The project directly provides employment for 18 rangers from the local community. Ecosystems and vegetation have been revitalized, while soil erosion has been successfully reduced. The local sourcing of available goods has benefitted the community directly. In addition to protecting natural heritage sites within the area, the OCWCT has been instrumental in promoting local cultural heritage through tourists' village visits.

One of the OCWCT's most important results is that the project has created a sense of togetherness among locals. This promotes peaceful coexistence, particularly between wildlife and humans. Beyond the project's direct effects, incidences of poaching in the wider area have decreased as wildlife security across the Kenya-Tanzania border is enhanced. At the national level, initiatives like OCWCT help to increase Kenya's overall revenues from tourism.

Positive impacts are also forthcoming in terms of education and water management. The number of pupils at the local Olpalagilagi primary school has risen to approximately 470. Sponsorships are offered to bright and needy students, a move which contributes to raising literacy rates. The construction of a water trough benefits the community through the availability of safe water for domestic use, including for livestock.

Lessons learned

Tourism thrives where communities are involved and benefit directly. This OCWCT initiative demonstrates that a direct way for communities to benefit from tourism is through regular, reliable 'environmental easing' payments from the tourism investor at levels, which can compete with alternative land use options. The collective benefit and liability payment mechanism, developed hand in hand with the Olderkesi community, ensures that the community itself exerts social control – as opposed to command and control methods of the past. This is an effective way of curbing the illegal use of natural resources, while engaging communities in conservation efforts – efforts that benefit communities themselves, local ecosystems, wildlife and the tourism sector.

OCWCT's experience also illustrates how tourism investors can benefit by investing in community lands as opposed to investing state lands. It further showcases how collaborative initiatives can effectively safeguard natural biodiversity where it is most threatened by poverty-driven changes in land use.

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Case study 15

Climate Change Vulnerability Studies, Mexico

Mexico's Climate Change Vulnerability studies consist of assessments that gauge vulnerability to climate change of twenty of the country's leading tourism destinations.. Adaptation programmes guide decision-making regarding the most effective measure to strengthen the tourism destination and to improve the safety and security of the population.

Description

Mexico is highly exposed to natural hazards – ranging from droughts to hurricanes. As climate change gains pace, wide-ranging shifts in climate variability are anticipated, including increases in extreme weather events and associated likely impacts on economic activities[1] like tourism. To address these challenges, a series of *Climate Change Vulnerability Studies* on 20 of Mexico's priority tourism destinations were conducted between 2012 and 2016. These studies were undertaken by a research centre, the National Academy of Research and Development, at the request of the Ministry of Tourism. They assess vulnerability to climate change in Cancún, Riviera Maya, Acapulco, Los Cabos, Puerto Vallarta, Nuevo Vallarta, Mazatlán, Boca del Río, Veracruz, Ixtapa Zihuatanejo, Huatulco, Campeche, Coatzacoalcos, Costa Esmeralda, Tlacotalpan, Guanajuato, Monterrey, Morelia, Puebla, San Miguel de Allende and Manzanillo.

These *Climate Change Vulnerability Studies* have four main components:

- An assessment of the destination's vulnerability to the impacts of climate variability and climate change, considering various risks;
- An Adaptation Programme for each destination, carried out through an on-site workshop with local actors. These evaluate the matrix of specific adaptation actions to be carried out by the tourism sector in each destination, subjected to a hierarchical and cost-benefit approach;
- Vulnerability and risk maps for each destination, featuring geographic information on vulnerabilities; and
- Analysis of each destination's Early Warning System, operated by the Directorate General of Civil Protection of Mexico's Ministry of the Interior.

1 The World Bank (2013), *Municipal Vulnerability to Climate Change and Climate-related Events in Mexico,* Policy Research Working Paper 6417, World Bank, available at: http://documents.worldbank.org/curated/pt/327691468281941794/pdf/wps6417.pdf.

The studies were commissioned by the Ministry of Tourism within the framework of the Interministerial Commission on Climate Change of Mexico's Federal Government, in order to implement the course of action outlined by the Special Climate Change Programme 2014–2018, related to "Developing and disseminating vulnerability assessments, adaptation programmes and early warning systems on climate change for priority tourism destinations" (1.4.1).[2] The process of conducting the studies involved several key players in each destination, including civil servants, government agencies, academics, and civil society representatives.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The studies promote sustainable tourism based on the optimal use of natural and cultural resources, which ensure the development of viable economic activities replete with significant socio-economic benefits. Such benefits can only be secured by pursuing integral risk management and effective tourism and ecological planning in a destination.

Pillar 2: Social inclusiveness, employment and poverty reduction

The studies' sub-index of social vulnerability and exposure to climate change incorporates elements of risk perception, responsiveness, social cohesion and available infrastructure. Socio-economic indicators of social vulnerability contain information on the socio-economic conditions of the population based on demographic, economic and cultural indicators. By addressing these issues, the studies will contribute to evidence-based policy-making that safeguards lives, livelihoods and community cohesion.

Pillar 3: Resource efficiency, environmental protection and climate change

The adaptation measures proposed in the Climate Change Adaptation Programmes are linked to the strategies, objectives and approaches included in national public policy instruments. Ecosystem-based adaptation was considered, in order to reduce vulnerability and strengthen the resilience of the tourism sector.

Pillar 4: Cultural values, diversity and heritage

The studies propose establishing a Tourism Atlas of Mexico, which would identify all natural and cultural resources, and assets that can serve as national tourism attractions. By developing tourism based on the information contained in such risk atlases, the country would avoid promoting and developing tourism infrastructure in vulnerable areas.

2 Secretaría de medio ambiente y recurso naturales de Mexcio (2014), *Progama Especial de Cambio Climático 2014–2018,* Mexico, available at: www.gob.mx/cms/uploads/attachment/file/314952/Logros_PECC_2016.pdf (10-05-2018).

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Pillar 5: Mutual understanding, peace and security

The studies help the tourism sector to implement established safety and security protocols, while contributing to a culture of climate risk prevention and effective response. The application of new contingency plans requires more specific rules to protect the local economy, ensure security and safeguard lives.

Results achieved

The initiative generated Climate Change and Variability Vulnerability Assessments of Mexico's 20 most prominent tourism destinations, as well as Adaptation Programmes, Vulnerability and Risk Maps featuring geographic information on vulnerabilities, and analyses of Early Warning System. Local Implementation and Monitoring Committees for Adaptation Programmes are due to be set up and publish their initial results within the coming months.

The studies have made it possible to identify areas where it is not feasible to develop tourism activities. They have also guided decision-making on the type of activities that can be carried out in the selected tourism destinations. The Adaptation Programmes identify vulnerable areas and pinpoint the most effective measures to guard against climate change vulnerability. Moreover, they highlight weaknesses and, where applicable, strengths of the Early Warning Systems managed by civil protection organizations, while providing proposals for improving the safety and security of local populations.

Lessons learned

A number of challenges had to be overcome during the course of the studies, including a lack of local technical capacity to understand the impacts of climate change on the tourism sector, and the dearth of financing and assurance mechanisms to address the risks posed by climate variability. To tackle these issues a *Local Guide for High-Impact Actions on Mitigation and Adaptation to Climate Change in Mexican Tourism Destinations* was developed and disseminated. This enables local governments to design courses of action that can be implemented in the short-, medium- and long-term. It also offers financing options for the implementation of such actions.

The process of undertaking the studies revealed that building adaptation capacities will enable municipalities to address challenges and uncertainties associated with climate change, as well as to improve infrastructure and development, especially in strategic sectors like tourism. Climate change adaptation strategies must respond to emergency situations. Above all, they must focus on prevention and involve the gradual development of adaptation capacities. It is essential to ensure the direct participation of all sectors affected by climate change, considering their specific needs and resources. It is equally essential to include society at large, taking children, youth, women and men into account in concrete communication and training actions. These are required to ensure that individuals and communities understand dynamics of meteorological phenomena, the threats these pose, and current and future risks. Throughout, it is essential to consolidate their participation in the design of preventive and corrective actions to mitigate the effects of climate change on the tourism sector and beyond.

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Case study 16

Enhancing the climate resilience of tourism-reliant communities, Samoa

The' project illustrates the benefits of mainstreaming climate risks into tourism-related policy processes and adaptation actions at the national and local levels – moves that bolster the resilience of local communities, the tourism sector and the overall economy.

Description

Tourism is the dominant sector of the Samoan economy, contributing more than 20% of its GDP. The principle resource bases of tourism are Samoa's pristine beaches and its coastal, lagoon and reef areas. Some 70% of Samoa's population live within the coastal strips, with tourism operations generally within 100 m of the coastline. As they are adjacent to the coast, many operators and reliant communities are exposed to the impacts of climate change-induced natural hazards and other long-term incremental changes like rising sea levels.

To address these issues, this project (2013–2017) focussed on:

- Expanding the resilience of natural and socio-economic systems in tourism-related operations and areas;
- Enhancing livelihood strategies; and
- Supporting communities to weather climate change-induced hazards.

The initiative supported the formulation of integrated and climate-sensitive Management Plans for five Tourism Development Areas, involving at least ten villages, sixteen community-owned tourism operations, four tourism attractions, and the wider communities in the villages of south-east Upolu, Manono, eastern Savaii, north-west Savaii and south-east Savaii.

The project's objectives were pursued by strengthening multi-level stakeholder collaboration and public-private partnerships, in order to:

- Introduce a set of locally-tailored adaptation measures;
- Strengthen institutional capacities to integrate climate change and disaster risks in tourism-related policy frameworks; and
- Improve local awareness and understanding of the importance and benefits of preparedness in the face of climate change risks.

Resources are used to establish financial support schemes and risk transfer mechanisms. These have enabled the development of a tourism sector-tailored early warning system, alongside the implementation of concrete adaptation measures in high priority, tourism-reliant communities and tourism sites. Such adaptation measures target the management of coastal infrastructure, water resources, shorelines and tourism resources, including recreational activities. Key adaptation measures and activities pursued include:

- The project's Manase coastal protection component;
- The completion of Climate Early Warning Systems (CLEWS);
- Kayaking training and the purchasing of kayaks and gears for selected operators; and
- The implementation of the small grants component.

The project is exclusively country-driven. It was first identified by the Government of Samoa and has since been developed in full consultation with the Samoa Tourism Authority and the Ministry of Natural Resources and Environment. The initiative enabled the Government of Samoa to work in close partnership with other stakeholders, including UNDP, in order to integrate climate change risk considerations into tourism management, coastal development and land use planning.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The project enhanced the resilience of the tourism sector, which accounts for over 20% of Samoa's GDP and is, therefore, critical to economic growth. The initiative directly contributed to improving the products offered by 16 operators based within the tourism destination areas involved in the project. This was achieved by upgrading facilities and building new units through architectural design and engineering, construction and supervision. This was coupled with monitoring to ensure the products' resilience, as well as their quality, in order to meet the expectations of target markets.

Pillar 2: Social inclusiveness, employment and poverty reduction

By providing tools and supporting small-scale local operators of tourism facilities, as well as local communities, the initiative has helped them adapt to climate change and thereby improve their socio-economic resilience.

Pillar 3: Resource efficiency, environmental protection and climate change

The project helped to mainstream climate change in local development planning – including tourism planning – while supporting concrete adaptation actions in the management of coastal infrastructure, water resources, shorelines and recreational tourism activities in five tourism development areas. This is a clear case of sustainable tourism development guarding against the negative impacts of climate change in the short- and long-term.

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Results achieved

Within the context of the project's implementation of concrete adaptation measures, which have made tourism stakeholders and communities more resilient to climate risks, the following results are especially noteworthy:

- Five Management Plans that integrate climate risks have been developed in five tourism development areas, involving 20 villages;
- Technical guidelines for climate resilient actions have been developed and over 75% of local tourism operators are applying these guidelines through initiatives proposed under the small grants scheme;
- 16 tourism operators/stakeholders gained access to financing for climate resilient actions through the small grants scheme;
- Five risk reduction activities have been introduced to operators across the tourism development areas;
- All initial awareness activities have been completed and systematic training has been provided to each operator across the tourism development areas, thus boosting their capacities in terms of climate change risk reduction;
- Over 80% of the communities targeted by the project have adopted climate resilient livelihoods by taking long-term measures to manage climate change risks;
- Concrete adaptation actions are being implemented in the tourism development areas in terms of in the management of coastal infrastructure, water resources, shorelines and recreational tourism activities;
- Coastal tourism operators have been connected to Climate Early Warning and Information System (CLEWS); and
- A south-south transfer of tourism adaptation case studies has been facilitated between tourism stakeholders in Samoa's tourism development areas and their counterparts in other small island developing states.

Lessons learned

To enhance country ownership and the long-term sustainability of the project's results, the initiative supported the development of the local tourism sector by including the Samoan Hotel Association (SHA) as part of the project's Steering Committee. It also engaged the SHA as an advisor on tourism-related outputs produced by the project.

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Case study 17

Sundarbans Impact Zone, Bangladesh

The Cultural Ecotourism Project in the Sundarbans Impact Zone is an example of a sustainable ecotourism initiative that enhances respect for local culture, ecology, local communities and their well-being in Bangladesh's Sundarbans mangrove forest region.

Description

The Sundarbans mangrove forest, a natural wonder and one of the largest continuous blocks of mangrove forests in the world, stretches across south-western Bangladesh. Local communities living along the fringes of this UNESCO World Heritage Site and the Ramsar Wetland Sanctuary, are highly dependent on forest resources for their lives and livelihoods. Natural phenomena and the overexploitation of natural resources, including by growing human populations with few alternative livelihood opportunities, pose a threat to this delicate mangrove forest ecosystem.[1]

Relief International's (RI) ecotourism project in the Sundarbans impact zone aims to lessen local communities' dependence on forest resources by supporting them to explore ecotourism as an alternative income generating source, and develop their options as eco-entrepreneurs and service providers in the ecotourism value chain. The project's overall objective is to strengthen local livelihoods and enhance respect for local culture, communities – including minority ethnic groups – and ecology through the development of ecotourism, cultural tourism and entrepreneurship. The initiative also instils a sense of respect and responsibility among tourists, encouraging them to buy local products, ensure that they have the least amount of impact on the surrounding environment, and understand that their contributions assist the conservation of the neighbouring mangrove forest.

The project provided technical assistance, capacity building, training and start-up funding to beneficiaries – most of whom are traditional resource users (TRUs) of the Sundarbans – enabling them to establish ecotourism sites. Implemented in collaboration with local communities and

1 Rahman, M.M.; Rahman, M. and Kazi S.I. (2010) "The Causes of Deterioration of Sundarban Mangrove Forest Ecosystem of Bangladesh: Conservation and Sustainable Management Issues," *AACL Bioflux,* 2(3), available at: www.researchgate.net/publication/210196055_The_Causes_of_Deterioration_of_Sundarban_Mangrove_Forest_Ecosystem_of_Bangladesh_Conservation_and_Sustainable_Management_Issues.

local authorities over the course of 28 months (February 2014 to June 2016), the initiative has helped establish ten ecotourism sites on community-owned land. These are owned and managed solely by beneficiary communities, through a strong Management Committee at each site. Replete with accommodation and sight-seeing facilities, these sites offer cultural ecotourism products like eco-tours, homestays in eco-cottages, traditional cultural activities and cuisine, eco-travel boat facilities, community activities, tour packages, tour guide facilities, security and others services. With its emphasis on capacity development, the project has fostered the development of a cadre of eco-entrepreneurs who understand the value of an eco-friendly tourism model that draws in a niche set of tourists. In turn, this automatically limits mass tourism while promoting the Sundarbans' culture.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The project has created strong alternative opportunities for income generation for marginalized communities that had been highly dependent on scarce forest resources for their livelihoods. These include ethnic Munda communities in the remote Sundarbans' mangrove forest region.

Pillar 2: Social inclusiveness, employment and poverty reduction

Through the project, significant employment opportunities have been created for the impoverished local population. Poverty is being reduced by increases in local incomes, as community members provide a range of ecotourism services – such as boat rides, guided tours, homestays in eco-cottages – and sell local food products to the ecotourism sites.

Pillar 3: Resource efficiency, environmental protection and climate change

Locally available materials and services were used to build the ecotourism sites. These sites raise awareness of the need to conserve the mangrove forest and its precious resources. With alternative sources of livelihood thriving thanks to ecotourism, local communities are no longer dependent on forest resources for their livelihoods – a situation which posed a grave threat to the area's fragile ecosystems and precious natural resources. By championing climate resilient livelihoods, the project also guards against the area's vulnerability to climate change risks. Moreover, tourists are required to show respect for local environmental resources, thus contributing to their protection.

Pillar 4: Cultural values, diversity and heritage

The project has created a tourism model that encourages respect for local culture and diversity, while championing the protection of cultural heritage. Local entrepreneurs and cultural actors are incentivized to safeguard and showcase local heritage, while sharing their traditions with travellers.

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Pillar 5: Mutual understanding, peace and security

The initiative has created a platform for collaboration between various community groups. This has been indispensable in fostering mutual respect and understanding. Engaging tourists to respect the local culture and environment is another key element of greater understanding, which is spurred further through interactions between locals and tourists through homestays and cultural activities.

Results achieved

Over 800 international and domestic tourists visited Sundarbans' ecotourism sites in 2016/2017, enabling the sites to generate revenue of USD 8,000. These revenues have benefitted over 100 households, each of which has an average of five members. Thus, the sites have benefitted the area:

- Economically, through the creation of livelihood opportunities;
- Culturally, by safeguarding and championing local cultural heritage;
- Environmentally, by reducing dependence on forest resources, thus conserving natural resources and ecosystems; and
- Socially, by improving lives and fostering cohesion among communities.

The initiative has also set an example of a cultural ecotourism model which is unique in Bangladesh. Several government agencies, NGOs and private tour operators have visited the sites, bringing tourists and contributing to a feeling of empowerment among local communities. Thus, the project has sparked growing interest in cultural ecotourism among tourism stakeholders in Bangladesh. Inspired by the success of the project, government agencies have initiated similar projects in the region. Government bodies and NGOs have also expressed their interest in developing roads and related infrastructure for communities in order to facilitate tourism in the area, reflecting the project's positive impact on local development.

Lessons learned

The project spent a significant amount of time consulting local communities about the design of the ecotourism sites through locally-owned Management Committees. The project communicated with all community members to ensure that they understood that these ecotourism sites would benefit the entire community. Nonetheless, it proved difficult to manage community expectations. Project teams must anticipate such challenges from the outset of a project and develop plans to manage such situations.

As the project and ecotourism operators themselves spent significant time building the ecotourism sites, they had little time to market and promote the sites. It is important to try to set up sites as soon possible and use project resources to market and popularize these sites among tourists.

The number of ecotourism sites established also posed a challenge. Some sites were more successful than others. Setting up fewer sites would have enabled the project team to provide more intensive support to each site, thereby enabling each of them to become equally successful.

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Sites should be selected more carefully, bearing in mind the community's enthusiasm and the likelihood of tourists visiting these sites.

Furthermore, it is crucial to identify entrepreneurs who demonstrate sustained commitment and enthusiasm for developing ecotourism enterprises. This proved one of the greatest challenges for the project. While several community members expressed initial interest, only a few were consistently engaged in contributing their time and resources to the establishment and maintenance of the ecotourism sites. Initiatives must identify appropriate community members to become eco-entrepreneurs – i.e. those who are in a position to continue to provide support to the ecotourism sites during and beyond the project period. To this end, it is important that participants are aware of the efforts involved in long-term site maintenance and are prepared to undertake this responsibility.

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Case study 18

Art, Culture and Tourism Centres, Lanzarote, Spain

Lanzarote's network of nine Art, Culture and Tourism Centres (CACTs) raise awareness and promote sustainability through artistic interventions, in line with a vision of art and nature coexisting in perfect harmony.

Description

Lanzarote is a leading European destination and the easternmost of Spain's Canary Islands. Given the island's unique landscape, local artist and architect César Manrique conceived an ambitious creative project to conserve Lanzarote's environment and culture while showing its beauty to the world, involving interventions that explore the harmonious relationship between art and nature. Thus, the foundations of the Art, Culture and Tourism Centres (CACTs) were laid in 1966. Manrique began to develop a network of tourist centers for Lanzarote's Cabildo (island government), engaging fellow artist Jesús Soto and a range of outstanding craftsmen – gardeners, blacksmiths, stone masons, carpenters and Cabildo workers.

Today, the network of Centers encompasses nine tourism attractions[1] integrated with the surrounding natural environment. Combined, they receive 2.9 million visitors annually. The spaces include a cave (Cueva de los Verdes), a volcano (Jameos del Agua), other natural wonders (Jardín de Cactus, Mirador del Río, and Montañas del Fuego/Timanfaya), a castle (Castillo de San José), an underwater museum (Museo Atlántico) and cultural heritage sites (La Casa Amarilla and Monumento al Campesino).

1 For more information on these spaces, please see: www.cactlanzarote.com/.

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Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

Receiving 2.9 million visitors (tickets) in 2016 alone, the Art, Culture and Tourism Centres are thriving. Related initiatives are following suit, such as scuba diving centers, which have seen visitors increase by up to 30.81% and are now integrated within the CACTs' underwater museum. The CACTs were responsible for direct expenditure of EUR 215.6 million (USD 257 million) in 2016, sustaining 7,637 employees. Benefits were shared by transferring EUR 4.4 million to Lanzarote's municipalities in the same year. This amount covers a substantial portion of municipalities' budgets – for instance, it accounts for 17% of the budget of the municipality of Tinajo.

Pillar 2: Social inclusiveness, employment and poverty reduction

The Centres have created jobs for 7,637 people, of who 300 direct employees. Beyond employment, the Centres' are a hub for skills development. In 2016, each employee received an average of 68 hours of training. Social inclusiveness is promoted through the populations engagement with the CACTs – in the same year, 36.5% of the local population visited at least one Centre, as did 42% of schools in Lanzarote.

Pillar 3: Resource efficiency, environmental protection and climate change

The Centres' dedication to curbing emissions is reflected in the fact that some 12.5% of the CACTs' fleet of vehicles are electric. Awareness of environmental protection and resource efficiency is championed – in 2016, 90% of staff were trained on sustainability. The year also marked a 27.2% decline in garbage production compared to the previous year. Moreover, the Centre's are committed to the protection of endemic species, including white-blind crab (munidopsis polymorpha) and over 4,000 plants and 620 species in the island's botanic garden.

Pillar 4: Cultural values, diversity and heritage

2.8% of the CACTs' budget is allocated to heritage conservation. Culture is also safeguarded through the Centres' continual promotion of Lanzarote's unique natural and artistic heritage.

Results achieved

The CACTs generate direct profits for Lanzarote's society. They contribute to the budgets of local municipalities, offer employment opportunities for the local population, and contribute to educating and entertaining for tourists and residents alike. The Centres' both preserve natural resources while raising awareness and cultivating local consciousness on issues related to nature, the environment and sustainability. As a result, regulations have been approved to protect the landscape and local heritage, for instance to ensure architectonical uniformity and champion traditional designs.

Lessons learned

Initially, some business groups expressed concerns about the prospect of Lanzarote's natural and cultural tourism attractions being publically managed. These concerns were assuaged through tireless commitment and social benefits, as well as civil society supporting open debates on the issue of public management.

CACTs are an example of what can be achieved by recognizing the value of carefully conserved natural resources. Initiatives guided by artistic creativity and sustainability principles yield an outstanding tourism offer, enabling the preservation of natural resources while fostering local consciousness around nature and sustainability.

The Centres' encourage local communities to feel proud of their identity and the natural landscape in which they live. As a result, locals identify with the CACTs and the Centers' are part of the community. In terms of tourism, the island's main industry, the Centers' project a positive image and improve Lanzarote's positioning as a unique destination within the Canary Islands, Spain and the world.

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Case study 19

Hostelling International, United States of America

Hostelling International (HI) USA's New York Hostel promotes intercultural understanding and global citizenship through strategically designed experiential learning programmes for travellers and community members.

Description

HI USA, a national non-profit organization that operates 33 hostels across the United States of America, offers carefully designed immersive environments that promote interaction and understanding among people of diverse backgrounds. Its targeted experiential learning programmes foster cultural competence and challenge the traditional tourism experience – one characterized by spectatorship and consumption as opposed to engagement and creation. HI USA's education and engagement programmes are offered to guests and community members to strengthen intercultural understanding and global citizenship. Between April 2016 and March 2017, over 122,000 people participated in HI USA's intercultural experiential learning programmes – 5,100 programmes were offered to travellers and 760 to community members. 56% of all programmes were led by community volunteers.

Over the same period, HI USA's New York Hostel (HI NYC) offered 930 experiential learning programmes to travellers and 57 to community members. Led by locals interested in engaging visitors and learning about them, HI NYC's programmes offer a deeper opportunity to think about travellers' impact on the lived experience of the places they visit, and reflect on their own culture's similarities or differences. Community-led discussions, events and service opportunities help visitors develop a more complex perspective of a place, how it shapes the people who live and work there, and the challenges that local communities face. This impacts what tourists think about others, themselves, and the actions they take. The good practice lessons learned from these programmes have direct impacts on intercultural understanding.

HI NYC collaborates closely with a number of community groups, non-profit organizations, schools, businesses and government entities to promote its intercultural programmes and benefit the local community.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

HI USA is committed to providing affordable accommodation and experiences for a diverse community of travellers, as well as tourism and educational programming to the communities in which they are based. With some 200,000 overnights annually, the HI NYC hostel brings over USD 70 million in tourism earnings into the local neighbourhood and the city of New York each year.

Pillar 2: Social inclusiveness, employment and poverty reduction

HI NYC employs 72 local community members. It also offers an annual travel scholarship to 25 young New Yorkers with demonstrated financial need. Intercultural tourism experiences increase both salaries and job opportunities. The organization's free e-book for novice travellers provides advice on budgeting, itinerary planning and cultural sensitivity to make sure that inaugural trips are a positive and encouraging experience.

Pillar 3: Resource efficiency, environmental protection and climate change

HI NYC offers collective accommodation and common areas that are far less resource intensive than typical lodging. The hostel measures to conserve energy and water include variable-speed-drives, LED lighting, in-room occupancy controls, ozone laundry and shower-timers. Renewable energy credits are purchased annually to match 100% of the electricity, totalling 1,260,000 kWh of wind power annually. HI NYC achieved Green Globe certification in 2017, a pioneering global form of certification for sustainable tourism.

Pillar 4: Cultural values, diversity and heritage

Effective programme design, detailed reporting and strong partnerships result in experiential learning programmes that transform HI USA hostels into community institutions which foster change in thousands of tourists and community members each year. This work supports the diversity of local and international cultures and aims to change attitudes and perspectives, in order to lead to greater understanding and global stewardship.

Pillar 5: Mutual understanding, peace and security

Intercultural understanding and mutual respect are vital components of a sustainable world, and tourism can be responsible for promoting and advocating such ideals. Results demonstrate that HI USA's and HI NYC's programmes play a key role in promoting socially responsible tourism that breaks down cultural barriers, encouraging progress towards achieving SDGs.

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Results achieved

HI NYC's learning programmes have produced meaningful results in terms of the scale and depth of their impact. Of the 30,000 individuals who participated in HI NYC programmes between April 2016 and March 2017, 95% achieved learning outcomes in intercultural understanding and global citizenship. During this time, HI NYC established ten strong new working relationships with community organizations and led 37 community-oriented programmes. HI NYC has been featured as a community institution in local press and television news. At every community class held this year, a quarter of new participants signed up to become HI NYC volunteers.

HI USA demonstrates that, beyond accommodation, hostels can offer thoughtful, targeted experiential learning programmes that can impact travellers in ways that deepen their understanding of cultural and environmental sustainability, while promoting global citizenship. HI USA also shows that hostels can serve as a valuable sustainable resource for local community members and organizations, and can provide access to tourism experiences for local community members with limited means. It further reflects the fact that simple, targeted data collection can validate positive impacts on tourists and communities.

HI USA's ongoing programmes, particularly its New York City hostel, reveal that practical, accessible techniques can be used to effectively curate intercultural encounters in ways that build understanding and solidarity among diverse people. Its experiences illustrate how this can benefit both local communities and visitors. Now more than ever, these are lessons that can and should be applied by a greater range of organizations around the world.

Lessons learned

Engaging the local community is essential – such engagement was the main challenge faced by HI USA's learning programmes. Since HI NYC hosts international travellers, many community groups did not realize it also serves locals. Therefore, HI NYC networked and connected with local elected officials and the media to spread the word. It sought out programme participants in local community colleges, with a large sampling of native New Yorkers who frequently do not leave their city. HI NYC worked to integrate the interests and motivations of young adults in its volunteer opportunities, while offering them credit hours to travel to other HI USA hostels for free so that participating with HI USA incentivizes them to travel.

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HI NYC's approach encompasses successful modes of impacting the understanding and behaviour of guests in ways that align with the goals of culturally and environmentally sustainable tourism. Successes in inspiring community members to travel are grounded on the fact that the organization responds to the differing needs of novice travellers. Spending quality time engaging the community builds trust and understanding which, in turn, help to build an effective network.

The organization's experience suggests that local audiences cannot be reached by relying on the media or stories aimed at tourists or international audiences, since marketing to the local community utilizes different channels and stories. HI NYC learned a great deal from their first cohort of scholarship winners and employed these lessons in their service to the community. Equally essentially, HI NYC recognizes the local community as a separate, equal stakeholder in the hostel. As such, the organization followed their lead to build communication, trust and effective partnerships.

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Case study 20

El Carlos Ecotourism and Archaeological Centre, Colombia

The El Carlos Ecotourism and Archaeological Centre – managed by a Cooperative formed of ex-guerrilla, ex-paramilitary and displaced people – is an important example of a local initiative which strengthens tourism and peace.

Description

The village of El Carlos in northern Colombia, situated in the Necoclí municipality in the Urabá region, lies next to the border with Panama. Due to its strategic location, the Urabá region has suffered a history of violence. El Carlos itself was affected, obliging communities to develop survival strategies to avoid becoming a target of conflict.

In 2005, with the demobilization of paramilitary forces, a process of community reconciliation began. Communities began working together in the spheres of tourism, handicrafts, fisheries and cocoa farms. Thus, the El Carlos Ecotourism and Archaeological Centre was created to strengthen tourism and peace in the area. The community was supported by the United Nations Office on Drugs and Crime (UNODC) and the government's Prosperity Department, which initiated a programme to provide community members with alternatives to illegal economic activities. Support was also forthcoming from the local government for various projects, with funds from a range of ministries and institutions. The community developed ties with tourism stakeholders in the area. In 2015, Colombia's Vice Ministry of Tourism designated the Urabá region as a pilot in its Tourism Development Plan, within the context of its Tourism, Peace and Coexistence programme.

The El Carlos Ecotourism and Archaeological Centre is managed by a cooperative formed by ex-guerrilla, ex-paramilitary personnel and displaced people. The Centre comprises:

- Cabins made from local materials, using traditional techniques;
- A restaurant offering local cuisine;
- Ecological paths; and
- An archaeological interpretation centre showcasing traditional artefacts.

Local handicraft producers sell their wares at the centre. Tourists can purchase local agricultural products and fish from the local Fisheries Association. The community successfully attracted tourists – including schools, enterprises and families from neighbouring cities – who visit the centre to experience the area's traditional, rural way of life.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

Through the centre, tourism has been steadily developing as a viable economic alternative for communities, linked to other activities like fishing and handicrafts. Communities are involved in this process, working to integrate different initiatives into the tourism value chain locally, nationally and internationally. Support for entrepreneurship and commercialization have helped maintain stable incomes for local people.

Pillar 2: Social inclusiveness, employment and poverty reduction

The rural communities involved in the centre live in areas with high poverty rates. Tourism has provided tools to reduce poverty, generate employment within communities, and empower famers, women, young people and minority groups. For example, in the past, women in these rural communities did not usually feel comfortable participating in or discussing tourism. Now, local tourism leaders are usually women. Moreover, the process of integrating communities into legal economic activities through tourism has boosted communities' self-esteem.

Pillar 3: Resource efficiency, environmental protection and climate change

The centre's tourist cabins are made of local products and bioclimatic materials, which reduces the use of air conditioners. The centre's restaurant uses local produce, minimizes waste and avoids the use of disposable utensils. Communities have been trained in energy, water and waste management.

Pillar 4: Cultural values, diversity and heritage

Local cultural values are reinforced through the archaeological interpretation centre, tours and local cuisine in the centre's restaurant. Artefacts in the Archaeological Centre were originally found in the village. Thus, the community administers the legacy of the area's ancestral inhabitants. Through the tourism project, communities became more aware of cultural issues that are particularly important for them, as well as how to strengthen their cultural identity, and to work as a group.

Pillar 5: Mutual understanding, peace and security

Through the project, local families who had been involved in conflict or drug trafficking gained the opportunity to participate in legal activities. This integration process has been very important for the overall community, cultivating a sense of pride in their new livelihoods. Involvement in the government's Tourism, Peace and Coexistence programme offers community members the opportunity to become better integrated into the tourism value chain, which aims to promote prosperity through tourism for all of the area's inhabitants.

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Results achieved

The centre has enhanced local incomes by involving communities across the tourism value chain. It has also given young people the opportunity to stay in their place of origin and benefit from legal economic activities and sustainable livelihoods, rather than turning to illegal pursuits. 15 years of involvement in tourism have yielded both tangible and intangible changes in the lives of communities in the Urabá region. Locals are now more aware of the importance of tourism, as well as different aspects of sustainability – social, environmental and economic. Through the tourism project, communities became more aware of what they truly value, while safeguarding their culture, strengthening their identity and working in collaboration. Given the area's legacy of violence and repression, restoring community confidence has been vital. Equally important are revitalized support networks, community empowerment and support for community members to work together towards a common goal. Not only has this resulted in a thriving tourism sector, it has also built the foundations for peace.

Through the Centre, tourism provides the community with the tools needed for economic growth, social and cultural empowerment, and environmental preservation. Tourism has created an invaluable feeling among local communities in the Urabá region – a sense of connection with their territory, their rich diversity, their cultural values, their local products and all the resources involved in the services they provide for tourists – enabling them to feel pride in themselves, their origins, their territory, their community and their decisions.

Beyond the tourism project, the Tourism, Peace and Coexistence initiative has invested in training, the exchange of experiences, new projects and economic resources to improve tourism services and sustainability initiatives in the Urabá region, such as the Bandera Azul (Blue Flag) certification for beaches.

Lessons learned

The El Carlos tourism project has faced different challenges. At the community level, administrative and commercialization aspects require continuous support. At the regional level, public and private stakeholders require further engagement to support the tourism initiative. As a pilot destination in Colombia's National Development Plan, El Carlos has benefitted from a strong platform through which to promote integration. At the national level, despite sustained support, a lack of resources and basic rural infrastructure limit the integration of the initiatives into a more competitive tourism value chain. To date, efforts to strengthen commercialization have been conducted through the Guardagolfo Association, which involves different sectors – agriculture, fishery, handicrafts and tourism. However, this has not been sufficient to fully strengthen the tourism initiative. In future, COMUNITUR will be involved in promotion and training focused on tourism and sustainable development.

The empowerment of local communities was absolutely essential to ensuring the project's continuity. Also vital were synergies and encounters with different institutions involved in environmental, educational, productive, commercial aspects. Investments focus heavily on the community's needs, which has been a key element in promoting self-esteem and empowering local women, men and youths. If local rural development is not based on community values and abilities, and if local communities are not the main participants in an initiative, peace will be difficult to achieve. Communities must be able to harness their own resources, both territorial and symbolic, to lead productive lives. Tourism offers communities a way to live in harmony, safeguard their environment, strengthen their roots and value their land. Offering an alternative to illegal pursuits and conflict, sustainable tourism can be a tool for development, understanding and peace.

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Case study 21

Sustainable tourism governance in Bohol province, Philippines[1]

Bohol province in the Philippines is a strong example of participatory governance in local stakeholder-led ecotourism development – characterized by cooperation, ownership and dedication.

Description

Bohol province, located in the Central Visayas region, is the tenth largest of the Philippines' 7,641 islands. With a main island surrounded by 72 smaller islands, Bohol is now one of the country's most prominent tourism destinations. The province is best known for its unique limestone formations of the Chocolate Hills, its white sand beaches and other natural wonders. Bohol is historically and culturally significant, with its Spanish-era heritage churches.

Prior to its development as a major tourism destination, the province was characterized by widespread poverty, low incomes and high out-migration rates. Bohol was a member of Club 20 – the 20 poorest provinces of the Philippines – and a hotbed of insurgency.[2] To address these issues, the Provincial Government of Bohol decided to pursue ecotourism as a form of regional development for environment-friendly and community-based economic growth. This decision was based on the influence of good governance practice, province-wide stakeholder consultations involving local communities, and the province's inclusion as one of the key sites in the Philippines' National Ecotourism Strategy. This led to the establishment of strong partnerships both within and outside the province. As such, provincial tourism stakeholders gained the skills to manage continued and sustainable tourism growth.

In 1996, Bohol was selected as a pilot site for a USAID Governance and Local Democracy (GOLD) project, leading to a focus on ecotourism as a development priority. Through the project, the province realized that good governance is an essential precursor of development, and therefore key to addressing poverty and high out-migration. As such, they diagnosed their condition,

1 Taken from World Tourism Organization and Griffith University (2017), *Managing Growth and Sustainable Tourism Governance in Asia and the Pacific,* UNWTO, Madrid.

2 Aumentado, E. (2006), 'Sharing Bohol's ODA Experience', Keynote Address delivered before the Philippines Development Forum on Enhancing Cooperation and Management of Official Development Assistance (ODA) by LGUs.

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developed a vision, mission and goals, and involved stakeholders in the process as a form of participatory governance. Stakeholder participation, especially involving the private sector, guided the process of developing a vision for the province. Bohol's comparative and competitive advantage was pinpointed – namely, tourism. A development framework started to take shape. Although the province was already engaged in tourism, it was not yet considered an economic development strategy.

Eco-cultural tourism soon became a strategy in Bohol's Development Plan, standing out because:

- Mainstream tourism only benefits resorts but eco-cultural tourism brings benefits direct to people and their communities;
- Eco-cultural tourism fits well with fragile island ecosystems and environments; and
- Eco-cultural also benefits local assets – ecological assets (e.g., caves, rivers and countryside views, etc.) and historical and cultural assets (e.g., churches, heritage houses, etc.).

Bohol also began focusing on ecotourism to minimize the negative effects of mass tourism on the environment and society. The province adopted eco-cultural tourism as a direction and development framework, which was advocated across all sectors. With its emphasis on environmental protection, the surge in ecotourism helped residents become more aware of sustainable tourism development. As a result, ecotourism was eventual enshrined in local government policy through the 1998 Bohol Environment Code, the first such local government code in the Philippines.

Today, tourism in Bohol is managed through a Provincial Tourism Board, comprising a range of stakeholders involved in the tourism sector from the government, private sector and NGOs. The provincial government provides a strong overall policy for ecotourism, which is the basis for ecotourism development in all of Bohol's municipalities. Provincial government offices provide technical support for ecotourism development.

Results achieved

Stakeholders attribute the success of ecotourism in Bohol to the participatory approach adopted when setting the province's development vision. This approach enabled strong partnerships to take root. Equally critical was the government's success in establishing its authority amidst an environment of apathy and dissatisfaction. Through participatory governance, the government secured its credibility, convinced stakeholders to support its efforts, and found an economic means to deal with insurgency. Stakeholders also credited strong leadership through the provincial Governor for being convincing everyone, even the opposition, to support ecotourism.

The partnerships that resulted from the participatory governance process were vital for sustainable tourism governance and managing growth. Ensured continuity was another important result of participatory planning and partnerships. The provincial government played a key role in advocating for Bohol's ecotourism strategy, a framework which came from the stakeholders' assembly. Especially critical was the real and not tokenistic involvement of the private sector and NGOs. The creation of a Tourism Council was also helpful, comprised of representatives from the private sector and NGOs (60%) as well as the government (40%). Bohol tourism sites were packaged in a participatory manner, with the private sector taking the helm. Stakeholders quickly saw the benefits of investing in common areas of interest, networking, joint planning and decision-making, sharing responsibilities and having a common direction.

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Successful outcomes became apparent at the provincial and community levels. Ecotourism has improved the economic status of local communities by bolstering livelihoods, promoting the rise of small industries and thereby eliciting greater more domestic investments. More people are choosing to stay in the province and invest in Bohol. As a result, in 2004, Bohol won the Philippines' Galing Pook Best Practices in Local Governance Award for its Ecotourism Development Programme. Its recognition as an ecotourism destination has fostered a sense of responsibility among citizens. Stakeholders attest that ecotourism has led to positive social change, local pride in their culture and territory, cultural revival, empowerment and confidence. Ever more young people are choosing to stay and become entrepreneurs or work for the government. Due to Bohol's established reputation for credibility, international agencies have been eager to assist the development of ecotourism in several communities.

Lessons learned

Ecotourism as a vision for Bohol had its critics. More developed neighbouring provinces advised against it and encouraged some form of industrialization instead. These critics had low expectations, thinking ecotourism would not last or questioning whether Bohol was capable of becoming a prime tourism destination. Amidst such doubts, the importance of stakeholders *owning* Bohol's vision of ecotourism – thanks to the participatory approach adopted – influenced their commitment to pursuing this vision and enabling communities to stick to ecotourism. As local authorities were part of the participatory governance process from the very beginning, they zealously guarded Bohol's vision against criticism. Thus, in spite of powerful critics, the provincial government was firm in its resolve to pursue ecotourism and chart their own development path.

Overall, Bohol's successful adoption of ecotourism as a development vision is linked to institutional reforms. These were facilitated by the USAID/GOLD project, which enabled an assessment of the province's competitive advantage through a participatory, multi-stakeholder approach. Ecotourism provided a mutually supportive atmosphere for engagement between NGOs, the private sector and local government. It brings together their respective aims of environmental conservation, community development, economic growth, income generation and poverty reduction. This resulted in boosting their ecotourism image and gaining recognition as a competitive tourism destination, marked by increasing tourism arrivals and economic activity. Political support and commitment were also crucial. A shared vision and good working relationship strengthens good governance, accountability and responsibility within the province.

Bohol's tourism arrivals continue to grow as tour offerings – especially community-based and learning tours – expand. The province managed successful tourism recovery after a powerful earthquake in 2014 that destroyed infrastructure and significant cultural heritage sites. Bohol's sustainable tourism governance, which helps to manage tourism growth, is founded on and characterized by a clear, locally focused vision; institutionalized partnerships supported by dedicated stakeholders; and timely legislative support. The diversification of economic activities through ecotourism has helped to ensure continued benefits.

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Case study 22

Sustainable Destinations Alliance for the Americas

The Sustainable Destinations Alliance for the Americas (SDAA) brings together eleven destinations in the Caribbean and Central America to collaboratively address the challenges of climate vulnerability, environmental degradation and reliance on tourism.

Description

The SDAA focuses on two of the most tourism dependent regions in the world – the Caribbean and Central America. These regions are also biodiversity hotspots, particularly for marine ecosystems, and are highly susceptible to climate change vulnerability. If inappropriately managed, tourism may aggravate challenges in these areas, such as the misuse or degradation of precious ecosystems, economic leakages, and a loss of cultural traditions in face of rising homogenization. However, tourism can also be a powerful mechanism for addressing such issues by supporting conservation efforts, moves to protect reefs and forests, initiatives to safeguard culture and heritage, and by providing much-needed employment opportunities, foreign exchange earnings and prospects for investment.

To harness tourism's potential in this regard, the SDAA was launched in March 2014 by Sustainable Travel International (STI) and a range of partner organizations. This innovative public-private partnership is grounded upon a shared commitment to building resilience in local communities, improving the way tourism is managed, and enhancing competitiveness in destinations across the Caribbean and Latin America. Eleven destinations – mainly coastal regions and islands that are highly popular with tourists – are part of the Alliance, namely Antigua and Barbuda, Aruba, the Bahamas, Barbados, Dominica, Honduras, Jamaica, Nicaragua, Panama, Mexico, and St Kitts and Nevis.

The SDAA demonstrates how sustainably managed tourism can be efficiently managed at the regional level to improve lives and protect the environment. The SDAA's objectives are to:

- Maximize tourism's benefits for local communities and residents;
- Protect the region's natural and cultural assets by conserving its land and marine resources; and
- Embed sustainability practices in the day-to-day management and marketing of destinations.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

The SDAA leverages the power of tourism as a tool for economic growth in destinations in the Caribbean and Central America, which are highly dependent on tourism as an economic sector. By promoting sustainability principles across all dimensions of tourism planning and management, the SDAA fosters truly sustainable economic growth.

Pillar 2: Social inclusiveness, employment and poverty reduction

The SDAA promotes the inclusion of all stakeholders in the destination, with a particular emphasis on local communities, community leaders, women's groups and wider civil society. These actors have all participated in planning activities undertaken in the context of the SDAA, as well as in implementing these actions.

Pillar 3: Resource efficiency, environmental protection and climate change

The SDAA promotes the conservation of natural resources, recognizing their value as key tourism attractions in and of themselves, as well as the importance of preserving these resources for future generations. The Alliance also spearheads resource efficiency, particularly by tackling issues related to waste management, water and energy conservation and climate change resilience.

Pillar 4: Cultural values, diversity and heritage

The SDAA contributes to identifying and safeguarding cultural heritage – both tangible and intangible. Many of the *quick-win* projects identified by stakeholders aimed to develop community heritage tourism products and promote local culture and identity.

Pillar 5: Mutual understanding, peace and security

As a network, the Alliance promotes mutual understanding and collaboration among destinations within the region of the Americas. Different countries share good practices and exchange knowledge to find solutions to common issues. The SDAA serves as a platform for dialogue and provides opportunities for cross-cultural encounters.

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Results achieved

SDAA has increased understandings of holistic sustainability issues among tourism destination stakeholders by:

- Engaging over 700 stakeholders through workshops, one-on-one meetings and online training courses;
- Offering training on good practices in sustainability to some 200 stakeholders, including destination managers, representatives of tourism ministries, tourism development agencies and the private sector; and
- Enhancing employment and professional development opportunities, alongside tourism services and community engagement. As a result, at least 200,000 people could potentially be impacted by SDAA's projects.

Each destination in the Alliance is now equipped with a list of action projects that will serve to develop good practices and help them become sustainable destinations. The projects address priority environmental, socio-cultural, and economic issues. For example, the Bahamas (Nassau and Paradise Island) have committed to implementing the following action projects:

- Creating an integrated database of cultural and natural heritage sites and attractions that will provide practical and user-friendly information for site managers, as well as other key stakeholders in the tourism sector;
- Developing new community-based tourism products in historic townships that capture the *true* (authentic) Bahamian experience; and
- Undertaking climate vulnerability risk mapping and implementing a public education campaign focused on forecasted risks and possible responses for the tourism sector.

Beyond tourism, the SDAA contributes to cleaner water, oceans, beaches and streets; less resource consumption; enhanced environmental conservation; and the restoration of habits in member destinations.

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Lessons learned

When implementing their *action agendas,* destinations encountered several challenges:

- In terms of funding, securing additional financial resources slowed down the implementation of priority projects. However, some destinations were able to secure funds from government budgets, the Organization of American States (OAS) or other projects;
- Complex relationships sometimes existed with government bodies. This issue was addressed through the creation of Destination Stewardship Councils or multi-stakeholder committees;
- Human resources limitations, particularly in terms of staff turnover, proved a major issue. Surmounting this challenge required quick replacements and capacity building; and
- Tight deadlines existed in terms of accomplishing quick-win projects. Successfully implementing these activities required careful planning and monitoring.

A second phase of the SDAA is now being planned and funding is being sought to continue its work and build on the results achieved during the first phase. Important lessons learned that will be taken into account in future efforts include:

- The importance of Destination Stewardship Councils or multi-stakeholder committees for ensuring local ownership of each destination's action agenda and commitment for sustaining activities;
- The centrality of financial sustainability, requiring funding assistance to be sought for projects within ministerial budgets and/or from external funding sources;
- The need to measure progress through the establishment, adoption and monitoring of key performance indicators;
- The importance of training and capacity building for a wide range of stakeholders. As such, future capacity building efforts will address issues like project implementation skills for managers, as well as sustainability issues and trends;
- The need for product enhancement and value chain strengthening, particularly in terms of cultural heritage-related and community-based tourism products that have been recently developed; and
- The paramount significance of knowledge exchange, information sharing and peer-to-peer learning, including inputs from local businesses and producers.

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Case study 23

Dubai Sustainable Tourism initiative, United Arab Emirates

Dubai Sustainable Tourism (DST), a public-private partnership featuring the involvement of civil society, contributes to Dubai's broader clean energy and sustainable development targets by embedding the principles of sustainability into all aspects of the tourism sector.

Description

Tourism is one of the strongest pillars of Dubai's economic growth. With the aim of attracting 20 million visitors by 2020, Dubai has set clear targets for sustainable development. These are in line with the vision of HH Sheikh Mohammed Bin Rashed Al Maktoum, Vice President, Prime Minister of the United Arab Emirates and Ruler of Dubai, to transform the United Arab Emirates into a Green Economy for Sustainable Development.

Dubai Sustainable Tourism (DST) is a public-private partnership, with the involvement of civil society, that aims to contribute to Dubai's broader clean energy and sustainable development targets by embedding the principles of sustainability into all aspects of the tourism sector. DST brings together all economic stakeholders involved in tourism and hospitality – from tour operators to hotel developers and operators. Its holistic approach builds on common goal to achieve the long-term objective of a sustainable economy. The initiative's structured approach to achieve sustainability identifies four clear targets:

1. Energy efficiency;
2. Environmental protection;
3. Awareness and education; and
4. Sectoral engagement.

These fall within the overall context of environmental protection, social development and economic enablers, which will enable tourism in Dubai to contribute to the overall journey of mitigating climate change and promoting sustainability.

DST works in conjunction with various government entities – such as the Dubai Supreme Council of Energy, the Dubai Electricity and Water Authority, the Dubai Municipality and the Dubai Carbon Centre of Excellence –, as well as with the private sector, NGOs and experts. Hand in hand, these partners work to align the goals of Dubai Sustainable Tourism with the national sustainability

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agenda. The initiative began in 2009, through efforts to engage tourism sector stakeholders and identify how the Department of Tourism and Commerce Marketing could support them to become more sustainable, to benefit the surrounding community, and to reduce stress on the environment. Capacity building was delivered, and awards given to the best performers. By 2015, the initiative was transformed into a full-fledged programme with a clearly defined strategy and implementation plan.

Contribution to the key areas of the IY2017

Pillar 1: Sustainable economic growth

DST's support has helped tourism establishments become more efficient at managing their resources. This ultimately creates economic growth by benefitting their businesses, the city and the economy as a whole. Moreover, 99% of purchases by the tourism sector are procured locally in order to support the local economy.

Pillar 2: Social inclusiveness, employment and poverty reduc

As part of DST, social inclusiveness, promoting employment and poverty reduction are being pursued. Training programmes have been created to train tourism sector employees, enabling them to better understand their roles and appreciate how they can support the community and the development of policies and standards. Since 2009, some 2,500 tourism workers have been trained. A national training programme is striving to introduce Emiratis into the tourism workforce, as well as to empower women to join the workforce. To date, the tourism establishments with which DST collaborates have supported over 1,800 initiatives related to community engagement.

Pillar 3: Resource efficiency, environmental protection and climate change

Since 2009, the Department of Tourism and Commerce Marketing has supported the tourism sector to reduce its energy consumption by 17% and water consumption by 14%. CO_2 emissions have declined by 688,000 tonnes. Hotels are also encouraged to increase green areas and include local species among their plants.

Pillar 4: Cultural values, diversity and heritage

DTCM is developing several programmes to promote cultural heritage, including an initiative to revive Dubai's historic district. Such projects take local intangible and tangible heritage into account, alongside the built and natural environment. By providing tourism stakeholders' with tools and knowledge, the DST helps them understand how they can contribute to heritage conservation.

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Pillar 5: Mutual understanding, peace and security

Efforts are being coordinated with different stakeholders and government entities in charge of ensuring that a peaceful and secure environment is provided within Dubai. DTCM's role is working with the multiple stakeholders to ensure that policies, enablers and protocols are in place to deal with incidents and emergencies effectively. In this regard, it builds the capacity of the tourism sector and liaises with all relevant stakeholders.

Results achieved

Through the reduction of electricity and water consumption across the tourism sector, around EUR 190 million (approximately USD 232 million) has been saved. This has helped to create more jobs and more opportunities to develop hotels, as well as to expand their tourism offer and services. A specific gain has been the creation of more green jobs through the implementation of sustainable green practices.

The savings achieved by tourism establishments have helped the government to supply resources to other developments, without having to build more power plants to supply energy and water. Encouraging the use of locally produced products has helped local SMEs, spurring greater economic growth and allowing local talent to participate in the procurement practices of prominent hotels.

DST has not only benefitted the tourism sector – it has benefitted tourists and the community by building the capacity of tourism workers. It has also spurred positive impacts by reducing stress on the environment. Encouraging tourism stakeholders to support communities, including by taking part in government and NGO initiatives beyond the tourism sector, adds value to the community as a whole.

Lessons learned

Challenges faced by the Dubai Sustainable Tourism initiative include a lack of knowledge about sustainability, particularly in terms of how everyone can play a role in championing sustainable tourism. The diversity of cultures and nationalities living and working in Dubai also posed challenges. To address these issues, DST focused heavily on awareness raising and capacity building from its inception. Once common ground and a common understanding of sustainability were established, DST involved all stakeholders in the development of its strategy and sustainability plan. This was achieved through several workshops, seminars, trainings and focus group meetings.

The Department of Tourism and Commerce Marketing has collaborated with various federal entities to share success stories and lessons learned. The Department is also striving to support other Emirates to replicate a similar approach in order to ensure the sustainability of their tourism sectors. As such, DTCM participates in many forums, committees, working groups, and thought leadership platforms, providing support and sharing good practices.

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Overview of case studies

Case study 1 **Green Supply Chains –** Ljubljana, Slovenia

Through its Green Supply Chains project, Ljubljana has successfully linked the tourism sector with local agriculture, in order to bolster sustainable economic growth and create new opportunities for local farmers.

Case study 2 **Dahshour World Heritage Site for Community Development –** Dahshour region, Egypt

The Dahshour World Heritage Site for Community Development project protects the area of the Dahshour pyramids and its surrounding ecosystem, while fostering tourism-based sustainable development, cultural and ecological management, and greater opportunities for revenue generation among local communities.

Case study 3 **Sabyinyo Community Livelihood Association –** Volcanoes National Park, Rwanda

The Sabyinyo Community Livelihood Association (SACOLA) is a community-based tourism project that has contributed to stronger community livelihoods and the sustainable conservation of Rwanda's Volcanoes National Park, home of the mountain gorillas.

Case study 4 **Global Himalayan Expedition –** Ladakh, India

The *Global Himalayan Expedition* (GHE) is a social impact initiative in the Indian Himalayas that leverages tourism and technology to provide clean energy, digital education, connectivity, access and livelihood creation opportunities to remote mountain communities.

Case study 5 **Supporting Women Entrepreneurs in Mopti –** Mopti region, Mali

The ST-EP project, *Supporting Women Entrepreneurs in Mopti,* demonstrates how rural women can benefit by becoming integrated into the tourism value chain as entrepreneurs in handicrafts, farming and the supply of produce.

Case study 6 **Youth Career Initiative –** Global

The Youth Career Initiative (YCI) is a leading independent employability programme in the hotel industry that helps disadvantaged young people access skills and training, equipping them with the tools to thrive in the tourism sector.

Case study 7 **ILUNION Hotels –** Spain

With 27.8% of its workforce comprising employees with some form of disability, ILUNION Hotels is a strong example of how tourism businesses can offer a range of employment opportunities for people with disabilities by integrating inclusive policies into all areas of hotel management.

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Case study 8 **Las Terrazas Complex –** Artemisa, Cuba

The pioneering eco-village of Las Terrazas in the UNESCO biosphere reserve of the Sierra del Rosario – the first tourism-based sustainable development project in Cuba – demonstrates how an independent community, with the government's support, can maintain its economy in the long-term through sustainable tourism.

Case study 9 **Kumarakom Responsible Tourism Initiative –** Kerala, India

The Responsible Tourism project, initiated by the Kerala Government, demonstrates how communities and the tourism sector can work together towards sustainable tourism development in a destination.

Case study 10 **Club Med and Agrisud Contributing to Local Development –** Senegal, Brazil, Morocco and Indonesia

The local development project spearheaded by Club Med and the NGO Agrisud supports local producers, develops local agriculture through agro-ecology and enables Club Med resorts to be supplied with fresh, locally sourced, high quality products.

Case study 11 **Nearly Zero Energy Hotels (neZEH) –** Europe

The Nearly Zero Energy Hotels (neZEH) project spearheads hotel energy renovations, demonstrating reductions in energy consumption by up to 70%, and inspires global replications towards a more sustainable, energy efficient tourism sector.

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Case study 12 **Mayakoba Tourism Development –** Riviera Maya, Mexico

The high-level coastal tourism development of Mayakoba has achieved a demonstrable increase in biodiversity through the preservation and strengthening of terrestrial ecosystems and the creation of aquatic habitats.

Case study 13 **Chumbe Island Coral Park –** Zanzibar, Tanzania

Chumbe Island Coral Park (CHICOP) is a successful self-sustaining marine park and forest reserve in Zanzibar, Tanzania, off the coast of East Africa. This privately managed nature reserve is a model for sustainable environmental conservation funded by ecotourism.

Case study 14 **Olderkesi Community Wildlife Conservation Trust –** Maasai Mara region, Kenya

The Olderkesi Community Wildlife Conservation Trust (OCWCT) illustrates the power of collaboration between the tourism sector and communities to preserve biodiversity, conserve wildlife and support human development in Kenya's Maasai Mara region.

Case study 15 **Climate Change Vulnerability Studies –** Mexico

Mexico's Climate Change Vulnerability studies consist of assessments that gauge vulnerability to climate change of twenty of the country's leading tourism destinations.. Adaptation programmes guide decision-making regarding the most effective measure to strengthen the tourism destination and to improve the safety and security of the population.

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Case study 16 **Enhancing the climate resilience of tourism-reliant communities –** Samoa

The project illustrates the benefits of mainstreaming climate risks into tourism-related policy processes and adaptation actions at the national and local levels – moves that bolster the resilience of local communities, the tourism sector and the overall economy.

Case study 17 **Sundarbans Impact Zone –** Bangladesh

The Cultural Ecotourism Project in the Sundarbans Impact Zone is an example of a sustainable ecotourism initiative that enhances respect for local culture, ecology, local communities and their well-being in Bangladesh's Sundarbans mangrove forest region.

Case study 18 **Art, Culture and Tourism Centres –** Lanzarote, Spain

Lanzarote's network of nine Art, Culture and Tourism Centres (CACTs) raise awareness and promote sustainability through artistic interventions, in line with a vision of art and nature coexisting in perfect harmony.

Case study 19 **Hostelling International –** New York, United States of America

Hostelling International (HI) USA's New York Hostel promotes intercultural understanding and global citizenship through strategically designed experiential learning programmes for travellers and community members.

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Case study 20 **El Carlos Ecotourism and Archaeological Centre –** Urabá, Colombia

The El Carlos Ecotourism and Archaeological Center – managed by a Cooperative formed of ex-guerrillas, ex-paramilitary and displaced people – is an important example of a local initiative which strengthens tourism and peace.

Case study 21 **Sustainable tourism governance in the Bohol Province –** Bohol, Philippines

Bohol province in the Philippines is a strong example of participatory governance in local stakeholder-led ecotourism development – characterized by cooperation, ownership and dedication.

Case study 22 **Sustainable Destinations Alliance for the Americas –** Central America and Caribbean

The Sustainable Destinations Alliance for the Americas (SDAA) brings together eleven destinations in the Caribbean and Central America to collaboratively address the challenges of climate vulnerability, environmental degradation and reliance on tourism.

Case study 23 **Dubai Sustainable Tourism Initiative –** Dubai, United Arab Emirates

Dubai Sustainable Tourism (DST), a public-private partnership featuring the involvement of civil society, contributes to Dubai's broader clean energy and sustainable development targets by embedding the principles of sustainability into all aspects of the tourism sector.

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List of acronyms and abbreviations

AAA	American Automobile Association
ABMEE	Agency of Brasov for the Management of Energy and the Environment (Romania)
BITC	Business in the Community
CACTs	Art, Culture and Tourism Centres (Lanzarote)
CEE	Centros Especiales de Empleo (Special Employment Centres)
CHICOP	Chumbe Island Coral Park (Tanzania)
CLEWS	Climate Early Warning Systems
CO_2	carbon dioxide
CSR	corporate social responsibility
CWCT	Cottar's Wildlife Community Trust
DST	Dubai Sustainable Tourism
EIHP	Energy Institute Hrvoje Požar (Croatia)
EU	European Union
FFI	Flora & Fauna International
GHE	Global Himalayan Expedition
GIZ	Gesellschaft für internationale Zusammenarbeit (Germany)
HES	Hotel Energy Solutions
HI	Hostelling International
IBLF	International Business Leaders Forum
IGCP	International Gorilla Conservation Programme
IHG	InterContinental Hotels Group
ILO	International Labour Organization
ITP	International Tourism Partnership
IUCN	International Union for Conservation of Nature
KITTS	Kerala Institute of Tourism and Travel Studies
LED	local economic development
MPA	marine protected area
MSME	micro-, small and medium-sized enterprises
NECSTouR	Network of European Regions for Competitive and Sustainable Tourism
neZEH	Nearly Zero Energy Hotels
nZEB	Nearly Zero Energy Buildings
OAS	Organization of American States
OCWCT	Olderkesi Community Wildlife Conservation Trust
OHL	Obrascón Huarte Lain (Spain)

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PROFEPA	Mexico's Federal Attorney for Environmental Protection
RDB	Rwandan Office of Tourism and National Parks
REHVA	Federation of European Heating, Ventilation and Air Conditioning Associations
RI	Relief International
SACOLA	Sabyinyo Community Livelihood Associaiton
SDAA	Sustainable Destinations Alliance for the Americas
SHA	Samoan Hotel Association
SiTI	Italian Industrial Transmission Society
SME	small and medium sized enterprises
ST-EP	Sustainable Tourism – Eliminating Poverty (Initiative)
STI	Sustainable Travel International
SUST	Sustainable Innovation (Sweden)
Toe	tonne of oil equivalent
TRUs	traditional resource users
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNWTO	World Tourism Organization
VSE	very small enterprise
WWF	World Wildlife Fund
YCI	Youth Career Initiative

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2. Social inclusiveness, employment and poverty reduction;
3. Resource efficiency, environmental protection and climate change;
4. Cultural values, diversity and heritage; and
5. Mutual understanding, peace and security.

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