A GOOD PRACTICE GUIDE

TOURISM
FOR NATURE & DEVELOPMENT

Convention on Biological Diversity

The Convention on Biological Diversity (CBD) is a global agreement that addresses biodiversity. It was established in 1992, and has 192 Parties today, with three main objectives:

1. the conservation of biodiversity;
2. the sustainable use of its components; and
3. fair and equitable sharing of benefits arising out of the utilization of genetic resources.

The Secretariat of the CBD (SCBD) was established to support the goals of the Convention. Its principle functions are to prepare and service meetings of the Conferences of the Parties (COP) and other subsidiary bodies of the Convention, support Parties as appropriate, and coordinate with other relevant international bodies. The SCBD established the Biodiversity for Development Unit in 2008 with the support of the French and German governments. The goal of the Unit is to promote the integration of biodiversity conservation and poverty reduction objectives in both conservation planning (e.g. National Biodiversity Strategies and Action Plans) and development planning (e.g. Poverty Reduction Strategy Papers or Sustainable Development Strategies).

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CONTENTS

Foreword to the series

The conservation and sustainable use of biological diversity, and the eradication of extreme poverty are two of the main global challenges of our time. It has been recognized by the international community that these two challenges are intimately connected, and require a coordinated response. The protection of biodiversity is essential in the fight to reduce poverty and achieve sustainable development. 70% of the world's poor live in rural areas and depend directly on biodiversity for their survival and well-being. The impact of environmental degradation is most severe for people living in poverty, because they have few livelihood options to fall back on.

The Millennium Development Goals (MDGs) were established by the United Nations in 2000 to combat poverty, hunger, disease, illiteracy, gender inequality and environmental degradation. They integrate the 2010 Biodiversity Target set in 2002 by the Convention on Biological Diversity to achieve, by 2010, a significant reduction in the rate of biodiversity loss. Biodiversity is key to the achievement of all MDG goals, and the fulfillment of this international commitment by 2015.

Building bridges between biodiversity, poverty reduction and development is a crucial task. It involves strengthening the rights of the poor over resources, and developing financial incentive measures whereby the poor who are living in biodiversity-rich regions would receive payment from those who benefit from those services. It also includes strengthening partnerships and collaboration between biodiversity and development sectors.

This series of guides aims to compile good practices that support biodiversity conservation and poverty reduction in a number of different development sectors. It is our hope that these guides provide practical direction for governments, development agencies, businesses, and non-governmental organisations working to ensure that biodiversity conservation and poverty reduction activities go hand in hand.

Ahmed Djoghlaf, *Executive Secretary*
Convention on Biological Diversity

A word from the World Tourism Organization (UNWTO)

Despite the current economic crisis, to which tourism is not immune, UNWTO forecasts 1.6 billion international tourists by the year 2020. The extraordinary growth of tourism requires increasing attention from all stakeholders on its sustainability. UNWTO has already undertaken a number of initiatives aimed at achieving a win-win situation for tourism and biodiversity, and the International Year on Biodiversity to be celebrated in 2010 will be another opportunity to devise new ideas and joint actions. The notion that tourism can constitute a solid tool for sustainable development and poverty alleviation is gaining ground. It is supported by the development of policies and instruments, and the implementation of STEP (Sustainable Tourism Eliminating Poverty) projects under the UNWTO's umbrella. This publication focuses on how tourism can contribute to two Millennium Development Goals: environmental sustainability and eradication of poverty. It provides good examples of how tourism can address environmental, economic and social concerns, and with its comprehensive list of references, constitutes a useful guide for all tourism planners.

Luigi Cabrini, *Director*
Sustainable Development of Tourism

A word from the United Nations Environment Programme (UNEP)

The importance of biological diversity to human society is hard to overstate. An estimated 40 per cent of the global economy is based on biological products and processes. Tourism is a biodiversity dependent industry and recent trends and forecasts point to a spreading of tourism to new destinations. Although this may bring opportunities for economic development and poverty alleviation, it will also introduce the environmental impacts of tourism to areas which may hitherto have been unaffected by tourism development. This Guide addresses these issues in a user friendly manner. It is complemented by a range of tools and supporting materials, exercises and case studies for practical demonstration purposes, and identifies best practices that can inspire governments, development agencies, businesses, and non-governmental organisations to ensure that biodiversity conservation and poverty reduction goals go hand in hand. It is our hope that you will build on these tools and make sustainable tourism development a reality by implementing concrete sustainability practices in your activities.

Arab Hoballah, *Chief*
Sustainable Consumption and Production Branch/UNEP-DTIE

Purpose and scope of the guide

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The effects of tourism are often compared to that of fire: it can cook your food and heat your home, but it can also burn the house down. Tourism provides employment and income opportunities (some estimates point to 10% of the global job market), can finance protected areas and raise awareness of visitors and hosts, and often has fewer environmental impacts than other industry sectors. On the other hand, it consumes significant amounts of natural resources and can degrade ecosystems, may raise the cost of living for local people, may degrade local culture and sell it as a "commodity", and its revenues may flow out of the destination with few local benefits.

The ultimate effects of tourism on a community and a destination depend, among other things, on the sensitivity of the environment, the policy and legal framework under which it occurs, the technologies used, and on the capacity of its many stakeholders to manage impacts and steer development towards sustainability (see examples on pages 3-4). The conservation and sustainable use of biodiversity can and must be incorporated into tourism development policies and strategies that bring social and economic benefits to host communities.

This *Good Practice Guide* aims to provide stakeholders with the tools to make the tourism sector more biodiversity-friendly, and more socially just. It addresses the links between **tourism development**, **biological diversity conservation**, and **development / poverty reduction**. It aims to raise awareness of the suite of sustainable tourism tools which have been tested globally and have demonstrated benefits to biodiversity and development. It is not restricted to any particular segment of the industry – all tourism should be sustainable. Due to the inter-governmental nature of the Secretariat of the Convention on Biological Diversity (SCBD), the primarily target audience for the guide is government officers and decision-makers in the ministries and agencies related to tourism (at global, regional, national and local levels). The material presented can also be useful to corporate and NGO planners, as well as bi– and multi-lateral development cooperation agencies. Readers can make use of the tools by consulting the supplementary Resources section (see p. 39).

The guide will:

- Outline the status and trends of global tourism in terms of its effects on biodiversity and development;
- Introduce public decision-makers to the available toolbox of techniques, technologies and procedures that optimize the social and environmental contributions of tourism and minimize negative impacts;
- Introduce good practices on the interface between tourism, development and biodiversity;
- Assist Parties to the CBD in establishing tourism development policies, strategies, plans and projects that consider poverty reduction and biodiversity;
- Provide suggestions for organising tourism training and workshop sessions;
- Provide a checklist of good-practices to assess the degree to which the recommendations of the guide have been adopted in a specific destination, region, or country;
- Provide sources and references where readers can find more detailed information.

Guide components:

1. Booklet: *Tourism for Nature and Development: A Good Practice Guide*

2. CD ROM (contained in Booklet sleeve). The CD ROM includes PDF versions of the booklet, key reference materials, and a summary slide presentation, which has been included as a tool for tourism planners to share this information in training sessions, workshops, strategic planning meetings, etc. Users can prepare their own presentation by selecting and/or editing each slide.

Note: Links between the Booklet and CD ROM Powerpoint presentation are indicated throughout the Booklet.

EXAMPLE / Tracing the tourism dollar (Tanzania)

Tanzania has been a success story in tourism growth having seen more than a 10-fold increase in tourist numbers between 1990 and 2007, from less than 100,000 to approximately 1,000,000 annual visitors. Tourist foreign exchange earnings have increased from about US$150,000 to US$725,000 annually over the same time period.

The Netherlands Development Organisation SNV and the British Overseas Development Institute (ODI) recently undertook a pro-poor value chain analysis of two main tourism attractions in Tanzania: mountain climbing at Mount Kilimanjaro and game viewing / safari in the Serengeti-Ngorongoro-Lake Manyara-Tarangire area. The study was undertaken to trace the existing tourist expenditures and recommend ways to maximise positive impacts of tourism on the poor.

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Porters at Mount Kilimanjaro, Tanzania

Climbing Mount Kilimanjaro and going on Safari in Northern Tanzania both deliver significant pro-poor benefits. With 35,000 annual climbers at Kilimanjaro, the total in-country expenditure reaches almost US$ 50 million per year. Of this, 28% is considered to be pro-poor (US$ 13 million). Ensuring that the climbing staff have a reasonable share in the value they are creating, is critical to enhancing the pro-poor impact of mountain-climbing tourism. On the northern safari circuit, an estimated 300,000 tourists contribute to a total in-country expenditure of US$ 550 million per year. Approximately 19% of total safari tourist expenditure is pro-poor expenditure – this amounts to about US$ 100 million per year. In this sector of the industry, the most effective ways of increasing benefit flows to the poor are to ensure funds allocated by the protected area management to community development serve to benefit the local community. There is considerable opportunity to better link poor local producers into the hotel food supply chain. The craft and accommodation sectors could also probably generate larger pro-poor benefits than at present. *(Source: Steck, B (SNV) and ODI 2009)*

EXAMPLE / Challenges in tourism development (Indonesia)

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Bukit Lawang in North Sumatra (Indonesia) is an active ecotourism village which hosts an orang-utan rehabilitation center. The center was created in 1973 with support from WWF and Indonesia's Nature Conservation Service, with the aim to reverse the decline of orang-utan, which were widely targeted and traded, and re-integrate animals into the forest ecosystem. The rehabilitation center became a major tourism attraction with visitation rising from 4,000 in 1976, to over 18,000 visitors by 1992. By 1997, the site's popularity had grown to 8,000 visits on weekends.

Dense forest between the rehabilitation center and Bukit Lawang had served as an adequate buffer. The rapid increase in tourists and visitors, however, resulted in numerous development activities that reduced the size of the buffer forest. It resulted in noise, litter and the increased risk of epidemic diseases. Additionally, rehabilitated apes failed to self-support in the rainforest due to human feeding and human dependence. As a result of these developments, the Ministry of Forestry decreed the orang-utan center to close down as a rehabilitation center.

The rapid expansion of ecotourism resulted in biodiversity damage through the overuse of trails, as well as a reduction in the habitat area for animal species. Similarly, targeting of orang-utan for sale to tourists and to local markets threatened the sustainable rehabilitation of species in the ecosystem. Rapid tourism expansion also led in the 1980s and 1990s to the development of hotels, restaurants, and other tourism-related enterprises. The use of local construction material from river beds and forests diminished the quality and value of the ecosystem as a tourism site.

The Bukit Lawang example illustrates that tourism development can proceed much faster than local readiness to institute sustainable ecotourism. There is increasing realisation that land-use zoning by functional category, monitoring, institutional coordination and organization, and outlining local responsibilities of development and conservation are key to revitalizing Bukit Lawang as a sustainable ecotourism center. *(Source: SCBD 2008)*

>> LINK: Slide 3

Tourism, biodiversity and poverty reduction

Biodiversity can be described as the diversity of life on Earth. Simply put, biodiversity is the variety of all living things, the places they inhabit, and the interaction between the two. Biodiversity is directly responsible for around 40% of the world's economy, particularly in sectors such as agriculture and forestry, and for ecosystem services such as clean water and soil fertility. 70% of the world's poor live in rural areas and depend directly on biodiversity for their survival and well-being.

Biodiversity is a key tourism asset for developing countries

The interrelations between of tourism, biodiversity conservation and poverty reduction can be illustrated on three sides of a triangle (see Figure 1). Many tourism attractions in developing countries are closely linked to biodiversity, such as protected areas, beaches and islands, and traditional ways of life. In fact, biodiversity may well be one of the competitive advantages some developing countries have in regards to tourism. Moreover, developing countries control the largest proportion of global biodiversity, and many of the megadiverse developing countries are also mainstream tourism destinations with over 5 million international arrivals per year (e.g. South Africa, Peru, Mexico, and Brazil). Tourism is one of the most dynamic economic sectors in many developing countries, and these countries are receiving an increasing share of the international tourism market — currently 40% of international arrivals, up from 34% in 2000 (see Table 1).

Table 1: *International Tourism Income (in billion US$)* (Source: UNWTO 2008)

	1990	2000	2006	Growth rate
World	264	474	733	177%
High Income Countries	221	352	511	131%
Developing Countries	43	122	222	416%

International tourist arrivals reached 924 million in 2008, up 2% on 2007 (UNWTO 2009[a]), while international tourism receipts for 2007 registered US $856 billion (data for 2008 not yet available). The contribution of the travel and tourism economy to total global employment was estimated at 238,277,000 jobs in 2008, or 1 in 12 jobs worldwide (WTTC n.d.).

Biodiversity is a vital asset to the tourism industry.

Tourists often take advantage of natural landscapes, including national parks, coastal environments and mountainous regions – all of which harbour significant biodiversity.

A clean environment is each tourist's expectation, and many tourists will not return to polluted or degraded destinations.

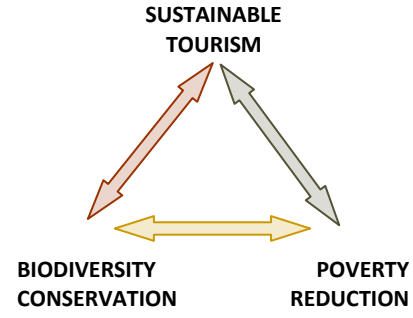

Figure 1: *Tourism, poverty and conservation*

Developing countries are receiving an increasing share of a growing international tourism market.

Tourism services within developing countries provide opportunities for many economic activities and wealth creation at the local and regional level.

The tourism industry is a particularly important sector for women (46% of the workforce are women) and youth (IUCN n.d.).

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Developing countries possess the largest proportion of global biodiversity, and many tourism attractions in developing countries are closely linked to biodiversity (e.g. protected areas, beaches and islands, and charismatic wildlife).

Conservation of biological diversity must be incorporated into tourism development policies and strategies that bring social and economic benefits to host communities.

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>> LINK: Slide 5

Ecosystem services required by the tourism sector

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Ecosystems provide us numerous benefits or "ecosystem services" (see Table 2). Forests provide wood for construction and fuel, regulate climate, purify water, and house genetic resources. River systems provide freshwater, recreation, power, and a food supply. Coastal wetlands help mitigate against flooding, filter waste, and serve as nurseries for fisheries. These ecosystem services not only deliver the basic material needs for survival, but also underlie other aspects of a good life, including health, security, good social relations and freedom of choice.

The tourism industry is dependent on a wide variety of ecosystem services. Tourist activities in coastal areas often focus on diverse marine resources such as coral reefs, whales, and birdlife, and require clean water resources for activities such as swimming and scuba diving. Tourism revolving around wildlife viewing (e.g. safari) requires intact and healthy ecosystems in order to support species populations. National parks are often located in forested and mountainous areas and rely on the services of functioning ecosystems to provide visitors with opportunities for recreational, educational, and cultural experiences.

The Millennium Ecosystem Assessment (MEA) (MEA 2005), a scientific undertaking involving over 1300 experts working in 95 countries, examined the state of 24 services that make a direct contribution to human well-being (*see Table 2*). The MEA concluded that 15 of 24 are in decline, including provision of fresh water, marine fishery production, and the number and quality of places of spiritual and religious value. The MEA reported that the demand for recreational use of landscapes is increasing, and that areas are being increasingly managed for this use. Within the MEA sub-global assessments, cultural services of tourism and recreation were measured to be in good condition and growing, though some assessments identified concerns about tourist activities potentially reducing the capacity of ecosystems to continue to provide this cultural service. Many naturally occurring features of the landscape (e.g. coral reefs) have been degraded as resources for recreation (see In Focus, p.8).

Table 2: *Ecosystem goods and services*

Provisioning Services	Cultural Services
▪ Food, Fiber and Fuel ▪ Genetic Resources ▪ Biochemicals ▪ Fresh Water	▪ Spiritual and religious values ▪ Knowledge system ▪ Education / inspiration ▪ Recreation and aesthetic value
Regulating Services	**Supporting Services**
▪ Invasion resistance ▪ Herbivory ▪ Pollination ▪ Seed dispersal ▪ Climate regulation ▪ Pest regulation ▪ Disease regulation ▪ Natural hazard protection ▪ Erosion regulation ▪ Water purification	▪ Primary production ▪ Provision of habitat ▪ Nutrient cycling ▪ Soil formation and retention ▪ Production of atmospheric oxygen ▪ Water cycling

MEA 2005

In Focus > Dive Tourism and Coral Reefs

Nature-based tourism and dive tourism produce much of the economic value of coral reefs—an estimated $30 billion each year. Studies indicate that the economic value of coastal ecosystems as tourism destinations is strongly correlated to local environmental conditions. As reef ecosystems are degraded, nature-based tourism industries stand at risk. Destruction of coral reefs in Jamaica and Barbados, for example, has resulted in dramatic declines in visitation and revenue loss, which in turn has led to social unrest (MEA 2005). The value of coral reefs is estimated between US$100,000 and $600,000 per square kilometre a year. Meanwhile, the estimated costs of protecting them, through the management costs of a marine protected area, is just US$775 per square kilometre per year (UNEP-WCMC 2006).

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>> LINK: Slide 7

Environmental impacts of tourism: A snapshot

Tourism can have a variety of negative impacts on biodiversity, particularly when carried out without management standards designed to protect natural assets.

Infrastructure: Tourism development usually demands some form of infrastructure, which can result in significant alteration of natural habitats. The problem is compounded by the fact that tourism often occurs in areas of high biodiversity, such as coastal zones, mountains and protected areas. Uncontrolled mass tourism is one of the main drivers behind coastal degradation (UNEP and CI 2003).

Resource use and depletion: Tourism consumes as much energy as the country of Japan (UNEP 2005), and uses more than three times the volume of fresh water contained in Lake Superior (between Canada and the United States) a year (10 million cubic metres). Tourism development may concentrate local resource use in smaller areas and undermine local resource management systems (UNEP and CI 2003).

Water Pollution: New infrastructure developments often lead to increased sewerage pollution. This can have severe negative impacts on coastal biodiversity, particularly in areas with coral reefs (UNEP and CI 2003).

Tourism activities: The activities of tourists and operators can lead to negative impacts on local environments. Coral reefs can be damaged by careless divers, boats, or by entrepreneurs who sell pieces of coral as souvenirs (UNEP and CI 2003).

Waste: Tourism produces 35 million tonnes of solid waste yearly, roughly equivalent to that of the country of France (UNEP and CI 2003).

Climate change: Carbon dioxide emissions from the tourism sector's transport, accommodation and other activities are estimated to account for 4 to 6% of total global emissions (UNWTO *et al.* 2007). 4-6% of global emissions is approximately equivalent to the total emissions of Canada, Brazil and South Korea combined (WRI n.d.).

Yet, sustainable tourism can also result in significant positive impacts for biodiversity conservation, while also delivering social and economic benefits to host communities.

Revenue raising for local communities: Tourism is an opportunity for business development and job creation, as well as for stimulation of investment and support for local services, even in remote communities.

Education / awareness raising: Tourism can help promote conservation by raising awareness amongst visitors through well-designed interpretation programmes. It can raise the profile of biodiversity conservation at national and local levels.

Sustainable land management: Tourism can become a force for more sustainable land management in all parts of the world by providing additional or alternative forms of livelihood for farmers and rural communities that are dependent on well maintained natural resources.

Flickr.com/Jonas in China

Dana Nature Reserve, Jordan

Strengthening cultural appreciation: Sustainable tourism can provide self-esteem and incentives for maintaining traditional arts and crafts, traditional knowledge, and practices that contribute to the sustainable use of biological diversity. Yet, interactions between tourism and local cultural values can be complex, and tourism development can lead to the loss of access by indigenous and local communities to their land and resources as well as sacred sites.

Economic incentives for habitat protection: Tourism can bring tangible economic value to natural and cultural resources. This can result in direct income from visitor spending for their conservation, and an increase in support for conservation from local communities. Tourism already makes a major direct contribution to income for protected areas and other attractions, through entry fees, permits, concessions, etc., which can be invested in capacity building programmes for local communities to manage protected areas. *(Source: UNEP and UNWTO 2005 and SCBD n.d.)*

>> LINK: Slide 10

Tourism, development and poverty reduction

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Tourism generates jobs and business opportunities for host populations, and can help reduce or eliminate poverty. Tourism is now a huge contributor to the economies of many island nations, particularly in the Caribbean, the Mediterranean, East Africa and the Pacific. In 2008, travel and tourism contributed 14.8% of the Caribbean's Gross Domestic Product and 2.15 million jobs, representing 12.9% of total employment. Over the subsequent ten years, these figures have been predicted to rise (WTTC 2009). Tourism can have significant pro-poor impacts in Small Island Developing States (SIDS). In 2004, total tourist arrivals to the 49 SIDS (both air and sea) was estimated at just over 27 million people, compared to approximately 11 million people in 1988. This translates into a cumulative increase of 145% over the 16-year period or 9% per annum. The number of people working in jobs directly related to tourism has risen from 488,000 in 1988, to almost 900,000 in 2004. Given the small size of the labour market in most SIDS, such job growth can substantially reduce unemployment in these countries (Craigwell 2007).

How can tourism benefit the poor?

Tourism is labour-intensive compared to other many other sectors, has high female and youth employment ratios, and is not necessarily import intensive. The sector has low barriers to entry, and encompasses a range of enterprises that provide opportunities for economic linkages in the local economy. The private sector and governments can take steps to strengthen the pro-poor benefits of tourism. Companies can develop stronger economic linkages, either by adapting their supply chain, or by stimulating local tourism service-providers and cultural products. There is a range of partnership models for local people to engage with tourism businesses, often utilising their land or resource rights. Governments can boost opportunities for participation by the poor by investing in improving hospitality skills, strengthening community or local tenure over resources, small business support, and infrastructure for tourist transport and services in poor areas. Governments can also create incentives for companies to invest and operate in pro-poor ways, by adapting their licensing, concessioning, and marketing policies (ODI 2005).

Aware of the potential of tourism to reduce poverty, and acting on the concerns of member countries, the World Tourism Organization (UNWTO) launched the ST-EP (Sustainable Tourism—Eliminating Poverty) Foundation in 2003, with support from the Government of the Republic of Korea. The Dutch cooperation agency SNV, Government of Italy, and others provide financial support to the programme. Currently, ST-EP is implementing 75 projects and has an additional 100 projects under development (see ST-EP n.d.).

SCBD / Erik Belvaux

Raffia basket vendor, Madagascar

The ST-EP approach is to formulate policies for the planning and operation of tourism facilities and destinations that:

1. Employ more poor people in tourism enterprises;
2. Support local enterprises that supply goods and services to tourism enterprises and that have specific policies for employing the poor;
3. Facilitate direct sales of goods and services to visitors by the poor (informal economy);
4. Support the establishment and running of local small-, medium-sized, and community-based, tourism enterprises by the poor linked to larger products and distribution chains;
5. Institute fees on tourism income or profits with proceeds benefiting social projects to assist the poor;
6. Encourage and promote voluntary giving / support by tourism enterprises and tourists; and
7. Ensure that investment in infrastructure stimulated by tourism also benefits the poor in the locality, directly or through support to other sectors.

>> ADDITIONAL RESOURCES

- Tourism and Poverty Alleviation: Recommendations for Action (UNWTO 2004).
- Poor Tourism Partnership: A collaborative research initiative between the International Centre for Responsible Tourism, the International Institute for Environment and Development, and the Overseas Development Institute (see PPT n.d.).

>> LINK: Slide 11

Some current trends relevant to global tourism, nature and development

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- There is an increasing awareness at the level of governments of the social, economic and environmental importance of the tourism sector, and of the impacts it causes on destinations. Tourism has been growing consistently and has shown a measure of resilience, even through the various crisis situations of the recent past (e.g. terrorism, spread of contagious diseases, and regional conflicts). Though most tourism still flows from developed to developed countries, the industry is more multi-polar today than it has ever been, i.e. the percentage of tourism revenues flowing from developed to developing countries is growing consistently. The growth (rate and volume) of international tourism arrivals to Asia, for example, has far surpassed any other destination in the last 10 years.

- Globally, the responsibilities of governments in tourism development have tended to become more decentralized, with many mandates being gradually devolved to local levels of governance. Tourism is also a cross-cutting sector, and requires multi-stakeholder arrangements to be effective (see Figure 2 and Table 3). Successful and sustainable destinations require destination management organizations whose governance structures balance the interests of all major local groups. While this is primarily a positive development (allowing for more adaptive management and quicker responses), it raises the challenge of building the capacity of municipal and provincial governments to engage all significant social actors, moderate negotiations for the common good and manage tourism sustainably.

- Tourism cannot work in a vacuum — tourism needs to be connected to the economic fabric of a destination, and needs to address the needs of local communities. Sustainable tourism requires infrastructure that involves collective investment and complex supply chains. A high dependency on tourism revenues has shown to be a risk for development, and many destinations lose significant revenues due to leakage, i.e. money flows out to import the goods needed by tourists. Many destinations have set up Local Agenda 21 processes to ensure that tourism is integrated into sustainable

development plans, and the CBD's ecosystem-based approach has been applied in many sustainable tourism destinations, to ensure that the needs of all players are considered. Tourism cannot bear the costs alone of all needed investments to manage the continuity of ecosystem services such as water, energy, food, and leisure.

Table 3: *Areas of government influencing the sustainability of tourism*

Tourism	Overall development, coordination and implementation of tourism policy. Support for tourism development, management and marketing.
Prime Ministerial office	Tourism's position within the overall balance of policies and priorities.
Finance	Level of budgetary resources allocated to tourism. Tax policy. Currency exchange rules.
Trade	Terms of trade negotiations. Export and investment promotion.
Economic Development	Sustainable development policies. Support for enterprises, particularly SMEs.
Environment and Natural Resources	Regulation and control of environmental impact. Conservation of biodiversity. Protected area management. Management of resources for ecotourism.
Transport	Accessibility, signage and information, traffic management and infrastructure.
Culture	Management of historic and cultural heritage, promotion of handicraft.
Agriculture	Rural development and supply chain issues.
Education	Tourism, hospitality, language training, and information technology.
Health	Safety and social security issues, for visitors and employees.
Sport and Recreation	Promotion of attractions, activities, events, etc. Elements of domestic market.
Internal Affairs	Crime and security. Child protection.
Foreign Affairs	Source country-destination relationships. Visa requirements.

Some current trends relevant to global tourism, nature and development

- In recent years technological solutions to most of the environmental challenges in tourism have been applied and tested. It is no longer necessary to develop sustainable tourism technologies anew, but rather adapt existing and tested solutions to each case. Sustainable energy, water and waste management in the tourism industry have been the subject of several publications by UNEP's Division of Technology, Industry and Economics (see UNEP n.d.). Conservation International's Center for Environmental Leadership in Business has published several references papers on marine recreation, cruise ships and the siting, design and construction of resort facilities (see CI n.d.[a]). Meanwhile, IUCN has published a manual on biodiversity-friendly hotels (IUCN 2008), and the International Business Leadership Forum's Tourism Partnership has produced a handbook on environmental management for hotels (see ITP n.d.). Different techniques for planning and minimizing visitor impact are described in the CBD's User Manual for the CBD Guidelines (SCBD 2007, p. 25).

- Tourism has traditionally been a source of financing for protected areas, and this contribution is growing (see Eagles and Hillel 2008). Recognising the CBD's ambitious protected area targets (between 10 and 12% of all relevant ecosystems legally protected by 2010 and 2015, respectively for terrestrial and marine ecosystems, see SCBD 2006), and the funding gaps between available and needed resources, many CBD Parties are proposing to increase the flow of resources from tourism to protected areas through concessions, enhancement of attractions and equipment, marketing, and capacity building for park agencies. Visitation revenues and tourism partnerships are particularly targeted as funding sources in developing destinations.

- There is an increased awareness, on the part of tourists, of the need for sustainability. Tourists are making more ethical choices and becoming more interested in addressing negative developments such as child prostitution, alienation of indigenous and local communities from the benefits of tourism, economic leakages, and environmental degradation of destinations. Tourists usually feel that a clean environment and absence of social conflict are essential conditions for traveling. Tourists may be willing to pay only for those improvements that result in a direct enhancement of their experience (as opposed to supporting general environmental conservation activities, or social projects). If fee structures are enforced, tourists and tour operators tend to demand full transparency and accountability of funds invested.

- As part of the global challenge of biodiversity loss (see MEA 2005), there are clear and growing threats to the basic natural tourism attractions – pristine beaches, healthy coral reefs, and megafauna / charismatic species. The enjoyment of natural beauty is becoming more of a luxury product.

- The effort towards sustainability in tourism, and the occasional practice of "greenwashing", has resulted in a proliferation of ecolabels, buzzwords and even certification schemes, often confusing consumers who are willing to "make a difference" through their travel choices. Sustainable labels and seals still compose less than 1% of overall global tourism market, however, which makes their economic feasibility uncertain, and leads to mergers or the closing of initiatives.

- Tourism is a particularly important sector for women, who compose 46% of the tourism labour force (which is higher than in the workforce in general, where 34-40% are women. Where tourism is a more mature industry, women's participation is about 50% (IUCN n.d.).

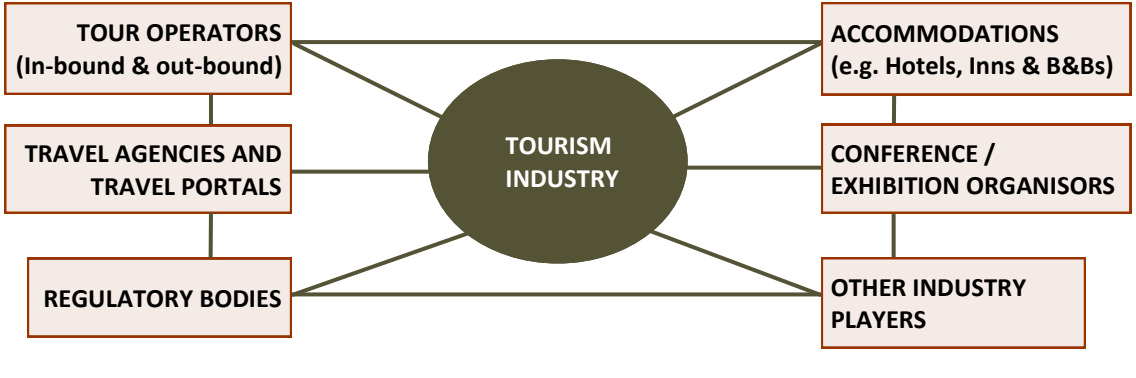

Figure 2: *Schematic representing cross-sectoral nature of the Tourism industry*

The elements of good tourism practice

A tourist destination is a complex of attractions, equipment, infrastructure, facilities, businesses, resources, and local communities, which combine to offer tourists products and experiences they seek. Sustainable governance of tourism development in a destination is a complex process involving the private sector as its main engine (developers, financers, landowners, managing companies, franchisees, and operators), all levels of government and a number of public agencies, interest groups of residents (including indigenous and local communities), and NGOs from local to global.

Development that integrates biodiversity conservation and poverty reduction, and balances all relevant interests, is led most effectively by local players. Decisions taken far away from the local realities of destinations tend to be less effective and may alienate local stewards, lead to "white elephants", unfulfilled expectations and uncontrolled development. On the other hand, local action plans without adequate coordination with provincial or national guidelines, or without the enabling policy tools and a normative environment that can guide the right kind of development, may also lead to environmental degradation and inadequate distribution of benefits.

From a decision maker's point of view, therefore, the central tool for the sustainable development of tourism is arguably the site or destination plan. It is a complex document that arises out of a careful planning process, and must be revised regularly as development unfolds in order to ensure adaptive management. This is not to say that the other tools presented in this guide are not as important – policies and strategies set the course of development and define an institutional framework; the planning process allows various stakeholders to agree on common values and objectives; while monitoring and statistical processes provide feedback on the effectiveness of management agencies to achieve their goals. It is at the level of destinations, however, that the campaign for biodiversity and development will ultimately succeed or fail. When the stakeholders in a tourist destination work with local authorities to facilitate governance of tourism development, and to address its social, economic and ecological impacts, the result is a Destination Management Organization (DMO). A site or destination plan is the main instrument a DMO uses to set its goals and guide development.

The relation between the various tools available to decisions makers to make tourism more sustainable is shown in Figure 3. Descriptions of each tool, case studies, and references are presented in the subsequent sections.

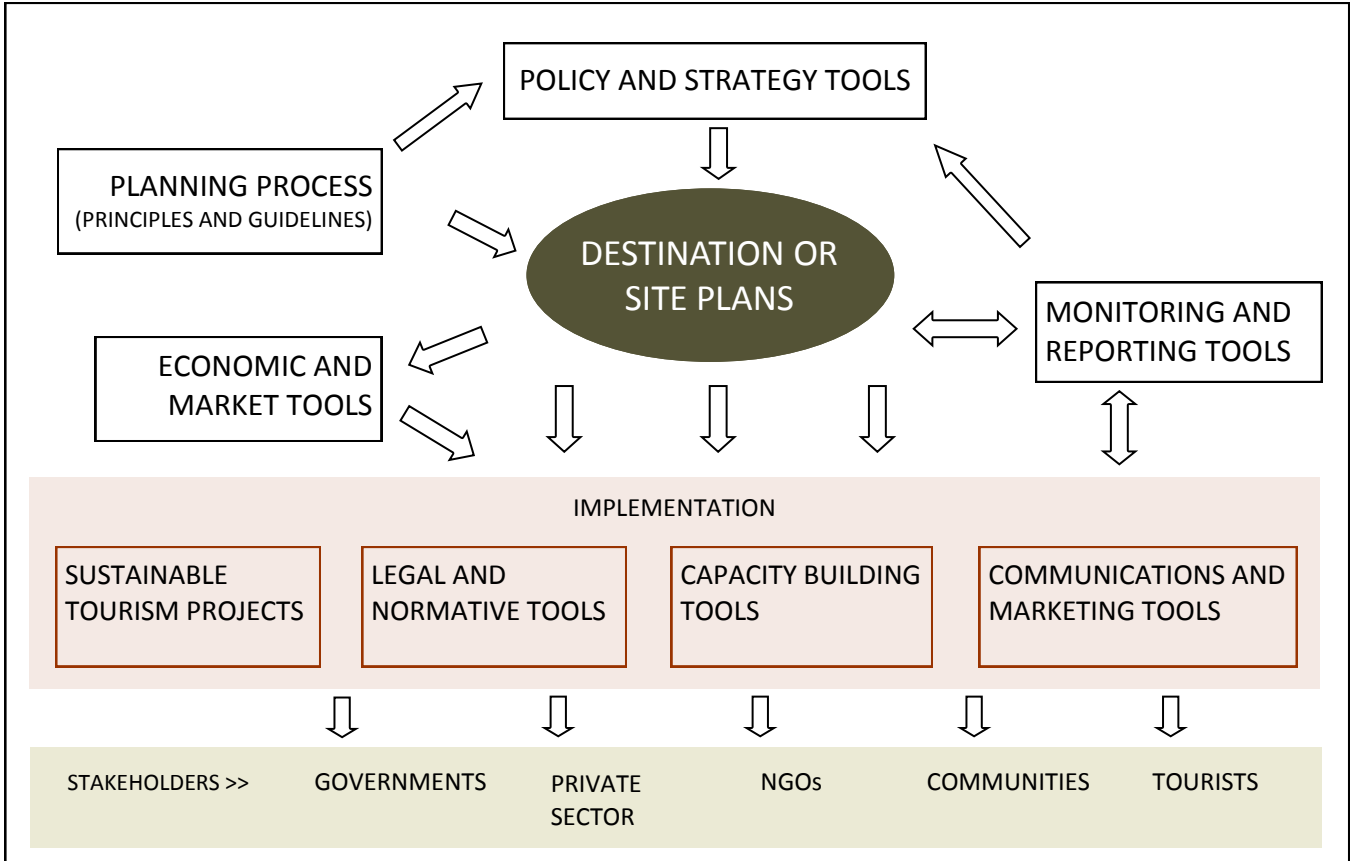

Figure 3: *Schematic of the tools for sustainable tourism.*

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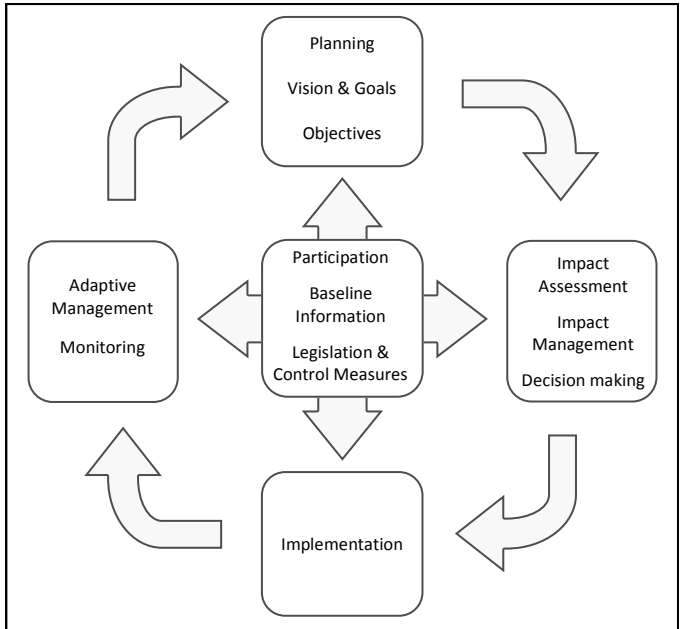
Sustainable tourism does not happen by itself. In fact, several factors can work against sustainability. The needs of tourists, for example, are different from those of local residents, and planners may tend to prioritize the expectations of customers. Competition for resources between locals and tourists may cause inflation and over-exploitation of resources. The level and speed of tourism development are often imposed by central planners, and may be unsustainable. Long-haul air travel is another factor which challenges sustainability of the tourism sector — a single return ticket from North America to Western Europe produces the carbon equivalent of several decades of average emissions from a non-traveling citizen of some of the world's least developed countries (WLT n.d.). Some advocates argue that this would be a case against longer air travel, and advise discriminating travelers to choose destinations close to home. On the other hand, travel to developing destinations can bring the necessary economic resources for residents to manage resources sustainably. Emerging destinations often argue that using biodiversity sustainably through international tourism is one of the most effective ways of preserving it, and that avoiding long-haul travel would in fact jeopardize the survival of critical biodiversity.

There are a variety of methods to manage the different impacts of tourism (e.g. see EUHOFA *et al.* 2001, p. 37 for a list of impacts, and SCBD (2007) (p. 25) for a description of planning tools to address them). Sustainable tourism requires multi-stakeholder planning, an enabling policy framework, a legislative and normative framework, ongoing collaboration with the host communities and the private sector, and capacity building for individuals and institutions.

Recognizing the opportunities presented by tourism in the context of the Convention on Biodiversity, the Parties to the Convention adopted the Guidelines on Biodiversity and Tourism Development in 2004. The CBD Guidelines outline the tourism planning process in 12 logical and sequential steps (*see Figure 4*). Checklists to monitor a plan's implementation are provided in the CBD User's manual (SCBD 2007, see p. 87). Many other guidelines exist, such as UNWTO's Global Code

of Ethics (UNWTO 2001), and the Global Sustainable Tourism Criteria (GSTC n.d.) supported by the Rainforest Alliance, UN Foundation, UNEP and UNWTO. The GSTC (n.d.) also serves as a benchmarking tool for training, ecolabels and certification schemes. Based on their objectives and means, decision-makers can choose which set of guidelines applies best to a given situation. Alternatively, they can develop their own set of guidelines through participative planning, thereby increasing buy-in and empowering stakeholders to manage impacts.



Reproduced from SCBD 2007 / Richard Tapper

Figure 4: *The planning cycle for integrated tourism and biodiversity planning.*

One consistent barrier in developing and implementing policy tools in tourism is that the complex interactions of its numerous stakeholders and its decentralized nature make governance a challenge. In particular, the coordination of the mandates and attributions of government stakeholders in the different agencies involved in tourism requires special attention. UNEP and UNWTO (2005, p. 51) list relevant agencies that need to be brought together for sustainable tourism.

Another difficulty is that as governments change and alternate through elections, policies supported by one group may fall "out of grace" and may be discarded, regardless of their effectiveness. For policies to become integrated into government procedures, the engagement and support of the private sector, and the commitment of career and technical government staff, NGOs and different groups of politicians are necessary to create multi-stakeholder alliances that allow smooth transition and adaptation during changes in government.

>> LINK: Slide 13

Policy and strategy tools > *Sustainable tourism development policies and strategies*

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Elephant safari, Vietnam

If site or destination plans are the "what" of sustainable tourism, tourism policies and strategies are the "how" – they reflect the ways and means to achieve the goals and milestones for sustainability. Policies often refer to institutional setups that allow governance of tourism development. Policies may not be site-specific and may apply across all of a country's area, while strategies are more action-oriented and often linked to a destination or region. Complementing the site/ destination plan, policies and strategies describe a future desired state (vision) and detail the necessary steps to achieve that goal.

Governments are essential in moderating negotiations between different interest groups. However, different agencies and ministries also tend to represent different groups of stakeholders, and there is a need for consistency in the inter-relation between different policies and strategies (tourism, poverty reduction and biodiversity), and levels of government.

Under this item, the tools to be used include tourism policies, inter-ministerial and inter-agency cooperation mechanisms, partnerships that allow park agencies to work with industry and retain parts of revenues for conservation and local development, and training for professionals and communities.

Continuity is a challenge for sustainable tourism development policies and strategies, with political evolutions and alternating parties. Inter-ministerial working groups, multi-partisan agreements and institutionalized multi-stakeholder committees can act as stewards for strategies and policies, allowing for better governance of sustainable tourism across successive mandates and transitions, but these alliances require constant revalidation, mobilization and negotiations.

CASE STUDY / National ecotourism strategy and action plan (Bulgaria)

Development of Bulgaria's *National Ecotourism Strategy and Action Plan* (NESAP) was initiated in 2002 by the Bulgarian government in an effort to create opportunities for economic growth for communities situated near protected areas, strengthen local support for conservation and contribute to rural sustainable development. The NESAP was produced following two years of extensive stakeholder participation, including the participation of tourism associations, conservations NGOs and the Foundation for Local Government Reform. Twelve ecotourism regions were defined, based on geography and protected areas/cultural heritage sites, from which regional associations were established and prepared 12 regional ecotourism action programmes. The *National Ecotourism Strategy* provided the basis for the regional associations and action programmes, which in turn, provided significant input into the resulting *National Ecotourism Action Plan.*

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Central Balkan National Park

Some of the key aspects of the NEASP include: 1. Support for institutional development through the strengthening of the National Ecotourism Working Group, a multi-stakeholder body which oversees implementation, review and updating of the plan; 2. emphasis on networking between enterprises and between tourism and other sectors at a local level; and 3. emphasis on business development through training, assistance packages, quality assurance schemes and branding. A number of instruments to support implementation of the plan have been developed, including a guidance manual for ecotourism product development, as well as a system of indicators to measure the impact of ecotourism products. Two important legislative changes have also supported the implementation the NESAP: 1. The ability to award contracts to small tourism operators within protected areas, with earned revenue contributing to protected area management; and 2. Local government laws were changed so that tax revenue from tourism remains in the municipality and must be dedicated towards tourism-related infrastructure. Tourism development, as well as local and regional promotion of natural and heritage conservation, has grown at a rapid pace in the past five years. *(Source: UNEP & UNWTO 2005, updated)*

>> LINK: Slide 15

Policy and strategy tools > *Sustainable tourism destination plans*

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Destination Plans (also known as Master Plans) are usually site- or destination-specific and describe a future state and process (e.g. required human resource, facility and infrastructure development) to achieve a desired vision. As priorities identified in a destination plan vary over time, it must be treated as a living document. Experience shows that after 3-5 years, destination plans that do not evolve lose their relevance and are either updated or shelved.

Destination Plans include the following elements:

- An inventory of attractions, equipment, and other factors affecting a destination;
- An examination of the circumstances that mold and influence future development;
- A strategic analysis of bottlenecks, strengths, weaknesses, threats and opportunities in relation to the destination's competition;
- An examination of market trends and resident needs/expectations;
- An assessment of the status and future needs in human resources and labour at all levels;
- Proposed design and architectural guidelines for desired future development (defining priorities in terms of sites and investment attraction, building requirements and design principles, scale of development and tourism hubs, infrastructure requirements, products and marketing plans);
- An assessment of all existing and potential social, economic and environmental impacts from tourism, and mitigating and outreach strategies;
- Consideration of payback mechanisms for maintenance (or restoration) of ecosystem services.

Economic and ecological zoning and land-use development plans are usually part of destination planning. Preparing a destination plan requires extensive consultation, comprehensive collection of information and a deep understanding of resources, social and political dynamics, and the relative influence of different interest groups. Some of the most relevant implementation activities may be organized into separate projects for ease of fundraising and management.

CASE STUDY / Master planning as a tool for effective destination management (Croatia)

Croatia has emerged as a leader in terms of tourism development in Southeastern Europe (SEE), with economic activity generated from travel and tourism doubling that of any other country in the region in 2006. Travel and tourism make the highest contribution to the national GDP and account for the highest share of employment, in comparison to other SEE countries.

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Plitvice Lakes National Park, Croatia

Two critical success factors have been identified in the emergence of Croatia's tourism industry. Firstly, the Croatian Government has taken an active role in developing a state-level tourism strategic framework. The second factor of success is the production of tourism development master plans on a local level within the country, focused on achieving goals in the mid-term.

Croatia's tourism master planning process was initiated in 2000, and has incorporated four key principles:

- Local focus: Many localities situated on the Adriatic coast (the most important tourist region of the country) developed their own master plans;
- Stakeholder involvement: Local Master plans were developed with the involvement of a broad network of stakeholders through a series of workshops held in cities, towns and villages ;
- Structure and focus: The master plans have focused on means by which competitiveness can be increased (e.g. vision and positioning, product plans, investment plans and action plans);
- Pragmatic orientation: The master plans all have a highly pragmatic and implementation-oriented approach (e.g. the Istrian master plan realized over 50% of its investments within the first three years of its implementation).

The development of local level master plans has been identified as a key factor of success in building a competitive tourism industry in Croatia.

(Source: Cizmar and Lisjak 2007)

>> LINK: Slide 17

Policy and strategy tools > *Sustainable tourism projects*

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Once destination plans for a destination are complete, sub-components of the plan may be packaged as specific projects, as a strategy to facilitate fundraising, management and evaluation. A governance structure needs to be set up for each project, as a component of the overall plan, taking into account the mandates, capacities and interests of different agencies and players.

One of the most common mistakes in project design is that planners fail to consider the motivation of local players, and to set reasonable goals from the perspective of residents. Frequently, "outside" players hold most of the fundraising and donor engagement skills, and project design is therefore done mostly without the full participation of local players (usually, a "validation" mission is set up, where locals are at best given the chance to comment on a predetermined outline). This often leads to locals perceiving the project as an outside initiative, from which little benefit can be had in the long term.

Another common and related challenge with tourism projects is that managers may underestimate the need for a "transition" phase in the latter half of a project's life, where the goals and activities of a project get devolved to local agencies and institutions, in government, NGOs and in the private sector. All too often, after investing large amounts of resources and time, project activities cannot be transferred to ongoing institutions, and benefits from projects disappear as the project team winds down its work. Local buy-in, and consistent capacity building to address the limitations of local institutions need to be factored in from the design phase to ensure that significant components of projects live on.

Finally, many sustainable tourism projects fail due to the lack of marketing experience and lack of market access. Ultimately, the private sector is the engine of tourism, and holds the experience and supply chain contacts that allow products to be sold sustainably on the marketplace. Operators, guides, agents, wholesalers and distributors need to be involved in product design, marketing and sales, as appropriate.

CASE STUDY / Gudigwa cultural village (Botswana)

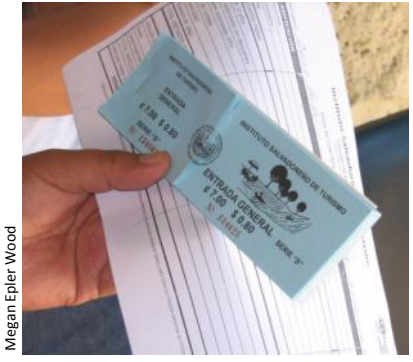
The NGO Conservation International (CI) and the Bugakhwe Conservation Cultural Trust initiated the Gudigwa community-based eco-cultural tourism project (northern Botswana) in 1999 with a goal to "enable the Gudigwa community to take advantage of economic development opportunities, while preserving natural resource management goals". The project aimed to establish a commercially viable camp which would allow visitors to experience the cultural richness of the local San community. It was envisioned that funds from business profits could be redistributed into development projects. CI was involved with the camp's operation from its opening in 2003 until 2006, when it handed over activities to tourism operator BigFoot Safaris, who continue to operate the camp. The camp was a commercial failure under CI's management, despite providing some positive social impacts. CI has summarized some of the "lessons learned" from the project as follows: 1. Early involvement of private sector professionals is essential to ensure value chain linkages and operational integrity; 2. Indirect incentive schemes that aim to integrate development and conservation are a challenge and must be extremely well planned; and 3. At a community level, poorly implemented tourism projects can result in benefits that are few and which do not offset individual costs, and too indirect to act as incentives for conservation. *(Source: CI 2008)*

CASE STUDY / Local Agenda 21 and resort rejuvenation (Spain)

The municipality of Calvià is situated on the south coast of Mallorca, Balearic Islands, Spain, and has been a popular resort destination with approximately 1.6 million annual tourist visits. Following unsustainable tourism growth in recent decades, high human pressure on local resources and environmental degradation, tourism dropped off in the area by 20% between 1988 and 1991. In response to this a local forum of industry, government and community representatives, initiated a local action plan for the future integrated sustainable development of the Calvià region, with a particular emphasis on the tourism sector. The outcome was the Calvià Local Agenda 21 Action Plan, approved in 1997. Despite government changes in the mid-2000s, elements of the Plan, and growth regulating policy tools are still in effect in 2008. A number of environmental protection measures have resulted from the Plan including: the de-classification of 1700 hectares of land previously allocated for urban development, and removal unsustainable resort buildings; creation of a marine park and terrestrial protected areas; cessation of sea dredging, previously used to regenerate beaches; and implementation of recycling and urban waste reduction plans. Plans to institute an environmental airport fee, however, had to be scaled back due to strong resistance from the tourism trade and local residents. *(UNEP & UNWTO 2005, updated)*

>> LINK: Slide 19

Legal and normative tools



Megan Epler Wood

Legal and normative tools facilitate the implementation of sustainable tourism strategies and plans, and include some of the following:

- Tourism laws (specifying conditions and requirements for licensing operation of hotels, tour operations and services);
- Requirements and norms regulating environmental impact assessments;
- Zoning and land-use, construction laws / codes that affect tourism development;
- Environmental Impact Assessments.

For many local residents, particularly indigenous and traditional communities, one of the goals of legal frameworks is to enable hosts to care for the environment. Land tenure instruments that recognize ancestral domains, for instance, can help create conditions for sustainable tourism. If a community does not have rights to the land it occupies, and cannot control nor influence the management of natural resources, why would it care for negative impacts from unsustainable tourism development? Why would it contribute energy, time and resources on an issue it does not feel empowered to address? Land is also an important asset for credit, joint ventures and partnerships.

One of the consistent problems with laws and norms on sustainability in developing countries is that they may not be enforced – particularly when they determine limits to tourism growth, or impose conditions (e.g. building or technology requirements, no-development zones, tour group size, etc.) on operations that cause additional costs or the perception of revenue loss. Means to address this include the politically balanced (i.e. equitable influence) involvement of stakeholders in governance structures, the joint development and enforcement of “limits of acceptable change” (see SCBD 2007, p. 25), or the provision of incentives that can redirect business to more sustainable forms. A deep understanding of the political influence and expectations of different interest groups, consistent information campaigns, and capacity building are needed to establish governance systems and negotiation platforms that can face development challenges.

CASE STUDY / Land use management plan and zoning regulations (Egypt)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Egypt's Red Sea coast has experienced significant growth in tourism since the early 1980s due to its abundant marine life, including coral reef systems. In 2001, the Tourism Development Authority (TDA) initiated a land use management planning and zoning process for the Southern Red Sea region, in order to manage future tourism expansion in an area known to have a high concentration of fringe reefs and protected areas. The Land Use Management Plan that was developed was based on a recognition that resources and sites within the region have different capacities to accommodate various tourism activities. Identification of key resources in the planning area, and a sensitivity analysis of those resources was undertaken in order to assign the appropriate type and level of tourism use.

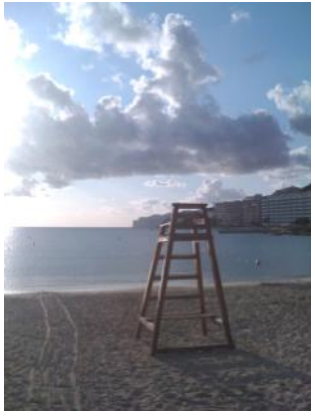
The resource sensitivity assessment and land use zoning scheme were carried out according to the following steps:

1. Collection of data on conditions of each resource and subdivision of the planning area into natural sub-zones / habitats;
2. Classification of sub-zones / habitats and sensitivity to tourism use (as low, medium, or high);
3. Development of land use zoning scheme for the sub-zones, in accordance with their environmental sensitivity;
4. Development of conservation, management and development regulations for the land use management zones.

Five different management zones, corresponding to differing grades of sensitivity were proposed for the planning area. The Land Use Management Plan also proposed general regulations associated with each of the management zones (e.g. stipulations on the type and density of accommodations for each zone). The zoning regulations led to the modification and in some cases cancellation of development plans in some zones. The regulations, which are based on criteria combining ecological sensitivity and economic viability, were approved by the TDA, the Egyptian Environmental Affairs Agency, and the Red Sea Governorate. The land use management plan and zoning project is a component of the Red Sea Sustainable Tourism Initiative, still active in 2009, which also includes environmental monitoring, impact assessment, disseminating information on best practices, and training and awareness. *(Source: UNEP and UNWTO 2005, updated)*

>> LINK: Slide 21

Measuring, baseline information, reporting, auditing, monitoring and evaluation



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There is a lack of consistent data on global environmental impacts of tourism. UNEP and Conservation International provided some relevant estimates (UNEP CI 2003), however, more research and global statistics need to be compiled, integrated and published. For decision-makers, work under this topic includes general assessment tools (such as the Sustainable Nature-Based Tourism Assessment toolkit (Spenceley 2003) and National Geographic's destination stewardship scorecard (NG, n.d.)), the development and implementation of indicators and measurement systems to determine acceptable levels of impact from tourism, and the generation of data and information necessary to manage existing or potential changes. A critical component of any strategy is the concept of carrying capacity and limits of acceptable change, as well as the identification and collection of baseline information to serve as reference for monitoring programmes (see SCBD 2007, p. 25 and 29).

Benchmarking can be established through case studies and research. A destination is identified that has successfully addressed challenges facing a particular site; by comparing the ways through which the problem was solved, and by taking into consideration the particular circumstances of each destination, an action plan for improvements can be implemented.

Many companies and governments are starting to report on their environmental and biodiversity performance, and to request audits of their procedures and results. The Global Reporting Initiative provides global guidelines on how to report, and a special chapter on tourism has been produced in partnership with the Tour Operator's Initiative and UNWTO (GRI n.d.). Under "Instruments for More Sustainable Tourism", UNEP and UNWTO's Guide for Policy Makers provides information and cases on reporting and auditing (see UNEP and UNWTO 2005, p. 99). The UNWTO's Guidebook on Indicators of Sustainable Development for Tourism Development (UNWTO 2005) is a comprehensive publication that includes methods to develop and measure sustainability indicators tailored to specific destinations.

CASE STUDY / Environmental management indicators for ecotourism (China)

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The Tianmushan Nature Reserve is a 42.84 km^2 area established in 1986 to protect a primeval forest ecosystem of southeast China. It was recognized as an international biosphere reserve in 1996 under the UNESCO Man and Biosphere Program. The site's rare flora and fauna as well as cultural attractions have drawn increasing numbers of visitors over the years, from 29,650 in 1987 to 52,160 in 1998. The area within the reserve open to visitors is relatively small, composed of two trails of approximately 6 km and 8 km each. Given the limited environmental carrying capacity of the area and high visitation rates, management of tourism activity is recognized as an important issue.

An environmental management programme was established using the Pressure-State-Response (PSR) model. According to this model, indicators are classed as pressure indicators, state indicators, or response indicators. In total, forty-five indicators were developed, grouped under three headings: local natural environment, artificial facilities, and social / economic environment. Eleven of the forty-five indicators were state indicators, designed to monitor the state of tourist destinations. These factors are key to determining any expansion of tourism development in the reserve. Fourteen pressure indicators were developed to monitor impacts of tourism activities on the environment, and the effectiveness of management measures to protect the tourism environment. The ten response indicators included measures, regulations and standards used by managers to control and prevent degradation of the tourism environment.

The environmental management programme included the reserve as well as surrounding communities influenced by tourism activities. The programme acknowledged the influence of tourism activities on the ecosystem as a whole, including areas beyond the reserve boundaries. Two key issues restricting tourism development were vegetation damage by hikers, and water supply shortage. Application of the PSR model in the Tianmushan Nature Reserve illustrated that the proposed indicators could be used to monitor the pressures caused by tourism, and the effectiveness of responses intended to lead to sustainable tourism. *(Source: Li 2004)*

>> LINK: Slide 23

Economic, financial and market-based instruments

Megan Epler Wood

Economic, financial and market-based instruments include some of the following:

- Sustainable tourism certification (see UNEP and UNWTO 2005, p. 102);
- Concessions for tourism operations in protected areas and public land (see Eagles *et al.* 2002 for a complete review of financing options);
- Awards (e.g. ITB To Do, WTTC Tourism for Tomorrow, Conde Nast Traveler's World Savers award) and marketing support (e.g. ICT/Costa Rica) to sustainability pioneers;
- Incentives for sustainable tourism (e.g. tax incentives, waivers of import taxes or rebates on sustainable technologies not locally available);
- Implementing or modifying taxes, charges and fees to redirect tourism flows;
- Provision of appropriate visitor impact management infrastructure;
- Public support to voluntary environmental reporting, guidelines / codes of conduct.

Concession systems The institutional capacity of a park agency to engage with the tourism sector in the design phase of a concessions policy, and to manage its implementation, determines its ultimate success. Concession systems need to consider how to facilitate and promote investment capacity and interest of the private sector, and how to address problems that will inevitably follow, such as quality control, responsibilities in cases of contract breeches, damage control and reimbursement of investments needed to comply with regulations (see Eagles and Hillel 2008).

Awards Awards for sustainable tourism help identify benchmarks and recognize leadership. Basically, laws and norms define the minimum acceptable standards, certification schemes and incentives encourage the majority of players to attain higher levels of sustainability, while awards highlight the best practices of champions and pioneers. These benchmarks can evolve as more players are able to satisfy more demanding standards.

Certification The most successful certification schemes bring three kinds of advantages to prospective clients: marketing value by the consumers (brand recognition), preferential treatment by other businesses along the supply chain (right of first refusal, pre-requisites for suppliers), and management benefits (the process leading to certification trains and motivates the company team). When a government or a destination management body wishes to adopt voluntary codes of conduct or standards, they have the option of adhering to existing sets of guidelines, ecolabels and certification criteria, or developing new criteria based on their own conditions and expectations. Investment in existing standards is more worthwhile if that brand is recognized by key consumers or business-to-business decision makers. An existing label may not necessarily be easily applied to local circumstances, however, and may require payment of licensing fees to the brand holder.

Example / Fair Trade in Tourism South Africa

Fair Trade in Tourism South Africa (FTTSA) is a non-profit organisation that encourages fair and responsible tourism development in South Africa. FTTSA administers a voluntary certification programme, which awards the use of the FTTSA certification mark to tourism establishments in South Africa adhering to the following principles:

- **Fair share:** Participants involved in a tourism activity should get their fair share of income in proportion to their contribution to the activity;
- **Democracy:** Participants involved in a tourism activity should have the right and opportunity to participate in decisions concerning them;
- **Respect:** Both host and visitor should have respect for human rights, culture and the environment;
- **Reliability:** The services delivered to tourists should be reliable and consistent, and basic safety and security should be guaranteed to visitors and host communities;
- **Transparency:** Tourism businesses should establish mechanisms of accountability;
- **Sustainability:** Tourism businesses should strive to be sustainable through, for example, responsible use of resources and reduction of economic leakage through local purchasing and employment.

As of 2008, 34 establishments were certified under FTTSA, including 6 community-owned enterprises. (Source: FTTSA 2008)

Economic, financial and market-based instruments (continued)

Investment promotion In many developing destinations, governments set up "one-stop shops" for investment promotion designed to attract the "right" investor (i.e. one with long-term investment return expectations, local involvement, is integrated with the local economy, and who is sustainability-minded). The efficiency of these one-stop shop programmes is linked to their capacity to coordinate with the various agencies which have a legal mandate to regulate investments. Very often they succeed solely by providing consistent and timely information to prospective investors and helping to avoid some of the disincentives to investment (bureaucracy, overlaps between legal mandates, misinformation and even corruption) that plague some developing destinations.

User / Entrance fees and charges User fees are an excellent opportunity to benefit conservation, because they can be applied to control visitation to sensitive natural areas, assist in financing nature conservation, and may also support community projects. According to the user-pays-principle, user fees are considered as a fair way to collect revenues for protecting biodiversity (compared to taxes, for example). There is generally a high acceptance of user fees if they are allocated for necessary costs at the site where charges are collected, and not directed back into national government budgets to be used for other purposes. Environmental charges can however backfire in the tourism sector. Problems include whether the collecting agency has a legal mandate that is accepted by all, and whether it has the capacity to manage the resources in a transparent manner that leads to improvements in tourists' experiences of the destination.

Other mechanisms A sample of other economic and financial instruments include:

- Merchandising / Marketing of local products: This can support the operation of commercial activities by local communities (e.g. marketing local water from source, certificates of origin for craft products) thus providing income;
- Carbon-offset schemes can also contribute to biodiversity protection as they compensate for carbon emissions caused by tourism operations by investing in carbon offset projects (e.g. forest conservation projects by Conservation International, see CI n.d.[b]);
- Individual and corporate donations to support conservation activities.

CASE STUDY / Certification (Costa Rica)

Costa Rica's Certification for Sustainable Tourism (CST) programme, developed by the Costa Rican Tourist Board in the early 1990s, is designed to reward socially and environmentally responsible businesses, while also meeting customer expectations for a unique and high quality experience. Certification is awarded by an independent commission to businesses that can demonstrate, upon external audit, compliance with established sustainability criteria, and a minimum score of 20% in four basic areas: physical / biological parameters; infrastructure and services; interaction with clients; and socio-economic context (interaction with the local community). Improvements in management practices can allow a business to earn up to five levels of CST, indicated by leaves (similar to the concept of one to five stars for quality). Of the 84 CST certified accommodations in Costa Rica in 2008, only four have reached the fifth level (five leaves, requiring a score of 95% in all four areas).

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Monteverde cloud forest, Costa Rica

The CST programme has had a positive effect on Costa Rica's tourism industry, as it establishes a set of credible, objective standards for sustainability. In promoting exemplary environmental and social practices, businesses certified under the CST have made an effort to improve their performance and rating over time. As a government-led initiative, the CST program has the advantage of being free-of-charge to participating business, while also maintaining high technical and ethical standards. The programme also benefits from official recognition and use in marketing Costa Rica and integration within Costa Rica's National Strategy for the Development of Sustainable Tourism. *(UNEP and UNWTO 2005 and CST 2008)*

>> LINK: Slide 25

Capacity building

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Through capacity-building, governments can influence the operation of tourism businesses towards sustainability and cleaner production. Practitioners in developing countries indicate that in cases where governments are not capable of setting up capacity building systems, NGOs often play this role. Capacity building may include:

- Networks of specialists, distance education tools, web-based information portals, virtual conferences and webinars;
- Establishment of destination management and marketing organizations with a social and environmental focus;
- Development of a standard curriculum on sustainable tourism, to be included in official guidelines for training/education institutions;
- Establishment of Public-Private-Partnerships and tourism trade associations;
- Support for development of voluntary codes – such as the Global Sustainable Tourism Criteria (GSTC n.d.).
- Professional development tools for small and medium enterprises, particularly business incubators for critical sustainable facilities and services, special credit lines, and marketing support (trade fairs, websites, and awards).

Strategies for capacity building on sustainability differ for each sub-segment of the tourism industry. The majority of jobs in tourism are offered by micro, small and medium enterprises (SMEs). Sustainable tourism capacity building for SMEs is a challenge given their heterogeneous nature (i.e. variability in business structures), and their survivorship (generally, the majority of SMEs do not survive 2 years), which demands constant re-training. With the larger corporate resort and hotel management chains and operation companies, decision making is concentrated with investors and top executives, and the language of sustainability has to be carefully integrated into its business plans. Capacity building is often more readily available with this large scale segment of the industry (e.g. environmental management systems, human resources policies and training budgets), procedures are more uniform (i.e. approaches on sustainability are easier to take up to scale), and benefits are relatively easy to measure (e.g. savings in resource use, motivation of employees, and jobs generated).

CASE STUDY / Train-the-trainers workshops (Brazil)

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Very often, it is critical to qualify a core group of trainers to jumpstart the capacity of a destination to engage in sustainable tourism. In 1992, a group of Brazilian pioneers in ecotourism worked with Conservation International to develop a strategy for a series of product development workshops. A 10-day train-the-trainers workshop was conceived in order to build local capacity and to adapt relevant procedures and technology to Brazilian culture and circumstances. With a consortium of NGOs and The Ecoplan:net Institute, CI held a series of workshops in 1994 and trained a core group of 35 tourism professionals from 8 Brazilian states to be interactive instructors (called facilitators) capable of conducting a series of 5-day regional ecotourism workshops. From this original group, more than 600 individuals throughout Brazil have participated in 55 workshops between 1996 and 2004. The specialists were able to respond to new training and consulting needs from local governments, NGOs, entrepreneurs and communities. A recent assessment by the Brazilian ecotourism association identified at least 80 new products (e.g. tours, ecolodges, attractions, etc.) designed with the workshop methodology. Sixteen of the original train-the-trainers workshop participants continue to assist CI-ecotourism initiatives in Brazil. *(Source: Hillel 2009)*

>> ADDITIONAL CAPACITY BUILDING TOOLS

- Sustainable hotel siting, design and construction guidelines (IBLF and CI 2005);
- Sustainable cruise line operations guidelines (CI 2006);
- Guide for action on biodiversity in hotels (IUCN 2008);
- The Global Partnership for Sustainable Tourism Criteria — Resource Centre (GSTC n.d.).
- Leeds Metropolitan University's International Centre for Responsible Tourism: http://www.icrtourism.org/library.shtml

>> LINK: Slide 27

Promotion, marketing and communication: influencing visitors

Most travelers are still unaware of the potential impact their consumer choices can have on the sustainability of tourism. Communicating sustainability issues to tourists is not easy. There is a perception that tourists do not want to consider the negative effects of their vacation – they do not want to see poverty, deal with waste, witness cultural degradation, or face the concerns of locals. While there is an element of truth in this, particularly in the "escape paradigm" of vacationing, a large percentage of travelers today want to contribute positively. In fact, sustainability sells – if the message is well presented, and pricing is competitive, customers are inclined to prefer providers that benefit destinations. Interpretation techniques can be employed by tourism providers to communicate natural and cultural heritage values, create a sense of place and awareness, and to offer a quality tourism experience.

Governments can also steer strategic planning in tourism towards sustainability by targeting its marketing investment. The Costa-Rican government, for example, uses its tourism marketing investment preferentially on businesses recognized through its CST ecolabel. This creates an additional incentive for commitments and certification. The EU has supported marketing of certified businesses (using a range of ecolabels) through the VISIT project, while the IFC and the World Bank group have supported the establishment of World Hotel link, a travel portal to promote its sustainable businesses.

>> Additional Resources for Marketing and Promoting Sustainability

SCBD (2007) User's Manual on the CBD Guidelines—see Annex (p. 116-122) and Technical User's list (p. 73-86).
UNEP's guide on Marketing Sustainable Tourism Products: Font and Carey (2005)
IUCN tourism publications: http://www.iucn.org/about/work/programmes/business/bbp_our_work/tourism/
Voluntary Initiatives for Sustainability in Tourism: www.visit21.net
UK Federation of Tour Operators (supply chain management, Travelife sustainability system): http://www.its4travel.com/
Worldhotel-link.com: www.whl.travel/about_us
ResponsibleTravel.com, a travel portal with background information: www.responsibletravel.com
Planeta.com—a global journal of practical ecotourism: www.planeta.com

CASE STUDY / Tour Operators Initiative for Sustainable Tourism Development (TOI) (Mexico and Thailand)


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Established in 2000 by a group of tour operators, with the backing of UNEP, UNESCO and the UNWTO, which currently hosts the Secretariat, the Tour Operators' Initiative for Sustainable Tourism Development (TOI) is an international alliance of tour operators engaged in advancing the UN goal of sustainable development. Tour operators are in a key position to influence the supply chain and encourage and catalyze initiatives and efforts to achieve sustainable tourism development across all sectors of the tourism industry. Individual TOI member companies recognize that they are directly responsible for safeguarding destinations and, from a business perspective, for offering a good product to clients while preserving the future of their business.

Given the value that protected areas add to tourism business, TOI signed a cooperation agreement in 2006 with the World Wide Fund for Nature (WWF) to support biodiversity conservation in areas of high-volume tourism. Riviera and Costa Maya (Mexico) was the first selected destination, where unprecedented tourism growth overlaps with rich biodiversity. Project partners recognized the need to support the adoption of Good Environmental Practices by hotels and improve tourism planning through the integration and adoption of sustainable Siting, Design and Construction practices in federal regulations. These were the first key steps to reduce the negative consequences of tourism over-development. They successfully contributed to the drafting of the National Tourism Law, specifically focusing on coastal conservation incentives and responsible tourism in protected areas, and recommended the inclusion of an Official Norm with the provision of rules for Siting, Design and Construction at the Yucatán Peninsula, approved in February 2009.

In the Andaman Sea Eco-region, Thailand (particularly Phuket, Kao Lak and Krabi), TOI and WWF are focusing on improving waste water treatment, training hotel and resort staff, and ensuring that fragile areas and endangered species (like turtles) are protected. In Koh Khao Island, province of Phang Nga, district of Ta Kua Pa, efforts of TOI and the UNWTO Consulting Unit on Biodiversity and Tourism Development are geared to preventively avoid possible negative impacts of mass tourism and help diversify the offer to extend tourists' stay. *(Source: TOI n.d. and UNWTO 2009[b])*

Suggestions for tourism training sessions:

Information in this guide can be used to inform strategic planning, policy and legislative development, and project design. It can also be used for **educational** or **training** purposes. Training programmes can follow the suggested sequence and content, or select only the appropriate tools and examples, as needed. The CD in the booklet jacket includes a slide presentation summarizing the content of the booklet and is included to assist in the dissemination of information. The information presented in this section was drawn from an experts workshop on tourism training at the 2009 Reisepavillon International Alternative Travel Fair in Munich, Germany.

When organising educational / training programmes, some of the following suggestions may help to improve outcomes:
1. Ensure a balanced composition of stakeholders, including public and private players. Participation of stakeholders involved in, or affected by, tourism is essential for the integrated management of tourism, biodiversity and poverty reduction.

2. Train-the-trainers strategies can often ensure that a critical mass of experts and experience is made available on a larger scale. Providing a small number of participants with the skills to train, educate, and service workshops, can have significant positive impacts over time on the industry as a whole.

3. A “hands-on” approach should be used to explain the concepts and principles of sustainable tourism development. Whenever possible, trainers should use local examples and case studies, employ learning field-trips, involve local experts, and include face-to-face meetings with both local and national tourism players to help foster information exchange.

4. When planning training programmes the cultural norms and values of trainees should be considered. In some cultures, open discussion between hierarchical levels and age groups is accepted and encouraged, while in others, guidance from supervisors is expected. Successful training carefully considers the background, motivations, circumstances, capacities and expectations of participants, peers, supervisors and institutions. Involving target public representatives early on (to design the process and content of a training programme) can facilitate this process.

5. Problems often appear after a training session (and not before)! Training needs to be complemented with coaching, individual technical support, and demonstration models. Supportive activities can include ongoing information support systems using Web 2.0 technologies before and after, newsletters, etc..

6. Tourism specialists are often not experienced trainers. Training / educational specialists should therefore be involved in the development of training materials and organization of a training programme. Trained facilitators and presenters, as well as communication specialists need to be part of the team.

SCBD / Chantal Robichaud

2008 Pacific region workshop on indigenous communities, tourism and biodiversity (Samoa).

7. Training is lost if it is not part of a broader capacity building / development / empowerment effort that allows participants to use acquired skills. There is often a gap between an existing situation and future planned status – people who are trained do not use the techniques and contents of the training not only because they may not yet possess the skills, but also due to other institutional and systemic constraints.

8. In order for training to be effective, a need has to be identified (i.e. the training should respond to a real need as perceived by local players), stakeholders need to be organized (and possibly empowered) prior to training, and a multi-stakeholder framework or governance structure may need to be set up to organize the training, follow up on it, and ensure that participants actually use the skills and knowledge they acquire. In governments, it is essential to involve all relevant ministries and agencies, not only in environment but also tourism/economy, education, foreign affairs, planning, regional affairs and finance/budgeting. At times, it may be important to institutionalize these multi-stakeholder and inter-institutional boards, so that initiatives can survive beyond short political mandates and/or circumstances. Local ownership of the training process, and of its content development, as well as the explicit support of top management, are critical for training programmes to leave lasting results.

Checklist of good-practices: Tourism for Nature and Development

Consulting the questions below will allow you to assess the degree to which the recommendations of the guide have been adopted in a specific destination, region, or country. The goal is to ensure that none of the key tools presented in this publication are overlooked in the development of sustainable tourism initiatives. The Secretariat has made available a set of complete checklists for the CBD guidelines (see SCBD 2007, p.87), and has developed a self-assessment survey on the Biodiversity and Tourism Network website (see http://tourism.cbd.int/survey.shtml).

Planning process

In your sustainable tourism planning process, do you utilize the CBD Guidelines on Biodiversity and Tourism Development and its User's Manual as references? Do you use other regional/global standards, guidelines and principles such as the UNWTO's Global Code of Ethics (UNWTO 2001) or the Global Sustainable Tourism Criteria (GSTC n.d.)?

Policies and Strategies

- Do you have specific policies, strategies or plans on tourism, nature and development/poverty reduction? If so, do your plans, policies and strategies on biodiversity, tourism and poverty reduction overlap/reinforce each other (i.e. do policies in one segment consider policies in the other two)?
- Is there a federal-level institutional framework that brings together all relevant Ministries and government agencies (tourism promotion/marketing boards, park agencies, investment promotion offices, etc.) in governing/implementing the plans and strategies?
- Do you have sustainable tourism destination/site plans (or a series of them) that consider biodiversity and poverty reduction, developed and governed by site-specific multi-stakeholder working groups?
- Do you have a portfolio of projects/proposals supporting your sustainable tourism policies, strategies and destination plans?
- Are your tourism laws, codes and norms supportive of your sustainable tourism policies and destination plans?
- Are public-private partnerships objectively supported/encouraged for sustainable tourism in your destination, including through capacity-building and special attention to local trade associations and SMEs?

Measurement/baseline information

▪ Is there a monitoring and evaluation system in place for sustainable tourism, with a set of indicators, supporting policies and destinations plans? Are there appropriate reporting mechanisms, which communicate information to all relevant stakeholders and the public in general?

Economics/finances/markets

▪ Are you using certification systems or eco-labels (through self-assessment or third-party auditing) for sustainable tourism? Are they compatible with policies and plans on biodiversity and poverty reduction/development?

▪ Are there clearly defined and monitored concession policies and norms for sustainable tourism operators in protected areas and sensitive ecosystems?

▪ Are there economic incentives in place that promote biodiversity-friendly and pro-poor tourism, such as tax exemptions, awards for best practices, special credit lines, investment promotion strategies, business incubators, or other tools?

▪ Have visitor impact management systems (e.g. technologies, management procedures) been put in place for protected areas or natural areas in your country / region / destination?

Capacity building

▪ Do you have regular/ongoing capacity building initiatives (e.g. training programmes, networks, web-based platforms) for key stakeholder groups in your destination, on the links between tourism, nature and development?

▪ Is sustainable tourism included in tourism-related curricula and training programmes (formal and informal), in educational institutions, trade associations and local NGOs? If so, are biodiversity and poverty reduction considered in the content and evaluation methods?

Communication/awareness

▪ Has sustainable tourism (including messages on biodiversity and local development) been incorporated in communication/promotional materials on the destination targeted to visitors, residents and tourism professionals?

▪ Are there support systems (e.g. clearinghouses, databases, collaborative platforms) in place to encourage/assist the private sector in including sustainability issues in their communication activities and materials?

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Contents of the CD Rom

Power Point Presentation:
This presentation summarises the content of this booklet and has been included as a tool for tourism planners to share this information in training sessions, workshops, strategic planning meetings, etc.. The slide show can be customized for presentation to a particular audience by the following steps: 1) On the Slide Show menu, click Custom Shows; 2) click New; 3) Add the slides that you wish to present.

Key Documents:
1. Secretariat of the Convention on Biological Diversity. 2004. **Guidelines on Biodiversity and Tourism Development**. *Available at: www.cbd.int/doc/publications/tou-gdl-en.pdf*

2. Secretariat of the Convention on Biological Diversity. 2007. **Managing Tourism & Biodiversity: User's Manual on the CBD Guidelines on Biodiversity and Tourism Developmen**t. *Available at: www.cbd.int/tourism/guidelines.shtml*.
The Guidelines provide a framework for addressing what the proponent of a new tourism investment or activity should do to seek approval, how the authorities should manage the approval process, and how to sustain the transition to sustainable tourism through education and capacity building.

3. United Nations Environment Programme and World Tourism Organization. 2005. **Making Tourism More Sustainable: A Guide for Policy Makers**. *Available at: www.unep.fr/scp/publications/details.asp?id=DTI/0592/PA*.
The Guide presents a comprehensive set of instruments for governments ranging from planning regulations to economic instruments and the application of certification and indicators. It sets out 12 aims for sustainable tourism and their implications for policy, and describes the collaborative structures and strategies required at a national and local level.

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