

Chapter 11: Case studies

Case 11.1: Gambia is Good project, The Gambia

(www.concern-universal.org)

The 'Gambia is Good' programme is an example of linkages between tourism enterprises and agricultural suppliers. Under this programme, local farmers supply half of all fresh fruits and vegetables required by the country's tourism sector. The Association of Small Scale Enterprises in Tourism in The Gambia sponsors a programme that encourages handicraft and batik producers to develop new designs and otherwise vary their product offering to increase visitor spending.

The Gambia is a well-established 'winter sun' tourism destination. One of West Africa's most peaceful nations, it's a narrow lick of a country, surrounded by Senegal on all sides except for its 50 miles of Atlantic coastline.

The Gambia River is a dominating feature of life in The Gambia, stretching from the Atlantic Coast 186 miles into its interior, dividing residents into north or south bank inhabitants. Steamers can navigate the river for 140 miles inland. For the first 80 miles, it's fringed with mangrove-covered banks, later giving way to red cliffs topped with green vegetation. Dotted with ferries, fishermen in dugout canoes and cutters loaded with groundnuts, the river offers the occasional glimpse of hippos and crocodile surfacing, and baboons playing on its banks.



Though winter tourism is a major source of business in The Gambia, attracting around 100,000 visitors a year, mostly from the UK and Europe, it is virtually all package-tour trade, controlled by Western-owned big tour operators, airlines and hotels. Thus, most of the tourist money that should find its way into the local economy instead leaks out of the country. The big operators even get a sizeable chunk of the tourists' spending money because they arrange the excursions.

But in 2004 the Gambian community fought back. A collaboration between Haygrove, a UK fruit and flower grower which supplies major UK supermarkets, the international charity Concern Universal and local groups in Gambia, found that farmers in Gambia were missing out on trade with high value tourist hotels and restaurants.

At the same time that thousands of kilos of local produce were often going to waste, the businesses were importing truckloads of produce from Holland, France, Spain and even neighboring Senegal.



Although the hotels were willing to buy high-quality Gambian produce they were put off by unreliable local supply, inconsistent quality and shortages during peak periods.

With £197,000 funding from DFID's Business Linkages Challenge Fund, a fair trade horticultural company, Gambia is Good, was set up to start to turn this around for the benefit of poor rural Gambian communities. Haygrove worked with local subsistence growers to improve irrigation, grading of harvests, distribution and marketing. Producers have been given access to quality seeds, pesticides and fertilizers that were not previously available. Over-produced items were replaced with in-demand ones such as courgettes and broccoli.

Initially Gambia is Good worked with 30 growers but now works with 1,000, of which most are businesses run by women. Hoteliers have welcomed the initiative with open arms – 80 per cent are participating and are now buying 20 tonnes of produce a month during the season. In the past year GiG has diverted £34,000 of sales away from the importers and into the hands of the local, small-scale producers.

A further innovation saw Gambia is Good link up with The Travel Foundation to launch their own farmyard, which is used to demonstrate best-practice and generate additional income through production and tourism – so far more than 1,000 First Choice tourists have visited the farm on excursions.

"Supplying the hotels was not easy in the beginning", admits Adama Bah, The Travel Foundation programme coordinator. "A lot of capacity building was needed to match supply with demand. We ourselves import from Senegal to meet any shortfall while we are still building that capacity."

Case 11.2: Programme for strengthening municipal tourism management, Chile

The programme promotes the development of sustainable tourism at the local level through the implementation of Sustainable Tourism Management Plans and the creation of a municipality network which allows better coordination and a proper application of national policies at the municipal level.

A pioneering Tourism Programme in Chile aims to strengthen sustainable municipal tourism management in the fields of training, promotion, quality, information, partnerships and sustainability. The initiative responds to municipalities' calls for measures to strengthen their internal capacities in sustainable tourism management, in line with the strategic plans of Chile's National Tourism Service (SERNATUR).

The Programme involves a range of initiatives, including: the dissemination of the 'S' label, which recognizes the efforts of local enterprises in the field of sustainability, and helps them to improve their competitiveness; the design of Sustainable Tourism Development Plans, as well as proposals on accessible tourism and social tourism; the identification and development of tourism destinations; training for human resources; a competition of Good Practices in Municipal Tourism; and the implementation of a model to strengthen the tourism management capacities of municipalities. To ensure the programme's effective implementation, municipal tourism managers throughout the country, alongside entrepreneurs and local communities, have been involved in a network convened by SERNATUR, covering 90% of Chile's municipalities.



Among municipalities, the programme has raised awareness of tourism's potential to drive economic development while safeguarding cultural and natural heritage. Through the aforementioned network, coordination with autonomous municipalities has been improved by pursuing common objectives and guidelines. Experiences are shared among diverse entities of different sizes, from different geographical locations, and with different contexts vis-à-vis the tourism sector. Partnerships between the public and private sectors have also been established.

The Programme compiles systematized information annually, which is used, in turn, by all 345 of Chile's municipalities. A benchmark has been created in the municipal sphere for inter-sectoral work. Some 231 local municipalities now have a Tourism Unit, 145 municipal Tourist Information Offices have been set up, and 99 municipalities have elaborated Tourism Development Plans.

Through clear strategies and guidelines for local tourism development, provided by SENATUR, synergies and effectiveness are being achieved in the local implementation of regional and national sustainability policies. The technical work of the municipal network complements SERNATUR's political efforts at the national and regional levels. The network has established communication that would otherwise not exist, between municipal authorities, social organizations and tourism providers, while contributing positively to public tourism programmes and the dissemination of national and regional policies.

Case 11.3: Rewa Eco-lodge, Guyana

The Rewa community-run eco-lodge in the heart of Guyana provides employment opportunities for local Rewa people and has paved the village's way to protecting its natural resources.

The Rewa eco-lodge was founded in 2005 by the local community in an effort to protect the land around the village of Rewa for generations to come. With a grant provided by Conservation International, the lodge was set-up amongst a pristine environmental backdrop. Located at the confluence of two rivers in the north Rupununi, in central Guyana, Rewa is home to a small Amerindian community of about 300 inhabitants, predominantly belonging to the Makushi peoples. The area is renowned for its abundant wildlife and ecological diversity. Recognizing the need for the species' conservation and protection, the community partnered with the Government of Guyana to establish best practices, policies and procedures to ensure that the surrounding area remained a protected habitat for the Arapaima fish – the largest fresh water fish in the world, which the Rewa community have agreed to protect.



Rewa is now a renowned destination in Guyana. Flora, fauna and cultural heritage remain its main attraction, and the 'catch and release' sport fishing of the Arapaima has been developed as a new ecotourism product. The eco-lodge offers sustainable tourism experiences that provide significant economic benefits to the local community without any resource extraction. Commercial harvesting has been banned and new generations are growing up well aware of the importance of preserving natural resources.

The residents of Rewa faced several challenges when moving from traditional practices to a more sustainable method of harvesting wildlife, particularly since fishing had been the main source of income for many families. Through close multi-stakeholder collaboration, an Arapaima Management Plan was developed and implemented. This raised community awareness of the benefits of sustainable harvesting and supported efforts to change practices.

The community-owned and operated eco-lodge generates employment for many residents, creating job security that allows villagers to remain in Rewa. Profits are reinvested into the business to increase tourism and further improve the livelihoods of the community. The benefits of this community-based tourism project have spread to other local villages, given the possibility of tourists renting equipment (boats for instance) and employment opportunities leading to a level of immigration from other Amerindian villages. Recently, other communities have begun investing in tourism. Rewa continues to transfer the knowledge gained through this project to other villages which are now pursuing sustainable tourism, including by offering training in sustainable tourism development.

Case 11.4: Integrated Central American Quality and Sustainability System (SICCS), Honduras

The sustainability and competitiveness of Honduras' tourism sector is being promoted through the Integrated Central American Quality and Sustainability System (SICCS) and its creation of Quality Certifications that recognize the sound economic, environmental, and social management of the country's tourism companies.

The Tourism Service Quality Programme for Central America (2007–2009) highlighted the importance of quality as a decisive factor in competitiveness within the tourism sector. Consequently, in 2011, a group of public representatives, experts in tourism quality from various Central American countries, and representatives of the Central American tourism chambers, created the Regional Committee for Central American Tourism Quality and Sustainability. The Committee, in turn, developed the Integrated Central American Quality and Sustainability System (SICCS).

This regional project, implemented in Honduras by the Honduran Institute of Tourism (IHT) involves providing qualified audits and advice to tourism companies that require quality management structures. Once SICCS verifies that these companies meet certain guidelines and criteria, they are able to obtain a Quality Certification – a label that allows them to generate added value and helps them compete in an increasingly demanding market. By 2017, there were 34 certified tourism companies.



These quality criteria encompass a range of requirements related to sustainability – including its economic, environmental and social dimensions – in order to enable tourism to act as a tool for sustainable development. Measures include the application of sound environmental practices and the reduction of unnecessary consumption in tourism establishments; the creation of quality employment by ensuring proper compliance with labour legislation; access to training for employees, thereby allowing them to progress along their chosen career paths; and the possession of an environmental license, or efforts to guarantee tourism’s compatibility with the culture and values of the companies and communities involved.

SICCS benefits tourism companies with a long-term vision of sustainability as a criterion for action, promotes the voluntary commitment to sustainable development criteria, and helps to maintain these standards through rigorous audits. Through the continuous monitoring of tourism companies’ performance, the SICCS also strengthens the operational quality of these companies in areas such as human resource management, safety and security, environmental management, social responsibility, as well as the improvement of customer satisfaction.

The implementation of the SICCS has increased the awareness of entrepreneurs of economic, environmental and social sustainability practices. In tandem, it has improved their competitiveness. These successes are helping to position Honduras – and the other six Central American countries in which the system is being implemented – as attractive, sustainable tourism destinations, proving a highly useful tool for tourism promotion.

Case 11.5: Promoting ecotourism in the National System of Protected Areas, Panama

Through a participatory and inclusive method involving local communities, Panama has promoted a Green Tourism Plan to enable ecologically sustainable tourism in the countries Protected Areas – thus improving their economy, visibility and environmental conservation.



The promotion of green tourism to benefit Panama's Natural Protected Areas is one of the five strategic lines of work of the Ministry of the Environment. In 2012, however, analysis revealed that few alliances and poor coordination existed around ecotourism between Panama's public institutions, the private sector and community organizations. This lack of coordination resulted in the limited integration of Protected Areas in the National Tourism Strategy, few benefits for communities living near these areas, and limited prospects for the private ecotourism services sector. In response, in 2015, the authorities decided to promote what, after a participatory process, would eventually become the Green Tourism Plan of Panama. This Plan outlines the vision of sustainable tourism that Panama will develop over the next ten years. It highlights nine protected areas as priority geographic areas, and seven strategic axes to advance its vision. These strategic axes involve:

- Distinctive positioning by building a country brand that highlights Panama's iconic natural and cultural attractions;
- Developing ecotourism products that respond to global market trends;
- Stimulating demand by focusing on specialized groups, the domestic market and potential international markets;
- Optimizing destinations by maximizing tourism spending and benefits for communities;
- Improving the competitiveness of ecotourism products offered within protected areas;

- Maintaining sustainability by creating economically viable, socially equitable and environmentally acceptable business opportunities within and outside of these areas; and
- Ensuring good governance through shared leadership among public, private and community bodies.

As a result of this plan, a regulatory framework for ecotourism management has been created. It has also spurred improvements in infrastructure connected to ecotourism facilities, alongside strengthened destination management capacities among public administration, the private sector and surrounding communities. A major environmental campaign has been carried out, highlighting the economic benefits of the proper use of protected areas. The campaign is complemented by a dedicated strategy to promote these areas. Combined, these measures are increasingly attracting the attention of national and international tourists. Since the project began, tourist numbers have risen by over 140%. Incomes from tourism are also on the rise – in the first half of 2017 alone, revenues were equivalent to those for the entirety of 2014.

The Plan and its related initiatives illustrate ecotourism's enormous potential as a catalyst of economic growth and as a tool for environmental preservation. The experience highlights the strong synergy between sustainability in tourism and economic growth, offering a successful model that can be replicated in other contexts.

Case 11.6: Nearly Zero Energy Hotels Project

http://www.nezeh.eu/main_menu/news/index.html

Buildings consume 40% of the total energy and emit 36% of greenhouse gases in Europe, therefore represent a high potential for energy savings. Large scale renovations of existing buildings towards Zero Energy are in the forefront of EU and national policies.

The European initiative Nearly Zero Energy Hotels (neZEH) aimed to accelerate the rate of large scale renovations of existing hotels into Nearly Zero Energy Buildings (nZEB) by:

- Providing technical advice to committed hoteliers
- Demonstrating flagship nZEB projects in the European hospitality sector
- Undertaking training and capacity building activities.

neZEH encourages and proposes concrete solutions to EU hotel owners willing to become a nearly Zero Energy Hotel. Providing technical advice for nZEB renovations, demonstrating the sustainability of such projects and promoting front runners, neZEH sensitized more than 56,000 hotels across Europe, engaging them in the EU nearly zero energy building (nZEB) strategy.

neZEH demonstrates best examples of neZEH buildings across Europe, thus influencing the hotel industry to move towards the nearly Zero Energy era, contributing in parallel to the EU efforts for CO₂ reduction; saving up to 95,000 tCO₂eq/y till 2020.

Results

The neZEH activities resulted in:

- 16 pilot projects in 7 countries (Croatia, Greece, France, Italy, Romania, Spain, Sweden) demonstrating successful examples and challenging more SMEs to imitate.
- **Practical training, informational materials** and capacity building activities to support the implementation and uptake of neZEH projects.
- An EU neZEH network, facilitating exchanges between the supply (building professionals) and the demand side (SME hotel owners).
- A practical e-tool, for hotel owners to assess their energy consumption state and to identify appropriate solutions for improving energy efficiency.
- **Marketing guidelines and promotional tools** to assist front runners in communicating their environmental performance and improving their image.
- **56,000+ hotel owners informed**; methodology and results available to any hotel for scaling up.
- **Policy intervention** at EU and national level, elaborating position papers with recommendations for removing barriers and upscaling renovations towards NZE in the accommodation sector as a basis to fruitful debates in policy level also in the European Parliament.

Benefits

neZEH offers a competitive advantage to SME hotels which represent 90% of the European hospitality market and benefits the whole hospitality industry through:

- Energy saving and reduction of operational costs
- Unique positioning in a highly competitive market
- Improved image and service among guests
- Access to a whole new “sustainability” market segment, both individuals and companies
- Increased guests’ loyalty by improving living comfort and enriching experience
- Corporate Social Responsibility targets met; Environmental, social and economic sustainability.



Benefits for the EU Community

neZEH managed to raise awareness and knowledge of the nZEB concept at regional, national and European level, promoting the endorsement of nZEB policies and contributing, in this way, to:

- Sensitise national authorities to put in practice policies that support SMEs in undertaking refurbishments to become nZEB
- 80-190 M€ investments in sustainable energy by 2020
- New green jobs creation
- Reduction of GHG emissions up to 100.000 tCO₂e/year by 2020.

Pilot cases

16 Hotels in Europe benefited from **technical assistance** to become neZEH and enjoy **up to 70% reduction of their primary energy consumption** using best solutions: energy efficiency measures, renewable energy sources and behavioural changes of staff and clients. Commitment to the environment and sustainability was a key prerequisite for hoteliers to achieve nearly zero status.

The pilot cases were implemented in the 7 neZEH countries: (Croatia, Greece, France, Italy, Romania, Spain, Sweden) to prove the feasibility and sustainability of neZEH projects.

The neZEH hotel owners received:

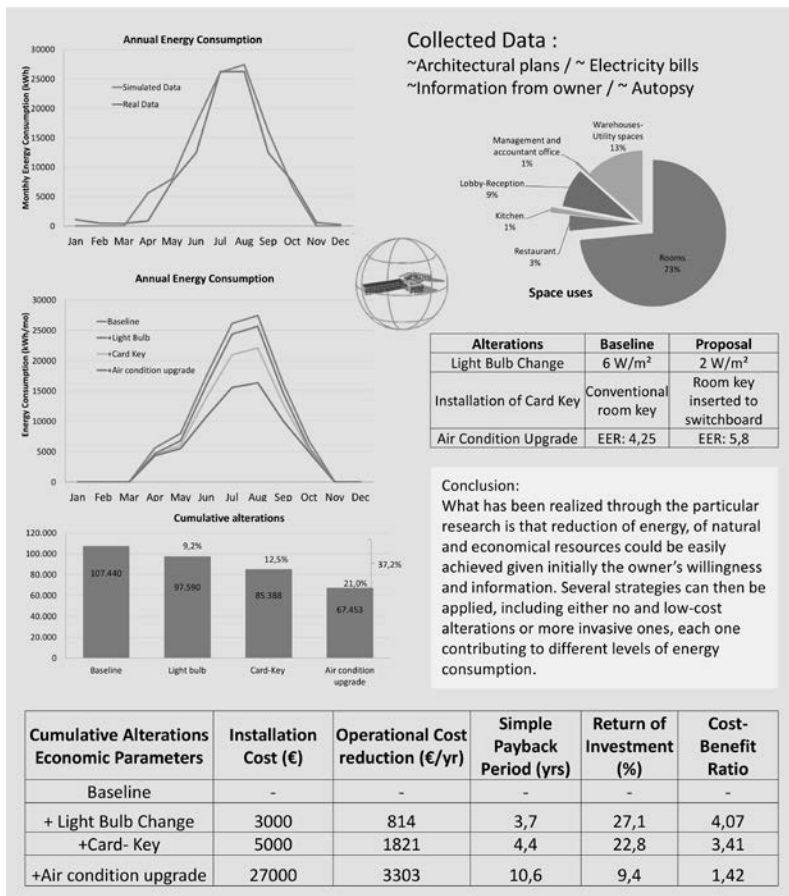
- Access to technical expertise
- Energy audits suggesting technical solutions
- Feasibility studies for financing decision-making
- Advice on national financing alternatives
- Training of hotel staff
- Increased visibility at national and EU level and promotional tools to communicate efficiently their neZEH profile to potential customers

Case 11.7: Retrofitting an existing hotel, Zakynthos, Greece

The purpose of the particular project is the reduction of energy consumption of a case study hotel located in the island of Zakynthos, Greece, taking into consideration some basic sustainability principles with a focus on the operating facilities.

The building industry is responsible for ~40% of energy consumption worldwide and for ~30% of the greenhouse gases emitted into the atmosphere (UNEP, 2009). Specifically, the accommodation industry is estimated to be responsible for around 97.5TWh as measured for 2001, with the average energy use moving within the range of 305-330 KWh/m²yr (Hotel Energy Solutions, 2010). Thus, a strategic initiative for the reduction of the energy consumption – even with a minimal effort – seems to be an imperative need and could contribute to a considerable decrease of the associated emissions globally.

- The case study hotel is a 3-stars facility with 74 bedrooms, with a gross building area of 2500m², in a site of 4200 m². It is located in Zakynthos, an island of western Greece, and has been built under the standard building regulations. The architectural plans and the energy bills of a 9-month period have been provided.
- A strategy has been suggested which has been based on two axes. The first axis was the collection of the provided actual energy bills and the estimation of the annual energy consumption. The second axis was an energy simulation of the building. Using a specific baseline, a number of potential modifications have been recommended to achieve a significant energy reduction. The simulation software that has been used is eQuest. The deviation of the actual annual energy consumption and the simulated data has been approximately 11%. This deviation may seem considerable but it has to be highlighted that the data provided was only for 9-month period. If the data gathered was for 1 or 2 years, then the results would be more precise. But even in this case, the two curves (actual and simulation figures) are remarkably close in the monthly basis.



Source: Michail Fyrrillas and Eleni Andreou, http://www.nezeh.eu/assets/media/PDF/neZEH2015_Posters4192.pdf

- Starting with some less intrusive and continuing with other more invasive alterations, the reduction of the energy consumption of the case study hotel is targeted. The suggestions were to change the thermostat by 1.1°C (2°F), replace the traditional light bulbs with LEDs, install a card key in all rooms, improve the air-conditioning system and lastly, install additional external wall insulation. The energy consumption achieved thanks to each one of the suggested measures is depicted in the table.
- The basic aim of the particular project was not to prove the efficiency of the recommended modifications, but to highlight that each project is unique and that, given the owner's willingness and the design and consultancy team's critical research and study, crucial economic and environmental improvements can be achieved with the minimum effort. Moreover, it has to be emphasized that with the proper design of a long-term plan, the funding of the each measure could easily be covered thanks to the reduction of the operational costs it would produce.

Case 11.8: Towards carbon neutral Tourism in Montenegro

The 'Towards Carbon Neutral Tourism' project aims to adopt a comprehensive approach to reducing GHG emissions and minimizing the carbon footprint of tourism in Montenegro.

Travel and Tourism's total contribution to the GDP of Montenegro reached 19.5% (EUR 663.8 million) in 2016 and is projected to increase to 34.4% (EUR 1,723.6 million) in 2023. The investment in the sector amounted to EUR 173.4 million corresponding to 24.6% of total capital investment and with a projected growth to EUR 518.7 million (49.6% of total) in 2023. By that time, the tourism sector should also be supporting as many as 59,000 jobs, i.e. over 30% of all jobs in Montenegro.

Fastest growing		10-yr real growth
In which countries will the total contribution of Travel & Tourism grow fastest from 2013-2033		
Total GDP		Annualised %
1	China	8.9
2	Montenegro	8.6
3	India	7.9
4	Namibia	7.9
5	Zambia	7.8
6	Gabon	7.4
7	Cambodia	7.2
8	Cape Verde	7.1
9	Angola	6.9
10	Sierra Leone	6.9

Table 11.1: Percentage annual growth rate of Travel & Tourism's contribution to GDP.

Source: <http://www.wttc.org/research/economic-impact-research/league-table-summary/>

Fastest growing In which countries will capital investment in Travel & Tourism grow fastest from 2013-2033		10-yr real growth
Capital investment		Annualised %
1	Montenegro	8.9
2	China	8.6
3	Zambia	7.9
4	Thailand	7.9
5	Gambia	7.8
6	Cape Verde	7.4
7	Macau	7.2
8	Pakistan	7.1
9	Brazil	6.9
10	Iraq	6.9

Table 11.2: Annual growth rate of investments. Source: <http://www.wttc.org/>

The projected longer term relative growth rates of travel and tourism sector for 2013-2023, expects Montenegro to remain among the top three countries globally for sector's total contribution to the GDP, capital investment and job creation.

As a main driver of Montenegro's economic growth and investment, the tourism sector is responsible directly and indirectly for a share of GHG emissions from the transport, accommodation and other tourism-related activities. In a business-as-usual scenario, the carbon footprint of Montenegro tourism will continue to grow as a result of large-scale investment in tourist infrastructure and constantly growing number of tourists.

The project seek to adopt a comprehensive approach to minimizing the carbon footprint of Montenegro's main and most dynamic economic sector, the tourism sector. Building on a review of the international experiences and best practices, the project promoted the country's transition towards carbon-neutral travel & tourism by facilitating development of supporting low-carbon policies and helping the tourism industry to identify and implement cost-effective mitigation options in travel and accommodation sectors, including minimizing energy use and transport in and around new green field development projects. It also introduced carbon offset schemes and other innovative financial mechanisms, including the establishment of the National Tourism Climate Fund (NTCF), to compensate for the residual emissions and to generate additional revenues for financing climate change mitigation and adaptation actions in travel and tourism.