Responsible Tourism and Territorial Development

Strategic guideline document
for French Public Aid for Development

Contents

4

This paper builds on the productive sector support strategy for the Priority Solidarity Zone countries adopted by the Interministerial Committee for International Co-operation and Development (Direction Générale de la Mondialisation, du développement et des partenariats) in May 2005. It proposes strategic guidelines for French co-operation in the area of responsible tourism as a development tool.

These guidelines were developed following consultations with a panel of players and stakeholders. They can in no way be regarded as unilaterally defined priorities. They are proposals, which are necessarily general in their nature, designed to structure dialogue between players and partners and establish a uniform framework for action.

Co-operation action decisions are ultimately made by the French assistance partner countries and organisations in the different bilateral, regional and multilateral co-operation steering bodies.

1. Preamble

Tourism is a major component of the global economy. It is a particularly strong driving industry. Yet since 1993, growth in tourism revenues has been below world GDP growth. And, since 1997, tourism services as a share of all services have dropped from 33% to 26.5%.[1] Nevertheless, tourism remains particularly buoyant and has a considerable impact wherever it is developed. The developing countries see it as an important driving force for growth and economic development.

Yet tourism has its negative repercussions on host countries' societies and environments. And a country's cultural and natural heritage is vital to the sustainable development of tourism. Questions and concerns are being raised by the increase in flows to the Southern countries, the use of economic models that do little for the local economies and large carbon footprints due mainly to air transport.

1 Gilles Caire, *Mondialisation du Tourisme et Développement Socio-territorial* (The Globalisation of Tourism and Socio-Territorial Development), International Conference: "A Cross-Disciplinary Perspective on Social, Territorial and Cultural Change", MSHS, Poitiers, October 2008.

6

The developing countries now need to answer the following question: what is the best form of tourism to generate growth, raise export revenues, reduce poverty and ensure sustainable, balanced local and regional development?

The idea is not to play off geographically concentrated quantitative tourism ("mass" tourism) against responsible forms of tourism, more integrated into the territories and less massive. Mass tourism could be made more environmentally and socially friendly while developing responsible tourism, with its particularly useful role model value. France, as the number one tourist destination country with a wealth of experience in both mass and rural tourism and expertise in the tourism economy, has embarked on this road.

There are ways of supporting the development in the developing countries of forms of high value-added tourism that constitute:
• Economic driving forces, rich in jobs and wealth,
• Sources of funding for the conservation of biodiversity and tangible and intangible cultural heritage,
• Catalysts for local and regional economic, social and cultural dynamics,

• Builders of more capable and better equipped territories due to tourism's cross-cutting nature, which requires a bridge to be built between the issues by local and regional institutional frameworks and integrated action plans.

This policy paper (PP), *Official Development Assistance for Responsible Tourism at Local and Regional Level,* places the individual – inhabitant, beneficiary, player, migrant and customer – at the heart of a local approach to tourism.

It sees tourism as an economic and trade vehicle that can harness the economic, cultural, social, ecological and institutional assets of the host countries and local regions to further development and poverty reduction. In other words, this paper proposes guidelines to enable growth in tourism in the developing countries to be gauged in terms of the Millennium Development Goal (MDG) indicators.

A strategic approach to the issue therefore needs to take into account:

• **The reported persistent poverty in the least developed countries and the developing countries.** Poverty reduction should be achieved by a combination of a cross-cutting tourism policy, a high level of assertive political action, the sector's ability to generate multiplier effects and

boost the service sector, and the effective application of active subsidiarity in project and policy implementation.

• Different levels of action:
The tourism industry, all types of tourism, to increase the production of wealth in the destinations and extend the reach of social and environmental responsibility,
The related sectors – e.g. the craft trade, the food industry and services – to improve their production and their own social and environmental responsibility,
The local level, by seeking to leverage the productive fabric and the infrastructures, social proactiveness (women, young people, minorities, etc.), the recognition, protection, promotion and development of tangible and intangible cultural assets and ecological and environmental issues in general,
The national level, partner countries and France, to improve the quality of co-ordination to "satisfy needs",
The regional level, to foster market integration and economies of scale, raise the export profile and make full use of complementarities,
The international level, Europe and the United Nations, to step up associative action.

• Guidelines, objectives and operating methods for each level, incorporating the sustainable human development concern.

• Sustainability principles:
The principle of diversification, to prevent dependency on tourism, create local economies, preserve biodiversity and socio-diversity, and forge partnerships,
The principle of integrating the environmental, social and cultural **externalities** of the links in the chain and the sectors as a whole (top of the list of which is tourism) as well as the stakeholders,
The principle of linking up the governance levels, sectors and stakeholder approaches.

• The lessons learned from experience of foreseeable implementation problems, by proposing assistance focused on information-rich exemplary operations that do not scatter resources and dilute results in the Priority Solidarity Zone.

• An implementation strategy based on the existing facilities and using an inter-institutional, multi-stakeholder platform working in partnership in each geographic area with cross-sectoral committees, local and regional co-ordinators and support mechanisms.

• The introduction of a continuous evaluation mechanism to study, capitalise on and pool the lessons learned to make an all-important contribution to the development of the sector and socio-economic behaviour in general.

7

2. Tourism: world growth, opportunities and local ways forward

8
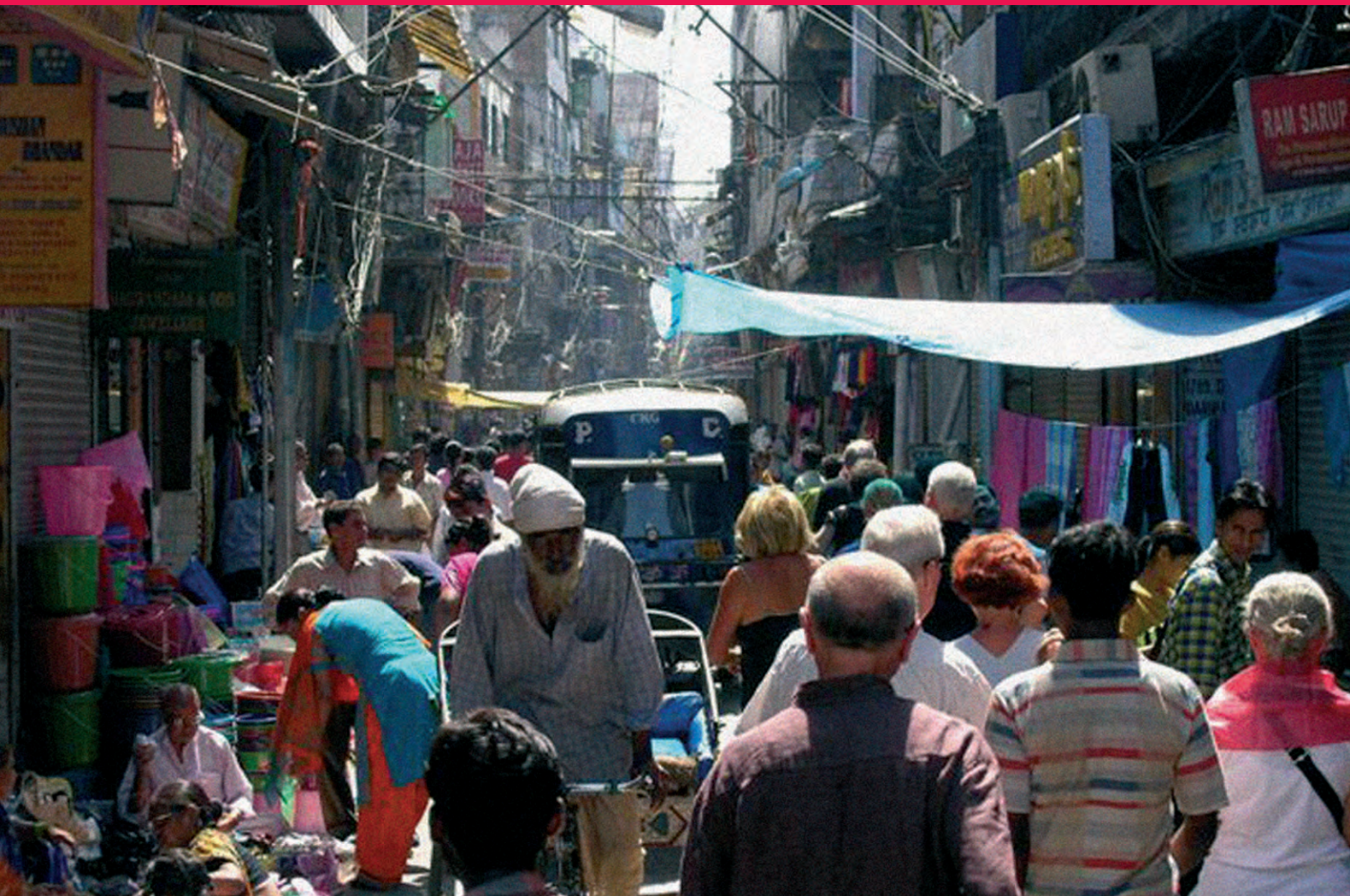
2.1. World tourism: a strong component of the service economy

The world tourism growth rate stands at over 5% per year (6.5% per year from 1950 to 2007).[2] The highest national growth rates are now found in the developing countries, Africa in particular. This continent posted growth of over 8% in 2007. However, since the 1990s, growth in the number of international tourist arrivals has been below growth figures for international goods trade. Tourism stopped being a "locomotive" a decade ago, but it's shock-absorbing capacity remains intact: epidemics (SARS), extreme climatic events (tsunami), terrorist attacks (Hurghada, Bali, etc.) and even political crises (refocus on domestic tourism in Côte d'Ivoire.).

In 2006, tourism still accounted for over one quarter of service exports worldwide and nearly 70% of the service exports of the least developed countries. Tourism is the number four export after motor fuels, chemical products and motor vehicles. It now tops agricultural products. Tourism and related sectors represent over 10% of world GDP and over 8% of world employment.

Yet we need to take a closer look at this general picture of growth in world tourism. Firstly, the costs of access to tourist services, such as hotels, vary enormously. Secondly, this growth is driven by a strong domestic market dynamic and the boom in regional and South-South tourism, due especially to China. In 1950, 15 destination countries, all European, attracted 97% of the world's tourists. By 2005, these same 15 tourist destinations represented a mere 54.6% of total tourist arrivals worldwide.[3] The emerging Central European and Asian countries and the developing countries have contributed to the diversification and geographic spread of supply and demand.

2.2. A fast-growing tourism market in the developing countries

Tourism is one of the foremost export sectors and a major source of currency for 46 of the 50 least developed countries. It is the leading source of currency for 38% of them. Yet it still amounts to a mere 1.2% of world market share in international tourist arrivals and just 0.8% of international tourism receipts (2005 figures[4]). This market share is growing more rapidly than the share of all the developing countries.

Although Africa only attracted 4.9% of international tourists in 2006 (just over 44 million that year and nearly 28 million in 2000), it posted the sharpest growth in tourist arrivals at 9.8%, double world growth for the year.[5] The annually fluctuating inbound tourism flows are essentially concentrated in North Africa (nearly 60% of arrivals on the continent), southern Africa (RSA, Botswana, Zimbabwe, etc.) and East Africa (Kenya, Tanzania, etc.).[6] West Africa accounts for approximately 11% of tourist arrivals on the continent (2004), but the fluctuations from year to year are sometimes considerable. Arrivals have been on the upturn in this region since 2000 (+14% per year). In 2006, aggregate turnover was just under US$1 billion (400 billion CFA francs) and non-resident nights in hotels rose 8% a year from 1998 to 2005.[7] The major outbound markets are Europe (five-hour flight) and the United

4 *Le Tourisme et les Pays les Moins Avancés: Une Occasion Durable de Réduire la Pauvreté* (Tourism and the Least Developed Countries: A Sustainable Opportunity to Reduce Poverty), UNWTO, 2007
5 UNWTO *World Tourism Barometer,* Volume 5, No. 2, June 2007
6 UNWTO *World Tourism Barometer,* Volume 6, No. 1, January 2008
7 *Etude Relative à l'Elaboration d'une Politique Commune du Tourisme des Etats Membres de l'UEMOA* (Study for the Definition of a Common Tourism Policy for the WAEMU Member States), draft final report, Performances Management Consulting, October 2007.

2 *Tourism Market Trends,* 2006 Edition – Annex, UNWTO
3 *Compendium of Tourism Statistics.* Madrid, UNWTO, 2007

9

States, close markets compared with East Africa. Trends are showing a move towards demand for nature and cultural tourism.

In West Africa, the sector's weaknesses have been identified: the tourism supply lacks profile, diversity, attractiveness and competitiveness; site accessibility is a problem; and the regional market is weak, due to free movement problems. This situation is also found outside the zone, in Madagascar and Mozambique. These two countries have world-class assets and the number of international tourists visiting them is growing. Yet airline services are expensive and few in number. Accommodation capacity is low, and few establishments come up to international standards (approximately 20% for Madagascar). The highways are in a poor state part of the year (rainy season) and public services (water, gas and electricity) are unreliable and expensive. Internet access is still scant and unevenly distributed, limiting online bookings. Marketing budgets are

highly inadequate and professional expertise is still rare. In view of these circumstances, the formulas proposed to international customers are generally "package holidays". So the end price of a trip to Mozambique puts the product at a competitive disadvantage compared with a high-end holiday in the Cape Verde Islands and a "low-end" holiday in the Seychelles or Mauritius, two destinations that moreover provide a higher service level.

10

2.3. Tourism's contribution to poverty reduction: a lack of experience and results

Although growth is needed for development, it does not always reduce poverty. Not all the growth models can meet this goal equally. The only way to do something about the underlying causes of poverty and sustainably improve the poor populations' living conditions is to address the structural factors that create vulnerability, inequalities and exclusion. This calls for action to build the different sectors' national institutional capacities and policy steering and co-ordination capacities. France, the fourth leading contributor to official development assistance worldwide (OECD countries) with US$10.6 billion in 2006, is actively involved in this combat. It states in its 2008 cross-cutting policy document that its main development objectives in its 55 Priority Solidarity Zone countries are to promote growth, reduce poverty and facilitate access to global public goods to help achieve the MDGs.

Tourism can help reduce poverty in developing countries, including the least developed countries, for a number of reasons:
• Since the consumer is "in the product", there are many consumption opportunities and impacts;
• The high profile of the developing countries' natural, cultural and historical assets gives them an important comparative edge;
• The fact that tourism has developed recently in many least developed countries means that they can take up the best sustainable development options;
• The diversity and seasonal nature of tourism demand mean that most of an area's players can offer specific products liable to interest a customer segment, which, however small, can form a source of extra income and an important catalyst locally;
• As a composite economy of five major human activities – manufacturing, crafts, agriculture,

transport and services – it generates a wide range of jobs, from highly skilled and unskilled, and start-up opportunities for many small and micro-enterprises;
• Tourism promotes and makes economic assets of the cultural and natural heritage, contributes to the protection and conservation of natural resources, and builds awareness of and a responsible approach to these issues;
• The seasonal nature of tourist consumption means that tourism can more easily adjust to rural economies and contribute to a diversification of agricultural activities.

Yet this potential is rarely fully exploited. All too often, the economic return for the local populations is modest compared with the sums transiting through the international tour operators. This loss for the host territories (called "leakage") is even greater when the local economic fabric is poorly structured. In the Masai Mara Park in Kenya, for example, less than 2% of the money spent by tourists is injected into the local economy.[8]

The development of tourism is generally seen as a matter for the private sector. Yet if the local communities are to be directly involved and local revenues raised, the public authorities need to make a sustained commitment with long-term strategies and clear-cut development plans.

So if tourism is to be a driving force for sustainable development, tourist arrivals need to be stepped up and encouraged to spend a growing share of their expenditure locally, especially with the poorest populations. This calls for the range of products on offer to tourists at destination to be broadened and their quality improved. The focus should be on the tourists' personal expenditure, and consequently the craft and food sectors, which can derive value-added from their specific "local" attributes. Action by tourism businesses in this regard can be largely encouraged by public policies in the host countries.

8 Moi University, Eldoret, Kenya, IDRC, Nairobi, Kenya, September 2000.

11

2.4. Towards a better inclusion of the environment and social factors

The macroeconomic returns on mass tourism are huge. Yet it also has considerable negative effects on the environment (the well-known examples of Djerba and the oasis of Tozeur in Tunisia, the Balearic Islands, the Galapagos Islands, etc.) both locally (water abuse and pollution, waste and the destruction of landscapes) and worldwide (carbon footprint, reduced biodiversity, depletion of natural resources, invasive tourism developments, etc.). Likewise, certain forms of industrial tourism have particularly dramatic cultural and social impacts (folklorisation of cultures, pillaging of cultural goods and prostitution). Yet suitable measures could be put in place for this tourism to contribute not only to local employment and economic growth, but also to financing environmental protection (admission to nature reserves and indirect payment for ecological services) and the cultural heritage (visits to memorial sites and places, attendance at festivals, etc.).
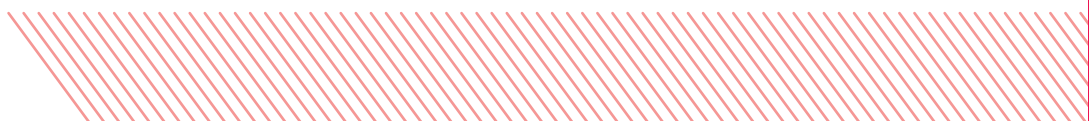
This is why the UN World Tourism Organization (UNWTO) and the United Nations Environment Programme (UNEP) are promoting the notion of sustainable tourism, the subject of the Lanzarote Charter signed in 1995. On this basis, the tourism supply develops smoothly, driven by growing demand from consumers increasingly sensitive to this aspect of their leisure activities.

At the same time, "social", "fair", "integrated" and "diffused" forms of tourism have appeared. They all aim to have a positive, but diffuse impact causing minimum disruption in the areas concerned, with a small eco-footprint, measured and shared economic effects and limited social repercussions. These "soft" forms of tourism all closely involve the populations in the tourism project, maximise the economic returns, optimise the natural, cultural and human assets, minimise the negative effects, and apply time management to encounters between visitors and those being visited. Although these products do not yet represent substantial financial flows, they are opening up new horizons in the Southern countries, the potential of which can be seen in ecotourism and rural tourism in France and Europe. In Burkina Faso, for example, social tourism experiments have generated appreciable economic flows for the host communities, created numerous vocational training programmes

for women and young people, enhanced respect for the populations and enabled them to stay in their villages, and prompted local democracy.

In France, consumer awareness of "responsible tourism" – generally defined as social, fair, eco- and sustainable tourism – is on the rise from 27% in 2007 to 59% in 2008.[9] Among the l ess massive forms of tourism, nature tourism (ecotourism, rural tourism, green tourism, sport tourism, etc.) has seen spectacular growth, estimated at 20% in 2006. Moreover, tourists are showing increasing interest in the impact of their holidays on the environment.

9 TNS Sofres survey of 800 holidaymakers over 18 years old who went on at least one trip in 2007, conducted for voyages-sncf.com from 13 to 17 March 2008.

13

3. International, European and French mobilisation for sustainable tourism

14

3.1. Consistent international engagement

The United Nations

In 2002, the UNWTO (World Tourism Organization) launched an initiative for sustainable tourism as a factor in poverty reduction called ST-EP (sustainable tourism — eliminating poverty.). The French Ministry of Foreign and European affairs has been supporting this initiative since 2005, with two experts on secondment to the organisation (head office and Africa).

The United Nations Environment Programme (UNEP) has conducted a large number of studies on the environmental impacts of tourism and the repercussions of climate change. It heads up the International Task Force on Sustainable Tourism Development steered by France. The United Nations Conference on Trade and Development (UNCTAD) is developing an initiative to link sustainable tourism with information technologies to build the capacities of small and medium-sized tourism businesses in developing countries. UNESCO has set up various cultural "road" projects that are serving as a basis for sustainable tourism development (the Central American world heritage sites road, the Ksour road, the silk road, etc.). In addition, its biosphere reserves programme (MAB) is a model of the sustainable use of natural resources in fragile zones to reduce poverty. Last but not least, many international conventions take into account sustainability aspects applicable to the tourism sector (e.g. the Convention on Biological Diversity).

In 2006, the French Ministry for Ecology launched an International Task Force (ITF) on Sustainable Tourism Development in partnership with the French Ministry of Foreign and European Affairs, the French tourism ministry, the UNWTO and UNEP. This move was part of the UN Marrakech Process on Sustainable Produc-

tion and Consumption. The task force is made up of 18 countries,[10] eight international organisations (UNEP, UNWTO, UNCTAD, UNESCO, the OECD, the European Commission, the Central American Integration System (SICA) and Plan Bleu) and a dozen international NGOs and professional organisations. It has so far held three meetings: in Paris in 2006 and 2007 and in Costa Rica in June 2008. Its policy recommendations for sustainable tourism will be submitted to the UN Secretary-General and will contribute to the UN's ten-year framework of programmes on sustainable consumption and production.

By mid-2008, ITF action had launched a Green Passport information campaign, its pilot project in Brazil (UNEP/France/Brazil partnership), the creation of a network of donors to define objective criteria for sustainable investment in the tourism sector (the Costa Rica Principles) and a review of official sustainable tourism labels and certification processes. International NGOs, such as Wetlands International and RainForest Alliance, are closely involved in this work. One of the programmes is to harmonise the sustainable tourism labels and certification processes to create a "label of labels".

15

10 Bahamas, Brazil, Cape Verde, Cambodia, China, Costa Rica, Croatia, France, Germany, India, Madagascar, Mali, Morocco, Norway, New Zealand and the United States, with Australia and the United Kingdom as observers.

Of note in the Mediterranean are the Plan Bleu (UNEP-Mediterranean Action Plan Regional Activity Centre) workshops and work on sustainable tourism since 1980, and the sustainable tourism project supported by the French Committee 21 as part of the Union for the Mediterranean.

The sub-regional organisations

The West African Economic and Monetary Union (WAEMU) is looking into planning the development of tourism in West African and intends to define a sector-based strategy. In Asia, the five countries bordering the Mekong – Cambodia, Laos, Myanmar (Burma), Thailand and Vietnam – and the Province of Yunnan (China) launched the Greater Mekong Subregion (GMS) Economic Co-operation Programme in 1992. The programme includes a natural and cultural heritage tourism track. In Central America, the Central American Integration System (SICA) is developing networks of tourism professionals with the assistance of the French Co-operation Agency and supports local development, inclusive economy and responsible tourism projects at regional level.

Europe

In addition to the European Parliament's resolution to develop tourism as a driving force for development,[11] Agenda 21 for European tourism and the Council of Europe's work on sustainable tourism, it is worth mentioning Project TRES (Fair and Responsible Tourism) launched by a network of Italian, Spanish and French NGOs to promote responsible tourism as a way of reducing poverty and building fair relationships among peoples.

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3.2. An ongoing French commitment: government, local authorities, operators and civil society

The Ministry of Foreign and European Affairs (MAEE)

In September 2002, the French Directorate General for International Co-operation and Development (DGCID) launched an outreach workshop on fair tourism at the Johannesburg Summit on Sustainable Development. Action in this area has generated an informal international network of bilateral and multilateral co-operation agencies; a dedicated event to exchange best practices, build awareness and build bridges between stakeholders (the International Forum on Fair Tourism – FITS – in Marseilles, France in September 2003, in Chiapas, Mexico in March 2006 and in Bamako, Mali in October 2008); and studies and analyses.

Through to 2007, the DGCID also supported projects implemented by various NGOs in Africa and Central America, together with two projects in Senegal and Madagascar. It continues to build Southern player capacities via its technical assistance to selected multilateral organisations (UNWTO, Asian Development Bank and Central American Integration System) and governments (Tanzania and Mali). In addition, it supports the structuring of French fair tourism players, who set up a professional association for fair and social tourism called ATES in 2006.

Les collectivités territoriales

In 2005, the DGCID's Delegation for Local Authority Action Abroad (DAECL) and the National Commission for Decentralised Co-operation (CNCD) set up a think tank that published a Vade Mecum entitled *Decentralised Co-operation, Responsible and Social Tourism, and Local and Regional Development.* Since 2006, decentralised rural and social tourism co-operation projects have been implemented using joint funding from the government (MAEE) and the local authorities. These structures also supported the setting up of the Cités Unies France (CUF) group on Responsible Tourism and Decentralised Co-operation. At the same time, a significant number of French authorities have become involved, e.g. the regions of Aquitaine, PACA, Nord Pas de Calais and Auvergne; the towns of Grenoble, Romans and Chinon; and the general councils of Allier and Isère.

The authorities work with the CNCD to build bridges between all the tourism development strategy players and all the related sectors (crafts, food, etc.). In June 2008, a Central Government-Decentralised Co-operation partnership agreement was signed to scale up associative action by the institutions mentioned to make tourism a vehicle for sustainable local and regional development.

Inter-institutional action

France has embarked on an exercise to define a national sustainable tourism development strategy. This strategy is one of the tracks of the 2003-2008 national sustainable development strategy. This policy paper is the international strand of the track, in keeping with the Interministerial Committee for International Co-operation and Development (CICID) guidelines including Sector Strategy No. 7 on *Assistance to the Productive Sector.*

The AfD (Agence française de Développement) is an active player in these different actions to promote responsible tourism for poverty reduction and development. In 2006, it conducted

an internal audit that recommended making tourism a strategic action pillar, which could be steered by the services in charge of support to the private sector. The Agency takes action in the form of loans to economic operators through its Proparco subsidiary, sovereign loans to governments, non-sovereign loans to various entities, and subsidies via its country Trade Capacity Building Programme (PRCC). Examples of its actions are vocational training (hotel schools, etc.), support for the development of ecotourism (Mauritania, Vietnam, Laos, etc.), hotel improvements (Tunisia), cultural heritage preservation and urban planning (Luang-Prabang, etc.), and the protection of biodiversity (project in Mozambique, etc.). At the DGCID's request, the AfD has conducted an environmental impact assessment of responsible forms of tourism in devel-

oping country territories. Its findings are to be used, along with the policy paper, to incorporate tourism into an AfD strategic action framework for the private sector.

The French Global Environment Facility (FFEM), an interministerial fund for the protection of the global environment in development projects (least developed countries and emerging countries) supports a number of tourism actions. These include biodiversity protection actions concentrating on the management and sustainability of natural resources, socio-economic benefits, the promotion of cultural heritage and respect for local communities. Tourism is one of the most promising tools for the application of this approach.

Other partners are developing international actions such as the French Environment and Energy Management Agency (ADEME) and ODIT France (Tourism Monitoring, Development and Engineering).

The operators and civil society

Alongside the institutional players, an increasing number of private tourism operators are taking up responsible approaches to alleviate the negative effects of tourism on people and the environment. Examples of this can be seen from Club Med with its eco-responsible approach, the distributor VSC (voyages-sncf.com) with its annual tourism trophies awarded since 2007, and the Association for Responsible Tourism (ATR) with historical operators such as Atalante (Traveller's Ethical Charter). It is now fairly commonplace to find sustainable development and social and environmental responsibility services and departments set up with charters and indicators (Nouvelles Frontières/TUI, Accor, etc.).

Associations are increasingly stepping up to get involved and propose alternative trips and holidays, tending to group supplies and/or players, especially on the Internet. The French ATES (Association for Fair and Social Tourism) network is developing a participatory research programme (PICRI) whose overarching aim is to promote fair tourism by building player credibility in the eyes of the public, with guarantees concerning the social and environmental conditions in which tours and holidays are produced.

In late 2008 a public/private partnership including experts and members of NGOs set up the TER-RES Programme, with BEIRA CFP Consulting Agency as the project leader. TER_RES is an applied methodology and a support structure that aims to analyse, implement and enhance the value and responsibility of general territorial systems through the tourist industry and affiliated activites.

4. The challenges of broadbased co-operation for tourism-driven development

20

4.1. Top of the agenda: controlled tourism

Minimise the negative effects and maximise the positive effects of tourism: therein lies the crux of the huge challenge facing partner States that want to steer the tourism economy to meet their medium- and long-term interests. Controlling the sector's externalities and internal organisation is objectively a global sustainable development challenge, but it is also a major local challenge for the destinations. The assessment of French international co-operation action for sustainable development from 2000 to 2004 indeed shows that the, "Local aspect, found in most of the co-operation initiatives, is particularly relevant to the promotion of sustainable development."

The negative effects of tourism can only be minimised and its positive effects maximised if tourism is largely brought under control and ownership established as far upstream as possible and, wherever feasible, designed and managed by the Southern stakeholders and inhabitants. However, there are many obstacles to this:
• It is demand that puts an economic value on the specific attractions of each destination. It is also demand that determines the willingness to pay.
• Destinations are dependent on changes over which they have little control: fragmentation of holiday and leisure calendars; spread of tangible mobility (travel) and intangible mobility (Internet); integration of booking, distribution and even production systems; and purchasing power.
• Even though they are dotted all over the globe, the major tourist attractions concentrate the flows and investment. These concentrations generate undeniably positive effects, but also many negative externalities and induce development, control and restoration costs.
• The costs of the sustainable management of tourism resources transform from free goods (landscape, character and charm) into public and economic goods. This status change prompts

different management methods: community-based management, land and tax regulations, environmental standards, social rights, intellectual property rights, etc.
• A number of factors influence supply price and levels of earnings: local factors (abundance or scarcity of usable resources and the costs of using them), quality of domestic and foreign marketing, level of economic player contribution to the management of the "destination goods", and visitor satisfaction.
• Insufficient economic diversification and consideration of the particularities of tourism development exacerbate "leakage" such as profit repatriation and induced imports.
• The major groups and cruise lines' central purchasing unit listings (equipment, frozen food, drinks, etc.) outsource production and compete with local listings more friendly to the destinations and with fewer greenhouse gas emissions, less packaging and other environmental externalities.
• Business competitiveness is as important as a positive macroeconomic environment: fair and accessible information, good quality suppliers, absence of administrative obstacles, non-crippling taxation, and land, legal and financial security.
• Site decongestion and the geographic, and economic, distribution of the benefits of tourism are driven by highly different factors: entrepreneurship; learning through experience; spread of expertise and training; identification of natural and cultural endowments and their dynamics; possibilities of investing in accessibility; the facilities, amenities, products and services; regional planning; and local and regional governance.

So, in practical terms, steps need to be taken to get a handle on:
• Cultural differences between the exogenous and the endogenous in an intercultural approach and through stakeholder participation and co-responsibility,
• The forms of tourism with the most positive production-to-resident-effects ratio (local, integrated, diffused, diversified, discovery, leisure, sport and recreational tourism, but also cultural,

21

artistic, historical, religious, rural, culinary and hunting tourism, etc.) and the tourism consumption, marketing and production sector. This is the purpose of the industry players' social and environmental responsibility (SER),

• Mass, concentrated tourism through local and regional planning for controlled land management and steering of investment (social and environmental clauses compatible with the service liberalisation agreements),

• Methodological tools (local and regional diagnosis) and political and financial tools to develop a local approach combining tourism and heritage in keeping with site potential and sensitivity, especially as regards natural resources, populations and the general level of economic activity,

• Short- and long-term environmental risks, social risks (destabilisation, job loss, loss of meaning and values, behavioural degeneration, etc.), health risks (epidemics, AIDS, etc.), and security and political risks by looking at tourism from all its sustainable development tool angles,

• Differences between the speed at which the market develops and supply is generated and renewed and the speed of behavioural changes among economic players, partners, customers and host populations by means of capacity building for men, women and institutions.

4.2. A condition for effectiveness and longevity: taking on board the lessons

Given that tourism is essentially an intercultural activity, projects need to be developed in partnership with the destinations and evaluations based on criteria defined by both partners. This joint building of indicators based on generic specifications of human and sustainable development criteria and specifications specific to the host territories is the basic premise of the evaluation. Evaluations should be quantitative and qualitative, take in all opinions and viewpoints, be summative (audit) and formative (progress approach), and provide the macrodata (markets), mesodata (territories) and microdata (supply) required for the needs of a tourism management policy.

Evaluative approaches are normally part of the logical framework of programmes and projects, and capitalisation is one of the steps in the project cycle. Yet the findings of mid-term and final evaluations are not yet widely disseminated and there is ultimately little ownership of them. Moreover, there are few evaluations of the meso-impacts of tourism. For example, the reference framework for Local Agenda 21 notes that the evaluation can be used to assess the cross-cutting nature of the project, the methods used (conflict resolution, quality of participation and project ownership), the implementation problems, and the outcomes in terms of changes from the initial situation and compared with the objectives and in terms of impacts (other players and territories) and positive or negative external effects.

In general, the evaluation:
• Is part of the local or regional diagnosis and assesses the consistency of current and planned policies and actions with the sustainable development purposes and principles for action,
• Enables the policies to move forwards by adjusting practices, procedures and player behaviour,
• Is a factor for mobilisation since, when applied to all the phases of a local or regional project – from design to implementation – it provides an opportunity to involve all the different stakeholders, especially the population,
• Contributes to a local or regional sustainable development project's continuous improvement dynamic,
• Guarantees the transparency and credibility of the undertakings – policies, programmes, charters, labels, etc. – based on objective field audits, vital to the validation of responsible practices.

Over and above the classic evaluation reports, evaluation is a perfectly cross-cutting activity that irrigates different key functions: monitoring, control, steering, training, optimisation and capitalisation. Two links are particularly noteworthy. Firstly, by linking the assessment of needs (lapses, weaknesses, etc.) with the skills evaluation, it contributes enormously to training, action-training and support mechanisms as resource centres or networks of expertise to be harnessed. Secondly, by linking outcomes with support, it improves effectiveness and drives improvements to a shared, high-performance and relevant system of assessment, criteria and indicators.

It is important to collect the information generated by a tourism management policy in a continuous process of knowledge building, capitalisation and recycling through information and training. Ways forward include support to resource centres and networks of expertise, training in general, promotional tools such as seminars, local and regional meetings and international public events, and websites.

23

4.3. Practical challenges

• Boost the institutional frameworks and assertive policies

The challenge: If a tourism policy is to develop its full driving potential, it needs an institutional framework and assertive cross-cutting policies – responsible tourism, culture, local and regional development, decentralisation, etc. – working towards a sustainable development goal, and local, regional and national inter-institutional systems to foster complementarities and associative action and prevent blinkered, tunnel vision. The organisational challenge is to harmonise and co-ordinate the French partners' practices and activities in each beneficiary country.

Internationally, as experience has shown, different international organisations can foster and step up local development by forming a real bridge in territories between the international, national, regional and local partners' co-operation actions.

In France, one of the main aims of the reform launched in 1998 was to streamline the system by redefining the roles and distribution of activities of the different bodies involved in the official development assistance policy. This reform prioritised the issues of links between the different players and the decision-making clarity required to implement a consistent and effective public policy.

For the local and regional authorities involved in co-operation, the challenge resides in the risk of seeing action becoming compartmentalised by type of authority and moving towards separate town, city, department and regional co-operation without "bringing it all together" on the ground. It is not an easy equation to solve and calls for new working methods to be invented.

In Morocco, a study on the co-operation financing co-ordination mechanisms found some major shortcomings: a lack of information and communication between the different parties, inefficient aid co-ordination mechanisms due to a lack of any real leadership, problems caused by the emergence of new development players (with "unhealthy competition" taking root between the different players), and a lack of a unified view handicapping the accomplishment of certain projects.

All of these examples show that at all levels – international, ministries and authorities in France, and co-operation partner countries – the question of the capacity of the institutional frameworks to implement sector policies and co-ordinate their strategies and actions is key to a link-up strategy.

This question of co-ordination and harmonisation is recurrent. So it also logically holds for the area-based approaches. A study on the conditions for the success of five Local Agenda 21 "tourism" strategies (Calvià/Balearic Islands, Storstrom/Sweden, Marie-Galante/Guadeloupe, Bournemouth and Winchester/UK) points up:
• The bottom-up approach: starting with the grass roots level.
• Institutional co-operation: involvement of at least the tourism, culture and environment departments.
• Leadership stability: a competent team (in their fields + knowledge of how the markets and businesses function), which is stable over the long term.
• The level of leadership: high-level political leadership (Mayor's office) and executive level leadership (Calvià).
• The expert/decision-maker balance: balance between expert reports (e.g. planning, market analysis and carrying capacity), deliberation and decision-making by the stakeholders (Calvià).
• Support for initiatives external to the local level.

• Use the territory's own links and bridges

The challenge: As poverty reduction is not solely an economic issue, it is attained by assertive political commitments to achieve targets independently of the level of economic growth. This is the purpose of the systemic change proposed: it links the levels (including the local level, which is more relevant in the case of poverty), the sectors connected with tourism (including the craft trade, a capital sector), the other sectors (all the local economies and the security of the domestic, and even foreign, markets) and the main structuring axes of sustainable development (capacity building, multiplier effects, gender mainstreaming, social equity, promotion of heritage, etc.).

The sector approach is effective from the economic point of view. Production and marketing are organised at the economic level by means of contractual relations between familiar economic players. The analysis of the sector's value-creation chain produces economic overviews, an analysis of the points of lesser profitability, an understanding of the circulation of know-how, the identification of situations of power that condition the distribution of benefits and risks, and a measurement of the wealth produced. The sector concept also has the advantage of forming the global-local link and placing the issues in the context of the organisation of world trade. In the case of tourism, the sector notion structurally evokes a set of services recognised as a group of interdependent services (tourism services associated with construction services, computerised booking services and environmental services).

The sector approach in tourism is suitable for handling questions of competition, market access and especially internal organisation and quality approaches for each link. Yet the concept obscures the tree structure of services structurally linked to tourism and ignores the cross-cutting issues (land system, infrastructures, energy, water and food supply services, non-specialised training, etc.). So a bridge is needed between the central tourism sector and the territory's horizontalities. As regards poverty reduction, for example, this need is illustrated by:

• The first lessons learned from experience in Laos, Gambia, Vietnam, Ethiopia and Mozambique: increase in the number of opportunities for "small spending" (tours and excursions), increase in the number of tourists, support to the food and crafts sectors, promotion of all local jobs (from unskilled to skilled), and shortening of the chain (Internet).

• The observation that three-quarters of the poor populations are rural and that, without transfers to make up for their lack of capital, they will remain dependent for decades on the natural resources and ecosystems that they safeguard in terms of protecting the biodiversity of food production.

The local and regional level is the most appropriate for building bridges between the sectors and cross-cutting issues such as water and its effects on health, local and regional planning, the environment, the agricultural and productive systems, etc. It is also the most suitable level for making responsible tourism a driving force for sustainable development, underpinned by a systemic analysis of the parameters and involvement of the players at all levels.

25

• Diversify the supply and power up the local economy

The challenge: Assets management is required to make full use of tourism's capacity to generate local and regional goods and services markets (linkages) and drive multiple local dynamics for organisations, corporations and relations between stakeholders and with the inhabitants. This management needs to make suitable use of the different methods, tools and best practices:
• Technical (access, site management, overload management, etc.),
• Scientific (carrying capacities, sensitivity, sustainable management of the resource, etc.),
• Legal (incentives, control and penalties),
• Educational (awareness building, interpretation, training, school education, etc.),
• Organisational (administration, public relations, planning, etc.).

Given that tourism is externally subordinate to the territories (this includes national customers), the all-tourism option is unanimously deemed dangerous since it entails a large number of risk factors:
• A 5% to 10% decrease in tourism in insular areas has a domino effect on the rest of the economy and the concentration of tourism infrastructures in small geographic areas triggers a reduction in agricultural surface areas and the disappearance of know-how, immigration and the loss of endowments, especially cultural particularities.
• Information and communication technologies make the tourism market more volatile (customers can "zap" between interchangeable opportunities), more demanding (the customer as king: better supply, original opportunity, new destination, etc.) and more flexible (development of local tourism activities, fragmentation of holidays and later departures, leisure unconnected with travel, etc.).
• Fluctuations in purchasing power make a dent in tourism businesses' profitability and weigh on non-vital budget items such as research and development, in keeping with the example of responsible purchasing policies, which are

demanding in terms of human and budgetary resources.
• Greater competition generates new destinations and new products that are extremely competitive or extremely attractive (e.g. the first tourist flight to the Antarctic in 1956 from Chile, the first cruise in 1957-1958, 50,000th tourist in 1990, 100,000th in 1998, 200,000th in 2006; 5,000 people per year to the Falklands in 1994-1995, and 40,000 in 2000).
• The emergence of new customer bases in middle-income countries and newly industrialised countries (South Korea, Taiwan, Malaysia, Thailand, India and Indonesia, not to mention China) has freed up more room for manoeuvre, but generated more uncertainties.
• The enduring presence of terrorist threats, whose prevention calls for information sharing among countries for holiday security and co-ordination resources and mechanisms for the countries and the different players to manage the crises.
• Tourism is pervious to global financial and economic crises, as shown by the credit crunch by central banks in the euro zone and China, which is liable to put a brake on tourism growth.
• The increase in the probability of extreme events – terrorist attacks, tsunamis, atypical pneumonia epidemic (SARS), air crashes, etc. – with the subsequent closing of borders or access to certain areas.
• Global warming, of which tourism is both victim and aggressor. Tourism accounts for approximately 5% of global greenhouse gas emissions. The consequence of global warming will be rising sea levels threatening certain tropical and coastal islands, a lack of snow for the ski resorts and water shortages in certain regions.
• Increased pressure on the environment and the use of resources (wood, land, fossil fuels, etc.) is behind increasingly severe conflicts of use and options, top of the list of which is the conflict over fresh water.

So the economic and social players and local and regional authorities now need to:
• Create tourism markets less dependent on

26

international ups and downs and on competition between destinations such as national clienteles.

• Target zones of poverty and rural areas in general (where three-quarters of poverty is concentrated) where tourism activities would complement an essential rural multifunctionality.

• Encourage local and regional anchoring tools used by major tourism infrastructures, especially coastal, such as Club Med's *In Situ* steering tool, which details as a factor for improvement all the commercial and non-commercial relations between a site and its immediate and wider area of interaction.

• Support the local markets and domestic consumption and production channels, which bring production closer to consumption thereby generating a maximum of economic returns, reducing a number of negative environmental impacts (transport, overpackaging and greenhouse gases), preserving open landscapes and fostering the dynamic occupation of rural areas.

• Further the creation of clusters based on strategic alliances by fostering the opportunities for collaboration, building skills and offering as many services as possible.

• Preserve and promote the tangible and intangible cultural heritage, social heritage and natural heritage with legal and practical measures to maintain their diversity and importance and tap into their economic, social and societal potential. Key to this are mutual understanding, intercultural dialogue, exchanges and innovation.

• Develop general tourism responsibility

The challenge is to transform the dominant model by developing Social and Environmental Responsibility (SER), which generates extensive changes, by drawing on the huge potential for innovation and exemplariness among proactive operators (labels and charters), by building awareness among customers of the importance of their choices, and by building the capacities of the national, regional and local authorities in the partner countries to steer all forms of tourism towards greater local benefits.

Responsible forms of tourism (sustainable, social, fair, eco-, integrated, etc.) are seen as a potential development tool for the Southern territories. With their range of voluntary commitments (charters and labels), they help reduce poverty and inequalities and preserve and promote natural, cultural, social and economic assets. They illustrate the notion of tourism as a development tool. Although demand for this supply is currently marginal, it is growing.

The question directed at conventional tourism – more mass-oriented and seasonal with strong environmental, cultural and social impacts – is its capacity to evolve to offer a supply compatible with market sensitivity and the requirements of poverty reduction and the sustainable development of the destinations.

A comparative analysis of the two models could identify convergences and the potential for hybrids. This analysis should include external constraints (especially air transport); domestic constraints (economic, social, institutional and political maturity); the territory's environmental, social and cultural sensitivity; an evaluation of the local benefits and advantages and their spread to areas other than those covered by conventional tourism; leakage rates; willingness to pay; and the use of the resources generated.

27

5. French aid guidelines on tourism for development

28

POSITIVE: protection, enhancement, sanitation norms, etc.
NEGATIVE: destruction, pollution, disfiguring of scenery, theft, etc.

POSITIVE: cohésion, participation, democracy, etc.
NEGATIVE: precariousness, exclusion, autoritarianism, etc.

POSITIVE: identity, resources, intercultural dialogue, diversity, etc.
NEGATIVE: communitarianism, homogeneity, theft, etc.

Territory

Actors, Inhabitants Represen-tatives

Local transport

Guiding

Commerce

Agriculture

Accomodation Restaurants

Arts & crafts

Local production

International transport

External production

Distribution

Clientele

Tourism

Capacity building

Communication

Regional planning, zoning

Fields
CULTURE
SOCIAL
ENVIRONNEMENT

The tourist branch
and affiliated sectors (crafts, agriculture, trade),
associate fields
(training, communication, planning authorities),
and **transversal aspects**
(environment, infrastructure, employment)

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We have looked at the objectives of poverty reduction and sustainable local and regional development underpinned by responsible tourism from the point of view of a number of issues and practical challenges for the partnership between France and the Priority Solidarity Zone countries. Strategy development consultations have produced principles of action to address these issues and challenges. The demanding local and regional approach needs compelling examples, models that can be replicated and concrete achievements. Expertise, knowledge and know-how are vital to meet this requirement.

This makes drawing on human resources with full respect for individual identities the main asset to be able to contribute to sustainable development through the preservation and promotion of societies' natural and cultural heritage.

To achieve this, it is important to consider all the types of tourism objectively and to promote the best practices that everyone could develop provided that a suitable strategy encourages them to do so.

Realism and pragmatism are called for to minimise the risks of failure and increase the chances of success.

5.1. Purpose

Considering all the problems still to be solved and the progress made by the different institutional, private and civil society players, the purpose of the French *Official Development Assistance for Responsible Tourism at Local and Regional Level* strategy is: to support the definition and introduction of policies to promote responsible forms of tourism for the sustainable development of territories and their populations.

5.2. Strategic objectives

1. Build multiplayer governance, a condition for a controlled "tourism tool", targeting:
The institutional framework, taking the angle of inter-institutional co-operation and partnership,
Local and regional governance systems and mechanisms open to all stakeholders,
The capacities of women, men and institutions by building awareness and a professional framework.

2. Address tourism from all its sustainable development tool angles to develop:
A local and regional approach using appropriate tools – inventory, issues, diagnosis, shared vision and action plan – in an intercultural approach, i.e. co-construction with the inhabitants.
The social and environmental responsibility of the players and the tourism industry as a whole, by supporting the convergence and scaling up of labels,
Special actions to reduce extreme poverty targeting priority zones and populations and tailoring the supply accordingly,
A sustainable economy that steers clear of tourism mono-activity by means of local and regional planning, infrastructure and service development and finding leverage for sustainable heritage management and environmental protection and promotion.

3. Support operations by more efficient co-operation projects and partnerships through:
A French assistance and co-ordination mechanism, including tailored steering and financing tools (multidisciplinarity and durability),
Exemplarity, control and knowledge sharing through geographic pilot actions with tracks on voluntary engagement building (guarantees and controls), monitoring and evaluation, capitalisation and dissemination by the networks of direct players, NGOs and migrants, forums/seminars, training and a communication policy.

29

6. Logical framework

Objective 1 Build multiplayer governance, a condition for a controlled "tourism tool"

Target 1.1. Create or strengthen a conducive institutional framework in the pilot partner territories
- Assist the local and regional ministerial cross-sector committees
- Assist local and regional and decentralisation policies
- Create or improve a unified legislative framework for a tourism-driven local and regional development policy

Target 1.2. Create or strengthen the local and regional governance systems and mechanisms
- Assist with local and regional planning
- Mobilise for the participation and co-responsibility of the stakeholders, especially the host societies
- Create local and regional mediation systems (conflict management)

Target 1.3. Capacity building for women, men and institutions
- Build awareness among all the stakeholders, especially the different authorities and the consumers
- Train producers, elected representatives, partner NGOs and administrative officials

Objective 2. Address tourism from all its sustainable development tool angles

Target 2.1. Develop a local approach combining tourism and heritage
- Study the local on-site and general state of play: problems and viability conditions
- Define the local and regional challenges
- Conduct a diagnosis of the dynamics and interactions between sectors, fields and levels
- Co-produce a shared vision of the local project
- Define an action plan incorporating the sustainability tools

Target 2.2. Develop the tourism industry's responsibility
- Assist with the SER of the key links in the tourism chain: agencies, tourism structures, distributors and carriers
- Assist with "industry" SER

Target 2.3. Develop special actions to reduce extreme poverty
- Concentrate actions on priority geographic areas and population segments
- Support sectors connected with the tourism industry, especially the craft and food sectors
- Support the development of the tourism supply to employ the poor

Target 2.4. Develop a sustainable economy that steers clear of tourism mono-activity
- Support the setting up of backbone policies (land and infrastructures)
- Find leverage for the local economy and social motivational drive
- Find leverage for sustainable heritage management and environmental protection and promotion

Objective 3. Support operations by more efficient co-operation projects and partnerships

Target 3.1. Create or strengthen a support and co-ordination mechanism (France)
- Set up a multiplayer, inter-institutional platform
(inter-institutional "State-decentralised co-operation" partnership agreement)
- Set up a network of North-South expertise that can be harnessed to meet the needs of the regional and local approach
- Create or strengthen resource-centre support systems
- Establish partnership agreements defining the France-partner territories mutual commitments

Target 3.2. Create or improve efficiency through exemplarity, monitoring and knowledge sharing
- Concentrate resources in exemplary local and regional pilot operations
- Support voluntary engagement control mechanisms
- Set up monitoring and an evaluation mechanism for the operations
- Set up a mechanism to capitalise on and share the lessons learned

30

7. Implementation

The *Official Development Assistance for Responsible Tourism at Local and Regional Level* strategy takes a logical approach that initiators, project promoters, stakeholders and donors can incorporate into their approaches.

State the purpose

The purpose of the strategy is to support the definition and implementation of policies conducive to responsible forms of tourism that will drive the sustainable development of territories and their populations.

Each element of the stated purpose is detailed in a "road map". The road map is an ideal framework that should be tailored to each situation in keeping with a few strategic action principles.

Act strategically

Principle 1: Define the local and regional approach in concrete terms

Start with an inventory of the state of play and a collective diagnosis to define the issues and a shared vision of the territory and the project. The local approach puts the principle into action, starting with the identification of the human resources concerned here and over there.

Principle 2: Tap into the human resources

Upstream, they are the source of knowledge (Southern and Northern expertise), the intercultural approach, exchanges, co-operation and partnerships.

Downstream, they are the strategy's beneficiaries: inhabitants, institutional and economic players, and consumers.

They are naturally vital to the entire sustainable development process.

Principle 3: Put sustainable development into practice

The local and global space (level), time (pace), cultural, social, economic and environmental considerations tie in with or overlap the considerations of the responsible tourism players industrywide.

### Principle 4: Consider all types of tourism objectively

Conventional, mass tourism and quality tourism could evolve, converge and improve their local and global sustainable development results. The cross-cutting nature of tourism facilitates the model value of voluntary SER engagements by the profession.

Principle 5: Polish the model value

This is vital to ownership in the territories and the pilot operations and beyond. Its tools are qualitative and quantitative evaluation, credibility and compelling examples and knowledge-sharing through information and training. In all cases, exemplarity stems from a clear and pragmatic vision of the possible.

Principle 6: Be pragmatic

Defining the strategy means first and foremost to grasp the opportunities, be responsive and prioritise effectiveness. Pragmatism is the principle of common sense underlying the local and regional approach.

31
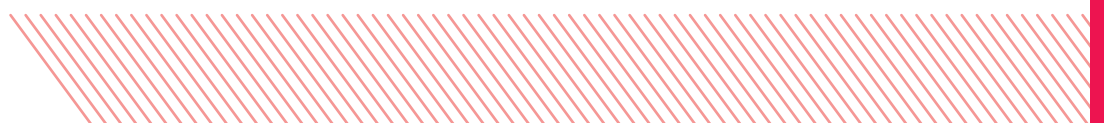
Define the road map

Support
> **What support and co-ordination mechanism should be set up? (3.1[12])**

1. A lasting multiplayer, inter-institutional partnership in France ("State-decentralised co-operation" agreement)
2. A network of expertise that can be harnessed to meet the needs on the ground
3. A resource-centre support system – consultancy, training and monitoring – for the partner
4. A partnership agreement defining the mutual commitments, including the lead agency

Examples of methods, tools and resources to be tailored: Decentralised co-operation charter, twinning operations, scientific and technical studies, inventories of skills, public/private financial arrangements, etc.

the policies
> **What is the conducive institutional framework in the pilot partner countries? (1.1)**

1. Local and regional ministerial cross-sector committees, vital to policy consistency
2. Local and regional and decentralisation policies with a focus on active subsidiarity
3. A unified/harmonised legislative framework for a tourism-driven local and regional development policy

Examples of methods, tools and resources to be tailored: local and regional contracts and plans, intercommunal co-operation, tourism quality approaches and local and regional quality approaches, centres of excellence and competitive clusters, etc.

> **How can local and regional governance be strengthened? (1.2)**

1. Assist the local and regional planning process: master plan, Local Agenda 21, or local sustainable development project, plan, programme, etc.
2. Encourage the mobilisation needed for participation and co-responsibility
3. Set up a local mediation system to manage conflicts over use and options

Examples of methods, tools and resources to be tailored: Local and regional engineering, master plan or development plan, consultation framework, expression group, consensus conference, programme approach, etc.

responsible tourism
> **How can a local approach combining tourism and heritage be put into practice? (environment, culture and economy) (2.1)**

1. Draw up an inventory of the local state of play, problems and conditions for the viability of tourism: the challenges
2. Conduct a joint diagnosis of the dynamics and interactions
3. Co-produce a shared vision of the local project
4. Define an action plan incorporating the sustainability tools

Examples of methods, tools and resources to be tailored: inventories, participatory diagnosis, local diagnosis, market study, SWOT analysis, risk analysis, environmental impact assessment, social and societal impact assessment, etc.

> **How can the tourism industry's responsibility be developed? (2.2)**

1. Assist with the SER of the key links in the tourism chain: agencies, tourism structures, distributors and carriers
2. Assist with "industry" SER (distribution of profits)

Examples of methods, tools and resources to be tailored: international conventions (human rights), national benchmarks (ATES and ATR), GRI, Sustainable Tourism Criteria Initiative, etc.

32

12 Target number in the logical framework

sustainable development

> How can a sustainable economy that steers clear of tourism mono-activity be developed? (2.4)

1. Support the backbone policies (land, infrastructures and basic services)
2. Find leverage for the local economy and social motivational drive (gender approach and organisation)
3. Find leverage for sustainable heritage management and environmental protection and promotion

Examples of methods, tools and resources to be tailored: local and regional diagnosis and planning, collective branding, regional nature park approaches, major sites, MAB, HQE tools, bioclimatism, eco-responsible purchasing policies, fair trade, quality and bio- benchmarks, standards and charters, etc.

for territories and populations

Reducing extreme poverty (2.3)

1. Concentrate actions on priority populations segments and geographic areas
2. Support sectors connected with the tourism industry
3. Foster the development of the tourism supply to employ the poor

Examples of methods, tools and resources to be tailored: poverty reduction strategy paper, sector analysis, fair/social tourism practices, microfinance institutions, mobilisation of international migration solidarity organisations, etc.

> Capacity building for women, men and institutions (1.3)

1. Support awareness building among all the stakeholders
2. Train the producers, elected representatives, partner NGOs and administrative officials

Examples of methods, tools and resources to be tailored: training-action, participatory diagnosis, tools for improvement, tailoring and exchanges of best practices, media campaigns, etc.

Optimise and guarantee the results

> Exemplarity, monitoring and knowledge sharing (3.2)

1. Concentrate resources in exemplary local and regional pilot operations
2. Support voluntary engagement control mechanisms (SER)
3. Set up monitoring and an evaluation mechanism for the operations

Examples of methods, tools and resources to be tailored: partnership agreements, internal, external and participatory evaluations, guarantee systems, meetings, forums, etc.
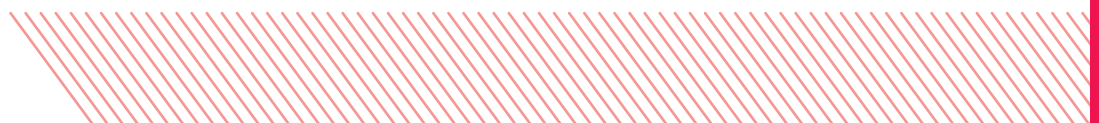
8. Contributions

8.1. Editorial contributions

ADEME (French Environment and Energy Management Agency), AFD (Agence française de Développement), AFRECAM (Alliance des Femmes de la Réserve de Campo Ma'an), , APJ Togo (Association de Parrainage et Jumelage Bailleul-Yaka), APMM (Association des Populations des Montagnes du Monde), ARD Tambacounda (Regional Development Agency), ATES (Association pour le Tourisme Equitable et Solidaire), ATR (Agir pour un Tourisme Responsable), BEIRA.CFP, CCFD (Comité Catholique contre la Faim et pour le Développement), Club Med, CETO (Association of French Tour Operators), French Committee for the Sustainable Development of Tourism, Collectif National des Pactes Locaux, CPHFDD (Standing Committee of Senior Officials for Sustainable Development, Auvergne Regional Council, CUF (Cités Unies France), DAECL (French Ministry of Foreign and European Affairs), DAEI (French Ministry for Ecology, Energy, Sustainable Development and Spatial Planning), Association Départs, DGCID (French Ministry of Foreign and European Affairs), DT (French Ministry for the Economy, Industry and Employment), ENDA Tiers Monde, Ferme Equestre du Puits de Riquier, FORIM (Forum of international migration solidarity organisations), FPH (Charles Leopold Mayer Foundation for Human Progress), Geneviève Clastres (cultural guide, freelance journalist), Globe, GOONDAL-TOURS, ICD Afrique (Co-operation Institution for African Development), IGAPA (French Ministry for Culture and Communication), INTERSTICES, MEEDDAT (French Ministry for Ecology, Energy, Sustainable Development and Spatial Planning), NUOI (French Ministry of Foreign and European Affairs), OECD (Organisation for Economic Co-operation and Development), ODIT-France (Tourism Monitoring, Development and Engineering), PFCE (Fair Trade Platform), Plan Bleu, Proservices Tours, RGSF (Réseau des Grands Sites de France), Sentiers pour l'Enfance – International Coalition for Responsible Tourism, Association Source, SRG (French Association of Remarkable Culinary Sites), UNAT (National Union of Tourism Associations), UNESCO (United Nations Educational, Scientific and Cultural Organization), University of Poitiers, VSC (Voyages-sncf.com), VVE (Association of eco-responsible travellers and tour operators).

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Graphic design *stéphane rébillon*

Printed on recycled paper with plant ink