

Sustainable tourism: Project implementation - The example of E.T.E. -

1. Lobbying activities:

General:

It is important to convince others about own ideas and principles in order to arrange ideas to be implemented, or to change other stakeholders' ideas on a topic according to own interests. Lobbying is essential for successful cooperation between Ministries, international Organizations or other stakeholders.

Important aspects:

- Should be a continuous process
- Will represent the organizations' aims and goals

E.T.E.:

General, there is low activity at the moment, ETE mainly does lobbying through the internet and personal talks/discussions.

Governmental bodies:

Lobbying activities are mainly being realized through projects, discussions and meetings.

International conferences:

In delegations, NGOs and international organizations (UN etc.) the most important parts take place in between the actual conferences. During breaks contacts etc. are being made and the organization introduced to potential new partners or other helpful connections.

In CEE countries, the "working group on tourism" is another form of lobbying.

- should be more intensive, since lobbying is especially important for the partner organizations of ETE

2. Management principles and practices:

General:

A management guide serves as a consultation process and forms the framework for any project or goal to be implemented. Without effective management principles and practices, projects cannot be implemented. (Are a methodology for implementation processes)

Example: CBD-Guidelines

The guidelines have been developed as a summary of the best existing guidelines. The best parts of each have been collected and transformed to build the basis for these guidelines. This approach is therefore not just another set of guidelines, but they connect them and build an integrative approach to take all different aspects into consideration.

Literature: The *management guide for regional development* is the consultation process and builds the framework for the CBD-guidelines

E.T.E.:

Usually Organizations propose certain mechanisms, which are to be used from application to final report. Different practices have been proven useful:

- Strategy Development
- Logframe (management or project framework)
 - Is part of the whole strategy. It provides the contents for a project like a detailed workplan, but goes further, as it describes not only the "what" but also the "why".
- ETE uses different management practices
 - **Involvement** of local experts, training sessions, workshops etc.
 - Implementation processes range from simple **opinion making** of local populations and/or stakeholders to influencing **decision making** processes
 - **Publications**

- ETE in general uses those mechanisms which they think suit the relevant project best, if not intended differently by others. This mainly involves the CBD-guidelines: the guidelines propose certain management techniques

3. Cooperation with Ministries:

General

Co-operative regional development without the participation of decision-makers from governments and administration is likely to fail.

The Financial support is an important aspect to be considered. Political and administration bodies often initiate or sponsor regional co-operation processes.

Governmental bodies are the key figures and promoters of regional development and can therefore guide and facilitate adequate processes. They also increasingly see themselves as partners of the regions (would feel neglected without cooperation)

Important aspects for co-operation:

It is important to establish a consensus on objectives, projects and priorities before, during and after the project implementation.

“sharing of assignments and work” need to be regulated beforehand and political decision-making bodies need to be informed on a regular basis to extinguish eventual misunderstandings. In order to guarantee a continual exchange of information, it is important to create appropriate co-operation committees to involve decision-makers

Problems:

These institutions (Ministries etc.) often lack cross-sectoral approaches and strategies, and mainly focus on their own field of interest, which was an important issue at SBSTTA in the context of combining tourism and biodiversity. Also, even governments and governmental agencies often have very low staff capacities which can also lead to failures in cooperation and networking

ETE:

Cooperation with Ministries is demand oriented. There are two levels: the project level and the process level.

Project level:

- local, but national and international
- Regarding the development of ideas
- Cooperation after ideas have been developed or projects chosen

International process level:

- national, involving ministries
- Regarding international projects

This form of cooperation is no lobbying activity but rather a coalition, since lobbying activities and projects are being performed in cooperation. In these matters the whole work process is being done together.

Within Germany, ETE mainly does consulting work as tourism experts for the BMU (Federal Ministry for Environment), BfN (Federal Agency for Nature Conservation) and UBA (Umweltbundesamt). Cooperation practices vary with the respective country where projects are implemented.

Outside of Germany, cooperation measures mainly is restricted to projects and the CBD implementation.

4. Cooperation with International organizations

General:

It is especially important to follow international processes, like political discussions and developments. Cooperations with international organizations like the UN can play an initial part through implementing projects (e.g. training programs), or by distributing information on the international level, such as UNDP, UNEP or GEF.

These cooperation measures can also enhance lobbying activities

Problems:

International organizations often do not consider the concept of sustainable tourism and tend to lobby primarily their own priorities. This can lead to the problem that the aims an organization or stakeholder tries to fulfil might not be achieved to a full extend.

ETE:

Cooperation measures are mainly being realized through the guidelines process. Regarding direct project implementations, international organizations often serve as funding sources (UNEP, GEF, UNESCO).

5. Communication with NGOs:

General:

Other NGOs can contribute to Capacity-building measures through advising, lobbying and networking.

Problems:

Low numbers and capacities can restrict the work abilities of NGOs. Also, there is a high competition among NGOs in trying to gather important projects for themselves which results in a lack of cooperation. In the field of biodiversity and tourism an additional problem is a low number of NGOs who deal with this issue.

ETE:

National:

Most important to mention are the partner organizations of ETE.

There used to be a **NGO-network**, (which does not exist anymore). It was coordinated by **DANTE** (Die Arbeitsgemeinschaft für Nachhaltige Tourismusedwicklung = Working Group for Sustainable Tourism Development).

But: DANTE is specializing more in the fields of social development, and because of these differences the cooperation became difficult

The **DNR** (Deutscher Naturschutzring = Umbrella organization for German nature- and environment protection organizations)

- o is a member of ETE and evolved through the Rio-process
- o Cooperates with the AG Biodiv (Working group Biodiversity)
- o Sends reports and documents to the FuE for publishing

The **FuE** (Forum Umwelt und Entwicklung = Forum Environment and Development) is not a member, but is directly related to the DNR and publishes circulars with topics related to the Rio-process

International:

regarding the CBD:

- o **worldwide:** the concentration lies in Asia and North America. Many NGOs who are communicating with ETE are working in these regions
- o **in CEE countries:** CEEWEB and other NGOs mostly deal with information management and communication about projects, CBD implementation, processes, etc.

There are many "sleeping" NGOs, meaning that the contact exists but not on a regular basis.

Overview over contacts:

- o general, international: ca. 100
- o regular contact, international: ca. 10
- o regular contact, national: ca. 30-40

6. Communication with the industry:

General:

Cooperation and communication measures with the industry forms the basis for successful regional development: Important aspects include the removal of existing barriers, supporting

the exchange of information and the creation of alignments of interests between industry, public institutions and interest groups

Investment and development co-operation can be a tool for Capacity-building, including staff training and education of clients.

This integrated approach is important to develop competitive advantages for both parties

Advantages:

- Alliances (for distribution of regional products and for regional markets/producers)
- Capacity-building measures: qualification facilities, know-how transfer
- PPP

Problems:

Since sustainability is currently a trend on the market, the business sector is likely to “greenwash” sustainability components. They often do not have full acceptance of the field of sustainability in business actions and rather use the term simply to commercialize their interests. The link between business and sustainable use has not been made, so there is no real involvement yet from their side.

E.T.E.:

Communication measures with the industry is mostly restricted to Forum Anders Reisen, an organization of environmentally friendly tour operators in Germany.

The Forum hosts about 70 contracted tour operators. At the moment the contact is quite low, after an application form for cooperation has been neglected.

Generally, communication with industries has to be intensified, but there is no time and capacity.

Relevant topics in this context include:

- development of criteria
- principle development
- capacity-building measures

7. Communication with other stakeholders:

General:

“Making participants out of those affected”: This is probably the most important aspect for sustainable tourism development of all, and can be the most complicated one.

The role of local populations, communities and other stakeholders in regional development has to be established in early stage.

Advantages:

It can be helpful to be able to use their knowledge in the interest of sustainable regional development, especially regarding local traditions, problems, cultural aspects, mentalities etc. and strong communication can help to defuse conflicts which might arise through misunderstandings or the feeling of the local populations not to be integrated.

- Example: BS

Important for communication:

The respective target groups have to be determined because of the broad spectrum of opinions and interests. It has to be decided, if the public large or certain groups are going to be addresses, depending on project and objectives.

Nevertheless, it is absolutely essential to speak the “language of the people” in order to reach them.

E.T.E.:

This form of communication is being realized strongly through the implementation of projects. An important aspect is always the integration of the local public in order to ensure the social sustainability aspect.

Example: Training seminars with local stakeholders (Banska Stiavnica)

The target group should include public administration employees (state administration, municipalities), employees of other public institutions (agencies, research organisations, etc.), commercial but also non-profit organisations who:

- are responsible for tourism development in a territory, in the given institution or organisation;
- plan activities for tourism development in a territory, in the given institution or organisation.

It is important that the seminars encourage or promote the following:

- discussion during (a) lectures, (b) interactive part of the seminar and also during (c) breaks.
- It is required to inform the speakers that the participants may pose questions and discuss things during the lectures as well; in the course of interactive parts, it is needed to promote discussion in groups but also when the group work is being evaluated. The discussion should be encouraged also during breaks, lunch time, etc.
- the participants get to know one another. These mutual acquaintances could contribute in improving co-operation and developing partnerships. It is required to know the institution that the participants represent; this knowledge can be used in planning the working groups, the seating arrangements during lunch, etc.

To be taken into consideration when planning the seminar:

- o It is likely that some of the participants will be more experienced in the presented topic and some will be less. – e.g. the distribution in working groups should reflect this experience level, or the more experienced participants should be allowed to answer (instead of the lecturer) questions posed by those participants that lack experience in the given field.

Since the interests of each of these target groups are different, the educational needs are different as well.

It is important that the educational seminars are attended by those stakeholders who can somehow influence tourism in the given locality. Therefore, it is required to announce in advance that such an educational cycle is to be organised in the given locality/region.

8. Awareness-raising and Capacity-building:

General > Awareness-raising:

The participation of local populations in all planning processes is essential (see stakeholders), therefore all stakeholders (e.g. local populations) have to gain knowledge about the necessary background on tourism and biodiversity.

Who are key audiences and stakeholders for awareness-raising?

Awareness-raising measures have to be addressed to the professional sectors as well as to the general public, informing them about impacts of tourism on biodiversity, or showing them best practices or lessons learned. Especially public awareness campaigns have to be suited for different audiences according to the knowledge level of the target group. Generally, it has to be differentiated between developers of tourism, tourism operators and the tourists themselves.

Governments:

Governments require education and awareness-raising at all levels, within and among the ministries, and also within and outside of governments.

Tourism industry and tourists:

They should become aware of the negative impacts on biodiversity and indigenous communities and be strengthened in being capable to minimize negative and support positive impacts.

Academic Sector:

This sector includes training and research on issues regarding biological diversity and sustainable tourism and their interaction with each other.

General > Capacity-building:

CP is the next step after awareness-raising, is building up on it. Awareness is there, now measures for its implementation have to be taught. Capacity-building measures should support the development and strengthen governments and all stakeholders to facilitate an effective implementation of sustainable tourism development. This might be necessary at international, regional, national or local levels.

Measures of Capacity-building can include:

- strengthening of institutional capacities and human resources,
- the transfer of know-how or
- the development of appropriate facilities.
- Further aspects could involve training in the fields of biodiversity and tourism as well as
- impact assessment and management techniques.

Local Communities:

It is essential that local communities receive the necessary skills and knowledge about decision-making abilities previous to upcoming tourist flows, and also receive relevant training and capacity regarding tourism services and environmental protection.

Activities:

Important focal points should include training and assistance for all stakeholders in implementing the steps of the management process, development and strengthening of impact assessment mechanisms as well as training of professionals and establishment of a multi-stakeholder-process, which includes stakeholders from ministries, the tourism sector, non-governmental organizations and local and indigenous communities.

Capacity-building should best be connected with the establishment of networks and partnerships between stakeholders, thus facilitating cooperation and information exchange.

ETE:

Awareness-raising and capacity-building measures are being realized mainly through direct contact, e.g. workshops, training sessions, round tables

- example: BS
- Working group on tourism (especially this project)

Planned:

- brochure about awareness-raising, but the project failed due to lack of money
- electronic news letter about activities: but ETE does not have the necessary capacities