



Priority Recommendations for Promoting Sustainable Tourism

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Overview

In this report, we will address current priority recommendations and options for policy, regulatory, institutional reforms regarding tourism at the general or regional level. In the context of the Market Transformation (MT) Protocol, or framework, we will make general recommendations for the key entities responsible for managing and developing ecotourism, including their institutional structures, mandates, staffing and current and anticipated financing, taking into account recent and expected changes in the institutional structure of these entities. Our recommendations will include suggestions for key measures that governments could take to generally enhance the business environment and improve sector competitiveness.

Many of our recommendations are cross-cutting and will be covered by more than one element of our MT framework. An undertaking of this scope and complexity would require hundreds of recommendations. Because the short-run emphasis should be on implementation of the MT framework, we are restricting our list to the top five (5) recommendations. The basis for most of our recommendations can be found in the principal portion of the framework in which they fall. In addition, we make note of the applicability of these recommendations in other MT steps.



Figure I: Market Transformation Protocol for Sustainable Tourism.



The goals of market transformation of the tourism industry toward sustainability are underpinned by the 12 principles of Sustainable Tourism enumerated by the Integre workshop:¹

1. Tourism development should be economically viable for the country and its people.
2. Natural resources, particularly land, water and energy should be utilised as efficiently as possible.
3. Local control of the tourism development process and property should be promoted.
4. Access to coastlines and other areas should not be restricted by development.
5. Social equity must be factored in and promoted in tourism development.
6. A satisfying tourism experience must be provided for visitors.
7. Tourist developments must benefit the host community and country.
8. Tourism development should provide quality job conditions and adequate pay.
9. Pacific culture and heritage should be highlighted and celebrated.
10. Biological diversity should be preserved and protected.
11. Tourism development projects should include a strong local focus.
12. Tourism development should enhance, not degrade the natural environment.

General Recommendations for Step 1 — Strategic Market Transformation Plan

- 1) **SPREP should create model Strategic Sustainable Tourism Market Transformation Plans (SMTP)** for national-level and state/province-level tourism structures. Based on lessons learned, these templates can guide users with process and analytical recommendations, as well as provide an analytical toolbox for evaluating the environmental and economic impacts of proposed recommendations.
 - a. SPREP should also consider training national Sustainable Tourism facilitators who are knowledgeable about the host country and who understand how to adapt the planning template to local conditions.
 - b. As plans are developed, they should be posted in an online library so that different efforts can be used as examples by other countries.
 - c. Model plans should build on and integrate elements of established planning procedures, such as Reef to Ridge (R2R) approaches or the NAPA (National Adaptation Programmes of Action) framework of the UN Climate Change Convention.²
- 2) When creating Strategic Market Transformation Plans for Sustainable Tourism, **very close attention needs to be paid to the infrastructure and impact of cruise ship visitors**, particularly in a marine environment context.

¹ Projet INTEGRE Atelier régional sur le tourisme durable et la gestion intégrée dans le Pacifique – 24 au 27 février 2015 – Papeete pp. 35-36.

² Several PICT NAPAs can be found here:

http://unfccc.int/adaptation/workstreams/national_adaptation_programmes_of_action/items/4585.php



- 3) **SMTPs should be developed in close consultation with and the participation of local marine management associations (LMMAs), national protected areas networks (PANs),** as well as representatives from national and state/provincial governments, tourism departments and chambers of commerce.
- 4) Where feasible, **SMTPs should be translated into local language** for the widest possible participation.
- 5) Consistent with the Market Transformation Protocol's goal of continuous improvement, **SMTPs should be revisited and updated every 3–5 years.**

General Recommendations for Step 2 — Enabling Legislation

- 1) SPREP should support the Pacific Island Legal Information Institute (PacLII www.paclii.com) to create a **searchable database of legislation that is tourism focused**, with an emphasis on sustainability elements.
- 2) SPREP should work with PacLII to develop a **model Sustainable Tourism enabling legislation package**. This model package could also include model legislation that promotes a positive and environmentally and socially sustainable general business environment.³
- 3) Enabling legislation should **allow for both performance oriented and prescriptive approaches** to marine management and the development of Sustainable Tourism.
 - a. Performance-based approaches are positive in that they allow more flexibility and creative problem solving for complex issues. The downside of performance-based approaches is that they can be complex to develop and difficult to enforce.
 - b. Prescriptive approaches tend to be simple and targeted and relatively easy to enforce. When addressing complex issues, they can often be examples of the adage, 'the cause of problems is solutions'. Each country will need to decide the degree of emphasis it will place on each approach.
- 4) **Embed scientifically-supported sociocentric elements of *tapu*, *bul*, *raui* and other communally accepted/acceptable restrictions into governance and adjudication structures.** This could be accomplished in the enabling legislation underpinning, which would be outlined in the country-level market transformation plans.

In addition, the means to restricting or allowing access to fragile areas should integrate these elements as well. Ideally, the restrictions of access or harvesting would be based on a scientific assessment of the natural resource, but qualitative or consensus assessment of the quality of the visitor experience as well.

Let's use a popular dive site as an example. Ideally, there would be a science-based assessment of the impact of visitation to the site on marine life and any restrictions in visitation would be based on that assessment. Alternately, there could be consensus developed by the local dive industry regarding the maximum daily number of boats that can visit the site based on the quality of the experience. Once the limit has been established, an allocation scheme would be developed, as described earlier in this document.

³ A search for 'Tourism' on the PacLII returned nearly 1500 entries: http://www.paclii.org/cgi-bin/sinosrch.cgi?query=Tourism&results=50&submit=Search&mask_world=&mask_path=&callback=on&method=auto&meta=%2Fpaclii



- 5) SPREP should spearhead a regional effort to **implement the business enabling recommendations** of the World Bank *Pacific Possible: Tourism* report. These activities are summarised as follows:

‘For PICs this requires a greater degree of intervention in creating the business environment, which will make the proposed transformation agenda achievable. This involves improving the investment environment to overcome the shortage of domestic capital and provide confidence for investors; the development of a business enabling environment which makes investment easier to implement, including minimising legal and administrative impediments which affect the tourism sector. It also requires greater intervention in physical planning and land management, as well as ensuring a future labour force has the skills necessary to meet future demand. Marketing capability and improved statistical information are also critical to effective sector development, at both a PIC level and for the Pacific region. Development will only occur if the environment for investment compares favorably with other prospective opportunities’.⁴

Business Enabling Activities

Although vital to the overall development of the tourism industry, we will not be focusing extensively on the specifics of each country’s fundamental business climate and the reforms necessary to improve the conduct of business.

According to the World Bank’s ‘Doing Business’ report, all of the Pacific Island nations (excluding territories) fall into the lower half of the ranking list of 190 countries, as shown in Table 1. This should not be terribly surprising, given the small size and remote location of these countries. Table 2 lists the categories used to rank ease of doing business.

Country	World Bank Ease of Doing Business Rank	Number of World Bank Reforms Noted
Vanuatu	83	14
Tonga	85	9
Samoa	89	3
Fiji	97	10
Solomon Islands	104	7
Palau	136	3
Marshall Islands	143	1
Micronesia, Fed Sts	151	0
Kiribati	152	1

Table 1: Pacific Countries Ranked by Ease of Doing Business by the World Bank.

⁴ *Pacific Possible: Tourism* World Bank, 2015, p. 30. This report sets a goal of 1 million additional tourists per year for the region. According to the Pacific Possible report, this figure represents a 70% increase over 2014 regional visitation. While it seems unsustainable on its face, this goal represents up to 275 additional visitors per day averaged across the principal countries of the region, which might be feasible if the various recommendations in Cameron-Cole’s reports are implemented. We would like to highlight and reinforce the Pacific Possible’s recommendation to focus on high-yield tourists over mass tourism, which is consistent with our own recommendations.



Trading Across Borders	Starting a Business	Dealing With Construction Permits
Getting Electricity	Registering Property	Getting Credit
Protecting Minority Investors	Paying Taxes	Resolving Insolvency
Enforcing Contracts		

Table 2: Categories Used to Rank Ease of Doing Business.

Consultations with the World Bank and/or the Asian Development Bank could create a priority road map for the region's business climate that would facilitate the development of a Sustainable Tourism industry, including an ecotourism segment.

General Recommendations for Step 3 — Demonstration Projects

- 1) **SPREP should develop a 'cookbook' on successful demonstration projects.** The guide would include:
 - a. Direction on how to pick the proper scale of demonstration according to the technical element that is being tested or market element that is being transformed.
 - b. Designing the demonstration so that it answers the questions being asked.
 - c. Guidelines for participation that allow for inclusion, while also keeping the process on track.
 - d. Case study examples of different types of approaches and the lessons learned—both positive and negative—from experience.
- 2) **Demonstration projects on expanding enforcement of MPA and PAN restrictions should have top priority.** Two very interesting models are 1) the New Caledonia *Ambassadeurs du Lagon* programme profiled in our Deliverable 3 report on implementing a market transformation framework in the region⁵ and 2) Palau's use of drones and satellites⁶ to pinpoint illegal fishing and dispatch enforcement officers.
- 3) **Demonstration projects should not be developed for their own sake.** Standalone demonstration projects that have no linkage with the overall market transformation process are not very useful. Demonstration projects should not be approved unless there is a clear plan for incorporating project data into the development of standards for the area being demonstrated, or for direct contribution to Supporting Elements of the Market Transformation Protocol.
- 4) **Priority should be given to cross-cutting demonstration projects that involve entire industry segments.** For example, demonstration projects involving training programmes for tour guides or sustainable accommodation operations can involve participants from across an industry segment, while also serving to build the industry as recommended in MT Supporting Element, #5.
- 5) **Funding demonstration projects could come from within the host country.** Outside of regional development of guidance documents from Recommendation #1, good

⁵ Additional information on *Ambassadeurs du Lagon* can be found here: <https://www.province-sud.nc/content/des-ambassadeurs-pour-une-protection-renforcee-du-lagon> (in French).

⁶ <https://www.nytimes.com/2016/02/21/magazine/palau-vs-the-poachers.html>



demonstration projects generally should be funded from within the country rather than through international grants. The expense of demonstration projects is minimal compared with the potential funding source (tourism receipts).

General Recommendations for Step 4 — Mandatory and Voluntary Standards

Market mechanisms that complement and reinforce regulatory structures are the most efficient way to transform markets. Enforced standards work, whether they govern marine or land protected areas. Recent research found five reasons that MPAs succeed:⁷

- 1) Outlawed fishing.
- 2) Strictly enforced fishing ban.
- 3) MPA is a minimum of 100 km².
- 4) MPA is at least 10 years old.
- 5) Most important predictor of success: the MPA's isolation from similar habitat, which makes them easier to police.

While it does take some time for natural environments to heal, when properly managed, ecosystems can recover relatively quickly.

The lessons learned on developing and enforcing performance standards can also be applied to the human-centric elements of the tourism industry.

- 1) The first set of mandatory standards should **focus on implementation and enforcement**, with only modest attempts to improve sustainability performance. The first set of voluntary standards can include meaningful improvements in sustainability.
- 2) **Developing standards, especially the first set, should be done with broad participation of the affected market.** While it may be more efficient to quickly develop standards with a small group of experts, experience shows that market uptake is slow and uneven, and sometimes opposed outright by the affected parties.
- 3) The continuous improvement process of both mandatory and voluntary standards **should limit overall changes in performance and requirements to a maximum of 25–30 percent with each new version.** Changes outside this range are very difficult to implement and risk a variety of take-back behaviours.
- 4) In addition, because of the large impact that non-tourist infrastructure has on overall environmental quality and visitor experience, we strongly recommend that **broad infrastructure categories, such as buildings, equipment and vehicles, be covered** by at least the mandatory minimum performance requirements established by the government.
- 5) **Governments and private sector participants should coordinate the development of mandatory and voluntary standards so that they complement each other.** In addition, scheduling too many standards to be implemented simultaneously would adversely affect their implementation or uptake by the market. Complex standards, such as building codes that have longer development periods and build on or incorporate

⁷ <http://www.sciencemag.org/news/2014/02/why-wont-simply-creating-lots-marine-reserves-save-sea-life?rss=1>



other standards can be undertaken in parallel with other underlying standards processes, such as equipment standards.

General Recommendations for Step 5 — Pilot-Scale Implementation

- 1) Pilot-scale demonstrations need to be strongly tied with the six Supporting Elements of the Market Transformation Protocol:
 - a. Indicators: This is the time and scale to finalise metrics of success. The country of Samoa has developed a comprehensive set of indicators for Sustainable Tourism that is shown in Appendix A.⁸ In Appendix B, Cameron-Cole recommends a set of attributes to keep in mind when selecting a pertinent set of indicators to gauge programme success.
 - b. Training: The pilot step provides an opportunity for real-life experience for those already trained, plus a large-scale training opportunity for those who will be ready for the full-scale launch.
 - c. Procurement: Involving institutional (government, hotel chains, cruise lines) procurement is one of the best ways to generate pilot-scale demand.
 - d. Incentives: Pilot participants should be given incentives for participating. This can be attractive to institutions. Incentives can be non-monetary (e.g., administrative) or monetary.
 - e. Industry Development: Similar to the training piece, a pilot-scale demonstration is a great place to involve industry and professional associations.
 - f. Public Education: The pilot programme is a great way to inform people about the impending mandatory standard and the reasons behind the market transformation approach.
- 2) Pilot-scale implementation should be carried out mimicking actual conditions as much as possible. For example, grant funding should be minimally used to fund pilot programmes, since such funds will not be available for full-scale implementation.
- 3) Early Adopter and Beyond Minimum incentives should be utilised during the pilot programme in the same manner as when full adoption occurs.
- 4) The full complement of enabling legislation and voluntary and mandatory standards should be in place by the time the pilot implementation phase of market transformation has been reached.
- 5) It should be anticipated that changes to technical requirements and implementation structures and approaches will change based on lessons learned from the pilot programme. Adequate time needs to be included in the pilot phase for incorporating such changes in the full-scale rollout of projects. For the first set of standards, the pilot-scale implementation

⁸ In Appendix B, we provide some elements that might be included in a framework for measuring success for use as a model for countries to create Indicators that are relevant to their priorities.



phase will likely take longer than future iterations. (See discussion in the Continuous Improvement section, below.)

General Recommendations for Step 6 — Full-Scale Implementation

- 1) The first set of mandatory standards must focus on implementation and enforcement, rather than increased performance. Voluntary standards can be used to push sustainability achievement. Mandatory sustainability achievement can be fully initiated in subsequent iterations of the standard.
- 2) For a full-scale launch of mandatory minimum standards, the government and the enforcing agency need to recognise that Mandatory means Mandatory. All allowances and adjustments required for smooth universal compliance should be recognised and accommodated during the pilot-scale implementation and adjustment phase.
- 3) The Early Adopter and Beyond Minimum incentives should mirror the best performing structures evaluated during the pilot programme. Early Adopter incentives are applied during the pilot and adjustment phase of the standards that are under consideration. The Beyond Minimum incentives reflect the performance level of the voluntary, high-performance standards that are in place or anticipated in the near future.
- 4) Penalties for non-compliance with mandatory requirements must be sufficiently severe so as to deter violations. The adoption period during the pilot-scale demonstration step should be used to address and fix potential compliance problems, as noted in Cameron-Cole's Deliverable 3.
- 5) Enforcement and administration of the standards must be knowledgeable, professional and honest. An appeals/adjudication policy must be in place.

General Recommendations for Step 7 — Continuous Improvement

- 1) The Continuous Improvement (CI) schedule and process should be spelled out in the enabling legislation—requiring that a CI process be included—and in the adopted standards, establishing the timeframe and process.
- 2) The CI process should follow the same basic steps as the initial development process:
 - a. Demonstration.
 - b. Updated standards development.
 - c. Pilot updated standards.
 - d. Adopt updated standards.
- 3) The CI development timescale needs to be long enough for the updated standards to be developed and tested, but short enough to not lose the momentum of progress.
- 4) Continuous improvement across the various elements of the industry needs to be coordinated so that progress can continue.



- 5) The CI process should balance progress with stability. Progress needs to be fast enough to achieve levels of sustainability equal to the urgency of the environmental situation, but measured enough to give the affected industry enough time to profitably integrate changes.

General Recommendations for the Supporting Element I — Indicators

- 1) Given that tourism activity and employment are two of the most significant drivers of Pacific Island economies, we recommend that SPREP and the Island nations work with the World Travel and Tourism Council to **define a consistent set of indicators** to measure Sustainable Tourism and ecotourism programme success. Such indicators fall into one of three categories: input, process, or outcome. Collectively, the indicators reflect the overall impact of the Sustainable Tourism programmes being evaluated.
 - a. Input indicators describe the support elements or basic building blocks of a programme. From an evaluation perspective, input measures reflect how funds are being used (e.g., legislation, plans, audits, staffing) and from a programmatic basis, they suggest a programme's potential for success.
 - b. Process indicators reflect a programme's actual performance and describe how Sustainable Tourism efforts are implemented (e.g., percentage of hotels and tour operators, consistently providing visitors with information about village protocol—as determined by the number of hotels and tour operators, and the number of those consistently providing visitors with information about village protocol). From an evaluation perspective, process measures, together with input measures, serve to explain the programme's ultimate impact.
 - c. Outcome measures reflect a programme's ultimate impact. They also describe how useful Sustainable Tourism data and reports are to the users of such data and reports (e.g., Ministry of Tourism, Ministry of Culture, local councils). Unlike process indicators, which can be reasonably well quantified, outcome indicators are subjective in nature. It is the value of the information (e.g., perceived accessibility, perceived usefulness), as determined by consumers of that information, that gauges how successfully the programmes have met their goals.

An initial set of pertinent indicators should be designed; in Appendix B, we provide a list of desirable attributes of which to be aware (e.g., consistency, validity, stability) when choosing such indicators. Eventually, a dozen or so indicators may be meaningfully incorporated into an index, much like the Dow Jones, to readily measure a country or territory's Sustainable Tourism progress over time. In Appendix C, we provide a questionnaire—a suitable data collection instrument—containing a potential preliminary set of such indicators, by relevant theme (e.g., legislation, plans, lodging, economy, infrastructure). Most importantly, we recommend **collecting and using raw data from their original sources only, and coordinating analytical efforts to ensure the most robust assessment possible and to minimise duplication of effort**. We believe that such a partnership between the World Travel and Tourism Council and SPREP would be of mutual benefit.

- 2) In the context of assessing the overall impact of tourism and visitation on these islands, we recommend that consistent definitions for 'visitors' and their 'activities' be adopted regionally. An effort convened by SPREP to create a common visitor information form for



the region, including common definitions for each type of visitation, would go a long way to ensuring proper data collection and will aid subsequent analysis in the future.

General Recommendations for the Supporting Element 2 — Training Programmes

Adequate professional capabilities are vital for the proper implementation of the best practice requirements of a market transformation programme.

- 1) SPREP should develop model sustainability trainings for key industries that can be adapted at the national, state and local levels. These model trainings should draw upon existing materials developed across the region.
- 2) Existing professional and industry organisations should be consulted during the strategic plan development process to outline the training requirements needed for sustainability. Training programmes can include:
 - a. Tour companies and tour guides for MPA-focused and other tourism activities.
 - b. Sustainable operations for accommodations ranging from campsites to high-end resorts.
 - c. Building professionals from architects to engineers to contractors.
- 3) Training should have multiple levels of depth and sophistication to allow for compliance with mandatory and voluntary standards.
- 4) Comprehensive training programmes should ultimately result in certification or accreditation that gives access to more and more valuable areas and services. For example, after a phase-in programme, access to certain sensitive marine and land-based attractions should be restricted to companies or individuals that have achieved the necessary level of training required to minimise impact. In addition, continuous training should be required for maintaining the credentials that are conveyed.
- 5) Cost should not be a barrier for the training participation of small and local businesses. The cost of training could be underwritten or subsidised by larger and international businesses.

General Recommendations for the Supporting Element 3 — Procurement

- 1) SPREP should develop model procurement standards based for government and institutional purchasing. These procurement standards would give preference for products and services that are consistent with the tourism sustainability goals of the country, such as energy and water efficiency, local content and origin, recycled content, etc.
- 2) Government agencies should lead with Sustainable Tourism procurement policies for all government activities related to this sector. For example, governments can specify sustainable alternatives for:
 - a. Lodging and food for invited visitors or sponsored conferences.
 - b. Procurement of energy and water-saving technologies and low emissions, high efficiency transportation options.
- 3) The Early Adopter and Beyond Minimum tracks of the standards adoption process, as well as the Incentives Supporting Element can be used to support sustainable procurement. No



government should be satisfied with procuring goods and services that merely comply with minimum standards.

- 4) The cruise industry could have a major impact on sustainable procurement—local organic food, local crafts, etc.—as is being done in Vanuatu. Governments could require minimum procurement activity and incentivise sustainable procurement beyond this minimum with discounts on berthing fees or other port services, for example. Cruise lines should be engaged to ensure that the quality of the sustainable services is up to their standards. Governments should also not set requirements higher than can be supplied by local sources. Care should be taken to ensure that food-based procurement does not result in shortages or higher prices for local residents.
- 5) Similarly, international chains should be incentivised and/or required to procure Sustainable Tourism goods and services so long as amenity is substantially maintained, with similar caveats to the cruise lines.

General Recommendations for the Supporting Element 4 — Incentives

Incentives are important complements to mandatory and voluntary standards. They help send market-based signals to encourage investment and activity in preferred areas. They also help accelerate the uptake curve by overcoming first-cost issues that allow the industry to grow to the point where sustainable services are the same cost as conventional services.

- 1) Developing the framework for and launching the market transformation protocol for Sustainable Tourism and ecotourism could be funded through **very modest taxes/fees on tourism receipts—on the order of one percent**—as well as on water/sewer and electricity tariffs. For example, energy efficiency programmes in the U.S. state of California have saved over 15 percent of total energy consumption in the state. The total cost to develop, implement and incentivise these programmes is approximately 1 percent of utility bills.
- 2) Incentives for Sustainable Tourism activities should be both monetary and non-monetary (e.g. administrative). For example, buildings and developments shown to be pursuing sustainability certification, such as LEED,⁹ can be given accelerated permitting, lower utility connection fees, additional density or other features to promote such commitments. In the case of something like LEED, if certification is not achieved, the agreement should allow the government to ‘claw back’ incentives that were given to the project.
- 3) Over-incentivising can be as damaging as under-incentivising. Cost-effectiveness analysis should be conducted on all proposed incentives to ensure that the result is Early Adopter or Beyond Minimum adoption, rather than distorting the market to accept non-cost-effective measures.
- 4) Incentives are particularly effective during the pilot-scale implementation phase and should be in place no later than that point in the market transformation process.
- 5) Incentives should be treated as amortised capital, rather than as an expense. This is because much of what is being avoided are capital costs, which also result in lower operating expenses. Thus the basis for determining incentives should be the levelised cost—the

⁹ https://en.wikipedia.org/wiki/Leadership_in_Energy_and_Environmental_Design



amortised capital and operating expenses over a fixed period of time—of the non-sustainable alternative.

General Recommendations for the Supporting Element 5 — Industry¹⁰ Development

- 1) Countries should create a National Travel Agency (NTA) that acts as the financial intermediary between visitors and local hospitality and activities. Having this gateway to the country would help small local businesses, which would not need to register individually with many different travel sites—the National Travel Agency could provide that service for them. Based on anticipated bookings and traffic, a NTA website could develop deals and other incentives to visit other parts of the country to distribute visitation and activities more widely.
- 2) SPREP could work with National Travel Agencies to create country-specific Sustainable Tourism apps. Each app could be developed by local IT professionals possibly using an Application Programming Interface (API) developed by or provided by SPREP. These apps could have a specific ecotourism section and give different levels of information and access to preferred bookings depending on the level of package procured through the NTA.
- 3) SPREP and PICT governments should continue and expand their current actions of inviting existing tourism industry organisations (e.g., accommodation, transportation, activities) to participate and/or be vehicles for all levels of the market transformation development and implementation process. Industry associations can participate in:
 - a. Strategic MT Plan Development by giving perspective on existing activity and capacity to move toward sustainability.
 - b. Industry associations should be consulted regarding enabling legislation that affects them.
 - c. Industry associations can participate in the development of mandatory standards and be the principal vehicle for voluntary standards.
 - d. These groups can be very helpful for rolling out both pilot-scale and full-scale launches of standards.

General Recommendations for the Supporting Element 6 — Public Education

- 1) SPREP should work with local governments to create **country-specific ecotourist apps**. Each app could be developed by local IT professionals possibly using an API developed by or provided by SPREP.

Part of this app would include simple words/phrases to allow visitors to learn some of the local language if they so choose, or give people a picture or written language screen for more complex phrases. Small, laminated hard copies of these pictures/phrases also could be

¹⁰ We include community, cultural, environmental and other organisations concerned with tourism under the term 'industry'.



distributed for visitors to point to when needing assistance. This would allow local people to communicate more in their own language. For more ambitious visitors, a language section could be included in the national ecotourist app that would allow people to practice pronunciation of words and phrases.

- 2) Numerous expert analyses (including this one) have recommended a regional tourism branding effort. In addition to promoting the attractiveness of the region to visitors, these promotional efforts should seek to increase the attractiveness of the tourism industry as a career option for native populations. Despite the economic importance of the tourism industry, it seldom gets the kind of promotion as a career option as do other occupations.
- 3) If a sustainability tax is levied on tourism receipts, local NGOs and community organisations should receive a portion of the proceeds for developing and disseminating general sustainability information to schoolchildren and the general public.



APPENDIX A

Samoa Indicator Framework for Sustainable Tourism



Appendix A: Samoa Indicator Framework for Sustainable Tourism

In the SPREP-funded Indicators Handbook: A Guide to the Development and Use of Samoa's Sustainable Tourism Indicators, author Louise Twining-Ward conducted a three-level review and solicitation of important issues to be tracked and measured. She conducted a literature review and interviewed experts and surveyed village inhabitants.

Table A1: Lists of Key Sustainability Issues in Samoa From Various Sources

Literature Review Phase	Informant Interviews	Village Surveys
<u>1. Environmental issues</u> <ul style="list-style-type: none"> • Forest conservation • Habitat protection • Sustainable coastal and fisheries management • Land-use planning • Catchment area protection • Waste disposal • Energy efficiency and conservation • Natural disaster protection 	<u>1. Environmental issues</u> <ul style="list-style-type: none"> • Deforestation • Destructive fishing practices • Solid waste management • Cyclone vulnerability • Quality and reliability of water supply 	<u>1. Personal needs and priorities</u> <ul style="list-style-type: none"> • Plantation development • Education for children • Build or improve house • Food security • Migration • Consumer goods e.g., car, fridge
<u>2. Social and cultural issues</u> <ul style="list-style-type: none"> • Population growth • Migration • Human resource development • Health promotion • Urban planning • Participation of vulnerable groups • Political freedom • FaaSamoa value system • Traditional arts and crafts 	<u>2. Social and cultural issues</u> <ul style="list-style-type: none"> • Lifestyle diseases • Youth unemployment • Church and spiritual needs • Weakening of traditional ideals • Weakening of traditional authority • Decline in craftsmanship 	<u>2. Tourism benefits and concerns</u> <p>2a. Benefits</p> <ul style="list-style-type: none"> • Employment • Selling crafts and produce • Beautification <p>2b. Concerns</p> <ul style="list-style-type: none"> • Drugs and diseases • Impact on culture
<u>3. Economic issues</u> <ul style="list-style-type: none"> • Stable economic environment • Reform of public sector • Investment promotion • Rural employment opportunities and income distribution • Development of secondary sector • Development of tertiary sector • Regional cooperation • Aid policies 	<u>3. Economic issues</u> <ul style="list-style-type: none"> • Low levels of foreign investment • Limited formal employment • Reliance on remittances and aid • Narrow income base • Land tenure 	
<u>4. Tourism issues</u> <ul style="list-style-type: none"> • Type, form and growth of tourism • Infrastructure and utilities • Enhancement of product and facilities • Cultural impacts • Pollution control • National image and marketing • Investment opportunities • Land availability • Tourism skills 	<u>4. Tourism issues</u> <ul style="list-style-type: none"> • Poor product focus • Lack of accommodation capacity • Lack of market awareness and image • Lack of skills and experience • Poor infrastructure and utilities • Environmental and cultural impacts 	



These three lists were consolidated into the following final set of Sustainable Tourism Indicators for Samoa, which was further expanded:

Table A2: Evolution of Issues to Final Sustainable Indicators in Samoa

Combined List of Issues	First Working List of Indicators	Final List of Indicators
1. Forest resources	1a) Village participation in conservation programmes 1b) Tourist visits to conservation areas	1a) Percentage of villages important to tourism, participating in land and forest conservation programmes 1b) Percentage of all holiday-makers to Samoa, going on nature tours
2. Coastal environment, particularly coral reefs	2a) Village participation in marine conservation programmes 2b) Tourist participation in marine activities	2a) Percentage of coastal villages important to tourism, participating in marine conservation programmes 2b) Percentage of all holiday-makers to Samoa, taking part in marine tourism activities
3. Waste and pollution	3a) Type of hotel waste-water treatment 3b) Type of hotel solid waste management	3a) Percentage of tourist accommodation facilities, using secondary or tertiary waste-water treatment systems 3b) Percentage of tourist accommodation facilities, recycling their biodegradable wastes
4. Water quality and usage by tourism industry	4a) Tourism accommodation with potable tap water 4b) Hotel water usage	4a) Percentage of villages important to tourism in the Samoan Water Authority (SWA) sampling programme, whose water meets SWA quality standards 4b) Average volume of water used per guest night, in hotels with water metres
5. Tourism employment and income generation in rural areas	5a) Rural tourism employment 5b) Tourism businesses located outside Apia	5a) Percentage of full-time jobs in tourist accommodation facilities, that are located in rural areas
6. Tourism contribution to national economic development	6a) Newly registered tourism businesses 6b) GDP generated by the tourism industry	6a) Percentage of newly registered tourism businesses, compared to other newly registered businesses 6b) Percentage of GDP generated by tourism businesses
7. Tourism training and awareness	7a) Villages included in awareness programmes 7b) Hotel employees who have been on training courses	7a) Percentage of villages important to tourism, included in tourism awareness programmes 7b) Percentage of full-time tourist accommodation employees, who have been on training courses during the year
8. Tourism respect for faaSamoa	8a) Provision of information about village protocol by tourism operators 8b) Villages providing a traditional home-stay experience	8a) Percentage of hotels and tour operators, consistently providing visitors with information about village protocol
9. Participation in arts and crafts	9a) Entries in traditional dance competition 9b) Exhibitors at annual craft fair	9a) Percentage of traditional events in the Teuila and Independence Festival Programmes 9b) Percentage of stalls in the three main markets, selling handicrafts as the main product
10. Tourism facilities	10a) Quality rating given to	10a) Percentage of the top 20 most visited



and services	attraction sites 10b) Quality of service in key tourism enterprises	attraction sites, rated either good or excellent in terms of their services, facilities and environment
11. Planning and development of tourism	11a) Hotels with environmental assessments conducted 11b) Historical and cultural sites protected by national law	11a) Percentage of newly registered tourist accommodation facilities, that have had an environmental assessment conducted 11b) Percentage of key tourist sites and landscapes, damaged by inappropriate developments (on a cumulative basis)
12. Sustainable Tourism awareness and practices		12a) Percentage of tourism operators, adopting Sustainable Tourism practices



APPENDIX B

Attributes of Pertinent Sustainable Tourism/Ecotourism Indicators



Appendix B: Attributes of Pertinent Sustainable Tourism/Ecotourism Indicators

Indicators Attribute	Comments
Understandability	Are the pertinent indicators <i>well-defined</i> and specific? Are they easy to interpret and hard to dispute?
Measurability	Are the indicators, in fact <i>measurable</i> ? Can they be quantified?
Availability	Are the pertinent indicators <i>available</i> ? Are they easy to obtain?
Consistency	Are the countries and territories <i>consistent</i> in the way they define a particular indicator?
Validity	Are the indicators sufficiently grounded to be deemed <i>valid</i> ? Are the basic indicators in the form of raw data used to derive more complex indicators? (For example, are the number of villages important to tourism <u>and</u> the number of villages important to tourism participating in land and forest conservation programmes used to determine the percentage of villages important to tourism participating in land and forest conservation programmes?)
Reliability	Are the indicators obtained in one time period or setting statistically the same as those obtained in another time period or setting?
Stability	Are the indicators derived from two or more other indicators (e.g., percentages, averages) subject to <i>instability</i> ? (i.e., a change in the derived indicator cannot be explicitly attributed)? (For example, an increase in the percentage of tourist accommodation facilities using secondary or tertiary wastewater treatment systems could be due to an increase in tourist accommodation facilities using secondary or tertiary wastewater treatment systems or to a decrease in tourist accommodation facilities.)
Accuracy	Are the reported statistics <i>accurate</i> —have they been checked, double-checked, or perhaps even triple-checked?
Independence	Is comparative assessment of Sustainable Tourism/ecotourism improvements based on <i>independent</i> indicators?
Robustness	Are the pertinent indicators <i>robust</i> in scope? (Averages are not robust because they fail to capture the underlying variability in data; quantile measures may be preferred since they provide a better understanding of inherent variability.)
Completeness	Do the selected indicators cover the range of Sustainable Tourism/ecotourism issues?



APPENDIX C

Sustainable Tourism/Ecotourism Indicators Questionnaire



Appendix C: Sustainable Tourism/Ecotourism Indicators Questionnaire

Please respond "Yes", "No" or "Don't Know" to the following questions. For questions requiring data, provide figures for each year 2012-2016 for automated records only. Kindly indicate the source of these figures and "N/A" in cases where data is not available.							
		Yes	No	Don't Know			
Legislation	Does your country have legislation with mandates regarding:						
	a. Carbon emissions?						
	b. Energy consumption?						
	c. Water waste?						
	d. Marine wildlife?						
	e. Fragile ecosystems?						
	f. Preservation of culture?						
Plans	Does your country have a sustainable tourism plan?						
	a. If so, in which year was it adopted?						
	b. If available, please include URL link to the tourism plan or attach an electronic copy.						
Studies	1. Has your country conducted a sustainable tourism study?						
	a. If so, in which year was it conducted?						
	b. If available, please include URL link to the sustainable tourism study or attach an electronic copy.						
	2. Has your country conducted any projection studies on tourism?						
	a. If so, in which year was it conducted?						
	b. If available, please include URL link to the projection study, or attach an electronic copy.						
Commitment and Cooperation	Does your country have an active multi-agency sustainable tourism committee/task force with:						
	a. A detailed charter?						
	b. Participating agency heads?						
	c. Local citizen or organizational involvement?						
Training/Education/Awareness	Does your country have a marketing or education campaign to raise awareness about:						
	a. Sustainable tourism?						
	b. Marine wildlife or marine protected areas?						
	2. Does your country offer opportunities for:						
	a. Farm stay?						
	b. Tribal stay?						
	c. Eco-volunteering?						
Ecotourism	How does your country define ecotourism?						
	1. Does your country define ecotourism according to standards which are:						
	a. Legislated?						
	b. Voluntary?						
	2. Does your country use ecotourism certification labels for:						
	a. Lodging?						
	b. Tour operators?						
	c. If so, which label(s) does your country use?						
Lodging	Does your country:						
	a. Classify accommodations (e.g., deluxe, standard, star designation)?						
	b. Monitor standards for consistency from lodging to lodging?						
	c. Evaluate accommodations for environmental performance for energy consumption?						
	d. Evaluate accommodations for environmental performance for water usage?						
Infrastructure	1. Does your country have a cyclone recovery plan?						
	2. Does your country employ sustainable reconstruction efforts?						
Economy							
	1. What is your country's:						
	a. Total annual budget?						
	b. Total government revenue?						
	c. Total tourism revenue?						
	Of the total tourism revenue, how much revenue remains in your country?						
	2. How many people are employed in tourism?						
	Of the people employed in tourism, how many are:						
	a. Native?						
	b. Foreign?						
	3. What is the annual revenue of:						
	a. Hotels?						
	b. Tour operators?						
	Do the above figures include economic multipliers?						
	4. What is the total value of food imported?						
	a. Of the total value of food imported, what fraction is designated for tourism?						
	b. What are the principal food import categories: e.g., meat, fruit, vegetables, dairy?						
	c. Is there a program to integrate indigenous food into tourist menu offerings? (Yes, No, Don't Know)						
	5. Are there efforts underway to grow tourist-preferred foods on the island? (Yes, No, Don't Know)						
Nature	What is the government budget for restoration of natural habitat?						
Culture	What is the government budget for cultural protection & development?						



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