Responsible Tourism Manual for South Africa

July 2002

Department for Environmental Affairs and Tourism,
Republic of South Africa

Developed for the Department of Environmental Affairs and Tourism.

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OVERVIEW

This manual aims to provide established as well as community-based tourism enterprises (CBTEs) with information about "responsible tourism" and the opportunities that it presents for improving business performance. Specific to South Africa, and in line with current international best practice, the authors have collected a range of practical and cost-effective **responsible actions** available to tourism businesses and tourism associations. The manual refers to many useful sources of information and examples of best practice that can help to guide users' implementation of responsible business activities.

Users of this manual should not attempt to implement all of the options outlined in this manual. They should rather read the manual as a **menu of options** that can be used to achieve more responsible business. The contents of this manual are thus intended to initiate a process – of working responsibly, setting targets, self-monitoring and showcasing achievements to customers, staff, the tourism sector, suppliers, neighbours and other relevant parties.

By developing and operating tourism more responsibly, South Africa will progress towards the sustainable growth of its tourism sector. This year, South Africa is hosting the World Summit on Sustainable Development (WSSD) in Johannesburg, which creates an opportunity for South Africa to showcase its achievements in sustainable use of natural resources, poverty alleviation and sustainable economic development (www.joburgsummit2002.com). Immediately prior to the WSSD, Cape Town will host a conference on "Responsible Tourism in Destinations". South Africa will promote its "Responsible Tourism" ethic to the world (www.capetourism.org) at this conference. It is envisaged that a responsible tourism charter will be developed at this conference and subsequently showcased at the WSSD.

This is the first edition of the "Responsible Tourism Manual for South Africa". The Department of Environmental Affairs and Tourism (DEAT) intend that the contents of the manual will be updated and improved continuously, to render it user friendly and relevant to sector trends and developments. Please help DEAT to improve this manual by sending feedback, suggestions, examples of best practice and/or other comments to:

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The consultation process that led to the development of this manual generated a great deal of enthusiasm for responsible tourism amongst stakeholders in the tourism sector. It is hoped that users of this manual will share this enthusiasm and help to make South Africa the world's <u>Number One Responsible Tourism Destination</u>!

CONTENTS

List of Abbreviations Used

APCOSA	Association for Professional Conference Organisers of South Africa
ASATA	Association of South African Travel Agents
BABASA	Bed and Breakfast Association of South Africa
BTSA	Backpacker Tourism South Africa Trust
CBTE	Community Based Tourism Enterprise
CGSA	Caterers Guild of South Africa
COASA	Coach Operators Association of Southern Africa
CPA	Community Property Association
CPPP	Community Public Private Partnership
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
CTASA	Community Tourism Association of South Africa
DEAT	Department for Environmental Affairs and Tourism
DFID	Department for International Development (UK)
DTI	Department of Trade and Industry
EIA	Environmental Impact Assessment
EIR	Environmental Impact Report
EXSA	Exhibition Association of Southern Africa
FEDHASA	Federated Hospitality Association of South Africa
FGASA	Field Guides Association of South Africa
FTTSA	Fair Trade in Tourism South Africa
GEAR	Growth, Employment and Redistribution Macro-Economic Policy Framework
GHASA	Guest House Association of South Africa
GM	Genetically Modified
HDG	Historically Disadvantaged Group
HDI	Historically Disadvantaged Individual
ITE	Individual Tourism Entrepreneurs
IUCN	The World Conservation Union
MCSA	Mountain Club of South Africa
MDA	Mineworkers Development Agency
NGO	Non-Governmental Organisation
PHASA	Professional Hunters Association of South Africa
SABBWWA	South African Boat-Based Whale Watching Association
SABS	South African Bureau of Standards
SANParks	South African National Parks
SATSA	Southern Africa Tourism Services Association
SAVRALA	South Africa Vehicle Renting and Leasing Association
SMME	Small, Medium and Micro Enterprise
SMMTE	Small, Medium and Micro Tourism Enterprises
TEP	Tourism Enterprise Programme
TGGSA	Tourism Guide Guild of South Africa
THETA	Tourism, Hospitality and Sport Education Training Authority
UNEP	United Nations Environment Programme
USP	Unique Selling Point / Unique Selling Proposition
WSSD	World Summit on Sustainable Development
WTO	World Tourism Organisation

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1. WHAT IS "RESPONSIBLE TOURISM"?

"Responsible Tourism", put simply, is about providing better holiday experiences for guests and good business opportunities for tourism enterprises. "Responsible Tourism" is also about enabling local communities to enjoy a better quality of life through increased socio-economic benefits and improved natural resource management. South Africa's Tourism White Paper (1996) refers specifically to the concept of "Responsible Tourism", the key elements of which can be defined in terms of[1]:

- Developing, managing and marketing tourism in ways that create competitive advantage;
- Assessing and monitoring the environmental, social and economic impacts of tourism developments, and openly disclosing information;
- Ensuring the active involvement of communities that benefit from tourism, including their participation in planning and decision-making and the establishment of meaningful economic linkages;
- Maintaining and encouraging natural, economic, social and cultural diversity;
- Avoiding waste and over-consumption, and promoting the sustainable use of local resources.

National policy further specifies that tourism development in South Africa should be government led, private sector driven, community based, and labour conscious[2]. These various sectors are committed to partnership with the people of South Africa to develop and market good quality, sustainable tourism experiences that **demonstrate the country's commitment to social, economic, environmental, technical, institutional and financial responsibility**. Towards this end, sector stakeholders must ensure that international as well as domestic tourism contributes equitably to the socio-economic upliftment of all South Africans.

In this spirit of equitable and sustainable tourism development, the DEAT developed over the course of 2001 the **South African National Responsible Tourism Guidelines**, which were launched by Minister Valli Moosa at the Tourism Indaba on 13 May 2002 (www.environment.gov.za). The guidelines (see Appendix 1) reflect DEAT's **vision** to manage tourism in a way that contributes to the improvement of the quality of life of all South Africans, including future generations.[3] They were developed to provide national guidance and indicators to enable the tourism sector to demonstrate progress towards the principles of "Responsible Tourism" embodied in the 1996 White Paper. The guidelines were drafted with technical assistance financed by the British Department for International Development (DfID), while capitalising on South African expertise in tourism development through consultation with a wide range of tourism stakeholders.[4]

South Africa's pioneering "Responsible Tourism Guidelines" provide the necessary starting point for defining and benchmarking responsible practice in such sub-sectors as accommodation, transport, cultural and natural heritage tours as well as in marketing and other types of

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[1] DEAT (1996) *The development and promotion of tourism in South Africa*, White Paper, Government of South Africa, Department of Environmental Affairs and Tourism ((www.environment.gov.za)

[2] DEAT (1997) Tourism in GEAR: Tourism development strategy 1998-2000 (www.environment.gov.za)

[3] Matlou, P. (2001) The potential of ecotourism development and its partnership with spatial development initiatives (SDI), Seminar on Planning, Development and Management of Ecotourism in Africa, Regional Preparatory Meeting for the International Year of Ecotourism, 2002, Maputo, Mozambique, 5-6 March 2001

[4] Spenceley, A., Goodwin, H., and Maynard, W. (Draft) The development of Responsible Tourism guidelines for South Africa, Chapter in Diamantis, D. and Geldenhuys, S. (Eds) Ecotourism: Management and Assessment, Continuum International

associations. This **process** will ensure that the tourism sector in South Africa keeps pace with international and national trends towards responsible business practice – trends that are increasingly manifest in South Africa's international originating markets as well as within the country's domestic tourism market.

In summary, the guidelines and this manual provide tools with which people and organisations in the travel and tourism sector can enhance their business activities while simultaneously expanding the socio-economic benefits of tourism for local stakeholders, including but not limited to employees, suppliers and neighbouring communities. These tools also help tourism businesses to respect natural and cultural resources, for the benefit of South African tourism as a whole.

> *By implementing some of the practical steps outlined in this manual, users will be in a position to begin reaping the rewards of operating responsibly.*

2.   RESPONSIBLE TOURISM AND THE (TRIPLE) BOTTOM LINE

Aside from decreasing operating costs, managing tourism enterprises responsibly makes good business sense for at least three reasons:

- "Responsible Tourism" is aligned to the international trend towards responsible business practice;
- "Responsible Tourism" meets the growing market demand for responsible tourism products; and
- "Responsible Tourism" makes customers, staff and investors feel good!

2.1   International trends towards responsible business practice

Since the 1992 Rio Earth Summit, economic growth has been promoted globally in terms of economically, socially and environmentally sustainable development – the 'triple bottom line'. In tourism, however, the environmental aspects of sustainable development have tended to dominate the international playing field, for instance in the attention devoted to the development and promotion of 'ecotourism'. There has now been a shift in thinking, to place more emphasis on poverty alleviation and socio-economic aspects of sustainable development. "Responsible Tourism" addresses this shift in private sector focus by giving equal weight to these three tiers of sustainability: (i) economy; (ii) society; and (iii) environment. "Responsible Tourism" incorporates the ethic of respect for culture and environment and culture but – importantly -does not confine itself to these aspects of sustainable development.

There has been a concurrent international trend in favour of increased corporate social responsibility (CSR), as the private sector recognises its (mixed) role in sustainable development. CSR deals not only with philanthropic activities, but also challenges the private sector to empower economically marginalised groups and communities through activities centred on employment, equity and entrepreneurship.

Box 1: CSR in practice
The Co-operative Bank in the UK is well known for its ethical approach, which is based on customers' views on key issues like the arms trade and animal welfare. In 2001, the Bank put a price on its ethical stance for the first time, estimating that its CSR policies made it £16 million (~R224 million) better off in 2000. That was about 16% of pre-tax profits. These figures are based on detailed analysis of the bank's brand value, including market research findings that more than a quarter of current account customers cited ethics or the environment as the reason for opening their accounts[5].   "As a large institutional investor we believe that effective governance with regard to social, environmental and ethical issues contributes to the creation of long-term shareholder value. We therefore consider it to be in our interests to play a part in encouraging accountability for effective corporate governance in this area". *Friends Ivory & Sime, Institutional investor*[6]

Presently there are a number of international initiatives that are helping to focus consumer and trade attention on "Responsible Tourism". Some of these initiatives are listed in Table 1.

Table 1: Some International Initiatives related to Responsible Tourism	
World Tourism Organisation (WTO)	Global Code of Ethics for Tourism (www.world-tourism.org)
United Nations Environment Programme (UNEP)	Principles for Implementation of Sustainable Tourism (www.unep.org)
International Hotels Environment Initiative	www.ihei.org
Overseas Development Institute, International Institute for Environmental Development and the International Centre for Responsible Tourism	Pro-poor Tourism (www.propoortourism.org.uk)
Tourism Concern	Corporate Social Responsibility Initiative (www.tourismconcern.org.uk)

2.2   Answering growing market demand for Responsible Tourism products

Recent market research in the UK and elsewhere has pointed towards a positive trend in consumer and sector demand for "Responsible Tourism" products. This research suggests that ethical business practices can provide commercial advantage, and that "Responsible Tourism" can be a positive marketing tool – provided that claims of responsibility are credible and based on demonstrable delivery of responsible activities and objectives.

Box 2: CSR in tourism
"Thomson recognises the importance of conducting our business responsibly towards the environment and in the communities where we operate. The nature of our business means that we must ensure our activities have the least possible negative impact on the environment, now and in the long term. We also recognise that the protection of the social and cultural diversity of destination communities is of equal importance. Thomson works with those in destinations to develop and provide a sustainable quality holiday, which meets customer expectations".   *Hilary Robinson, Sustainable Tourism Manager, Thomson Holidays*[7]

Although most tourists make purchasing decisions based on such factors as price, weather, type and range of facilities and quality, more and more tourists are also concerned about the ethics of travel. A recent survey by the UK-based NGO Tearfund, for instance, found that British consumers are more likely to book a holiday based on availability of information about the

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[5] Cowe, R. (2001) Investing in Social Responsibility: Risks and Opportunities, Association of British Insurers, cited in Tearfund (2002) op. cit.

[6] Tearfund (2002) Worlds Apart: A call to responsible global tourism, January 2002

[7] Ibid

country, reduced environmental impact and meeting local people on holiday than on whether or not they had used the company before[8].

Significantly, the data suggests that consumer (and thus trade) demand for "Responsible Tourism" products is **increasing** - and that more and more people want to purchase responsible holidays. In 1999 and again in 2001, Tearfund asked holidaymakers whether they would be more likely to book a holiday with a company that had a written code guaranteeing good working conditions, protection of the environment and support of local charities in the tourist destination. The proportion of respondents saying, "Yes" rose from 45% to 52% between the two years – that's a 7% shift in demand towards Responsible Tourism products![9]

Box 3: USA Geotourism Survey Results
Geotourism is tourism that sustains or enhances the geographical character of a place (e.g. its natural setting, culture, aesthetics, heritage, and the well being of its residents). A recent survey of 4300 adults in the USA revealed that 71% of respondents believe it is important that their holiday does not damage destination environments, while 61% believe that their travel experience will be improved where destinations preserve their natural, historic and cultural sites.[10]

Box 4: Coral Divers
"Responsible Tourism is an area that needs to be addressed, not only to make ourselves more marketable, but also to create a healthier environment in which to operate by uplifting the local community and looking after our natural resources". *Stuart Roberts, General Manager, Coral Divers (www.coraldivers.co.za)*[11]

The Association for Independent Tour Operators (AITO) in the UK has developed a "Responsible Tourism" policy, which may become a condition of membership in the future. AITO's "Responsible Tourism" guidelines prioritise protection of the environment; respect for local cultures; maximising the benefits to local communities; conserving natural resources; and minimising pollution (www.aito.co.uk). AITO members that adhere to this policy will require appropriate business partners in destinations like South Africa. Increasingly, then, South African tourism products that can demonstrate their commitment to "Responsible Tourism" will have a comparative advantage in UK (and other) source markets.

Box 5: The Tour Operators' Initiative for "Sustainable Tourism Development" (TOI)
TOI is hosted by the United Nations Environment Programme (UNEP), and is open to any international tour operator. The TOI regularly publicise best practice by members. The TOI is currently developing guidelines for measuring and reporting "Responsible Tourism" practices (www.toinitiative.org).[12]

2.3   The 'feel good' factor

Positive publicity and customer feedback associated with responsible business activities engender good relationships with staff and shareholders, while simultaneously paving the way for meaningful partnerships with local businesses and communities. The importance of the 'feel good' factor cannot be underestimated, for example in accounting for the value of positive word-

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[8] Ibid

[9] Tearfund (2002) Worlds Apart: A call to responsible global tourism, January 2002

[10] Stueve, A. M., Cook, S. D. and Drew, D. (2002) The Geotourism Study: Excerpts from the Phase 1 Executive Summary, National Geographic Traveller/Travel Industry Association of America, www.tia.org/survey.pdf

[11] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

[12] Tearfund (2002) Worlds Apart: A call to responsible global tourism, January 2002

of-mouth advertising and the role played by staff in shaping the (positive or negative) quality of the tourism experience.

Responsible action by one business also helps to encourage similar and even improved initiatives within other companies. This 'domino effect' will ultimately lead to positive action within industry as a whole, which in turn can help to position South Africa as a leading Responsible Tourism destination.

Table 2: What are some of the adverse impacts of tourism and why do they exist?	
1. As an economic activity, tourism consumes resources, creates waste and has specific infrastructure needs.	• The resources used for tourism purposes tend to be of high quality and are often non-renewable. • Construction in fragile areas may cause permanent damage to environments.
2. Tourism is a resource dependent sector, which must compete for often scarce resources to survive. The tendency to over-use resources is high.	• Once a threshold has been reached, adverse effects can rapidly occur over large areas • Often the resource demands of tourism are in direct conflict with the demands of communities (e.g. for agriculture).
3. Tourism is mainly a private sector activityh which is pre-occupied with profit maximisation	• The competitiveness of the sector makes voluntary compliance with environmental protection programmes highly unlikely. • Programmes to avoid / mitigate negative impacts are low priority unless there are financial savings or legislative imperatives.
4. Tourism is a diverse and multi-faceted sector.	• Lack of supervision / control • Planning only as strong as the private sector will to implement them
5. Tourists are consumers, not anthropologists.	• Tourists are escaping from everyday life, and do not want to be burdened with everyday problems. • Tourists are often ignorant or indifferent to the needs of host communities and ecosystems.
6. Tourism generates income by attracting clients rather than exporting its product.	• Local residents / communities bear the consequences of tourism, e.g. pollution, resource depletion, increased pressure on infrastructure
Source: Adapted from McKercher, B. (1993) Some fundamental truths about tourism: understanding tourism's social and environmental impacts, Journal of Sustainable Tourism, 1 (1): 6-16	

3.   USING THE "RESPONSIBLE TOURISM" GUIDELINES AND MANUAL

By using this manual and the accompanying "Responsible Tourism Guidelines" (see Appendix 1), tourism enterprises will learn how to:

- Save money by reducing operating costs
- Increase their attractiveness to customers
- Improve business relationships
- Monitor, assess and demonstrate progress

The manual provides a range of advice and practical information that can be used to plan, operate and promote "Responsible Tourism" products. Product owners and managers are encouraged to use this manual as a tool for achieving commercial and ethical advantage. Use of this manual is voluntary: DEAT wants you to use it, as it could make good business sense!

Users of this manual are reminded that it is not a book that must necessarily be read from start to finish! Users are encouraged to read first those portions of the manual that are most

relevant to their particular situation. There are no penalties for skipping from one section to the next. . . and back again.

3.1   Who should use the "Responsible Tourism" guidelines?

The "Responsible Tourism" guidelines (see Appendix 1) are designed for use by a range of tourism stakeholders, including but not limited to:

- Tourism enterprises
- Marketing associations
- Trade associations
- Professional associations

- Local and Provincial tourism authorities
- Parastatals
- Tourism support activity

Table 3: Leaders in establishing "Responsible Tourism" in South Africa[13]	
Federated Hospitality Association of South Africa (FEDHASA) www.fedhasa.co.za	FEDHASA has drafted sectoral guidelines and has also re-launched its 'Imvelo' Environmental Award as a "Responsible Tourism" Award. The 10 winners in 2002 will be showcased at a ceremony hosted by the IUCN (World Conservation Union) immediately prior to the WSSD.
Bed & Breakfast Association of South Africa (BABASA) www.babasa.co.za	BABASA has drafted sectoral guidelines appropriate for Bed & Breakfast enterprises.
Off Road – Taxtix www.offroadtactix.co.za	Nissan's 4X4 group has also drafted sectoral guidelines.
Development Bank of Southern Africa www.dbsa.org	The DBSA is developing guidelines to assist them in the evaluation of responsible tourism-project proposals submitted for financial support.

3.2   The importance of being transparent

Transparency is at the heart of the "Responsible Tourism" approach and is fundamental to the credibility of individual enterprises – as well as the concept more generally. Transparency entails the clear communication of particular "Responsible Tourism" objectives followed by the collection and showcasing of empirical evidence of success in achieving targets. Responsible marketing (e.g. 'truth in advertising') is thus fundamental to the approach articulated in this manual and the accompanying guidelines. Indeed, one of the primary goals of these documents and the process they describe is to avoid and prevent unsubstantiated claims of responsibility, of the sort that undermined the concept of ecotourism in originating markets.

> **Box 6: Reporting**
> Reporting is the public – and very crucial – face of any company's socially responsible actions. It encourages a company to monitor and evaluate its own activities, improve performance, and bring greater benefits to workers, people in the supply chain and in communities where the company operates. Reporting also means that a company is more transparent and accountable to external stakeholders, enabling investors and consumers to support responsible companies.[14]

Users of the "Responsible Tourism" guidelines and manual will help to create a transparent framework within which trade buyers and tourists are able to judge the competing claims of

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[13] Spenceley, A., Goodwin, H., and Maynard, W. (Draft) The development of Responsible Tourism guidelines for South Africa, Chapter in Diamantis, D. and Geldenhuys, S. (Eds) Ecotourism: Management and Assessment, Due for publication by Continuum International

[14] Ibid

enterprises and associations in the marketplace. As companies in the originating markets adopt strong "Responsible Tourism" strategies and criteria, operators and other business intermediaries will require practical ways of verifying claims made in the destinations by enterprises, communities and government. Fair Trade in Tourism South Africa, for instance, has introduced an independent hallmark of 'fairness' in tourism business, in the form of a new tourism brand / trademark that can be awarded to tourism businesses that comply with Fair Trade principles and criteria.

Box 7: Fair Trade in Tourism South Africa (FTTSA)

FTTSA (www.fairtourismsa.org.za) is a non-profit organisation under the auspices of IUCN (the World Conservation Union) South Africa that is working to maximise the market advantage of tourism products working in a fair and responsible manner. FTTSA award a trademark (see left) to fairly traded tourism products, and promote the FTTSA brand more generally so that tour operators and consumers can choose tourism products with an independent hallmark of 'fairness'. Globally, the Fair Trade movement has been driven by growing public awareness, particularly in Northern Europe, about trade and wealth imbalances and a corresponding increase in consumer demand for 'fair' alternatives to conventional, often multi-national brands of coffee, bananas, chocolate, fruit juices and other agricultural products. What started off as something of a fringe movement has grown into a strong and vibrant niche market: in 2000, the retail value of Fairtrade products in the United Kingdom was nearly £33 million (~R462 million), up from £2.75 million (~38.5 million) in 1994[15]. The experience of the Fair Trade movement thus demonstrates that consumers and activists *can* influence big business. FTTSA is at the forefront of efforts to replicate this experience within national and international tourism markets.

3.3 Trade / Tourism Associations

Trade associations are well positioned to develop "Codes of Conduct" or "Codes of Best Practice" for their members. A trade association can provide support to its members and also monitor their compliance to the principles and criteria contained in the Code.

Box 8: Some South African Trade Associations and their Codes of Conduct

The Mountain Club of South Africa (MCSA) (www.mcsa.org.za) has a draft Code of Conduct for Mountaineering. This Code deals primarily with issues surrounding environmentally sensitive mountaineering and hiking and the protection of sensitive habitats. The Code of Conduct also guides members in culturally sensitive behaviour and safety.

The South African Boat-Based Whale Watching Association (SABBWWA) has a Code of Conduct for its members, which aims to minimise harmful impacts on cetacean populations by

- Ensuring that the normal pattern of activity of whales and dolphins is maintained
- Ensuring opportunities for watching or interacting with cetaceans in the wild can be sustained; and
- Developing a supportive public, to encourage realistic expectations of encounters and to prevent pressure from the public for increasingly risky behaviour.

Any trade / tourism association can develop a "Code of Conduct" / "Code of Best Practice" for its members. A ten-step model for developing a code is described in Table 4.

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[15] Tickle, L. (2001) What price fair trade? In developments, 3rd quarter, 15-17

Table 4: Towards a Code of Conduct / Code of Best Practice	
Step 1	Nominate individual/s who will be responsible for driving the development of a code
Step 2	Circulate the national "Responsible Tourism" guidelines (Appendix 1) amongst all members and/or key stakeholders.
Step 3	Members and/or key stakeholders select 4-5 guidelines from the economic, social and environmental sections (total 12-15 guidelines) that they believe to be most relevant to the work of the association. This participation helps to achieve buy-in by members.
Step 4	Designated person/s to compile members' comments and selections and identify the guidelines that were most frequently chosen by members.
Step 5	Publish the list as a "Code of Conduct" / "Code of Best Practice". Distribute the code to all members and other relevant stakeholders.
Step 6	Prepare a "Memorandum of Understanding" (MOU) or a statement of intent, which should be signed by all members to show their commitment to the code. The MOU should include the member's intent to monitor and report its progress annually.
Step 7	Use the "Responsible Tourism" manual to show members how they can make progress towards fulfilling the guidelines contained in the code, and to indicate where members can obtain advice, information and support.
Step 8	Show members how to self-monitor and request annual reports detailing their activities and progress towards fulfilling the guidelines listed in the code. Ask members to show how and where they have improved and to identify areas for further improvement.
Step 9	Encourage initiative and reward innovation by members, for example by offering rewards for best practice, by publicising specific examples of "Responsible Tourism" by members and/or by providing cash incentives like preferential rates or fees.
Step 10	Provide regular feedback to members on collective progress (e.g. at annual general meetings, tourism sector forums, via newsletters) and use these opportunities to set (new) benchmarks and targets for the group as a whole.

By collecting self-monitored information from members, the association will be able to track and improve the collective level of responsible practice. As the association builds up information on good practice, it can help members by setting association benchmarks and targets of best practice that they can really strive for. Such initiatives will help to raise the profile of the association both nationally and internationally.

Box 9: The Nature and Ecotourism Accreditation Program (NEAP)
NEAP was a world first - a **sector initiative** developed in response to the need for a system to identify genuine nature tourism and ecotourism products in Australia. The NEAP system provides the sector with an assurance that the tourism product will be delivered with a commitment to best practice environmental management and the provision of quality experiences.[16] (www.ecotourism.org.au or www.vtoa.asn.au/accreditation/neap)

3.4   Tourism enterprises

A tourism enterprise that chooses to implement "Responsible Tourism" guidelines would typically do so to achieve one or more of the following objectives:

- To reduce costs (e.g. through increased efficiency)
- To create a unique selling point (USP)
- To maximise comparative advantage in the marketplace (e.g. in relation to competitors)

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[16] Ecotourism Association of Australia & Australian Tour Operators Network (2000) NEAP: Nature and Ecotourism Accreditation Program, 2nd Edition, www.ecotourism.org.au or www.vtoa.asn.au/accreditation/neap

<table>
<tr><td colspan="2">Box 10: Some "Responsible Tourism" Enterprises in South Africa
Three South African tourism enterprises at the cutting edge of monitoring and reporting on their "Responsible Tourism" activities are Coral Divers in Sodwana Bay (www.coraldivers.co.za)[17], Jackalberry Lodge in the Thornybush Game Reserve (www.thornybush.co.za)[18], and Pretoriuskop Camp in Kruger National Park (www.parks-sa.co.za/knp)[19]. Each of these enterprises has applied sixteen of the economic, social and environmental "Responsible Tourism" guidelines to their operations. This implementation process has allowed management to reflect on how to save money by using natural resources more responsibly and how to promote the enterprise in the marketplace as a "Responsible Tourism" business[20].</td></tr>
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Any tourism enterprise – ranging from an informal restaurant to a five-star hotel – can develop a "Responsible Tourism" policy. This policy must be specific to the needs and circumstances of the individual enterprise – in other words, each set of "Responsible Tourism" guidelines and actions will be unique. A simple and flexible 12-step process for developing this set of guidelines and actions is outlined in Table 5.

Table 5: A Plan of Action for "Responsible Tourism" at enterprise level	
Step 1	Appoint member/s of staff who will drive the development of a plan of action and who will be the custodian/s of the monitoring / reporting process.
Step 2	Review the "Responsible Tourism" guidelines (see Appendix 1) as a menu of possible options.
Step 3	Invite comment and participation by all staff. Each staff member to select the five most relevant / important guidelines from the economic, social and environmental sections (total 15 guidelines). Designated person/s to synthesise selections and identify common objectives.
Step 4	Use the "Responsible Tourism" manual to identify activities and practices that can be undertaken by the enterprise. These may entail adapting management practices, starting dialogue within and/or outside the enterprise, purchasing new equipment, etc.
Step 5	Identify appropriate standards and targets for the chosen guidelines. Targets should be realistic but challenging. This manual can guide the establishment of standards and targets.
Step 6	Use easily understandable benchmarks that can be calculated with information that is readily available. Examples of benchmarks include: (energy) kWh/bednight; (water) kilolitres used/hectares of land; (materials) m^3 recycled per visitor.
Step 7	Monitor and report on progress in a way that can be verified. Ways of monitoring and reporting are discussed later on in this manual.
Step 8	Monitor and showcase the money saved, resources conserved and extra clients obtained by operating responsibly.
Step 9	Work with trade associations wherever possible.
Step 10	Use "Responsible Tourism" as part of your marketing strategy and showcase your progress to existing and potential customers. Publicise the enterprise's plan of action / list of guidelines and include this information in promotional material.
Step 11	Make sure that all staff are aware of the enterprise's commitment to "Responsible Tourism" and ensure that everyone is able to articulate how and why the enterprise is operating responsibly. Make "Responsible Tourism" a regular feature of staff meetings and training.
Step 12	Reap the rewards of "Responsible Tourism"!

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[17] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

[18] Relly, P. with Koch, E. (2002) Case study assessment Jackalberry Lodge – Thornybush Game Reserve, Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, March 2002

[19] Kalwa, R., van der Walt, W., Moreko, J., and Freitag-Ronaldson, S. (2002) *Case Study Assessment of Pretoriuskop Camp, Kruger National Park*, Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-Based Tourism Sector, Report to DfID/DEAT

[20] Spenceley, A., Goodwin, H., and Maynard, W. (Draft) The development of Responsible Tourism guidelines for South Africa, Chapter in Diamantis, D. and Geldenhuys, S. (Eds) Ecotourism: Management and Assessment, Due for publication by Continuum International

3.5   Tourism Planners and Practitioners

The individuals and organisations that initiate, fund, facilitate and manage tourism development should also adopt an ethic of "Responsible Tourism".   Tourism planners and practitioners are encouraged to put to use the guidelines of "Responsible Tourism" (see Appendix 1) as well as the options contained in Sections 4, 5 and 6 of this manual.

The imperative for "Responsible Tourism" development is important in relation to planning at a destination as well as an enterprise level.

- In terms of **destination planning**, a suitably diverse and complementary 'mix' of tourism products must be established.   Moreover, meaningful and sustainable linkages between tourism products and across sectors are essential to a strong and viable destination. Finally, strong destinations also rely on responsible planning that accounts for the opportunity costs of tourism development.
- A "Responsible Tourism" **business**, like any other tourism business, must comply with all relevant legislation and regulations. In compiling this manual, the authors have become aware that many aspiring entrepreneurs and/or their agents (especially those that come from disadvantaged backgrounds) are unaware of some or all of the various legal and other steps that must be followed prior to the establishment of a tourism business. In addition, many people trying to break into tourism struggle to understand the different competencies of local, provincial and national government.   In the interests of sound tourism development, relevant information is provided in Appendix 3.

Box 11: Sources of information about "Responsible Tourism" planning and assessment

Inskeep, E. (1998) Guide for Local Authorities on Developing Sustainable Tourism, A tourism and environment publication, World Tourism Organisation (www.world-tourism.org)

Inskeep, E. (1999) Guide for Local Authorities on Developing Sustainable Tourism: Supplementary Volume on Sub-Saharan Africa, A tourism and environment publication, World Tourism Organisation (www.world-tourism.org)

Sweeting, J. E. N., Bruner, A. G. and Rosenfeld, A. B. (1999) The Green Host Effect: A integrated approach to sustainable tourism and resort development, Conservation International, (www.conservation.org): An excellent guide dealing with planning, socio-economic and environmental issues in relation to tourism development.

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4.   ECONOMIC RESPONSIBILITY

4.1   The Benefits of Economic Responsibility

At a minimum, a viable tourism enterprise needs to generate sufficient turnover to cover its operational costs and to recover investments that have been made. However, a "**Responsible Tourism" enterprise** should do more than the minimum.   Specifically, economic responsibility is about:

- Increasing the benefits of tourism and sharing these more widely and equitably;
- Diversifying the South African tourism sector;
- Creating and promoting employment and entrepreneurial opportunities for historically disadvantaged individuals (HDIs);
- Putting to work locally available labour and skills;

- Forging mutually beneficial economic linkages between the formal and informal sector within the immediate small business community;
- Reducing leakages and increasing the multiplier effect (e.g. retaining as much revenue as possible in the local economy);
- Endorsing the ethos of Fair Trade in employment and purchasing behaviour.

While few would argue against the desirability of such objectives, they are not always easy to realise in practice, for various reasons. For instance, the remoteness of some tourist operations may complicate local purchasing, and specialised activities may require the import of special skills and experience. These and other barriers to responsibility can, however, be managed and even overcome for the benefit of the South African tourism sector as a whole.

This manual acknowledges that enterprises differ in size, location, and proximity to suppliers, scope and nature of operations. Indeed, the "Responsible Tourism" guidelines (see Appendix 1) are intended to provide a menu of options from which an enterprise may select activities and objectives that are most applicable and achievable within a particular context. These options can help to improve business operations, reduce costs, enhance business relationships and improve the livelihoods of the people living near the enterprise.

Box 12: Leaders in "Economic Responsibility" in South African Tourism

Shangana Cultural Village (www.shangana.co.za) in Mpumalanga provides guided tours of traditional villages, with information on traditional medicines, a traditional meal, and Shangaan dancing. This relatively new product is a private sector investment that provided opportunities to local builders during the construction phase, and also provides a platform for the production and sale of handicrafts and cultural experiences in the village.[21]

Ngala Private Game Reserve (www.ccafrica.com) employs the services of a local taxi operator to transfer local staff to and from the lodge. The Rural Investment Fund (now the Africa Foundation) agreed to loan the taxi operator R1000 towards the purchase of an additional vehicle, so that he could expand his business. The loan has not only been repaid, but the taxi operator now wishes to purchase a further vehicle to employ yet another driver to service a new tented camp[22].

Phinda Game Reserve (www.ccafrica.com). By 2000, the Africa Foundation (www.africafoundation.org) had spent over R6 million on social infrastructure in the communities neighbouring the private reserve. This money was raised from clients and other donors. This investment helped to create over fifty employment positions within the medical and education systems of the local villages. Phinda sees a direct correlation between this investment and low levels of poaching, thus demonstrating the co-dependence between natural habitat and human development.[23]

This issue of improved livelihoods is particularly relevant to nature-based tourism enterprises, because the people living in close proximity to the business (e.g. a nature reserve or a game lodge) have a major impact on the protection of natural resources. Not surprisingly, local residents who are excluded economically and socially from tourism will have little if any stake in the sustainable use of natural resources, including wildlife and habitat. There are numerous examples from throughout Africa that document the rapid decline of biodiversity through the agency of people who are excluded from the benefits resource-dependent activities like

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[21] Kirsten M. & Rogerson, C. M (2002) Development of SMMEs in South Africa, Development Southern Africa, 19 (1), pp29-59, www.dbsa.org.za

[22] Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve*, Unpublished confidential report to Ngala Private Game Reserve

[23] Pers. Comm. Les Carlisle to Piers Relly

tourism.[24] However the converse is also true: when local residents are empowered to participate meaningfully in tourism activities, the overall tourism experience is greatly enhanced.

Table 6 summarises the types of positive and negative socio-economic impacts that tourism has been found to have in local communities. "Responsible Tourism" enterprises must be proactive in managing these impacts, to maximise the number of positive impacts while simultaneously working to reduce the negative impacts. The aim of any "Responsible Tourism" enterprise, then, is to generate a net positive impact within the local socio-economic context.

Table 6: Positive and negative socio-economic impacts of tourism in local communities	
Positive effects	**Negative effects**
Tourism may: - Stimulate/strengthen local economy - Create opportunities for direct and indirect employment - Create opportunities for entrepreneurial activity - Stimulate local business growth, directly and indirectly - Generate investment in social and economic infrastructure (e.g. schools, clinics, roads) - Increase tax revenues - Improve public services and amenities (e.g. transport, shopping, entertainment) - Improve quality of police protection - Improve living standards - Stimulate skills development - Diversify livelihoods	Tourism may: - Engender social tensions linked to wage and income disparities, between hosts and visitors as well as within 'the' community itself - Increase economic dependency on one sector or even one enterprise - Increase pressure on infrastructure and services, especially in cases of mass or high density tourism - Drive up land prices and housing / living costs, which can lead to displacement of local residents - Create limited, seasonal, unskilled and/or menial employment opportunities that lack access to training. - Exacerbate gender inequalities as women tend to perform the most menial tasks and receive the lowest wages - Stimulate inflows of job-seekers (regional immigration) which can increase unemployment and engender social tensions - Create high regional leakage (The percentage of tourist expenditure that leaves the local economy) - Encourage dominance by multinational companies or local 'power brokers' who appropriate all or most of the benefits from tourism operations - De-emphasise 'traditional' values and practices (e.g. through inflows of tourists, cash, commodities)

South Africa's tourism sector generates significant foreign exchange and is a growth market (see Box 13). Although the sector is constrained by a number of issues, tourism has the potential to be an industry that stimulates sustainable economic growth and expedites the alleviation of poverty in marginalised areas. More than any other sector, tourism has over the past few years demonstrated its potential to drive socio-economic growth and redistribution in South Africa.

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[24] e.g. Ashley, C. (1996) Incentives affecting biodiversity conservation and sustainable use: the case of land use options in Namibia, Research Discussion paper No. 13, Directorate of Environmental Affairs, Ministry of Environment and Tourism; Everett, R. L. and Lehmkuhl, J. F. (1996) An emphasis-use approach to conserving biodiversity, Wildlife society bulletin, 24 (2), 192-199; Folke, C., Perrings, C., McNeely, J. A. and Myers, N. (1993) Biodiversity conservation with a human face: ecology, economics and policy, Ambio, 22 (2-3), 62-63;; King, D. A. and Stewart, W. P. (1996) Ecotourism and commodification: protecting people and places, Biodiversity and Conservation, 5, 293-305

Box 13: Overview of the Tourism Sector in South Africa
The tourism sector is the fourth largest generator of foreign exchange in South Africa and lies third, after manufacturing, mining and quarrying, in its contribution to the economy at 6.9%. Although South Africa attracted just 0.9% of world tourism arrivals internationally in 1998, it represents the economic sector of most significant growth in the country.
During 2001 South Africa received 5.8 million foreign visitors, of which 1.48 million were from overseas. The average annual growth in foreign visitor arrivals to South Africa between 1994 and 2001 was 8% whilst the average annual growth in overseas arrivals during the same period was 16%. In 2000/2001 domestic tourism accounted for around 67% of the South African tourism receipts, contributing R16 billion of the R24 billion generated from the combined domestic and foreign tourism spend. Between April 2000 and May 2001 an estimated 34 million domestic trips were taken, during which 10.9 m people spent R4.5 billion.
Sources: Various, including WTO, SA Tourism, and Stats SA

4.2 An Action Plan for Economic Responsibility

The above discussion suggests that economic responsibility is an important feature of growing and diversifying South African tourism. Economic responsibility also makes good business sense for product owners, including those who have been disadvantaged historically. But how does an enterprise go about becoming more economically responsible? What does economic responsibility mean in practice? Table 7 provides a summary of ten steps that can be taken to achieve improved economic responsibility.

Table 7: Ten Steps towards economic responsibility	
Step 1	Commit to operating the business in an economically responsible manner
Step 2	Identify and support a member of staff to drive and report on activities undertaken to improve economic responsibility
Step 3	Review the "Responsible Tourism" guidelines (Appendix 1) as a list of possible options
Step 4	Select those guidelines / options that are most relevant to the enterprise, in consultation with staff, management and owners
Step 5	Identify appropriate standards and targets for the chosen guidelines. Targets should be realistic but challenging. This manual can help guide the establishment of standards and targets.
Step 6	Use easily understandable benchmarks that can be calculated with information that is readily available.
Step 7	Monitor and report on progress in a way that can be verified. Ways of monitoring and reporting are discussed later on in this manual.
Step 8	Monitor and showcase achievements (e.g. employment created; linkages established; money spent etc). Use these achievements as part of your marketing strategy, and ensure that guests are aware of what is being accomplished. (Refer to Table 8 below)
Step 9	Make sure that all staff are aware of the enterprise's commitment to "Responsible Tourism" and ensure that everyone is able to articulate how and why the enterprise is operating responsibly. Make "Responsible Tourism" a regular feature of staff meetings and training activities. (Refer to Table 8)
Step 10	Reap the rewards of Responsible Tourism!

If, for instance, an enterprise decided to promote and support local crafters as part of its economic responsibility activities, the enterprise could:

- Survey the current amount / range of locally made craft products that are on offer to customers.
- Decide on a benchmark that will be used to measure success. For instance, if the enterprise has a craft shop, then the benchmark could be the percentage of total stock that is sourced

from within 20 kilometres of the business site; or the percentage of total sales that is sourced from within 20 kilometres. If the enterprise refers guests to local sales points, then a benchmark might be the Rand amount spent by guests on local crafts per month or per bed night.
- Set a feasible target for increasing the chosen benchmark over a certain period of time (e.g. 30% of total stock locally sourced within 12 months; R25 per bed night spent on local items, within 18 months)
- Monitor progress towards the target (e.g. by checking stock sheets and sales receipts; by asking guests to complete a simple questionnaire upon checkout).
- Showcase to staff and guests the contribution to the local economy. This can be achieved through, inter alia, special packaging (e.g. tags on craft items) or in-room brochures.
- Relate the benchmark to your occupancy levels, to see how variations in visitor numbers and types of visitor affect your progress.

In Appendices 4A & 4B there are frameworks that can help you to set targets and monitor progress made towards achieving these targets in terms of enterprise purchasing, shareholding, and employment. Remember that there are no absolute targets. Moreover, this is voluntary process that must be governed by the specific circumstances of the enterprise. Product owners are encouraged to choose targets that are realistic yet challenging.

Box 14: Pro-poor tourism (www.propoortourism.org.uk)
Pro-poor tourism is defined as tourism that generates net benefits for the poor. These benefits may be economic, social, environmental or cultural. Tourism's pro-poor potential derives from the facts that:
- Tourism is a diverse economic sector. This diversity increases the scope for wide participation, including by the informal sector;
- The customer comes to the product, providing considerable opportunities for linkages (e.g. selling souvenirs, providing additional services);
- Tourism is highly dependent upon natural capital (e.g. wildlife, scenery) and culture. Natural and cultural assets are often held by poor communities;
- Women tend to derive a relatively high proportion of tourism benefits (e.g. jobs, petty trade opportunities) compared to other economic sectors, although it is not know whether it is the poorest women who benefit.[25]

To become more responsible economically, enterprises should ideally **create a strategy** with an implementation plan to address different areas of the operation, and determine how each can be conducted in a more responsible manner. Essentially, all aspects of the business that deal with money can be operated in a more economically responsible manner. Specific areas that may be addressed are:

- Product development
- Marketing
- Business linkages
- Machinery and equipment

- Enterprise purchasing
- Employment
- Training

These issues are discussed in greater detail below (employment and training are discussed under Social Responsibility, Section 5). As noted above, it is not expected that any tourism enterprise will attempt to achieve everything suggested. Rather, the manual is intended to provide a range of commercial options that can be applied to improve business performance.

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[25] Ashley, C., Roe, D. and Goodwin, H. (2001) Pro-poor tourism strategies: Making tourism work for the poor: A review of experience, Pro-poor tourism report No. 1, April 2001, www.pro-poortourism.org.uk

Table 8: Communicating Economic Responsibility	
Provide information	• Provide guests with information about the local economy (e.g. household income, school fees, unemployment, etc). • Showcase any corporate social investment activities by providing details of money spent, infrastructure created • Provide guests with information about current or planned social infrastructure projects
Demonstrate the Impact	• Demonstrate the impact that a relatively small amount of money (e.g. R200 per month, about $20 US) can make to a poor rural household
Create opportunities	• Ensure that guests are able to spend money locally and encourage them to do so • Make it possible for clients who want to support local projects to do so
Solicit feedback	• Guest feedback forms should include a list of 'responsibility' questions that can solicit general impressions as well as specific information about visitor expenditure in the local economy • Feedback can be used to profile clients and increase return business
Showcase staff benefits	• Make sure that guests are aware of training and other benefits to staff
Consider a local tour	• Enable interested guests to visit neighbouring communities and make sure they are informed about how the enterprise has benefited the local economy (e.g. improved living standards, more schools, more shops, etc).

4.3   Product development

A key feature of South Africa's Tourism Growth and Development Strategy is the diversification of the sector through new product development. This imperative means:

- Developing new SMMEs in historically disadvantaged areas;
- Developing new larger scale properties (anchor projects) at resort locations and within or adjacent to national parks and provincial game reserves;
- Marketing these new facilities and products to attract new market segments internationally and nationally (e.g. beyond the Big Five, Cape Town and the Garden Route).

"Responsible Tourism" enterprises and practitioners should thus support this attempt to develop a **diversity of products**. This support can translate into a variety of possible actions, which include (but are not necessarily limited to):

1. **Developing and encouraging the initiation of new tourism products and services**. Enterprises benefit from added diversity, which attracts visitors, encourages them to stay in the area longer, and provides more opportunities for them to spend money locally.
2. **Identifying opportunities for new products** that can complement the existing market offering for the area. If, for instance, the main attraction is local wildlife and game viewing, then opportunities to develop new secondary products might include cultural, historical or even gastronomic experiences within the vicinity of established tourism products.
3. **Evaluating the economic implications** that the new tourism product/s may have for local communities. Issues that should be addressed include: competition, employment, training, purchasing, support services, opportunity costs, resource use and existing livelihood strategies.
4. **Relating the proposed new product to the market**. By collecting and interpreting feedback from customers and by observing the market more generally, the enterprise can help to determine whether the proposed new product or service will: (a) Fill a gap in the market; (b) Possess a unique selling proposition (USP) for prospective customers; (c) Find sufficient

demand in the market. This market orientation allows developers to avoid the trap of 'build and they will come'. Where possible, the skills of an independent, reputable consultant should be used, and the results of his/her assessment should be communicated to all relevant parties – even where the results are unfavourable. In the absence of suitable demand, the parties can work together to identify alternative proposals.

5. **Exploiting different markets**, by tailoring the marketing offering to meet the needs of different groups of tourists. An enterprise may, for instance, adapt its marketing positioning strategies during off-peak periods, in an effort to reach new markets (e.g. the domestic market or portions thereof). The tourism facilities and packages may also be altered to attract new customers, for example scholars or people with physical disabilities. The enterprise should monitor the origins of all visitors and the rates paid to determine whether the strategies used are successful.

6. **Providing local producers with information** about the range, size, weight, and style of product that would be attractive to your visitors. Provide local crafters and other producers with actual feedback from clients regarding the wares for sale locally. In relation to the enterprise's own product needs, management can specify its exact requirements to local suppliers, in an attempt to source certain items locally (e.g. handmade paper used for packaging, menus, welcome notes; courtesy gifts; soft furnishings and decorations).

Box 15: Local product development

Weaving household utility items as opposed to crafts has helped 94 people in four community groups in KwaZulu-Natal's Zululand and Maputaland coastal regions to develop profitable businesses in indigenous fibre products. The commercial products from the Wild project (funded by the Department of Arts, Culture, Science and Technology Innovation Fund) and implemented by the Institute of Natural Resources (www.inr.unp.ac.za) has stimulated the development of new products that require fewer labour hours and less natural materials to make, yet generate greater economic returns. For example, usually an "ilala" beach basket takes a day to weave, uses 1 leaf (30c) and sells for R10. However, one of the new gift boxes developed by the project takes 2 hours to weave, uses half a leaf (15c) and sells for R12! In addition, by introducing industrial weaving looms, a traditional sleeping mat (icansi) now takes 1 day to weave (rather than 3) and uses a third less material. The loom also allows for standardised quality and product size - a must for sophisticated markets. Most of the people were previously unemployed, but can now make at least R200 per month, (one man making gift boxes makes R1500 per month!) A positive outcome for conservation and the local economy.[26]

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7. **Projecting realistic expectations** is especially important when working with poor communities. If a proposed new development does not appear to be viable in relation to the market, it would be irresponsible and costly to pursue the concept. If it is potentially viable, then the plans should be shared with all stakeholders. If a venture ultimately fails, it is important that all parties understand the underlying causes and are able to account for these factors in any subsequent attempts at new product development.

8. **Establishing collective demand for products/services**. If the enterprise is working in collaboration with others (e.g. it is one of a dozen lodges within a private game reserve) it is relatively easy to create an 'economy of scale' for SMMEs that can supply goods (e.g. fresh vegetables) and provide support services (e.g. electrical repairs, plumbing, laundry). Product owners can pool their purchasing power to sustain local supply linkages. The product or service is more likely to be commercially viable if it has more than one client, and thus the risk of failure decreases. SMMEs should also be assisted to source clients outside the tourism sector, to limit their dependence on tourism (e.g. a local fruit farmer may supply a tourism resort as well as more general markets and stores).

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[26] Pers. Comm. Nicci Dietriechts 2002

9. **Increasing the length of your tourist season** by expanding the product base. This benefits the enterprise by 'smoothing' cash flow over the year, and also has knock-on benefits including:
   - ❑ <u>Seasonal employees can become annual employees</u> who enjoy predictable income and benefits for the whole year.
   - ❑ <u>Local suppliers of goods and services</u> can obtain more predictable and steady income.

   Progress towards reducing seasonality can be assessed by monitoring monthly occupancies, monthly salaries and/or monthly payments to suppliers of goods and services.

10. **Investigating possible linkages with 'emerging' tourism products.** The enterprise could consider the provision of visits to distinctive local / 'traditional' places (e.g. shebeens, restaurants, home-stays) and also encourage guests to visit local markets, festivals and similar attractions. On site, the enterprise can offer guests traditional food, 'authentic' cultural dancing and opportunities to purchase locally made art & craft; such products and services can all be provided by local SMMEs.

Box 16: Supporting new product development

The ethic of "Responsible Tourism" recognises that businesses need to focus on their own profitability and day-to-day survival. There are many support organisations that can provide technical assistance to support local economic development, thus allowing product owners to focus on their core business while sharing their particular expertise with emerging entrepreneurs. Small, medium and micro enterprise (SMME) support agencies in South Africa include:

Khula Enterprise Finance Ltd. (www.khula.org.za): Khula's strategic role is to sustain the delivery of credit and equity for emerging enterprises to enable the creation of asset ownership, wealth and employment by previously marginalized individuals and communities. Khula's mandate is to facilitate loan and equity capital to SMMEs through retail financial intermediaries. Khula helps SMMEs to develop business plans, and also provides mentorship aftercare to improve the success rate of the business once established.

Ntsika Enterprise Promotion Agency (www.ntsika.org.za): Ntsika's mission is to render an efficient and effective promotion and support service to SMMEs to contribute towards equitable economic growth in South Africa. Its vision is to be a leading and dynamic national agency that supports and further develops a vibrant and thriving SMME sector in South Africa.

Mineworkers Development Agency (MDA) (crademeyer@mda.org.za): The MDA is the development and job creation wing of the National Union of Mineworkers (NUM). The MDA's vision is to contribute to the eradication of poverty in communities affected by mine downsizing with a focus on Southern Africa. MDA have facilitated two 'BRIDGING THE GAP' workshops over the past two years, addressing barriers in the craft and tourism sectors respectively.

Small Medium Enterprise Development Programme (SMEDP) (www.dti.gov.za) is a DTI initiative that offers cash grants to tourism related enterprises setting up/undergoing significant operational expansions.

Tourism Enterprise Programme (TEP) (www.tep.co.za) is an initiative of the Business Trust, which aims to encourage and facilitate the growth and expansion of small enterprises with key outputs of job creation and human capacity development. TEP emphasises capacity building and training.

Community Public Private Partnership (CPPP) (www.cppp.org.za**)** is an initiative of the DTI that aims to revitalise dormant rural economies through linking resource-rich communities with private investors interested in the sustainable use of natural resources. CPPP assist communities to develop business plans, source investment and access markets.

The **Africa Foundation** (www.africafoundation.org) aims to reduce poverty in rural communities, in particular those that are adjacent to conservation areas. The Foundation funds social and economic infrastructure; promotes conservation and sustainable resource use; promotes SMME development linked to ecotourism; and works to empower communities through fair and equitable sharing of benefits, capacity building, skills development and education[27].

Poverty Relief Programme (www.environment.gov.za) is a national initiative that aims to alleviate poverty in South Africa by (co)financing tourism infrastructure development, new tourism product development, and waste management projects.

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[27] Africa Foundation (2001) Profile 2001

11. **Reporting on the increasing range and number of products offered to your visitors**. The enterprise should monitor and report on the increasing contribution to the local economy from its product development and related activities. This can be measured in terms of the number of additional products on offer, the number of visitors taking up the new activities, the amount of money spent, etc. Detailed records should be maintained so that progress can be assessed over a fixed period (e.g. per annum).

12. **Financing micro loans,** with written contracts, for local SMMEs that are used by the enterprise and/or its clients. Alternatively, the enterprise can serve as a focal point for information about public and non-governmental sources of micro-finance, credit and other types of support. (Refer to Box 15)

13. **Providing preferential support** to tourism products, that are locally owned, locally managed and locally staffed with an at least equal gender ratio of staff, and HDI complement. Such support will help to maximise the percentage of revenue that is retained in the local economy. Significantly, this retained revenue tends to circulate (through secondary purchasing) into the poorer, more marginalised sectors of the community.

In addition to the above options, "Responsible Tourism" enterprises should work to ensure that the new product standards are appropriate in terms of quality, reliability and quantity. This means:

14. **Relating prices to quality:** Ensure that the quality offered is appropriate to the market being targeted and the price charged.

15. **Evaluating standards:** Ensure that building materials, installations and other physical aspects of the enterprise are up to standard (e.g. use South African Bureau of Standards (SABS) approved materials (www.sabs.co.za)). Local building regulations can also provide guidance. The Tourism Grading Council can provide advice on accommodation quality ratings.

16. **Joining a trade association.** Such associations facilitate improved business operations in a number of ways, encourage business linkages and also provide guidance on sectoral standards. A list of trade associations and standards generating bodies is provided in Table 9.

17. **Addressing formal sector concerns over quality of community-based tourism products and services**. Consider safety and security too. Wherever possible, provide technical and capacity support to facilitate improvements, or alternatively provide information to emerging product owners so that they can obtain necessary support and capacity building.

18. **Assisting emerging suppliers to fill orders,** by making allowances for time and other factors that may constrain their capacity to deliver. In other words, encourage and support local SMMEs but responsibly consider their constraints, for example by obtaining their feedback on lead times, prices, volumes, etc. Work with SMME suppliers to create strategies to deal with capacity issues and report on these.

19. **Assuring the quality of local services and products** including those utilised by your customers through spot-checks, mystery shopping and the gathering of formal as well as informal feedback from clients. This feedback will enable the enterprise to recommend with confidence local attractions and businesses that are of a standard appropriate to the needs and demands of its market/s.

Table 9: Trade Associations and Standards Generating Bodies	
Tourism Business Council of South Africa (TBCSA)	www.tbcsa.org.za
Association of South African Travel Agents (ASATA)	general@asat.co.za
Southern Africa Tourism Services Association (SATSA)	www.satsa.co.za
Federated Hospitality Association of South Africa (FEDHASA)	www.fedhasa.co.za
Guest House Association of South Africa (GHASA)	www.guesthouseassociation.co.za
Bed and Breakfast Association of South Africa (BABASA)	www.babasa.co.za
Backpacker Tourism South Africa Trust (BTSA)	dalekg@tri-ba.com
Community Tourism Association of South Africa (CTASA)	*
Tourism Grading Council	www.tourismgrading.co.za www.stargrading.co.za
South African Bureau of Standards (SABS) and Crystal Grading Scheme	www.sabs.co.za/tourism
Tourism, Hospitality and Sport Education and Training Authority (THETA)	www.theta.org.za
Tourism Guide Guild of South Africa (TGGSA)	www.tourism.co.za/guild/guild3.htm
Field Guides Association of South Africa (FGASA)	www.fgasa.org.za
Professional Hunters Association of South Africa (PHASA)	www.phasa.co.za
SA Hunters and Game Conservation Association	sahunt@mweb.co.za
South African Boat-Based Whale Watching Association (SABBWWA)	*
Mountain Club of South Africa (MCSA)	www.mcsa.org.za
Coach Operators Association of Southern Africa (COASA)	saboa@saboa.co.za
South Africa Vehicle Renting and Leasing Association (SAVRALA)	*
Association for Professional Conference Organisers of South Africa (APCOSA)	nadines.reshotline@galileosa.co.za
Exhibition Association of Southern Africa (EXSA)	exsa@exso.co.za
Caterers Guild of South Africa (CGSA)	delmot@mweb.co.za
* Indicates where a weblink was not identified by the time of publication of this Manual	

4.4   Marketing

Marketing is essential to the operation and survival of each and every tourism business. Responsible marketing is about:

1. **Truth in advertising.** Be honest about the quality, range and price of experience/s offered, and ensure that guests get more or less what they bargained for.
2. **Including a range of information** about local attractions in promotional materials (e.g. brochures, website)
3. **Promoting informal / emerging tourism enterprises** and encouraging guests as well as tour operators to include these in their itineraries. Wherever possible, put tour operators and SMMEs in direct contact with each other, which empowers disadvantaged people to participate in the tourism 'mainstream'.
4. **Promote diverse complementary local products, services and attractions** to your clients, before they arrive, and when they are with you. Word-of-mouth advertising is very strong. Report on how you promote local activities, and report on visitation by guests.
5. **Ensure that additional products 'fit' the enterprise's marketing image**, its product and the type of source market in which it is operating. Avoid confusion over the type of product marketed to avoid misunderstanding by tourists and/or tour operators concerning the type of experience they can expect.

6. **Monitoring local products**. The enterprise should monitor the number of local products advertised in its literature, the proportion of space provided to them as well as the impressions of customers (e.g. did the inclusion of such information influence purchasing behaviour?). Provision of new and complementary products may encourage tourists to stay longer at a particular location (e.g. more bed-nights) and in turn spend more money in the area. The enterprise should report on its attempts to market responsibly and on any improvement in tourist spend and length of stay.

Box 17: **Rocktail Bay Lodge (www.rocktailbay.com)**
Rocktail Bay advertises cultural displays performed by a local Sangoma (traditional healer). Photographs of the Sangoma performing on the beach adjacent to Rocktail Bay Lodge appeared in the September 2001 edition of National Geographic (www.nationalgeographic.com).

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7. **Consider joining Fair Trade in Tourism South Africa (FTTSA)** and advertising on www.responsibletravel.com. Both systems promote "Responsible Tourism" products and enable suitable enterprises to obtain advantage in certain markets.
8. **Implement FTTSA's guiding principles** (see Box 19), which are available for use by any tourism enterprise or organisation in South Africa. These principles can be used even if the enterprise is unable to qualify for the FTTSA. Investigate other ways of supporting the establishment of fair trade in South African tourism, while simultaneously working towards meeting the FTTSA trademark criteria.

Box 18: The KhumbulaZulu Craft company
KhumbulaZulu Craft recently sold three volumetric tonnes of handmade craft ware for £56,000 (~R0.78 million) at Sotheby's Contemporary Decorative Arts (CDA) exhibition, and took confirmed orders for an additional R900,000 worth of goods. This astounding success occurred after six top designers from the UK, the USA and France taught Zulu crafters how to mix traditional skills with contemporary design, to create stylish products that would appeal to the European market. KhumbulaZulu Craft is the marketing arm of Siyazisiza Trust (www.sn.apc.org/sangonet/SAIE/donors/donor.206.htm), which promotes food security, job creation and training for rural communities. KhumbulaZulu Craft aims to ensure that rural people are not exploited when selling their goods, and has provided rural producers with business training, financial literacy and assistance in opening savings accounts. KhumbulaZulu is endorsed by Tourvest Holdings (www.tourvest.co.za), which has given the craft company a shareholding in Tourvest's retail outlets at Johannesburg International Airport. Funds from dividends go towards craft development. [28]

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9. **Preferentially market local products that are fairly traded.** Encourage local enterprises to join FTTSA and ensure that clients are alerted to the presence of FTTSA products in the area.
10. **Link up with national and provincial marketing initiatives**, and inform emerging / informal enterprises about sources of marketing and related support (see Table 10).

Table 10: Marketing Channels and Sources of Support		
South African Tourism (SAT)	Destination marketing, arrival statistics and information on international and national market trends	www.southafrica.net
Regional Tourism Organisation of Southern Africa (RETOSA)	Regional marketing; publishes a directory of natural resource based community tourism products	www.retosa.co.za
Provincial Tourism Authorities/ Organisations	Destination marketing with an emphasis on domestic tourism	See Appendix 3

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[28] Witepski, L. (2002) From rural to worldwide, The Journal of Southern African Tourism, 2 (1), pp32-33

Box 19: **Fair Trade in Tourism South Africa**[29] (**www.fairtourismsa.org.za**)

FTTSA will award a trademark to fairly traded tourism enterprises in 3 categories: Community Based Tourism Enterprises (CBTEs); Small, medium and micro tourism enterprises (SMMTEs); and Individual Tourism Entrepreneurs / sole proprietors (ITEs). Products that satisfy certain minimum fair trade criteria will be awarded the trademark on a 12-months basis, following an independent assessment by a specially trained fair trade assessor. The trademark serves as a guarantee of fair trade for visitors, hosts and trade / intermediaries. At the time of the award, FTTSA (with input by the independent assessor) and the product will establish mutually agreed upon targets for improvement over the period of award, to improve quality as well as compliance with the FTTSA criteria.

FTTSA has six key principles for fairly traded products. These are:

1.Fair Share: All participants involved in a tourism activity should get their fair share of the income from the operation wherein benefits are in direct proportion to one's contribution to the activity.

2.Democracy: All participants involved in a tourism activity should have the right and opportunity to participate in decisions that concern them.

3.Respect: Both host and visitor should have respect for human rights, culture and environment. This includes:

- Safe working conditions and practices
- Protection of children and young workers
- Promoting gender equality
- Understanding and tolerance of socio-cultural norms
- Conservation of the environment
- HIV / AIDS awareness

4. Reliability: The services delivered to tourists should be reliable. This means:

- Quality reflecting value for money
- Basic safety ensured by host and visitor

5. Transparency: Tourism activities should establish mechanisms of accountability. This includes:

- Ownership of tourism activities must be clearly defined
- All participants need to have equal access to information
- Sharing of profits, benefits and losses must be transparent

6. Sustainability: The tourism activities should strive to be sustainable. This includes:

- Increased knowledge through capacity building
- Improved use of available resources through networking and partnerships
- Economic viability through responsible use of resources and democratic management

4.5   Linkages and partnerships

Linkages between different tourism enterprises and services in a locality can help to create a strong destination, and provide a network of various attractions. For a tourism enterprise, creating local linkages is about changing the ways in which it spends its money – not about spending more of it! Geographical neighbours make good business partners (once they are equipped to provide consistent products & service). The local 'geographic family' linkage ensures a strong ethic of feedback and responsibility. Transparency, trust and good communication can forge long-term relationships between consumers, products and suppliers. Significantly, access to markets is one of the major constraints experienced by structurally disadvantaged communities and entrepreneurs seeking to build tourism and related businesses. To overcome this constraint, SMMEs and CBTEs need to form strong linkages with formal sector enterprises and associations.

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[29] Seif, J. (2002) A discussion document outlining the establishment of a "Fair Trade in Tourism South Africa" Trademark.

Figure 1: Role of the Community in Tourism Enterprises

CUSTOMER

PARTICIPANT

INVESTOR

Use Facilities

Employment

SMME Opportunity

Money

Resources

Low Risk
Low Return
Low Loss

High Risk
High Return
High Loss

LOCALLY RELATED

INFRASTRUCTURE DEVELOPMENT

SMME OPPORTUNITIES

LEASE INCOME

EQUITY

PROFITS

OWNERSHIP RIGHTS

Source: Adapted from CPPP (2002) Community Public Private Partnership Tourism Strategic Document

Joint ventures can be described as business activities undertaken between two or more parties for their mutual benefit. A joint venture agreement may take a number of different forms with varying degrees of risk and responsibility by all parties. Stakeholders may include the public sector (e.g. conservation authority), the private sector (e.g. tourism operators) and a community (e.g. investor or group of SMME enterprises). The venture may be a formal contractual partnership, or a more simple operating business agreement between the parties. The essence of a joint venture is that mutually beneficial commercial operations can be developed through pooling various skills and resources between joint venture members. Figure 2 delineates the tripartite Community Public Private Partnership (CPPP) at Rocktail Bay as an example.

In relation to joint ventures, responsible operations should aim to undertake the following:

1. **Link rights and responsibilities** in situations where communities are providing resources or investment into tourism operations, in terms of community equity and shareholding in the companies.
2. **Report on shareholding**, contractual arrangements, communication networks as well as the specific rights and responsibilities of the joint venture partners.
3. **Avoid token equity arrangements** where community partners receive nominal shareholding for free. Ensure that sharing in the venture is matched by an input of land, lease rights, expertise, labour, joint-management, capital or combinations thereof. A strong impetus to help community-based businesses to get off the ground should be based on support but not lifelong subsidy. Report on the investment and responsibilities committed by all parties.

Box 20: Damaraland Camp

At Damaraland camp, an up-market lodge in the Haub River Valley in Namibia, a local community is being empowered to take ownership and control the business. The lodge is a joint venture between Wilderness Safaris and the local Riemvasmaker people, which strives to integrate conservation and ecotourism with community development. The sustainability of the business depends upon the active involvement and ownership of local people. Wilderness provides employment and training as well as financial returns to the community. What is unique about Damaraland Camp is that after the tenth year, a phased handover will occur, devolving ownership to the local community. In the meantime, the Riemvasmaker community are being provided with the skills necessary to operate the lodge.[30]

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[30] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

The local kwaMqobela community is a business partner in Rocktail Bay Lodge (www.rocktailbay.com). There is a tri-partite ownership structure of both the lodge owning and lodge operating companies, wherein the local community has equity. This shareholding arrangement was designed by consultants on behalf of Isivuno, which developed the shareholding arrangement in consultation with the local community. Dividends from the shares are paid to a community trust with democratically elected members. Some local people are employed to work at the lodge, while others are involved in SMMEs that support Rocktail Bay.

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        ┌─────────────────────────┐
        │   Provincial Government │          NB: Isivuno is a non-profit making company that
        └───────────┬─────────────┘          was formed as the trading arm of KwaZulu
                    │                          Conservation Trust (now part of KZN Wildlife).
        ┌───────────▼─────────────┐
        │ Isivuno (Non-Profit Company) │
        └───────────┬─────────────┘
                    │                                      ┌─────────────────────────┐
        ┌───────────▼─────────────┐                        │   Ithala Bank (42%)     │
        │  Lodge Owning Company   │──── Shareholders ──────│   Isivuno (43.5%)       │
        └───────────┬─────────────┘                        │   Local Community (14.5%)│
                    │                                      └─────────────────────────┘
        ┌───────────▼─────────────┐                        ┌─────────────────────────┐
        │ Lodge Operating Company │──── Shareholders ──────│  Wilderness Safaris (50%)│
        └─────────────────────────┘                        │   Isivuno (37.5%)       │
                                                           │   Local Community (12.5%)│
                                                           └─────────────────────────┘
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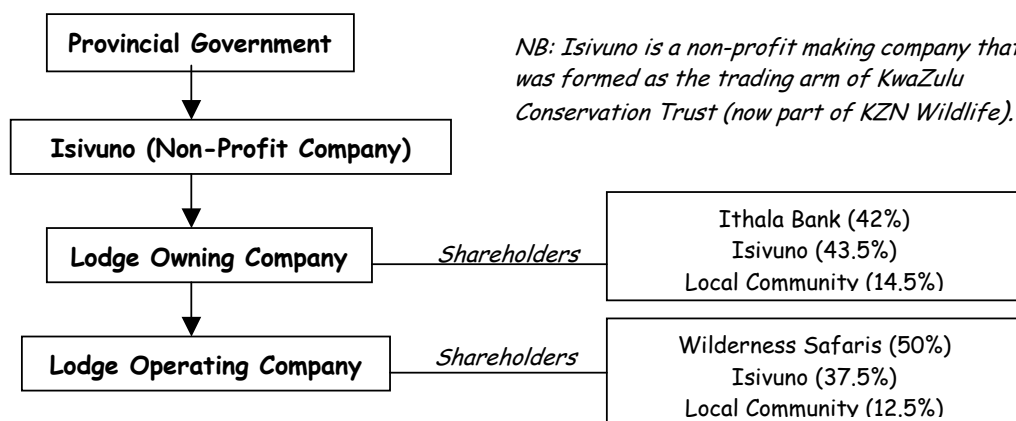
Revenue distributed to the community trust between 1996 and 2001 from the Lodge Owning Company totalled R120,000. Theoretically, this revenue could have benefited all members of kwaMqobela at a rate of between about R13 and R20 per person, per year. However, instead of being spread evenly within the population, the Trust used the dividends to finance developments at two village schools; to purchase materials to improve the roads; and to fund a number of educational bursaries.

4. **Develop partnerships in which communities have a significant investment** and in which they can play substantial roles in management through appropriate training and capacity building. Report on the type of arrangement, management structure and training.

5. **Preferentially enter into agreements that directly benefit local communities and conservation** through the business and land tenure arrangements. Such benefits may include lease payments, capacity building or protection of biodiversity. Report on the nature of the agreement, and transparently report the local benefits.

6. **Avoid undermining traditional resource access rights** through joint venture agreements that control access and use of natural resources including land. Report on traditional livelihood activities and demonstrate that proposed arrangements do not jeopardise them.

7. **Obtain legal advice to ensure transparent contractual agreements** regarding responsibilities of stakeholders, risk sharing, and equitable sharing of profits, dividends, management fees, preferential loans or any other benefits extending from a joint venture enterprise. Display the contract, or allow free access to it by the parties concerned.

8. **Assist prospective tourism entrepreneurs in the preparation of business plans** for potential funders, and/or investors. This could include facilitating discussions with micro lenders, banks, donor agencies and the private sector.

9. **Educate emerging investors about the fixed capital and operating capital needs of tourism projects and the structuring thereof** (e.g. that investors are likely to incur high initial capital costs with low returns in the early years, followed by largely debt free cash generation 5-10 years later if the project meets critical turnover levels consistently[32]).

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[31] Poultney, C. and Spenceley, A. (2001) *Practical strategies for pro-poor tourism, Wilderness Safaris South Africa: Rocktail Bay and Ndumu Lodge*, Report to the Overseas Development Institute, www.propoortourism.org.uk

[32] Cleverdon, R. C. (2002) Tourism development in the SADC region, Development Southern Africa, 19 (1), pp 7-28, March 2002, Carfax Publishing

Table 11: Sources of information on Joint Venture agreements	
Community Public Private Partnership (CPPP) Programme (www.cppp.org.za)	CPPP is housed within the Development Bank of Southern Africa, and is a Department of Trade and Industry initiative. CPPP aims to link resource rich communities with private investors who are interested in the sustainable utilisation of natural resources. CPPP facilitates community owned projects with spin-off benefits for further development and poverty alleviation, while maintaining private sector commercial interests. CPPP provides assistance with business planning, sourcing investment and accessing markets.
GTZ-Transform (transform@icon.co.za)	Transform is an initiative between the German Technical Support (GTZ) & the Department of Environmental Affairs and Tourism (DEAT) to facilitate the empowerment of communities living adjacent to formally protected areas in South Africa. See, for example, a paper by S. Turner, S. Collins and J. Baumgart entitled 'Community-based natural resources management: Experiences and lessons linking communities to sustainable resource use in different social, economic and ecological conditions in South Africa' Cape Town: Programme for Land & Agrarian Studies, University of the Western Cape. Research report no.11.
IUCN CBNRM Support Programme (www.iucnbot.bw / www.cbnrm.bw)	IUCN publishes occasional papers including one by T. Gujadhur entitled 'Joint venture options for communities and safari operators in Botswana', CBNRM Support Programme Occasional Paper No. 6 (2001).

10. **Encourage business linkages between local emerging enterprises and foreign businesses**. Setting up foreign distribution network/s for cultural products can be especially lucrative in cases where quality, quantity, consistency and skilled capacity exist. The enterprise should report on the linkages formed through its (co)facilitation, and try to quantify the local economic benefits in terms of new jobs, increased wages, increased SMME turnover etc.

Box 21: Components required for successful linkages: opportunities, information, capacity, capital[33]
- Capacity must exist to recognise viable business opportunities and to appraise the feasibility of long term contracts.
- Potential partners must know who the potential suppliers are, and who the potential buyers of goods or services are.
- Enterprises engaged in supplying products or service must be viable and meet client requirements with regard to quantity, quality and timeliness.
- Financing must be available to enable businesses to take advantage of opportunities offered.
- Mentoring must be available for small / emerging businesses

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4.6 Enterprise purchasing

Even small tourism enterprises can have a considerable amount of buying power, especially when it comes to purchasing building and operational goods and services in rural areas. Purchasing activities can also generate employment, stimulate SMME development and help to empower historically disadvantaged individuals and groups.

Responsible purchasing may entail:

1. **Aiming to source a target proportion of goods and services from historically disadvantaged groups and/or individuals**. The enterprise should monitor and report on the targets set (e.g. 15% services, and 15% products from HDIs, increasing by 5% per year for 3 years) and progress achieved towards the target/s.

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[33] Adapted from Kirsten M. & Rogerson, C. M (2002) Development of SMMEs in South Africa, Development Southern Africa, 19 (1), pp29-59, www.dbsa.org.za

2. **Sourcing of a target proportion of goods and services from enterprises that are locally owned and staffed**. Define 'local' for your operation (e.g. within 50 km; including the nearest small town) and determine the level of local employment, and degree of local ownership (e.g. if not solely owned). The revenue to these companies is less likely to 'leak' out of the area, meaning that more money will reach the local community through wages and re-spending, thereby strengthening the multiplier effect. The enterprise should monitor and report on the targets set (e.g. 15% services, and 15% products from local enterprises, increasing by 5% per year for 3 years) and progress achieved.

Box 22: South African National Parks Commercialisation
SANParks (www.parks-sa.co.za) has been through a process of commercialising a number of its camps, restaurants and retail facilities across the country. During the tendering process, prospective concessionaires were required to submit empowerment proposals quantifying the level of local and HDI equity; planned expenditure at local and emerging enterprises; and training and employment for local people and HDIs. The levels contained in the bids that were accepted became part of the contractual agreement between the private sector and SANParks. Concessionaires are expected to report on their progress towards achieving their empowerment targets, while SANParks reserves the right to impose penalties on operations if targets were not reached.[34]

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3. **Purchasing locally made goods wherever quality, quantity and consistency allows.** Set a target for the proportional purchase of locally made goods within the 'local' area as defined by the enterprise. The enterprise should monitor and report on progress made towards achieving the target/s. Local SMMEs can be assisted to provide the quality, quantity and consistency required. Examples of locally offered services and produced goods that might be procured/purchased include tourist specialised guiding, goods transport, garbage removal, furniture, uniforms, soft furnishings, decorations, gifts, paper, soap, candles and tableware.

4. **Advise small local businesses (in retail trade) of your requirements** for consumables and more conventional needs (e.g. non-craft related). The enterprise can purchase a large percentage of these goods simply by changing its buying patterns. For example, instead of purchasing supplies from major distant one-stop-shopping centres, purchase the basics at local shops and luxuries at the more distant stores. Better still, provide the local store owners with a list of your requirements and allow them to procure these products for you at the same prices, giving them the retail margins.

Box 23: KZN Wildlife and SMME development in Sodwana Bay
KZN Wildlife, whose staff initiated a process to develop the business skills of local enterprises, has facilitated the development of a number of local SMMEs. Eighteen companies ranging in size from 1-10 employees were trained in business skills including tendering, calculating fuel costs, estimating person-hours, and invoicing. During 2001 around R250,000 worth of business was outsourced to local SMMEs by KZN Wildlife for activities like grass cutting and general maintenance. Training of new companies is now undertaken on an informal basis by KZN Wildlife staff, and the conservation authority now hopes to get some of these SMMEs onto the training scheme of the Greater St Lucia Wetlands Park (GSLWP)[35] .

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5. **Provide feedback to local and HDI enterprises** regarding the quality, range, and quantity of products that are required by the established enterprise and by tourists. Assist in the development of new complementary products, and report on these. Helping to stimulate economic development in local areas, thereby strengthening the local economic base, can

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[34] Spenceley, A., Goodwin, H., Maynard, W. (2002) Commercialisation of South African National Parks and the National Responsible Tourism Guidelines, Report to DfID/SANParks, April 2002

[35] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

improve the stability of the area, which is particularly relevant in rural contexts given that secure employment for rural people is one of the government's principal GEAR objectives.

6. **Provide opportunities for consumers to purchase locally made goods.** Consider a craft sales area at your enterprise that showcases local produce. Set targets to increase the proportion of sales of local craft ware (e.g. 20% increase in goods sourced within 20 km over 1 year). Produce a plan and strategy to meet the target, with promotions, advertising, and information to visitors. Report on progress towards the target.

7. **Develop purchasing contracts with promising emerging local enterprises,** either informally or formally, with preferential purchasing from those who provide good service. Transparently report to staff and the community enterprises the predicted revenue flows during specific budgeting periods, and monitor progress towards the targets. This transparency facilitates employment and skills training for community-based enterprises by reducing some of the financial risks. Understand that good relationships may take time to establish, and that penalties for poor service should be applied.

8. **Provide suppliers with a copy of the "Responsible Tourism" guidelines** and assist them in drawing up their own responsible objectives. Contracts should include clauses to encourage suppliers and subcontractors to comply with the "Responsible Tourism" guidelines.

Table 12: Potential opportunities for business linkages with SMMEs		
Construction phase	• Brick-making • Building materials • Construction labour • Electrical work Furniture making • Plumbing	**Example: Sun International** (www.sun-international.com) operates affirmative procurement to ensure that no less than 30% of the contracted value of construction work on new casino developments is set aside for emerging SMMEs.[36] Sun International's Carnival City in Brakpan, had an initial target of 30% black empowerment during construction, which was exceeded at close to 70%. This achievement was influenced by the social equity manager who was responsible for developing a database of potential contractors for the project.[37]
Operational phase	• Crafts • Entertainment • Furniture • Gardening services • Housekeeping • Laundry • Linen • Maintenance • Security • Stationery • Supply of food • Tourism services • Transportation • Uniforms • Waste removal	**Example: Umngazi River Bungalows** (www.umngazi.co.za) on the Wild Coast procures 70% of fresh fruit and vegetables from local producers. Umngazi's long-term agreement with the producers has included advice and other support to local farmers.[38] In 2000, Umngazi spent around R200,000 on purchasing local food and craft from SMMEs.[39]

9. **Pay fair prices for goods and services sourced from local communities**. In cases where local entrepreneurs (especially disadvantaged ones) are unsure of a feasible price for their goods, facilitate cost calculation in terms of time and effort taken in production, and the cost of materials, rent etc in order to derive a price which ensures a break-even. The objective of fair pricing is *not* to obtain rock-bottom prices, which may ultimately lead to

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[36] Reznik, A (2000) cited in Kirsten M. & Rogerson, C. M (2002) Development of SMMEs in South Africa, Development Southern Africa, 19 (1), pp29-59, www.dbsa.org.za

[37] Ibid

[38] Goss, P. (1999) cited in Kirsten M. & Rogerson, C. M (2002) Development of SMMEs in South Africa, Development Southern Africa, 19 (1), pp29-59, www.dbsa.org.za

[39] Goss, P. (2001) cited in Mahony, K. and van Zyl, J. (2002) The impacts of tourism investment on rural communities: three case studies in South Africa, Development Southern Africa, 19 (1), pp83-103, www.dbsa.org.za

the demise of the businesses (either in ignorance or innocence). Indeed, it is relatively easy to drive a hard bargain with emerging entrepreneurs who are in any case acting on your advice and mentorship - but will this create enduring businesses and foster economic progress in your local community?

10. **Explain business concepts of supply and demand, and the principle of price competitiveness** in instances where the prices determined by emerging entrepreneurs are not commercially viable. If necessary, provide them with proof of comparative prices from the private sector. Report on your activities, and the impacts.

11. **Transparently report on commissions and mark-ups where local products are re-sold to third parties** (e.g. curios bought and resold to tourists within an in-house curio shop). Report on the price mark-ups to local entrepreneurs, and explain why they are required in your enterprise (in relation to costs of running the curio/other shop). Report on education activities and prices negotiated. Use fair trade principles in establishing mark-up (e.g. 3:1 mark-up is considered 'fair' in a local context).

Box 24: Reporting on and monitoring responsible purchasing

- **Monitor responsible purchasing activities** either by setting up a satellite HDI/local purchase ledger, or by modifying existing ledgers to denote whether suppliers are HDI, Black Economic Empowerment (BEE), 'local', etc. A basis for this framework can be found in Appendix 4A. Consider combining recording and monitoring systems to make data entry and interpretation easier. This approach is recommended. Note that the ledger system may take some time initially to set up; however, once this system has been established, it becomes fairly straightforward for enterprises to report on their responsible purchasing performance and progress.

- Remember that there is **no statutory requirement to collect or report these statistics** but you will gain very useful marketing information in the process. This will allow you to better understand the needs and behaviours of your clientele, particularly with regard to your Responsible Tourism activities. Establishing your enterprise as a responsible operator opens up new markets, and also allows you to bid for government contracts requiring joint-ventures with local communities or black-owned businesses.

Box 25: Two forms of business linkage that aim to cut costs: outsourcing and insourcing

Outsourcing: A tourism enterprise contracts out part of its operations or purchasing requirements to an established or emerging SMME. This can be motivated by cost reduction or improving business efficiency.

Example: **SANParks commercialisation/concessioning** process has aimed to increase the net revenue that commercial activities contribute to SANPark's core function of nature conservation. The major objectives of commercialisation include: economic empowerment of formerly disadvantaged people; provision of business opportunities to emerging entrepreneurs, in particular those located in communities adjacent to national parks; & application of SANPark's environmental regulations & global parameters to concessionaires.[40]

Insourcing: A large enterprise sets up former employee/s in an SMME operation to supply goods or services at arms length. This reduces the complement of paid employees and obligations to existing staff.

Example: **Sandton Holiday Inn** (www.Holiday-Inn.com) has an insourcing enterprise that cleans rooms. There is a detailed written contract outlining the relation ship between the hotel and the SMME. The hotel provides uniforms, cleaning equipment, meals and transport to SMME employees in addition to a reserved office, computer, phone and fax facility.[41]

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[40] SANParks (2000a) Preliminary notice to investors: Concession opportunities under the SANP commercialisation programme, South African National Parks, May 24 2000, Downloaded from www.parks-sa.co.za/Concession%20Opportunities/noticetoinvestors.htm, 2 August 2000 & SANParks (2000c) Concession Contract for the [ ] Camp in the [ ] National Park, South African National Parks, Draft of 26 September 2000

[41] Kirsten M. & Rogerson, C. M (2002) Development of SMMEs in South Africa, Development Southern Africa, 19 (1), pp29-59, www.dbsa.org.za

5. SOCIAL RESPONSIBILITY

Tourism is one of many processes or factors that contributes to social and culture change in host communities. Some of the direct and indirect impacts that may be associated with tourism are summarised in Table 13.

Respect for local culture and tradition is integral to "responsible tourism" practice. "Responsible tourism" requires the establishment of trust and effective communication between everyone involved in the tourism encounter. Trust and communication provide the basis for information exchange, cultural understanding and tolerance of difference. "Responsible tourism" is about embracing and respecting cultural variation, not only to avoid conflict and other negative aspects of culture contact but also to explore the potential for **"responsible"** commercial tourism products that are based on culture and heritage.

Table 13: Potential socio-cultural effects of tourism on host communities	
Positive effects	Negative effects
- Tourism can lead to new domestic arrangements and gender roles that create new opportunities for women and young people - Tourism can keep cultural traditions alive engender community pride and encourage creative art - Tourism provides opportunities for cultural exchange and broadening of horizons - Tourism can create new / expanded public services and amenities - Tourism can create economic stability and improved living standards - Tourism can promote use and conservation of natural and cultural resources - Tourism can improve quality of fire protection - Tourism can lead to improved education - Tourism can support indigenous languages	- Tourism can lead to new domestic arrangements and gender roles that create social tension (e.g. reduced esteem for elders and/or men) - Local people may try to imitate tourists which can lead to disillusionment, and cultural drift - Tourism can lead to the commodification of culture - Tourism can increase pollution and deplete natural resources - Tourism can increase crime, prostitution, begging, alcohol and drug abuse, and can also lead to the spread of disease - Tourism can lead people to change their cultural practices (e.g. arts, craft, dress, festivals) to meet the real or perceived needs of tourists - Tourism can exacerbate existing social inequalities and create new ones - Tourism can engender new forms of moral conduct, family relations, recreation and community organisation, which may lead to conflict amongst individuals and/or social groups - Tourists can offend local people (e.g. by wearing revealing clothing or visiting private / sacred sites). - An influx of tourists can lead to loss of language, artefacts

5.1 The Benefits of Social Responsibility

Any enterprise that employs people, works with people, purchases services and products from people, and/or provides activities for visitors will engender a range of social impacts. There are various reasons why enterprises should attempt to manage these impacts, in their own interests as well as in the interests of others. Some of these reasons are summarised in Box 26.

Box 26: Benefits of Social Responsibility

- **Sustainable use of shared resources**. Many tourism enterprises rely upon communal or public resources that are used by many parties. Acting in a socially responsible manner leads to improved co-operation between resource users and mutually acceptable, sustainable use.
- **Destination success**. The success of an individual tourism enterprise is linked to the broader success of the tourism destination in which it is situated. Co-operation between government, communities and the private sector on the broader planning, management and marketing of the destination will be beneficial to all.
- **Improved problem solving**. Tourism enterprises are sometimes faced with problems that they cannot solve on their own. A good example is crime, which is best addressed through a collective approach to safety and security that involves community members, government and other role players. For instance, Rocktail Bay (www.rocktailbay.com), which is operated by Wilderness Safaris, (www.wildnerness-safaris.com) employs a community-based security service that became part of a wider community-policing forum. This strategy has been extremely effective in curbing local crime to the benefit not only of tourists but also of the host community more generally [42].
- **Appropriate community benefits**. "Responsible tourism" is about ensuring that host communities have a say in how they would like to benefit from tourism, and how they would like these benefits to be distributed.
- **Improved supply and other business linkages**. Enterprises will benefit from the establishment of linkages with local suppliers as well as with complementary tourism products in the area.
- **Mutual respect**. "Responsible tourism" enterprises respect their neighbours, and vice versa. This shared respect leads to improved communication and co-operation between enterprises and host communities, which in turn enrich the overall tourism experience.

5.2   An Action Plan for Social Responsibility

As noted above, social responsibility is desirable for a number of reasons – not least of all because it makes good business sense. But how does an enterprise go about becoming more socially responsible? What does social responsibility mean in practice?

As summarised in Table 14, a tourism enterprise that wants to operate in a socially responsible manner needs to undertake a series of concrete actions designed to create, execute, support, monitor and promote enterprise-specific strategies for socially "responsible tourism". The targets set by the enterprise should be realistic yet challenging, and benchmarks employed should be easily measured and relevant to the social responsibility objectives of the enterprise.

Table 14: Taking action towards social responsibility	
Action 1	Commit the enterprise to working according to an ethic of social responsibility.
Action 2	Identify and support a member of staff who will be tasked with monitoring and reporting on social responsibility within the enterprise
Action 3	Set targets and benchmarks to monitor social responsibility progress and performance
Action 4	Create a strategy with an implementation plan
Action 5	Educate and motivate staff to be socially responsible
Action 6	Invite suggestions from staff, tourists and others as to how the enterprise can improve its social responsibility efforts
Action 7	Showcase social responsibility initiatives and projects to guests, and ideally employ a local guide or community representative to facilitate site visits

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[42] Poultney, C. and Spenceley, A. (2001) *Practical strategies for pro-poor tourism, Wilderness Safaris South Africa: Rocktail Bay and Ndumu Lodge*, Report to the Overseas Development Institute, www.propoortourism.org.uk

> **Box 27: Pula Lodge sets targets and benchmarks**
> The staff of Pula Lodge wanted to support a local smme that is providing cultural tours to a nearby village. Part of Pula's action plan involves the establishing of targets and benchmarks. Staff decided that their goal was for 10% of their guests to undertake a 1-day tour of the village accompanied by a local guide. Staff aimed to achieve this target within a six month time frame. A benchmark to evaluate progress towards this goal would therefore be to calculate the ratio of cultural tours to bed nights. This ratio could be calculated for every month, and progress can be monitored from one month to the next. After six months, Pula staff could then determine whether or not they had reached their target!

Enterprise's strategies should incorporate one or more of the following areas of social responsibility, each of which is discussed in the remainder of this section:

- Creating partnerships
- Establishing a social contract
- Supporting community development
- Tourist activities and information
- Recruitment and employment
- Capacity Building, training and skills development

Once again, it is not necessary for the enterprise to take on all of the recommendations regarding social responsibility that are contained in this section of the manual. This information is intended to assist enterprises in implementing those guidelines and actions that are deemed most appropriate to their business context. Users of this manual will undoubtedly note certain overlap between the recommendations contained in this section and the previous section on economic responsibility. This overlap is to be expected, as economic processes and decisions can have social impacts, and vice versa.

> **Box 28: National Responsible Gambling Programme**
> The National Responsible Gambling Programme (www.responsiblegaming.co.za) was founded by Sun International (www.suninternational.com). The Programme notes that for the overwhelming majority of people, a visit to a casino is harmless recreational fun, and people know how much time and money they can afford to spend. However, the National Responsible Gambling Programme has been devised to prevent the development of gambling problems (e.g. addiction), and to provide help to people who do. Sponsored by Sun International, and managed by the South African Institute for the Study of Gambling at the University of Cape Town, the programme has three components: a public education and prevention component; a treatment and counselling service for problem gamblers, their families and friends; and a research component to ensure the use of the most accurate national and international scientific knowledge. It provides advice to gamblers on how to avoid problem gambling, and a toll free help-line for gamblers, their friends or families (0800 006008).

5.3 Creating Responsible Partnerships

Creating and maintaining effective lines of co-operation and communication between the private sector, government and communities is a cornerstone of "responsible tourism". This process of communication and co-operation is often denoted by the use of the term 'partnership'. While 'partnership' is a necessary aspect of socially "responsible tourism", it is important to specify the nature and scope of the relationship. Indeed, there are almost countless reasons why a tourism enterprise might want to establish partnerships with others. In the absence of precise definitions and terms for partnerships, the parties may experience unfulfilled expectations, confusion, misunderstanding and even conflict. Responsible partnerships can be established along the lines described in Table 15.

Table 15: Establishing Responsible Partnerships: An enterprise perspective	
Step 1	The enterprise should define its own objectives and clarify how these objectives will be met through co-operation with others.
Step 2	The enterprise should identify prospective partners based on the objectives to be met. Partners may be drawn from the public, private and/or community sectors. Special care should be taken to ensure that disadvantaged parties have not been excluded from this process of identifying and selecting partners.
Step 3	The enterprise should identify the mandated representatives of all partners. When dealing with communities, certain issues should be taken into account. (See Box 29)
Step 4	The enterprise should (re)define the objectives of co-operation in consultation with all partners. The partnership arrangement should benefit all the partners. This process may require the skills of a reputable independent facilitator, especially where there are language differences between the parties. Try to accommodate the language needs of all parties, especially those with the weakest capacity and to keep all partners informed.
Step 5	The parties should choose a method of co-operation. This method will derive from the objectives. In some cases an informal arrangement may be sufficient, however it may be necessary to create a formal structure with legal standing. In particular formal structures are required if funds will be distributed / managed and if the structure is to have any decision-making authority. Widely used methods of co-operation include: • A management board (to involve partners in the management of the enterprise or activity) • A trust (to manage flow of benefits to partners, in particular to the wider community) • A communication forum (to tackle issues of joint concern, such as resource management, safety & security)
Step 6	The parties should implement the chosen method of co-operation. Throughout the implementation process, it is important to: • Enable weaker / marginalized partners to participate fully and meaningfully • Make it easy for all partners and representatives to attend meetings • Report on the assistance provided to 'emerging' partners in terms of time, training, advice, transport and other resources
Step 7	The parties should monitor and report on the success of the co-operative structure against the objectives set by the parties.

Box 29: Identifying and Working with Community Representatives
Identifying legitimate and appropriate community representatives requires careful research as well as attention to cultural protocol. The enterprise should research certain issues prior to approaching community partners. • **The structure of the community**. The relevant 'community' may in fact be comprised of a number of separate communities with different representatives. Or it may itself be part of a larger grouping whose representatives must also be consulted. • **Existing representatives and representative structures**. Communities may have numerous representatives and representative structures. For instance, most rural communities fall within the jurisdiction of a traditional authority. Further, all communities will be represented by a democratically elected councillor who represents them at local authority level. Many communities also have elected committees or volunteer committees that deal with certain issues (e.g. policing and services). It may thus be necessary to involve more than one representative in the partnership process. • **Culturally specific protocols**. It is important to respect the culturally specific protocols that are required for approaching and addressing specific groups. It is extremely important to go through existing tribal/traditional protocols. The enterprise should respect existing traditional and institutional structures and incorporate these into the partnership process.

- In 1998 the Mdluli Tribal Authority in Mpumalanga formed the Mdluli Trust with the assistance of a private sector property developer. The aims and objectives of the Trust include to support and uplift the 29,000 members of the Mdluli tribe with respect to infrastructure and general benefits; to make grants and loans available for education; grants and loans for development within the land; to fund and promote literacy and primary health care. The trustees include Chief Mdluli, the developer, and a democratically elected member from each of the four villages in the Tribal Authority (Makoko, Bhekiswako, Nyongane & Salubindza)[43].
- The KwaZulu-Natal Conservation Management Act of 1997 requires the establishment by KZN Wildlife (www.kznwildlife.com) of a local board for each of its protected areas to oversee the management of the area for which it has been established. These local boards are designed to include representatives from the various sectors with an interest in the management of the protected area.

Box 31: Keys to success in institutional structures
Keys include the quality of leadership and the creation of genuinely representative public structures and processes. Good leadership and representation depend on tolerance, transparency, democratic understanding and solidarity. Currently, the lack of institutional capacity is one of the most severe constraints on locally based nature conservation and ecotourism in South Africa. For communities to interact with external agencies, they must have strong, locally legitimate leadership that is not intimidated by powerful outside agencies and is able to represent local priorities forcefully and fairly[44].

5.4   Establishing a Social Contract

As noted in the introduction to this section, tourism can impact positively as well as negatively on host communities. Tourists' and product owners' interactions with local residents should be managed to reduce the negative impacts while simultaneously increasing the positive impacts of tourism.

A social contract between host communities and tourism enterprises can promote transparency, understanding and improved cooperation. It is a useful tool for ensuring that the enterprise provides net benefits to the host community. A social contract can be as simple or as complex as the parties require it to be – it all depends on the situation and objectives at hand. A process for developing a social contract is summarised in Table 16, while the range of issues that the social contract could deal with are discussed in Table 17.

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[43] Spenceley, A. (2002) Interactions between tourism operators, communities, and rural livelihoods: case studies from South Africa and beyond, Wild Resources, Local livelihoods and the Private Sector: The growing role of the private sector in natural resources management, Report to the Overseas Development Institute for the Sustainable Livelihoods Southern Africa project, Insitute of Development Studies, Brighton UK, April 2002

[44] Adapted from Turner, S., Collins, S., & Baumgart, J. (2002) Community-based natural resources management: Experiences and lessons linking communities to sustainable resource use in different social, economic and ecological conditions in South Africa. Cape Town: Programme for Land and Agrarian Studies, University of the Western Cape. (Research report; no. 11.)

Table 16: Developing a Social Contract: an enterprise perspective	
Step 1	The enterprise should identify appropriate representatives of the host community, with whom it can negotiate the terms of the social contract. Refer to Box 29 above.
Step 2	The parties should identify the range of issues that will be covered by the social contract. In particular, the potential negative impacts of tourism should be flagged for possible inclusion in the social contract. A list of possible issues is included in Table 13.
Step 3	The parties should agree on certain principles that will manage the implementation of the social contract. For example, a principled decision may be taken that tourists should not make cash or sweet donations directly to children. Once these principled decisions have been taken, the parties must identify those activities that must be undertaken to ensure compliance. In this instance, enterprise staff can inform visitors on arrival that cash / sweet donations are inappropriate. Visitors can be provided with information on how to make more appropriate donations to the host community.
Step 4	The parties should implement the agreements contained in the social contract. The parties should promote its use by staff, visitors, community members and other relevant parties to forge positive and consistent relationships. Staff and community members should be encouraged and motivated to take joint responsibility for implementing the contract and complying with its principles.
Step 5	Where breaches occur, the parties should jointly determine what actions should be taken to remedy the situation. All breaches should be documented, as should the remedies agreed upon.
Step 6	The parties should monitor and report on the implementation process. Monitoring should incorporate the use of standardised reporting systems and repeatable mechanisms for monitoring change, with indicators as quantifiable, transparent and auditable as possible.

Table 17: Issues that could be covered by a social contract	
Potential Issues	Discussion
Safety & Security	Address safety and security issues with the active participation of the local community, and consider developing a commercially viable community security group. Safety and security is critical in creating linkages between 'mainstream' enterprises and community based tourism enterprises.
Resource Rights	Do not undermine the resource rights of host and local communities. In rural areas, traditional access to protected areas for gathering food, traditional medicines, firewood and water can be critical to the livelihoods of poor people. The parties should consider historical as well as current levels of resource use and negotiate use levels that are sustainable and acceptable to all stakeholders. Monitoring and control of the resource use, with feedback to environmental managers, will be necessary. In some instances there may be deadlock over resource use, and it is important to resolve any animosity that arises. Typically the flows of revenue from uncultivated land are underestimated. People living within communal areas in southern Africa may harvest medicinal plants, fuel wood, construction materials and animal feed. Seven studies across South Africa indicated that the gross direct use values of these resources could lie between US$194-US$1114 per household, per year.[45]
Resettlement	The establishment of protected areas in South Africa was at times historically predicated on the forced displacement of local people. Not surprisingly, rural communities are extremely sensitive to suggestions of resettlement and proposals to create new protected areas. Post-apartheid South Africa is committed to ensuring that forced removals remain a thing of the past: only negotiated resettlements should be considered, and only where the proposed developments are beneficial to all parties

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[45] Shackleton, S. Shackleton, C. and Cousins, B. (2000) Re-valuing the communal lands of southern Africa: new understandings of rural livelihoods, London: Overseas Development Institute, Natural Resource Perspectives 62, www.odi.org.uk/nrp/index.html

Table 17 (continued . ..): Issues that could be covered by a social contract	
Traditional Activities	Do not undermine the traditional activities of host and local communities. Access to culturally significant sites (e.g. grave sites, monuments) should be permitted, and culturally sensitive and significant events like weddings and funerals should not become tourist attractions. Traditional stories and folklore should not be manipulated.
Tourist Donations	Ad hoc donations of sweets, alcohol, cash (etc.) can have negative social ramifications within host communities. Donations should rather be undertaken in a controlled and transparent manner[46].
Relations between staff and community members	Explore ways of promoting social interaction between staff and local residents, to improve relationships and promote mutual understanding. Consider football matches, community service and other ways of bringing staff and community together.
Exploitation	Be aware of the ways in which marginalized groups (e.g. women, children) can be exploited, and by whom. Establish mechanisms for reporting exploitation, inside as well as outside of the enterprise. Report on activities and action taken where incidences of exploitation are found.
Traditional livelihoods	Avoid displacing or replacing traditional rural livelihoods with tourism. Tourism is not a panacea for poverty, and is not the only industry that may be viable in an area. Ensure that communities are aware of the realities of tourism development, and help community members to be realistic in relation to how tourism may affect their lives.
Staff religious & cultural practices	The social contract may also protect the rights of staff to observe their religious / cultural beliefs and practices. Such protection may range from provision to wear certain items of clothing, to time off to participate in religious ceremonies and cultural events.
Intellectual property	The social contract should promote respect for intellectual property, especially in relation to contractual arrangements regarding the use of traditional / indigenous skills and knowledge. The rights and 'ownership' of indigenous knowledge should be acknowledged and reflected in the ways that benefits deriving from it are distributed. These and other issues surrounding intellectual property rights should be made explicit in the social contract, and the parties should stipulate how indigenous knowledge and resources shall and shall not be used, by whom, etc.
Cultural Integrity	Be wary of the commodification of cultural heritage. For tourists, 'authenticity' is desirable and improves the quality of experience. However, culture should not be undermined through 'performance' on behalf of tourists. Cultural integrity should be maintained for the long-term benefit of the host community, and for tourism potential. Consider applying the principles of 'Limits of Acceptable Change' as a tool to monitor degradation or commodification of cultural resources. Assist host communities to preserve their heritage by writing down oral traditions, protecting historical artefacts and integrating local heritage into the formal school curriculum.

Box 32: The Limits of Acceptable Change (LAC).
The LAC approach establishes measurable limits to human induced changes in the natural and social settings of parks and uses these to create apt management strategies to maintain or restore conditions. LAC combines rational planning, quality management and public involvement to identify measurable aspects of quality, and monitors whether their quality is maintained[47]. The LAC approach involves specification of acceptable conditions of an area with respect to social, environmental and economic values, tourism potential, and other management aspects. Indicators of resource and social conditions are devised and management actions to achieve acceptable standards are designed. The social and environmental changes likely to result from the proposed activity are identified, and perceptions thereof are collected from a wide range of people having long-term interest in the area. Public involvement is a critical part of the processes, as the LAC is a subjective judgement, rather than a scientific one[48].

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[46] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za
[47] Sidaway, R. (1994) Limits of Acceptable change in practice, ECOS, 15 (2),42-48

5.5   Local people as tourists

One of the priority areas for tourism growth and redistribution in South Africa is to increase the level of domestic travel and spend across the country. A key component of South Africa's tourism growth strategy is to stimulate demand for travel by historically disadvantaged individuals (HDIs), while simultaneously developing products and packages that suit the needs and spending patterns of non-traditional tourists.   "Responsible tourism" enterprises are cognizant of this need to grow domestic tourism, which will benefit the industry as a whole. "responsible tourism" enterprises can help to stimulate demand by HDIs by undertaking one or more of the activities listed in Table 18.

Table 18: Enabling local people to see themselves as part of the tourism industry: a menu of possible options at enterprise level	
1	**Provide opportunities for tourists to interact with local people**. Through formal as well as informal exposure to tourists, local residents can appreciate what it means to be a tourist and raise their general understanding of tourism as an economic activity. The enterprise should report on activities undertaken.
2	**Monitor and report on the number of visits to local events and establishments undertaken by your clientele.** Facilitate trips that treat everyday life as an attraction and provide opportunities for informal interaction between guests and local residents. Obtain feedback from guests and community members regarding the value of these trips.
3	**Encourage staff to provide guest lectures in local schools, and provide teachers and learners with information about tourism in general and the enterprise in particular.** Record the number of lectures and amount of information provided per annum.
4	**Undertake market research in the local community** to determine what types of tourism and leisure activities are in demand locally, and what local people are willing to pay for these activities. Consider providing some of these activities to diversify your products and target markets.
5	**Allow school groups to visit the enterprise**, to enhance learning about tourism. Help scholars to understand what it means to be a tourist. Scholars will share their experiences with their parents, who may become interested in visiting tourist attractions and facilities. However the provision of access to school groups should not conflict with the needs and expectations of guests.
6	**Consider offering discounted rates to local residents** so that they may experience your tourism enterprise, for instance during periods of low occupancy. Ensure that discounts are transparent and report on the rates charged and the numbers of local visitors received.

Box 33: Ngala Private Game Reserve
Ngala Private Game Reserve (www.ccafrica.com) finances bush schools and conservation lessons for pupils attending local junior schools. These initiatives allow local scholars to learn from field rangers and reserve staff. The schemes have been designed to complement official natural science curricula. Between 1997-98 British Petroleum sponsored 150 local students and teachers to attend the 3-day, 2-night Bush School Programme at a cost of R90,000[49].

5.6   Supporting Community Development

Tourism can be an effective local livelihood option provided that it supports the development of the host community. "Responsible tourism" is about helping local people to realise their vision for local development. At enterprise level, the following options could be pursued:

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[48] Stankey, G. H., McCool, S. F, and Stokes, G. L. (1984) Limits of acceptable change: a new framework for managing the Bob Marshall Wilderness complex, Western Wildlands, 103 (3), 33-37

[49] Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve,* Unpublished confidential report to Ngala Private Game Reserve

1. **Determining the immediate needs of the local community** through discussions with its members. Report on the means and content of communication (e.g. through minuting of meetings).

2. **Determining which of the proposed options / projects are feasible for the tourism enterprise**, or network of local tourism enterprises, to facilitate. Ensure that expectations are not raised to unrealistic levels. If the enterprise cannot support desired initiatives, then this should be communicated honestly. Try to advise the community on other sources of assistance.

3. **Developing a community development mission** statement with objectives in consultation with staff and the local community. Showcase this mission and report on progress made.

4. **Creating a strategy** for implementation. Make the strategy available to staff and community members for review, and showcase this information to clients (e.g. on the website, in brochures).

Box 34: The Africa Foundation (AF).

The process by which community projects obtain support from the **AF** (www.africafoundation.org) is as follows:

- Projects must be initiated by members of the community neighbouring the tourism enterprise and must benefit the community;
- Projects must address AF programming areas, which are: small business development, cultural development, social infrastructure, or capacity building and training;
- Project proponents from the community must show that the projects are economically, socially and environmentally sustainable. This is to ensure that the benefits continue once donor funding ceases;
- Members of the community must work in partnership with the AF and contribute to the process (e.g. by supplying labour or materials);
- The project proposal is reviewed by an AF regional manager and presented to the AF's Trustees;
- If approved, the regional manager is allocated the budget and oversees project implementation. Therefore the regional manager is responsible to account for the money that is allocated to the project, and must ensure that it is spent effectively.[50]

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5. **Evaluating local infrastructure** design and operation in relation to the current and projected tourism market. Identify gaps and areas where the enterprise and the community can work together to improve the situation (e.g. quality of roads; communication networks).

6. **Cooperating with local communities to identify priority sites for improvements.** This may include 'adopting' a school or clinic or public area. Monitor the number of projects supported, the money spent, employment created, etc. Report transparently on the source of investment (e.g. from tourism revenue, donations from tourists, donations from corporations; dividends from shareholdings). Ensure that the sites are safe and secure for tourists to visit, and promote the sites as tourist attractions.

Box 35: Umngazi River Bungalows

Umngazi River Bungalows (www.umngazi.co.za) has made potable water available to the local community. The Hotel purifies water from the Umngazi River, and supplies several standpipes in the local community for agricultural and domestic use.[51]

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[50] Adapted from Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve,* Unpublished confidential report to Ngala Private Game Reserve

[51] Adapted from Mahony, K. and van Zyl, J. (2002) Impacts of tourism investment on rural communities, Development Southern Africa, 19 (1), pp83-103

7. **Promoting local cuisine** by including local dishes in menus offered to guests. Consider including at least one local dish on each menu, and create opportunities for local entrepreneurs to produce, supply and serve local cuisine with interpretation to guests (e.g. presentations on the meaning and historical origins of the foods). Local cuisine, however basic, is an important source of information and 'entertainment' for tourists. Report on activities undertaken and feedback from guests.

Box 36: Leading Socially Responsible Tourism Enterprises

- **Southern Tip Tours** (www.southerntours.co.za) has a strong sense of social responsibility towards the communities, which form part of its "Free at Last, Free at Last" Cape Town Township Tour. The enterprise creates employment opportunities by bringing tourists to the township, and is also involved in capacity building and skills development projects that target township residents. Community projects supported by Southern Tip Tours include the District Six Museum, Chris Hani Community School, Tsogo Environmental Resource Centre, Philani Weaving Project, Community Peacemakers, and the Christine Revell Children Home for Abused Children. One of Southern Tip's managers, Calvin Johannes, was winner of the Western Cape Emerging Entrepreneur of the Year in 2001.
- **Tula Tula** has been operating north of Empangeni in KwaZulu-Natal since 2000. Its operations are based on a socially responsible model, which is used in the marketing of the operation (e.g. it has been promoted on CNN to this effect). All investors and visitors meet with the neighbouring communities to discuss the operational management. The community aspect is an important and valued factor in allowing the operation to charge visitors around R1000 p/p/p/n.[52]

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8. **Supporting the development and growth of a sustainable local handicraft industry by:**
   - **Offering tourists excursions to local workshops and craft markets.** Such excursions can be commercially attractive to the host enterprise if they are part of the package offered to guests, in which case the enterprise and the place/s visited share the commission. Even if tourists do not purchase goods at each site, community enterprises still benefit from the per-visit fee.
   - **Setting a target for the number of tourists,** or number of trips that you will facilitate for visitors to make to local craft markets. Monitor and report on the progress achieved.
   - **Monitoring the increasing local economic impact of your visits** by obtaining feedback from vendors or by monitoring commissions paid to local attractions.
   - **Promoting the development of improved design**, production, packaging and presentation of crafts. Make sure that crafters are aware of the tastes, needs and price sensitivities of guests. Provide producers with samples of the type and quality of product that would appeal to your clientele, or that could be utilised as part of the enterprise's décor. Monitor the number of new products that become available and the revenue generated for local producers.
   - **Providing advice on pricing, packaging and distribution of goods.** Use workshops, meetings and demonstrations to make local people aware of the issues and benefits. Monitor and document the advice provided and corresponding responses by producers.
   - **Displaying local crafts for resale** in your craft shop or retail area. Aim to increase sales by 25% over 3 years, and monitor your progress towards these targets. Devote an area, or a proportion of goods on sale, to local handicraft. Monitor tourist purchasing, and also solicit customer feedback on the product range, quality and price – and share this feedback with producers.
   - **Facilitating interpretation material** regarding handicraft to enhance its value to customers, e.g. by using attractive and informative labelling.

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[52] Pers. Comm. Dr Andrew Venter, The Wildlands Trust (ecopart@iafrica.com), 2002

- **Obtaining and sharing advice** on the types of raw materials that can be harvested in a sustainable fashion and used for craft production. Avoid products that are made of indigenous hardwoods or rare and endangered species, and make sure that guests are aware of these precautionary measures.
- **Purchasing local crafts to use as part of the enterprise décor** – furniture, decorations, soft furnishings, tableware, etc. Ensure that visitors know the origins of the items and where / how they can be purchased for own use.   Target 25% of new furnishings to be purchased from local craft development enterprises within 50 km of the enterprise. Monitor and report on local spend in relation to your target.

5.7   Tourist activities and information

Internationally, there has been a growing interest in heritage and cultural tourism. This growing interest has created positive views of indigenous knowledge and cultural resources, and also engendered a wide range of expectations for the impacts of cultural tourism, especially amongst disadvantaged communities.   Cultural tourism can facilitate the necessary financing to rehabilitate and interpret heritage resources, as well as be a tool for stimulating economic development. Cultural tourism can be a source of product differentiation that may establish new smme opportunities.

The challenge for communities and heritage sites is to provide a unique, special, and participatory tourist experience that will stimulate investment resulting in jobs and economic development. This challenge is complicated by three critical imperatives:

- The need to preserve the integrity of the cultural resources being used for tourism purposes;
- The need to offer an 'authentic' experience; and
- The need to respect the social and cultural way of life of the host community.

Box 37: Examples of cultural and heritage tourism	
Mission settlements	Diversity of language
Sites of slave occupation	Arts and crafts
Museums	Local music
Festivals	Traditional dance
Rock Art	Storytelling
Local restaurants and bars (e.g. Shebeens)	Cultural monuments
'Traditional' food and drink	Cultural villages
Monuments and places related to the anti-apartheid struggle	Visiting traditional healers / sangomas
Archaeological and anthropological living sites of interest	

Established tourism enterprises can help to meet this challenge – and so generate local economic development in disadvantaged communities – by promoting cultural and heritage tours to their guests. This translates into:

1. **Identifying existing local heritage and cultural products**, and determining how to improve the quality and distinctiveness of existing community attractions, facilities, and skills. Monitor the evolution of certain products and services as they adapt to fit the market demand.
2. Undertaking a **demand survey of your clientele**, to determine what type of existing and additional activities they would like to experience, how much they would be willing to pay, and whether they would stay in the area longer to enjoy such experiences.

3. Addressing these desired activities in **consultation with local community** members, and considering what would be feasible for local community members and groups to offer. Form linkages with these community members and help to build their capacity to deliver suitable products designed to meet the needs of guests.

Box 38: Local Tours at Rocktail Bay (www.rocktailbay.com**)**

Hippo tours have been introduced for guests. These tours employ local residents to guide guests to local hippopotamus habitats. Previously considered a pest to the villagers due to their destruction of crops and property, the hippos are now tolerated because the tours generate a fixed monthly fee for the community, plus money per tourist if hippos are seen.[53]

Guests are also able to view **traditional ceremonial performances** by a local sangoma (healer). Revenue deriving from these performances has enabled a local sangoma training school to subsidise promising students, and to expedite the training process by financing the purchase of vital ceremonial materials. The sangoma is aware that tourism may lead to the commodification of his work, and has placed an informal limit on the frequency of performances given.[54]

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4. Giving tourists **confidence and opportunities to leave the confines of the enterprise**, and enhance their experience by visiting local cultural attractions, visiting local markets, taking part in cultural events, etc. The enterprise should showcase its promotional efforts and monitor number of trips taken by guests.

5. Encouraging tourists to **contribute to the local economy** by purchasing local products and services. Make sure that guests are aware of the importance of local spend in poor, rural areas in relation to income from other sources. Provide advice on the most unique, best quality products that are found in the area surrounding the enterprise.

6. **Promoting the growth and development of attractions** that diversify the market offering in the area in an attempt to create an attractive and unique tourism destination. The enterprise should report on the number of new products offered to guests over time, and monitor the number of visitors to each product over a pre-determined period.

7. **Emphasising the development and promotion of products that are community based, community owned, and operated by historically disadvantaged and marginalized individuals and/or groups.** This emphasis promotes poverty alleviation and helps to empower the most disenfranchised members of society. Report on the number of products endorsed that are locally owned and managed, and set targets for improvement (e.g. within 3 years, 50% of local attractions visited by tourists to your enterprise are locally owned, managed and staffed).

8. **Operating responsible visits to cultural sites and communities:**
   - **Coordinate visits to local attractions in conjunction with host communities,** to ensure that visits are welcomed, expected, and not disruptive to everyday activities. Negotiate what activities guests can and cannot do and develop a written code of acceptable / unacceptable activities. Make sure that guests receive a copy of this code.
   - **Negotiate with communities** and smmes the length of advanced notice required before tours can take place (e.g. 24 hours in advance), and reconfirm visits by guests. Be prepared to pay the community or local enterprise for costs associated with cancelled visits.
   - **Avoid taking tours to sites where people are working or learning** (e.g. schools) unless there are specific prior agreements to visit during less disruptive periods (e.g. during school break times).

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[53] Poultney, C. and Spenceley, A. (2001) *Practical strategies for pro-poor tourism, Wilderness Safaris South Africa: Rocktail Bay and Ndumu Lodge*, Report to the Overseas Development Institute, www.propoortourism.org.uk

[54] Ibid

Table 19: Existing and potential local community products and services near Coral Divers (www.coraldivers.co.za)		
A small sample of tourists staying at Coral Divers were asked to report on their local spend, outside of their accommodation and diving costs. They were also asked to reflect on additional activities that they would be interested in undertaking.		
(i)Existing Local Spend by Tourists	(ii)Future potential areas for local spend by tourists	
75% of tourists interviewed had made purchases locally at the craft market and the local supermarket.	**Tours and services of interest to a sample of tourists interviewed at Coral Divers[55]**	
	Trips to Lake Sibaya	92%
	Turtle tours	92%
	Mountain biking*	75%
58% of the group purchased food.	Horse riding	75%
	Eating a traditional meal*	67%
42% bought locally made grass crafts (e.g. mats, baskets).	4x4 trails	67%
	Cultural dancing*	67%
	Cultural tours*	58%
Individuals also purchased beadwork, clothes and wooden curios.	Local development projects*	58%
	Internet access	25%
25% reported bargaining for their crafts	Visits to local shebeens*	16%
The average local spend per guest was reported to be R157.	There were other mentions of snorkelling, hiking, whale watching, parachuting, sea kayaking, land yachting, windsurfing and paragliding. * Indicates services not currently readily available	
Source: Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa*, National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002		

- **Discuss with the community host/s the most suitable size of group** and mode of transportation that is practical and desirable for the attraction being visited. For example, buses may not be practical on poor quality rural roads, and in extreme cases 4x4 transport may be required.
- **Treat cultural heritage with dignity and respect.** An ethic of respect will help to build local confidence and pride in traditional heritage. Give all visitors a thorough cultural briefing before visiting local communities, and where possible, hire local lecturers/guides to conduct these briefings. Include information regarding local customs and traditions, and make sure that guests know how to behave appropriately in the area/s being visited.
- **Consider charging a booking fee** or commission for the service provided by the enterprise to the community - to ensure that the visits are viewed as a commercial venture. Monitor and report on this revenue, and increases as more trips are made.
- Ensure that tourists **ask permission** to take photographs or to videotape people. Make sure that guests understand why this courtesy is necessary.
- Ensure that clients respect **religious grounds, churches, cemeteries, and other sites with religious or cultural significance by not damaging or removing artefacts.** In instances of very vulnerable or fragile items, even touching items can be damaging.
- Ensure that clients **respect historic and scientific sites and research areas**. Obtaining permission from the owner or manager should precede access to restricted or protected cultural sites. Obtain information on limiting the impacts of tourism and make sure that guests are aware of recommended precautions.

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[55] Prior to developing any of these attractions, it would be important to implement an extended survey with a larger sample size, and Willingness to Pay assessments.

> **Box 39**: **Code of Conduct for Mountaineering**
> **The Mountain Club of South Africa (MCSA)** (www.mcsa.org.za) has developed a draft Code of Conduct which includes the following:
> - Only photograph and admire what you find. Leave natural and cultural artefacts, bones or pottery intact, for others to view and enjoy. Disturbing cultural sites may render them useless for study and observation in the future, and shows disregard for early cultures.
> - Bushman paintings especially, need to be treated with utmost respect.
> - Respect local culture, heritage and traditions.

9. **Consider carefully whether tourists should be permitted to visit and stay over in local people's homes.** This consideration should take place in collaboration with the host communities. It may be less disruptive and invasive to create a cultural village for this purpose, where traditional activities can be re-enacted authentically. Report on your decision making process and actions taken.
10. **Empower staff and host communities with information** about religious and cultural variation amongst tourists who must also be treated with respect and dignity. Consider creating a pamphlet or hosting a workshop on this topic. This exercise will also stimulate local interest in tourism.

> **Box 40: Basic types of cultural educational interventions for staff and tourists**[56].
> A socially "responsible tourism" enterprise can provide different types or degrees of information to staff and tourists:
> - **Start-up level programs**: Information areas, exhibits, labels on local products, information packs in rooms, publications and libraries. These need little maintenance and staff time after their initial set up. Such interventions take relatively little time and effort to digest.
> - **Interpretive guided tours programs:** lectures, cultural tours and trails, visits to heritage sites, photography and classes. Such activities can include mechanisms to get tourists actively involved in cultural issues, for instance by providing donations, time or advice to local projects. Staff and time intensive forms of education are often the most rewarding for tourists.

5.8 Recruitment and employment

The principle of *Batho Pele* - putting people first - is central to the concept of "responsible tourism" and is a strong feature of South Africa's "Guidelines For Responsible Tourism" (see Appendix 1). *Batho Pele* incorporates the importance of empowerment, equality, capacity building and the creation of partnerships and linkages within the tourism sector.

For any enterprise, the mechanism/s through which staff are recruited, selected, remunerated, trained and empowered will have significant implications for the local economy and stability. Responsible Tourism enterprises should aim to:

1. **Recruit and employ staff in an equitable and transparent manner.** Clearly describe to staff and potential recruits the mechanism by which positions are advertised, and the criteria for selecting people to take on the position (e.g. based on experience, qualifications, gender equity, racial equity, local people, etc).
2. **Ensure consistency, transparency and fairness in recruitment and employment.** The enterprise should lay out its human resources policies for all staff to view, in line with national policy (e.g. the South African Labour Relations Act and the Employment Equity Act.)

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[56] Adapted from Sweeting, J. E. N., Bruner, A. G. and Rosenfeld, A. B. (1999) The Green Host Effect: A integrated approach to sustainable tourism and resort development, Conservation International, (www.conservation.org)

3. **Set targets to increase the number of HDIs and local people employed** at the enterprise, and adapt recruitment, employment and training activities to meet enterprise-defined targets. Monitor and report on progress towards achieving targets and include this information in employment equity reporting.

4. **Monitor and report on the increasing proportion of the wage bill accruing to local residents and HDIs.** Set a target (e.g. 50% of the wage bill accruing to HDIs living within 20 km of the enterprise, with a 5% increase per annum over a defined period) that will provide a means of minimising the percentage of total revenue that 'leaks' out of the local area, and will thus help to enhance benefits to the local economy.

5. **Consider developing a community labour agreement** with targets for employment and progression. Develop the agreement through participatory mechanisms, with meetings and agreements to draw up a memorandum of understanding. Ensure that the responsibilities and obligations of staff are made clear (e.g. with respect to behaviour, attendance, punctuality, etc).

6. **Showcase individual cases of good performance** in local and HDI employees through training, awards programmes and promotion to inspire others.

7. **Go beyond the standard minimum wages** for the region, and transparently link wages to positions and experience, rather than gender or race. Paying above the minimum wage is an important measure of fair trade in tourism (www.fairtourismsa.org.za).

8. **Consider providing cash incentives** to staff, linked to performance or good service.

9. Also **provide non-cash incentives** to staff including training, education, skills development and other benefits.

Box 41: Jackalberry Lodge dividends

Jackalberry Lodge (www.thornybush.co.za) has given staff a share of its successful business, by providing staff with annual dividends from a 2.5% share of turnover.[57]

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10. **Minimise the seasonality of employment**, and try to operate your enterprise in a way that ensures consistent employment throughout the year. Report on monthly wages paid to staff and monitor progress towards reduced seasonality of payments.

Box 42: Recruitment and Employment at Rocktail Bay and beyond

It is not unusual within the predominantly rural safari tourism sector for entry-level staff (e.g. housekeeping) to be recruited through existing employees. Existing staff may be informed that a new recruit is required, and are asked to spread news of the opening through their network of friends and relatives. However, at **Rocktail Bay** (www.rocktailbay.com) the lodge manager approaches the local community leader (Induna) regarding vacancies. The Induna then puts the names of all interested people in a hat, and draws a selection of names at random. The people whose names are chosen qualify for an interview, and the most suitable person is selected for the position by the lodge manager. The Rocktail Bay method has resulted in 83% of staff being local residents from nearby villages of Mqobela or Ngwanase. In other operations, there tends to be a proportional dominance of certain families within staff, with correspondingly fewer employees from local villages. Whatever system of recruitment and selection is used by the enterprise, this will have significant implications for the distribution of wage and training benefits to the rural poor. Recruitment and selection procedures also have critical impacts on the level of power held by certain families and groups within the staff and the wider community.[58]

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[57] Relly, P. with Koch, E. (2002) *Case study assessment Jackalberry Lodge – Thornybush Game Reserve*, National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, March 2002

[58] Spenceley, A. (2001) A comparison of local community benefit systems from two nature-based tourism operations in South Africa, *Industry and Environment: Ecotourism and sustainability, United Nations Environment Programme,* 24 (3-4), pp50-53

> **Box 43: Amadiba Adventures Horse and Hiking Trail**
> Amadiba Adventures (www.fairtourismsa.org.za/amadiba_body.htm) is a 100% community owned and managed tourism enterprise situated on communal land on the Wild Coast in the Eastern Cape. 23 local people operate the trail. Local river guides, tour guides, caterers and camp managers are paid R15 /tourist/day, while cleaners and tent owners receive R5 /tourist/day. Horses used are sourced from different villages along the length of the trail, using a system that allows payment and use of horses to be spread around the area.   Horse owners are paid between R20 and R30 per day, depending on the distance travelled, and they are expected to maintain their horses in good condition for use on the trail. [59]

11. **Allow staff to observe their religious and cultural practices**, and show how provision has been made to allow this within the workplace.
12. **Use employment practices to promote equality** in gender, ethnicity, age and disability. Monitor and report on the employees and guests at the enterprise. There is a framework describing how to report this information in Appendix 4B.
13. Act responsibly by **discouraging and penalising exploitation** within as well as beyond the workplace. Report on any required actions taken by the enterprise.
14. Promote the human and career development of the poor, the marginalised, and especially women. In collaboration with staff, the enterprise should develop a written policy for equal opportunities in employment and training and ensure that all staff are aware of its contents.
15. **Monitor the level of skills and earnings** by different categories of employments (defined in terms of gender, age, culture, ability, etc.) to allow reporting on progress towards equality.

Table 20: Tourist Guide regulations

Individuals wishing to work as tourist guides must register with the relevant provincial registrar. Registered guides must be South African citizens or alternatively non-citizens in possession of a valid work permit. Other criteria are: at least 21 years old; trained by a THETA (www.theta.org.za) accredited trainer; and must be in possession of a valid first aid certificate. Contact details of provincial registrars are below.

National	Department	Website / Email	Tel. No
	Department for Environmental Affairs and Tourism	www.environment.gov.za	(012) 310 3587
Provincial	**Department**	**Website**	**Tel. No**
KwaZulu Natal	KwaZulu Natal Tourism Authority	www.tourism-kzn.org Amanda@tourism-kzn.org	(031) 304 7144
Eastern Cape	Eastern Cape Tourism Board	www.ectourism.co.za ectbpe@icon.co.za	(041) 585 7761
Gauteng	Gauteng Tourism Authority	www.gauteng.net pat@gauteng.net	(011) 327 2000
Mpumalanga	Mpumalanga Tourism Authority	www.mpumalanga.com kgreef@mta.mpu.gov.za	(013) 752 7001
Northern Cape	Northern Cape Tourism	www.northerncape.org.za tourism@northerncape.org.za	(053) 832 2657
Limpopo	Finance, Economic Affairs and Tourism	www.greatnorth.co.za info@greatnorth.co.za	(015) 298 7000 (ext 7094)
North West	Economic Development and Tourism	www.tourismnorthwest.co.za kmafatse@nwpg.org.za	(014) 597 3597
Western Cape	Western Cape Tourism	www.capetourism.org abarnes@pawc.wcape.gov.za	(021) 483 8734
Free State	Environmental Affairs and Tourism	mangaung.ofs.gov.za	(051) 403 3839

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[59] Ntshona, Z. (Forthcoming) Community-based eco-tourism in the Wild Coast: Livelihoods, ownership and institutional dynamics in the Amadiba Horse and Hiking Trail, (Provisional Title) Draft report for the Sustainable Livelihoods Southern Africa project, Institute of Development Studies, Brighton UK

16. **Employ and empower local guides** wherever and whenever possible, for both cultural and nature-based tours.

- Guides can be identified through established communication networks, community structures and local tourism associations.
- Guides should receive appropriate training to improve the quality of the guiding provided to guests. This training should strive to create a good service ethic.
- Management can take a tour with the local guide/s to test for quality before selling the service to clients. Local guides should be provided with constructive feedback on the quality, variety, interest and suitability of their tour/s.
- The enterprise should ensure that all local guides are registered with the relevant provincial authority (see Table 20).
- The enterprise should transparently report on recruitment and selection methods; on training provided; on the testing criteria and results; and on the proportion of the guiding bill that accrues to local guides. The enterprise should aim to increase the proportion of local guides and design strategies to do so in conjunction with the community.

5.9   Capacity Building, Training and Skills Development

A "responsible tourism" enterprise can engage in capacity building, training and skills development in 4 core areas of concern:

- Enterprise staff
- Local community members
- Local community leadership
- Service providers within the local community

5.9.4 Enterprise Staff

For any business to achieve its goals, it must have well trained and motivated staff. "responsible tourism" operators should be committed to assisting their staff to improve their capacity on an ongoing basis. There are numerous areas that can be covered by staff training. Staff training can range from generic topics applicable to everyone (e.g. understanding tourism and the tourism business, "responsible tourism", the potential positive and negative impacts of tourism, improved environmental and cultural awareness, customer service) to more specific and technical topics that are focused on particular job descriptions.

Where appropriate, "responsible tourism" enterprises should aim to undertake training and capacity building efforts within the context of the Skills Development Act, the National Qualifications Framework and South African Qualifications Authority (SAQA) (www.saqa.org.za). In relation to tourism, NQF-aligned training is undertaken through the Tourism, Hospitality & Sport Education & Training Authority (THETA: www.theta.org.za). The NQF is a means of transforming education and training in post apartheid South Africa. The NQF has been designed to:

- Combine separate education and training systems into a single, national system;
- Make it easier for learners to enter the education and training system and to progress within it;
- Improve the quality of education and training in South Africa;

- Open up learning and work opportunities for those who were treated unfairly in the past because of their race or gender; and
- Enable learners to develop to their full potential, thus supporting the social and economic development of the country as a whole. (See Box 44)

Box 44: The National Qualifications Framework (NQF) (www.saqa.org.za)

In the tourism industry, **National Qualifications** are training initiatives spearheaded by the Tourism, Hospitality & Sport Education & Training Authority (THETA: www.theta.org.za). These national qualifications are designed to provide (1) individuals with a clear path in terms of career development, which is not tied to a specific route of learning; and (2) employers with a means of recruiting qualified and competent staff, and tools for managing their performance. National Qualifications allow skills in the workplace to be assessed, so that qualifications can be awarded for work done competently. These qualifications are perhaps of most value to those people who are potentially most vulnerable within the sector (e.g. illiterate workers) because they are awarded upon assessment of an individual's ability to perform the tasks that they are trained for, as opposed to an assessment that is based on an ability to speak or write about a particular competence. Enterprises with more than 50 employees are levied 1% of their payroll, in terms of the Skills Development Levies Act. Levy payers may claim grants from THETA, against certain criteria, such as submitting a workplace skills plan and reporting on its implementation. (For more information contact THETA's call centre on: 0860 100 221)

The THETA also manages **tourism learnerships** which are 'modern apprenticeships' that provide structured learning combined with workplace experience and performance monitoring. Learnerships not only allow learners (trainees) to work immediately, but also engage the industry in training and development issues. THETA is currently managing the Business Trust's Tourism Learnership Project, which is a four-year programme that aims to train 5000 unemployed people, and upgrade the skills of another 10,000 in the workplace. The national Department of Finance is currently implementing legislation that will entitle employers to a R25 000 tax deduction from declared income for each learnership entered into, and another R25 000 tax deduction for each learnership successfully completed. THETA has already registered 19 learnerships with the national Department of Labour, which cover most disciplines across the tourism, hospitality, conservation and gaming sub-sectors. Since April 2002, THETA has paid out around R15 million in grants in recognition of outcomes-based learning. THETA reports that a number of committed employers have already signed learnership agreements with learners across a wide variety of fields. These employers include Conservation Corporation Africa, KZN Wildlife, South African Museum Association, Shamwari Game Reserve, Imperial Rent-a-Car, Storms River Adventures and Robben Island.

The enterprise should develop a staff-training plan with measurable and achievable targets. For enterprises with more than 50 employees, this training plan will form part of the statutory Skills Development Plan – but even smaller enterprises are encouraged to develop this tool, which will help to focus on targets and monitor the success of training activities. The plan could also include methods of monitoring the performance of staff relevant to the objectives of the business and its Responsible Tourism targets. The outcomes of monitoring can help the enterprise to understand where to focus its training efforts.

5.9.1 Local community members

The community surrounding the tourism enterprise is an important contributor to its success (or failure). Enterprises rely on neighbouring communities to supply staff and services to their business. Tourists also come into contact with members of the community for various reasons (e.g. purchasing of goods and services, assistance with directions or transport problems). In addition, the prevailing atmosphere in a community will also impact on the performance of the enterprise. For instance if there is crime in the surrounding community, then it is possible that

negative tourist perceptions will develop, which may impact negatively on the enterprise and even result in the business being a target of crime.

A "responsible tourism" enterprise can undertake a number of capacity building initiatives that can contribute to community development while simultaneously enhancing business performance. For example:

1. **Providing education on tourism.** Communities that are better educated about tourism are likely to be more welcoming to tourists and more supportive of tourism enterprises in the area. Aspects that could be addressed are the positive and negative aspects of tourism; why people are tourists; what tourists expect from a tourist destination; and how to make tourists feel welcome.

2. **Providing education on sustainable management of natural resources.** Many tourism enterprises in South Africa attract tourists because of their pristine natural resources. Communities that understand sustainable management of resources will be able to contribute to the long-term protection of the resources on which tourism relies. Aspects that could be addresses are the concept of sustainability, activities that negatively impact on natural resources, methods of sustainable management and sustainable harvesting techniques.

Box 45: Leaders in socially responsible education for tourism growth and development

- **Ngala Private Game Reserve**: (www.ccafrica.com) In 1999 four applicants from the neighbouring community of Welverdiend received Community Leaders Educational Fund (CLEF) bursaries worth over R32,000. These students were funded for courses in travel, tourism management and business. Students supported are required to return to their community for up to two years after their training, to assist their community or give motivational talks. One member of the community has been provided with a hospitality bursary from Moët & Chandon. The bursary includes enrolment in a hotel management course and opportunities to work in Moët's vineyards in France, and to gain experience working in participating restaurants in France and the USA[60]

- **Thornybush Game Reserve:** (www.thornybush.co.za) members of the Thornybush Game reserve finance local students from six rural schools to attend 2-3 day environmental education courses at the neighbouring Ilkley Environmental Centre. The reason that the private operators are keen to provide this benefit is to allow local children to *"experience the wonders of nature"* and to see what is on the other side of the electric fence.[61]

- **Coral Divers**: (www.coraldivers.co.za) In 2001 Coral Divers financially supported three local students, who worked off their educational loans by working for the company periodically over the year[62]. Coral Divers have offered to help distribute donated old school uniforms to local schools.[63]

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3. **Providing education on key challenges within the community.** Many communities face particular challenges that impact on community livelihoods and welfare. For instance, many communities have health concerns related to HIV/AIDS, Malaria and cholera. Providing education on prevention and treatment would be an importance service to many communities.

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[60] Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve,* Unpublished confidential report to Ngala Private Game Reserve

[61] Spenceley, A. (2002) *Sustainable nature-based tourism assessment: Jackalberry Lodge, Thornybush Game Reserve,* Unpublished report to Jackalberry Lodge, February 2002

[62] It was through this process that Coral Divers identified the two local men who were trained to become Skippers

[63] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

> **Box 46: HIV / AIDS in the Tourism Industry**
> - **The Department of Health** has commissioned a study in respect of HIV/Aids in the Hospitality sector. The results of this study including a Management Toolkit will be available in late 2002. It is advisable that tourism product owners use the management toolkit in order to manage HIV/Aids in the workplace.
> - **Ngala Private Game Reserve** (www.ccafrica.com) facilitates HIV/AIDS awareness in local communities. This included financing a group of youths from the neighbouring village of Welverdiend to write, produce, and publicly perform an informative play that reflected local HIV/AIDS issues and concerns. This production was facilitated and conceptualised by the Human Resources Health Systems Development Unit, the Adolescent Health/HIV Programme at Wits University and an NGO that works engaging youth in issues of sexuality and gender through drama groups called ADAPT[64]

5.9.2 Local community leadership

As discussed in earlier sections of this Manual, it may be important for the enterprise to interact with local community leadership on a number of different issues. For these interactions to be successful it is important that the leadership has sufficient capacity to participate on an equal footing. There are a number of capacity building activities that the enterprise may wish to undertake that would build the capacity of community leaders and which would also contribute to more successful interactions with the business. Some examples are:

1. **Institutional Capacity Building.** If community leadership is to act as an effective conduit of information between the enterprise and the broader community, then community representative structures must function properly and transparently. Capacity building could focus on such issues as: convening meetings; taking minutes; building consensus; and the role of community representatives in tourism development.
2. **Education on tourism and the functioning of the tourism enterprise.** For community leadership to participate in discussions regarding the tourism enterprise it is important that they have a proper understanding of tourism and the working of your business. This understanding should include the positive as well as the negative aspects of tourism, costs and benefits, time-scale of returns, etc. A market understanding should be linked to realistic expectations to people with a developing understanding of the tourism industry.
3. **Excursions to successful and developing tourism initiatives** elsewhere in the country to provide a better understanding of the constraints and potential advantages. Record the number of participants and excursions – and obtain feedback from participants with respect to their value.

5.9.3 Service providers within the community

"Responsible tourism" enterprises will use as far as possible local service providers, in an attempt to maximize the benefits of the tourism business to the local community. Many of these service providers may require capacity building and training to ensure that they are able to provide goods and services of the appropriate quality and quantity to meet the needs of the enterprise. There are number of capacity building and training initiatives that could be undertaken to improve the level of service provision and to assist service providers to increase their level of benefits. Some examples are:

4. **Small business training.** Service providers are effectively running small business. Training on aspects such as pricing, costing, marketing, service levels, business planning and financial

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[64] Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve,* Unpublished confidential report to Ngala Private Game Reserve

management will enable the service providers to run their business more effectively and efficiently.

5. **Technical skills training.** Service providers could benefit from improved skills in the service area that they are operating.

6. **Customer requirements.** Service providers will provide better quality service if they properly understand the requirements of their customers. Tourism enterprises should spend time and energy explaining when and why service requirements have not been met and assisting SMMEs to rectify any shortcomings.

7. It may also be helpful to encourage emerging structures and businesses to join existing **professional associations** (e.g. BABASA, FEDHASA – see Table 9) to facilitate their ongoing development and training. Report on the number of recruits to associations through your efforts.

6. ENVIRONMENTAL RESPONSIBILITY

6.1 The Benefits of environmental management and biodiversity conservation

South Africa is one of the most ecologically diverse countries in the world, with habitats including forests, deserts, mountains, swamps, savannah, rivers, thickets and a long and beautiful stretch of coastline. South Africa is the only country in the world to have an entire plant kingdom within its national confines, namely the Cape Floral Kingdom. In addition, South Africa has its 'own' fynbos biome plus 8 'biodiversity hotspots' (species-rich areas with high levels of endemism, which are unfortunately under threat from large scale habitat modification and transformation – see www.panda.org.za). This natural heritage, combined with our rich cultural heritage, is the foundation for South Africa's tourism sector. Needless to say, it is vital that all South Africans take responsibility for maintaining the integrity of our national natural resources and the rich biodiversity that they support.

Tourism enterprises, especially those engaged in nature-based activities, have an especially vital role to play in maintaining and expanding this biodiversity. Even small, local initiatives can have impacts of international importance!

6.1.1 How does a tourism operation affect conservation and biodiversity?

A tourism enterprise can affect the local environment and its biodiversity values in a number of ways – both positive and negative. "Responsible" operators will recognise this inter-relationship and attempt to manage their impacts (refer to Figure 3) in such a way that they leave a net positive impact on the environment. To determine how a particular enterprise impacts on the natural world, it is necessary to examine all aspects of the operation over the life cycle of the enterprise. This manual will assist users to achieve this goal.

Figure 3: Life Cycle of environmental impact issues of tourism operations			

Planning
- Location
- Design
- Footprint
- Access

Construction
- Materials used
- Waste disposal

Operation
- Activities
- Water use & disposal
- Energy use
- Materials use & disposal

Decommissioning
- Waste disposal
- Remediation
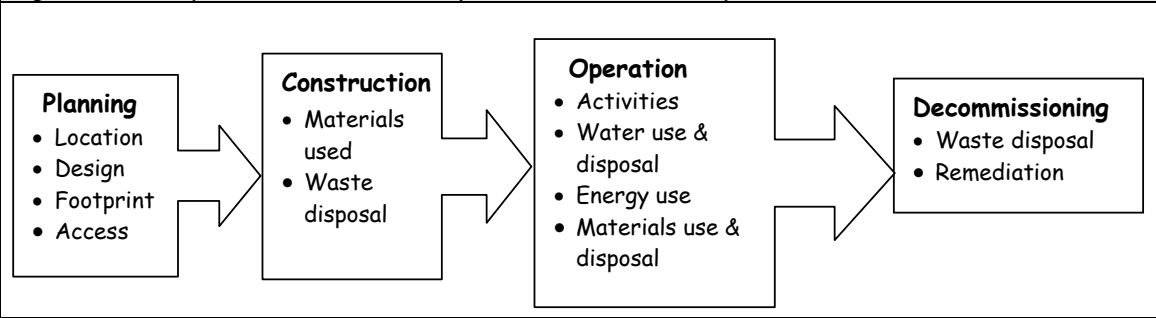
6.1.2 How can an enterprise manage its impact on the environment?

Table 21 describes a number of the environmental impacts that have been described by researchers working on tourism impacts worldwide.   The first step that an enterprise must take towards environmental responsibility is to make a firm commitment to managing its impacts on the natural world.

Table 21: Recorded Examples of Environmental Impacts of Tourism		
Environmental Component	Tourism Activities	Environmental Impacts
Landscape	Formal and informal development	• Visual impact of settlements on the landscape • Potential improvement in the landscape's appearance through preservation of heritage structures
Water	Disposal of waste into the sea, lakes and rivers	• Contamination and potential health hazards • Introduction of minerals, nutrients, sewage, petrol and toxins to the environment
	Increased consumption	• Reduced water availability for human and ecosystem function
Atmosphere	Increase in transport activity and facility power requirements	• Air and noise pollution from vehicles. • Pollution from facility power source relying on non renewable energy sources (e.g. diesel generators)
Habitats	Clearing for construction and tourism facility. Increased use of natural resources by facility	• Decrease of natural habitat, due to resource use and/or tourism construction • Visitor activities and associated infrastructure • Transportation (e.g. roads) • Loss of vegetative habitat due to competition with invasive weed species from tourism landscaping • Increased fire frequency leading to habitat change and loss
	Collection of plants, flowers, and fungi	• Changes in species composition • Disappearance of rare species
Geology and Soil	Collection, vandalism, erosion	• Removal of minerals, rocks, fossils and items of archaeological interest. • Graffiti on rock outcrops. • Poorly designed walking paths causing erosion • Associated transport impacts of road development (e.g. soil compaction, transport and spread of pollutants.)

Table 21 (continued . . .): Recorded Examples of Environmental Impacts of Tourism		
Environmental Component	Tourism Activities	Environmental Impacts
Wildlife	Unethical hunting and fishing	• Changes in species composition and social behaviour (e.g. elephants, lions); disappearance of rare species
	Pollution	• Habituation of wildlife to waste disposal areas as sources of food. Effect on health including; psychological stress, behavioural changes, reductions in productivity due to noise pollution.
	Potential Wildlife harassment resulting from viewing and photography	• **Behavioural changes:** Habituation, resulting from feeding and interaction with humans. • **Physiological Changes**: Change in heart rate, affects on growth rates and abundance • **Species Composition and distribution**: Changes in species composition, diversity and abundance and interspecific interactions • **Disruption of feeding**: Found in birds, rhinoceros, hunting behaviour in cheetah and lions • **Effect on breeding success:** Direct destruction or abandonment, and increase predation on bird nests. Decreased hatching success in birds. Disruption of reproductive behaviour in antelope.
	Development of highways and trails in natural areas	• Species specific disturbance caused by roads, buildings and plantations. Barrier effects to carnivores, collisions, increased accessibility to wild areas by poachers
Aesthetics	Traffic congestion, overcrowding	• Increases the risk of all impact mentioned above • Changes in 'sense of place'

6.1.3 New Enterprises

New enterprises should undertake to design, plan and build the operation in an environmentally sensitive manner.

Planning: There are a number of legal and planning requirements that must be fulfilled as a matter of course when developing a new tourism enterprise (refer to Appendix 3). However, "responsible tourism" is about doing more than the minimum and using the opportunities presented by these processes as effectively as possible. Information that is gathered during the planning stage can be very valuable to the enterprise during subsequent phases of its operations. More specifically:

a. **Work with the Environmental Impact Assessment (EIA) consultant to develop the operation in an environmentally friendly way.** Instruct the consultant to provide information about the valuable conservation features in and around the potential site, and to advise on the position that has the least negative environmental impact.
b. **Consider development plans in relation to the lowest possible ecological impact.** This is especially relevant in environmentally fragile areas such as the coastal zone, indigenous forests, wildlife habitats and wetlands.
c. Ensure that the EIA consultant provides **information regarding the availability of water** in the area; the rare and vulnerable habitats in need of protection; and the location of any natural resources that can be sustainably harvested.

d. Ensure that the EIA has **taken account of current and future local community resource needs** (e.g. water).

e. Consult with government conservation agencies and relevant NGOs in relation to the broader context of impacts.

f. Use the EIA to make responsible, informed decisions in planning the location of the enterprise, its design, footprint and access to the site.

Box 47: Responsible Building Design

The **Southern African Wildlife College**[65] (www.wildlifecollege.org.za) lies west of the Kruger National Park's Orpen Gate. The College's construction involved extreme care in minimising environmental impact. Its functional areas are spread over 700 m^2 of pristine South African lowveld. The buildings are thatched, ochre coloured structures that blend into the natural surroundings. The buildings have been kept low, mostly beneath the tree tops, to minimize visual obstruction, with only one major tree sacrificed during the entire building operation. Plumbing was designed for stringent water conservation, with low-volume dual-flush toilet systems installed, and shower and bath water supplying water to the gardens. The gardens are mainly natural, and rainwater is collected in tanks. No indigenous hardwoods were used in the building, roofing or furniture selection; all materials came from exotic and invasive alien plantations. The contractors were sourced from local communities, and the builders made on site most of the bricks used, built all of the structures, and cut and combed 1 700 000 bundles of thatching grass for roofing.

Design: Based on the environmental information contained in the EIA, the developer can request that the architect/s responsibly design cost effective buildings in relation to the local environment. For example:

a. Instruct the architects to **maximise the use of sustainably harvested, local materials** in their design. This minimises transportation of materials, could decrease costs, while having a positive economic impact on the revenue and employment of local enterprises.

b. Ensure that architects have obtained and will use **best practice guidelines** for the design, planning and construction of buildings and associated infrastructure to minimise negative environmental impacts.

c. Consider design in relation to **minimising operational water use, energy use, and materials use** to reduce future environmental costs.

d. Responsibly consider the **impact of the location, size, construction and features of the buildings** on local people, other visitors and wildlife in relation to noise and light pollution. Plan the design to minimise negative impacts. (e.g. diesel generators and workshops tend to be very noisy).

e. Incorporate **local architectural styles** to improve the aesthetic impact of the development and emulate local cultural styles.

f. Plan landscaped areas to **contribute to the biodiversity** of the area by planting and conserving local indigenous species. Ensure that all indigenous plant material has been sourced within a 50 km radius of the enterprise site.

g. **Plan the materials** that will be used in the design and construction to ensure that upon decommissioning it will be possible to remove all structures and restore the area.

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[65] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

Box 48: Sources of information about environmentally sensitive design and construction
- Earthlife (www.earthlife.org.za) hosts 'A Manifesto for Green Architecture' which includes:
  - ➤ Horn, A. (1998) What is Green Design? 6 Broad principles for a greener approach to architecture
  - ➤ Hill, R. C. and Bowen, P. A. (1996) The attainment of sustainable construction: A framework
- CSIR (2000) Guidelines for human settlement planning and design, CSIR Building and Construction Technology, Pretoria (www.csir.co.za)
- Talacko, J. and Andrews, G. (1998) Being green keeps you out of the red: An easy guide to environmental action for accommodation providers and tourist attractions, Tourism Council Australia and CRC Tourism (www.tourism.org.au)
- Basche, C. (1999) Being green is your business: An easy guide to environmental action for tour operators, travel agents and tour wholesalers, Tourism Council Australia and Commonwealth of Australia (www.tourism.org.au)
- Tourism Queensland (1999) Grow your ecotourism business: a support kit for operators, (www.tq.com.au)
- Pam Wight & Associates (1999) Catalogue of Exemplary Practices in Adventure Travel and Ecotourism, Canadian Tourism Commission (www.canadatourism.com)
- Sweeting, J. E. N., Bruner, A. G. and Rosenfeld, A. B. (1999) The Green Host Effect: A integrated approach to sustainable tourism and resort development, Conservation International, (www.conservation.org)

Box 49: Suggestions on minimising noise pollution[66]
- On generators, install quieter motors and low-flow velocities.
- Close off noisy equipment in rooms with sound absorbing insulation (e.g. generator exhausts can be sunk below ground).
- Determine maximum sound levels within guest accommodation for appliances like telephones and television sets. Set volumes accordingly.
- Seal as many openings in walls, ceilings and/or floors that may be assisting in transmitting unnecessary sound.
- If noisy work has to be carried out, determine a specific time of the day where guest occupation levels are minimal for the work to be done – this will help lower sound interference when customers are present.
- Locate noisy equipment and areas away from sleeping and tourist activity areas.

Construction: "Responsible" design and planning will facilitate environmentally responsible construction, which should include:

a. Prior to construction, **stipulating what proportion of the building materials should be locally produced** by sustainable means, and giving architects a feasible percentage target to aim for (e.g. 30% of construction materials to be sourced from communities and resources within 50 km).   Ensure that architects investigate local natural resources during their design period, and monitor their progress towards the target.
b. Ensuring that quantity surveyors have correctly addressed the volumes of resources required to construct buildings so as to minimise wastage.
c. **Minimising the transformation of the environment** around the enterprise – try to maintain existing mature trees and avoid clearing nearby vegetation.
d. **Considering the siting of access roads**, materials storage sites, and waste disposal areas carefully in relation to the EIA – to minimise negative impacts.

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[66] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

> **Box 50: Transparently monitorable and reportable evaluations of impacts in Kruger National Park Concessions**[67]
> - **Road length**: Maximum length of new road was defined in kilometres specifically for each concession area;
> - **Carrying capacity**: A maximum number of beds were defined specifically for each concession area, which included both guests and staff. This maximum had implications for a range of impacts including water consumption;
> - **Fire management:** SANParks aimed to ensure that no more than 50% of a concession area burns due to any one lightning fire;
> - **Visibility of camps:** Under normal conditions camps may not be visible from tourist roads
> - **Game drives and sightings:** Limitations on distances guests may venture from vehicle during a game drive (50 m); minimum approach distances to Big-5 wildlife (40 m); and maximum drive speed of 25 km/h on field tracks and 40 km/h on gravel roads[68].

6.1.4 Existing Enterprises

Existing enterprises should gather as much information as possible about the environment in which they operate. If an EIA was previously performed, this should provide a good starting point. During the operating phase it is also worthwhile to appoint a local environmental consultant or ecologist to evaluate the enterprise on a regular basis and to draw up an on-going environmental management plan. Such experts will be able to advise on the sensitivity of certain habitats and species in the area. It is also worthwhile to build a good working relationship with the provincial conservation authority, which can provide advice on operating the business in a way that contributes to the improvement of conservation in the area. Conservation does not only take place in protected areas!

6.1.5 Setting targets

Every "responsible tourism" enterprise should set concrete targets for making environmentally responsible improvements to operations. Again, it is important to note that reporting transparently on the environmentally responsible activities that have been undertaken increases the credibility of your operation's responsible claims. Examples of targets could include:

- Increasing the proportion of enterprise turnover that is contributed towards conservation by 10% per year for 3 years.
- Placing a conservation levy on tourist visits of R10 per person, per night, and channelling these funds towards conservation use or allocating the money to local conservation groups for specific projects.
- Using 15% of the area of non-built land around the enterprise for habitat conservation (e.g. by building a pond, planting native trees).
- Providing environmental education regarding local conservation issues for 50% of staff within 3 years.
- In all instances, monitoring increasing environmental improvements or contributions and their impact.

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[67] SANParks (2002) Concessions Operations Manual, Draft, 6 March 2002
[68] These quantitative figures were still in draft when this report was compiled, and therefore may be different in the final version of the Concession Operations Manual.

For larger operations, it is worthwhile considering the development of an environmental management system (EMS) for the enterprise. An EMS (e.g. ISO14001) is a mechanism that is applied to a business to audit its environmental performance. The EMS systematically examines the amount of consumption (e.g. energy, water, packaging resources, food) and waste production (e.g. sewage, waste water, organic and inorganic waste) within a company, and tries to find ways of reducing these amounts. Audits assess the magnitude, level and importance of environmental impacts caused by development as a continual exercise. The audits not only have environmental benefits, but also allow improvements in efficiency to reduce unnecessary costs.

Box 52: **Some sources of information and advice regarding environmental management systems for tourism**
Honey, M. and Rome, A. (2001) Protecting Paradise: Certification programs for sustainable tourism and ecotourism, Institute of Policy Studies (www.ips-dc.org). This study provides a detailed assessment of international certification systems including Green Globe, NEAP (Australia), and CST (Costa Rica).
In South Africa, **Qualitour** (www.qualitour.co.za) is a consultancy, which offers environmental advice & information to tourism enterprises wishing to implement their Heritage Environmental Rating Programme. The Heritage Programme is an environmental management system based on Green Globe and ISO14001. Some of the information from this system was used to help construct this manual.

6.1.6 Creating an environmental responsibility strategy

Once the enterprise has established specific targets, it must develop a strategy with an implementation plan to address different areas of operational impact on the environment. The enterprise should attempt to adapt its normal operational activities and processes to maximise positive impacts on the environment while simultaneously minimising negative impacts.

In the kitchen
   a. Avoid purchasing meat products that derive from **rare or endangered species** (e.g. some types of bush meat). Sensitive goods should only be purchased from reputable suppliers who can certify the source of the meat products. Inform your guests of purchasing safeguards, for instance by making notations on menus.
   b. Preferentially buy food from suppliers of **organic produce** (which is grown without the use of artificial pesticides, fertilisers and herbicides). Where possible, purchase

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[69] Spenceley, A., Goodwin, H., Maynard, W. (2002) Commercialisation of South African National Parks and the National Responsible Tourism Guidelines, Report to DfID/SANParks, April 2002

[70] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

[71] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

locally grown organic produce. Assist local farmers to access information, materials and expertise to that they can supply the enterprise's organic produce requirements.

c. **Avoid genetically modified (GM) crops** (e.g. 'long-life' tomatoes and strawberries, modified soya and maize) unless you are informed about and comfortable with their ecological implications.   Note that 'pest resistant' forms of crops have a far greater chance of becoming invasive in nature reserves and other sensitive areas than non-GM types.

d. Preferentially purchase from companies that practice **free range farming** (e.g. supply of chickens and eggs).

Furnishings

a. **Avoid** using plates, bowls, or buying curios or furniture made of **indigenous hardwoods** UNLESS the items derive from an independently verified sustainable use project. The enterprise must ensure that it has enough information regarding projects claiming to be responsible to be confident about their practices. If unsure, don't buy it!

b. **Avoid purchasing or using goods made from rare or endangered species of plant or animal life**. (See the WWF's TRAFFIC website for information regarding international trade in endangered species: www.traffic.org.)

c. Ask the local conservation authorities to compile a list of resources that are being over-utilised regionally, and work with them to develop a user friendly and informative pamphlet that can be distributed to tourists and other product owners in the area.

Craft sales

a. Ensure that handicraft for sale is labelled appropriately, so that guests are able to make discerning choices based on knowledge about sustainably produced products.

b. The enterprise should monitor and report on the proportion of its annual spend on crafts that goes towards responsibly produced goods.

c. **Don't purchase or re-sell rare or endangered species** (www.traffic.org)

Gardens and landscaping

a. Contact a local nursery or a local conservationist and work with them to **set up an indigenous garden** (e.g. through the South African Landscapers Institute: www.landscapers.co.za). Remember that a truly indigenous garden uses plants naturally found in the local area, rather than plants that are found throughout South Africa as a whole. Indigenous species are those that naturally occur in the area and have not been brought introduced through human activity.

b. **Replace exotic trees and plants with indigenous species**. Remember that indigenous trees are adapted to thrive in the climate and environment of the area, and therefore more likely to survive in the long term than exotics. When removing alien vegetation, be aware of potential erosion problems if there is significant cover, or the topography/soil/climate is conducive to soil loss.

c. **Avoid using broad-based chemical pesticides** that can destroy natural predators in your garden. Rather select plant species that do not require pesticides.

Box 53: Think carefully about roses
The Endangered Wildlife Trust Poisons Working Group (www.ewt.org.za/working_groups/pwg_main.htm) is particularly against the planting of roses, especially in rural areas. It is very difficult to grow attractive roses without regularly using fungicides and insecticides, which in turn kill frogs, birds, shrews, bats and other insectivores that play an important role in reducing insects around homesteads. Frogs are a particularly good indicator, because they are so sensitive to poisons. If you have frogs in your garden, you are probably being responsible!

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d. Support and get involved in any **Working For Water** initiatives that are removing invasive or alien plants in the local area. Removing aliens will encourage indigenous plants, and will also improve stream flows – while also creating employment (www-dwaf.pwv.gov.za/wfw).

e. Be **responsible in the use of wood for fires.** Make use of exotics or wood from bush-clearing operations wherever possible and avoid cutting indigenous trees. (See www.-dwaf.pwv.gov.za/wfw)

f. Make **fires a suitable size** for their purpose (e.g. ambience or warmth). Avoid cutting indigenous trees and ensure sustainable use of dead wood by seeking guidance from protected area managers or local ecologists regarding responsible levels of use.

g. **Reed bed wastewater** disposal systems can turn a problem (what to do with waste water and sewage) into an attraction for visitors (e.g. a bird hide next to a pan) and provide valuable habitats for animals including birds and bugs.

Box 54: The sewage pond system at Hwange Safari Lodge, Zimbabwe

This sewage pond system provides habitat for breeding crocodiles and terrapins, not to mention bird species[72]. However, at Ngala Private Game Reserve in South Africa, elephants have to be discouraged from approaching the sewage ponds with electric fencing[73]. Elephants can damage the integrity of pond walls when approaching the ponds and cause expensive damage.

In the wider environment

a. If the enterprise is within a reserve or protected area, **abide by local best practice and the advice of ecological managers and conservationists** regarding the potential to use natural resources in a sustainable fashion. For example, dead wood, which can be used for fires, also provides valuable habitat for birds and insects. Update 'best practice' information regularly and showcase this information and related activities to both guests and staff.

b. **Build good working relationships with local conservation authorities** and conservationists and seek ways in which the enterprise can assist with local conservation efforts. By encouraging conservation staff and researchers to work on its land, the enterprise will gain improved understanding of its area and also identify opportunities for tourism activities. Some lodges provide facilities for researchers, on condition that they provide a short talk to guests when requested to do so.

c. **Remediate environmental damage** caused by guest and staff activities in line with best ecological management practice.

d. **'Adopt' an environmentally important site** near the enterprise (e.g. a beach, forest, road), and organise monthly/quarterly/annual litter cleanup operations involving staff and even guests.

Box 55: Dead wood

Dead wood provides an important habitat for a whole range of animals. Creepy crawlies like scorpions and centipedes may not be desirable in camp, but they play an important ecological role in the veld. Some of our more solitary bat species live under the bark of trees, and several bats that live in small families use holes in trees for roosts. Removing all dead wood can substantially reduce the numbers of barbets, woodpeckers and hornbills around your lodge, because they nest in holes in tree trunks.

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[72] Spenceley, A. (1997) Strategic Environmental Assessment of tourism at Hwange National Park, Zimbabwe, Unpublished MSc thesis, Imperial College Centre for Environmental Technology, University of London

[73] Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve,* Unpublished confidential report to Ngala Private Game Reserve

e. **Improve the opportunities for tourists and staff to interact with the environment** without disturbing it. Design and build sustainable trails and hides in consultation with local conservationists with interpretation material. Report on sightings and showcase the activities undertaken.

f. **Evaluate the potential environmental impacts of guest activities** and discourage or discontinue activities that have damaging impacts.

g. Create **guidelines and training programmes** in relation to potentially ecologically damaging activities (e.g. irresponsible 4x4 use, hunting, diving or sand boarding) and ensure that either best practice is used – otherwise make sure that the activity does not take place.

h. **Invest a proportion of profits or turnover in conservation or habitat restoration** and environmental management. Report on the investment made and try to increase the contribution by at least 5% every year. The enterprise should showcase its efforts and the difference that they make to guests, staff and investors.

i. Carefully **consider the long term ecological impacts of creating artificial water sources to attract wildlife**, Remember that during droughts it is important to have lightly used vegetation far from waterholes as a reserve food supply. Otherwise expect massive die-offs during drought years, as occurred in some of the private nature reserves next to Kruger National Park in the early 1980s. Try to make the best use of existing water holes, rather than creating new water sources.

j. **Contact your local museum or nature reserve**, and become involved in a 'Friends of the Nature Reserve/Museum' group; identify opportunities for visitors to join in and make a positive contribution. Showcase efforts to guests and staff and encourage pride in the enterprise and its area.

Box 57: Waterholes in Kruger National Park
Many millions of Rands were spent in the past on building artificial waterholes that were evenly spaced throughout the park. This benefited more water dependent species including impala, waterbuck, wildebeest and zebra; however research found that populations of rare, sensitive game like roan and sable were crashing. The water policy has since been changed to provide artificial water close to rivers where stream flow has been affected by dams and use outside of the park, and to decommission water points away from watercourses (www.parks-sa.co.za/knp).

k. Where there are pest problems that have hygiene and health implications for guests and staff (e.g. cockroaches, rats, mosquitoes), then responsible operations will:
- **Encourage natural means of pest control.** For example, insectivorous bats provide a free and environmentally friendly insect eating service. Tolerate bats in the roof and even set up bat boxes to encourage bats to roost. Contact the local nature

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[74] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

conservation office or Bat Interest Group (Gauteng Bat Interest Group at fernsby@netactive.co.za / 012-659-0087; Durban Bat Interest Group at 031-3006218; Cape Bat Action Team Cape 021-6894406)

- **Use poisons responsibly** and in specific areas where they are needed inside buildings. Contact a reputable supplier who will only use substances that do not accumulate in the food chain (e.g. they cannot induce secondary poisoning when a predator eats an animal that has been poisoned). Examples of responsible rat poisons are Racuimum, which does not cause secondary poisoning, and Delmare, which acts by speeding up rodent metabolism to cause heart failure in the animal.
- With larger problem mammals (e.g. baboons, monkeys, hyenas, honey badgers, elephants) **find out what problem animals are attracted to** in and around the enterprise and then remove or modify the source (e.g. food or bedding material) or prevent access so that it is not available. Prevention is better than cure.
- Encourage the **relocation of problem animals/ pests,** if practical, to more suitable areas rather than killing them by contacting a local ecologist or protected area manager to assist you in trapping them.

Box 58: Dealing with Pests without Pesticides[75]

- **Ants:** Indoors – mix together equal amounts of powdered sugar and powdered borax. Sprinkle in corners and around baseboards. Pour salt, red chilli pepper, cream of tartar, dried mint or sage at the point of entry. Outdoors – plant onions around beans, or place powdered charcoal/bone meal around the garden.
- **Aphids:** Spray plants with soapy water and rinse after aphids are dead. Plant garlic, chives, petunias or nastutiums in the garden. Introduce lacewings or ladybirds.
- **Cockroaches:** Indoors – mix together equal quantities of powdered sugar and powdered borax, or oatmeal flour and plaster of Paris, or baking soda and powdered sugar. Sprinkle in corners and around baseboards. Store food in sealed containers and keep the kitchen clean. Place bay leaves around cracks.
- **Flies:** Set a bowl of lint sprigs or ground basil leaves where the flies enter the building.
- **Moths:** Place cedar blocks or small bags of dried lemon peels, dried lavender, bay leaves, whole cloves, dried rosemary, mint or whole peppercorns where clothes are stored.
- **Mosquitoes**: Drain all stagnant water containers in the area to kill larvae. Burn a citronella candle.
- **Slugs/snails:** Plant onions. Sink a shallow pan with beer or vinegar to trap them.

6.1.7 Environmental education of staff and guests

A "responsible tourism" enterprise will ensure that guests and staff are aware of the efforts being taken to manage the impacts of tourism on the environment. Educating staff and guests is about:

1. **Showcasing** how the enterprise has been designed and built in order to maximise its positive environmental impact on the environment (e.g. with local sustainably harvested natural materials; to maximise the use of natural light and ventilation).
2. Making sure that **guests and staff understand** what it means to behave responsibly in sensitive habitats, and around natural heritage and wildlife.
3. Finding out about best practice and including this in operational plans and activities. If there is a local or sectoral code of conduct, this should be endorsed and put to use. Information can be given to guests and staff through briefing talks or written codes of conduct, or via short pamphlets and attractive interpretation boards. Report on the type of action taken and the results achieved.

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[75] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

4. Ensure that **staff lead guests by example,** by behaving responsibly.
5. **Interact with local guides** working outside the company, and encourage them to develop their own responsible code of conduct in order that you can pass on business to them. Monitor the improvement in the proportion of local guides with responsible business practices and showcase improvements over time.
6. Ensure that **staff monitor and report interesting interactions with rare wildlife**, sensitive situations (e.g. mothers with young); damage caused by off-road driving or other impacts. This can be done informally through feed back talks with guests and staff, or with an 'incidents' book or on feedback forms where visitors and staff can report sightings, but also note inappropriate behaviour.

Box 59: Off-Road Code of Conduct for Rangers, Imbali Safari Lodge, Kruger National Park[76]
(www.parks-sa.co.za/EIA/imbaliscopereport.htm)

MEASURABLE CRITERIA
• No off-road driving on sensitive duplex/sodic soils.
• Tracks from off-road events should not be easily visible after the first good rains (25 mm or more)
• All off-road events are properly entered in an off-road register on the day the event took place
• All incidents, such as getting stuck or making deep grooves, are photographed and a global positioning system (GPS) reading taken for subsequent monitoring.
• All rangers receive proper training to identify 'no-go' soils before they are allowed to drive off-road. Details of training are kept in the same off-road register.

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7. Ensure that **staff are properly trained** to identify sensitive habitats or distress behaviour in wildlife. Evaluate their knowledge by testing their understanding before they go into the field, and by conducting spot-checks during tours. Monitor and report on progress.
8. **Develop diplomatic, informative ways of educating guests about environmentally sensitive and stressful situations.** (e.g. if conflict arises when a guest wants to drive off-road to view an animal, but the guide deems the situation dangerous, or the soil too sensitive).

Box 60: Code of Conduct for Swimming with Whale Sharks[77]
• Remember that whale sharks are wild and at times unpredictable. Although they are usually docile, there have been cases where divers have been injured.
• Treat them with the care and respect that any large powerful animal deserves.
• Don't approach closer than 3 m from the head or body, or 4 m from the tail
• Don't swim or boat in front of whale sharks
• Don't use a camera with a flash
• Don't touch the whale sharks

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9. **Encourage staff to police each other's behaviour** to improve the quality of the experience your operation provides. Provide a confidential means for whistle blowers to report poor behaviour and follow up complaints promptly. Monitor progress through decreasing reports of poor practice, and individual improvement.
10. **Provide guests with information on what guides are allowed / not allowed to do**, and invite guests to give feedback on their experiences with guides.
11. Wild animals that are fed by human can become pests, and may have to be relocated or humanely disposed of. **Clearly inform both guests and staff that feeding wild animals is not responsible behaviour** and showcase how you are trying to keep wildlife wild.

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[76] Peter Norton & Associates. (2001) Imbali Safari Lodge [Mluwati Concession, Kruger National Park] Final Environmental Impact Report (www.parks-sa.co.za/EIA/imbaliscopereport.htm)

[77] KZN Wildlife (Undated) *Whale Sharks and Divers*, Pamphlet, KZN Wildlife

Think carefully before setting up bird feeders about the design in relation to which other animals might take advantage of the free food.

12. **Work with other operations at your destination to coordinate co-funded environmental training** courses, and encourage other operations to behave responsibly. This can help to give the whole destination a better image. Monitor and report the type and frequency of courses, and certificates of training obtained by staff.

13. **Give guests information so that they can make informed decisions about their impacts** on the environment. For example, tell them about no-go areas and explain why they are too sensitive to visit (e.g. bird breeding colonies where mothers may desert their young if disturbed).

Plate 1: Examples of Codes of Conduct for Visitors at the Sterkfontein Caves and Sodwana Bay

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Box 61: Sources of best practice for operators, guides and guest working in sensitive habitats

- Photographic Safaris – Field Guide Association of South Africa (www.fgasa.org.za); South African National Parks (www.parks-sa.co.za); provincial conservation authorities (e.g. KZN Wildlife at www.kznwildlife.com).
- Hunting – Professional Hunters Association of South Africa (www.phasa.co.za)
- SA Hunters and Game Conservation Association (sahunt@mweb.co.za)
- Whale Watching – The South African Boat-Based Whale Watching Association (SABBWWA) (Tel: 021 4259535, Fax: 021 7904110)
- Mountaineering and Climbing – The Mountain Club of South Africa (mcsacc@iafrica.com)
- Hiking – clubs across South Africa (http://trailinfo.co.za/clubs/hikingclubs.html)
- Scuba diving – PADI (www.padi.com); NAUI (www.naui.org) the Coral Reef Alliance (www.coralreefalliance.org)
- Off-road driving – Off-Road Tactix (www.offroadtactix.co.za) - who have also developed their own Responsible Tourism guidelines
- Conservation staff and ecologists working in your area.

Publications

Basche, C. (1999) Being Green is your business; An easy guide to environmental action for tour operators, travel agents and tour wholesalers, Tourism Council Australia & Commonwealth of Australia. (www.tourism.org.au / www.crctourism.com.au)

Demmer, G. (2001) Off-Road Tactix: Tread with Respect, Struik, Cape Town.

6.1.8 Decommissioning

If a responsible planning and design process was followed then during decommissioning it will be possible to remove all structures and rehabilitate the area to reflect the conservation value of the site prior to construction.
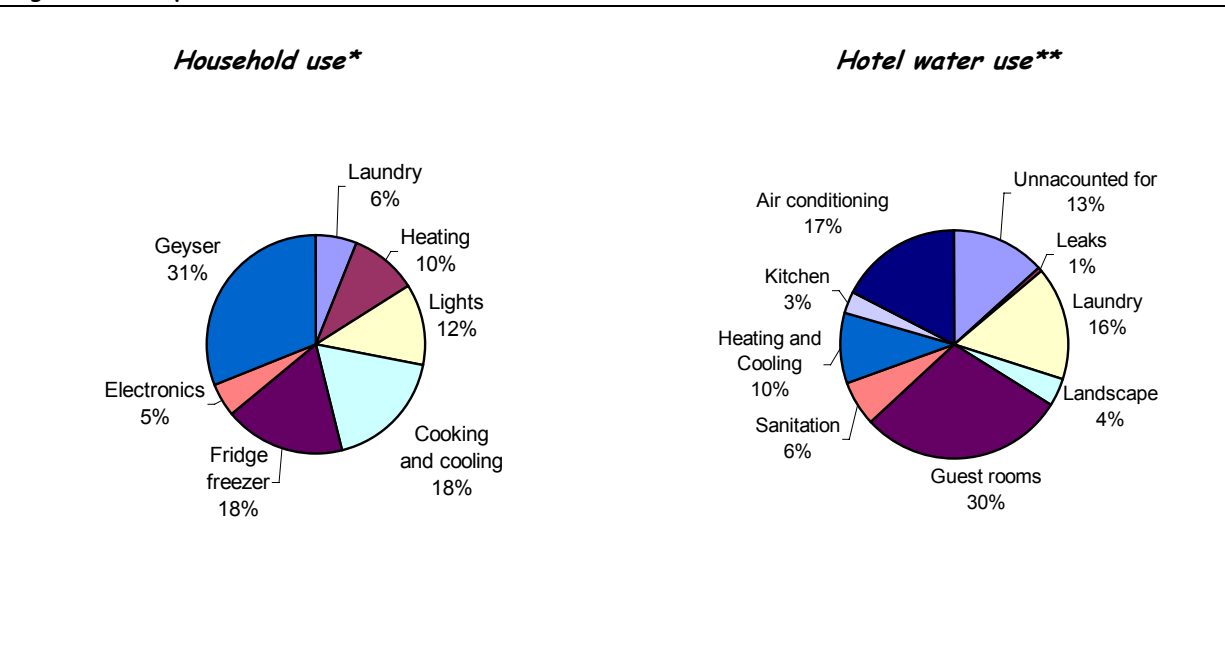
6.2   Water Use & Disposal

Water is possibly South Africa's most valuable resource, and responsible enterprises will recognise its importance.   The availability of fresh, clean water varies widely across South Africa: although potable water may be plentiful in major towns and cities through a reticulated mains supply, in rural areas it may only be sourced from boreholes, dams, or seasonal rivers and must be purified by the user.

Box 62: Gravity fed reticulation
This is an ideal system for more isolated rural communities in hilly or mountainous terrain. The cost to the user is minimised, as energy costs are non-existent. Also communities usually do not have to pay for primary purification costs. The Tsita Community Water Scheme in the Southern Drakensberg in the Eastern Cape is a good example. The scheme provides 11 500 people in 10 villages with water at a cost of R1 per adult per month! (**www.mvula.co.za**)

Wastewater – containing detergents, food waste, or sewage - can be damaging to the environment, especially over the long term. Tourism enterprises can conserve water and save money by using water efficiently. They can also reduce the chances of polluting the environment by using a suitable sewerage system to clean wastewater. Responsible enterprises can decrease their impact on the environment, and minimise the likelihood of having to undertake costly pollution control activities later on.

Figure 4 : Comparison of Household and Hotel Water Use

Household use*

Category	%
Geyser	31%
Laundry	6%
Heating	10%
Lights	12%
Cooking and cooling	18%
Fridge freezer	18%
Electronics	5%

Hotel water use**

Category	%
Air conditioning	17%
Unaccounted for	13%
Leaks	1%
Laundry	16%
Kitchen	3%
Heating and Cooling	10%
Sanitation	6%
Landscape	4%
Guest rooms	30%

Sources: *Adapted from Energy and Development Group (1998) Energy and the Environment bulletin, September 1998, (www.edg.co.za admin@edg.co.za): ** Adapted from TWRI graph in Gerston, J. (Undated) Hotels strive for water use efficiency, Texas Water Resources Institute (http://twri.tamu.edu)

6.2.1 How much water does the enterprise use?

An enterprise can determine how much water it uses in a number of different ways.

1. **Water bills** – In the presence of a reticulated water supply, monthly water bills will account for volumes used in kilolitres (a kilolitre is 1000 litres).
2. **Water meters** – Most water meters record consumption in kilolitres. The enterprise can monitor water usage by regularly recording the metre reading. Where water meters are not in place, they can be easily obtained for around R250 (www.ontap.co.za). They should be calibrated to the 0.1 litre level to allow users to check for leaks.
3. **Pump flow rates** – Some enterprises pump water from groundwater through boreholes, or from rivers and lakes. By recording the operating time of the pump, and the flow rate of the water (see Box 63), the enterprise can monitor water consumption.

6.2.2 How to reduce the volume of water consumed, and how to work out the financial savings

A "responsible tourism" enterprise can commit itself to reducing water usage, in an attempt to reduce costs and also to conserve a precious resource. This means:

1. Identifying and supporting a member of staff to take responsibility for driving the enterprise water conservation programme.
2. **Setting targets** for reduced water use and benchmarks
   - Set a feasible target for reducing water use (e.g. 5% reduction per year, for 3 years). Monitor progress towards the target by monitoring reductions in water bills/meters or pumping times. Showcase successes and financial savings to staff and guests.
   - Check the relationship between the number of tourists accommodated and the volume of water used by calculating a benchmark (e.g. 350 litres per bed night), and monitor how the figure changes.
   - Relate water use to occupancy levels, to see how variations in guest numbers affect consumption (e.g. 350 litres per bed night when at 70% occupancy).
   - By recording the volumes used over a period of time, the enterprise can build up a picture of how water consumption fluctuates seasonally (it may vary in relation to the weather and the number of customers and staff on site during certain times of the year).

Box 63: How to calculate water flow rates
Working out the flow of water from taps and showers is very easy, and can help you to find out where you use the most water in your enterprise. One way of doing this is by:
• Marking a watertight container with one litre intervals. You can do this by pouring a litre of water into the container and marking where the water surface reaches. Add another litre and do the same, & so on, & so on until it is full. Then empty the container.
• Turn on the tap or shower as if you were using it normally.
• Put the container under the flow for 20 seconds (time yourself with a watch) and remove the container.
• By measuring the number of litres in the container after 20 seconds, you can work out the flow rate per minute. Do this by multiplying the number of litres in the container by 3 (20 seconds x 3 = 1 minute).
• For example, if there were 6 litres in the container after 20 seconds, the flow rate would be 6 x 3 = 18 litres/minute

3. Using the frameworks provided in Appendices 4C and 4D set targets and monitor progress towards them. The framework allows enterprises to work out what financial savings derive from water conservation, and to calculate the payback time for purchasing water saving equipment.

4. **Creating a strategy** with an implementation plan to look at the different areas of your enterprise that use water, and try to reduce water use. This strategy can include some of the options listed below:

Consider planning, architectural design and landscape design which include rainwater collection, grey water re-cycling, water saving technology, water metering, the ability to access piping to fix leaks, use of gravity and topography to move fresh and waste water to and from the site, local climate, landscaping to minimise water use.

Showers – It is possible to reduce your showering water use by up to two thirds by installing water efficient showerheads and flow control valves on faucets. Water efficient showerheads restrict water flow, while flow control valves regulate water flow through taps. Conventional showers use 15-40 litres of water per minute, but a flow of 9-12 litres/minute can still provide a quality shower. Shower quality can be poor if flow control valves are used with some conventional showerheads, and therefore in some cases water efficient showerheads may need to be fitted. When choosing fittings, work out the payback time for devices through water cost savings by using the framework provided in Appendix 4D. Remember that gas 'instantaneous' hot water systems need to have a minimum rate of water flow to light the heating element, which will have implications for what types of devices can be used. Install and use low-flow showers in preference to baths to use less water.

Box 64: Monitoring water consumption in the Kruger National Park

Prospective concessionaires in Kruger National Park had to abide by the commitments SANParks had made to limiting and monitoring water consumption and wastewater disposal. A benchmark limit of 350 litres of water per person, per bed was defined within the tender information prepared by SANParks. Concessionaires were required to install and maintain meters, which SANParks would consequently monitor. In addition, concessionaires were required to estimate volumes of waste water that were likely to be produced each day, and to compile monthly monitoring and reports to SANParks. [78]**At Pretoriuskop Rest Camp** in Kruger National Park, on average 4.7 million litres of water are used monthly by tourists, staff and for irrigation. SANParks estimate that each kilolitre costs 89c to pump and filter from a nearby river. A benchmark for water use by tourists was calculated at around 890 litres per bed night occupied, at an average cost of about R79 per bed night occupied (www.parks-sa.co.za)[79].

Basins – Water use at sinks can also be made more efficient through a variety of techniques. Usually taps flow at around 20 litres per minute, but flow control valves can reduce this to 5-10 litres per minute, and still provide an adequate flow. Tap aerators increase the 'volume' of water flow with a smaller amount of water, by combining the water stream with air, to give the same 'wetness'. Restrictor disks can be fitted to tap spouts, and water efficient taps can also be purchased. Install small volume basins where possible, with plugs fixed to them. These will also reduce the water volumes used.

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[78] SANParks (2000c) Concession Contract for the [ ] Camp in the [ ] National Park, South African National Parks, Draft of 26 September 2000

[79] Kalwa, R., van der Walt, W., Moreko, J., and Freitag-Ronaldson, S. (2002) *Case Study Assessment of Pretoriuskop Camp, Kruger National Park*, National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-Based Tourism Sector, Report to DfID/DEAT

Toilets – It may be possible to reduce your water use from toilets by half through installing low volume (6 litre) or dual-flush toilet cisterns. Dual-flush systems can flush using 3 or 6 litres, rather than the conventional 9 litres. A very low cost option is to put bricks or a plastic water filled container inside existing cisterns, to reduce the volume water used per flush. Also cistern floats can be adjusted to reduce the fill volume. Remember to check that the toilet still works effectively once you've modified it! In very low water areas you may even want to consider the use of compost toilets. Urinals that activate flushing using infrared sensors (www.ontap.co.za) are available, as are waterless urinals that are cheaper to install and operate than conventional ceramic, water flushing options (info@iq-4d.co.za).

Recycling water - re-using grey water from showers and sinks to supply toilets and irrigate gardens. Simple filtering and disinfection processes can be used.

Dishwashing - purchase a low water use dishwasher, and only use it when it is full to save water. When washing dishes in a sink, put them into a separate smaller bowl rather than filling the sink itself with water and detergent.

Ice machines - modify your ice machine so that it recycles water; or alternatively channel rainwater into the ice machine.

Maintenance - fix leaks and dripping taps immediately, and check fittings frequently. For example, one tap drips at 0.8 litres per minute and remains unfixed, there can be a loss of 1.2 kilolitres of water every day, and therefore a waste of 420 kilolitres over a year. So, from one leaky tap you may be paying an extra R2240 over a year for water that you don't even use! A simple way of checking for leaks is to stop all water use for a period of time, and see whether your water meter is still moving.

In the laundry
- Purchase low water use appliances, such as water efficient front loading washing machines;
- Adjust the water level setting on washing machines to the minimum necessary for the volume of laundry, and only operate them when full;
- When hand washing laundry, use a basin to clean items in, rather than under a running tap;
- Only wash towels and linen when dirty, or on request;
- Use coloured linen and towels, which can be laundered at lower temperature than white laundry;
- Divert laundry rinsing water to irrigate lawns.

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[80] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

In the Garden
- Only plant indigenous/endemic plant species, and types that are naturally found in your area and demand appropriate volumes of water;
- Put timers on lawn sprinklers to minimise water usage;
- Water gardens during cooler periods of the day when less of the water will evaporate;
- Use filtered and disinfected grey water from showers and sinks to water gardens, rather than freshwater;
- Use recycled water cleaned by adjacent sewage works to irrigate gardens;
- Apply environmentally friendly chemical fertilisers only when necessary for additional nutrient, and when rain is not expected (to reduce run-off).

At the swimming pool
- Put a cover over the pool when not in use to reduce water loss through evaporation, especially during hot and sunny periods;
- Build a sloping paved area around the pool to drain splashed water back into the pool;
- Don't overfill the pool.

Vehicle washing - wash vehicles (e.g. cars and boats) on the lawn to 'water' it at the same time. Washing a car may use between 400 and 1000 litres. Sparingly use a phosphorus free, biodegradable detergent.

Collect rainwater, to reduce the volumes you need to purchase or pump. Rainwater can be a very useful source of water in areas with little ground or surface water. It is relatively easy to install a system of gutters along tiled or corrugated roofs that channel rainwater flow into a large cistern. Install a filter to ensure that debris such as leaves cannot enter the cistern.

5. **Educate staff and motivate tourists** to practice water conservation. Achieved this by:
- Providing positive and engaging information regarding the importance of water conservation, and outlining how staff and guests can help (e.g. by having quick showers instead of baths, and by only having linen and towels cleaned when they are dirty, rather than every day);
- Creating incentives for tourists and staff to save water by metering usage in bathrooms, laundry and kitchen, and then offering a gift/discount for people who use less than your benchmark! (e.g. less than 350 litres per person per day);
- Educating staff and visitors about the environmentally sensitive methods of disposing of sanitary waste and contraceptives. These should not be disposed of in toilets, and facilities for their hygienic disposal should be provided;

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[81] Spenceley, A. (2000) *Sustainable nature-based tourism assessment: Ngala Private Game Reserve,* Unpublished confidential report to Ngala Private Game Reserve

[82] Spenceley, A. (2002) *Sustainable nature-based tourism assessment: Jackalberry Lodge, Thornybush Game Reserve,* Unpublished report to Jackalberry Lodge, February 2002

- Informing staff and guests about the biodegradable and environmentally friendly products used by the enterprise and why they are better for the environment than conventional products. Offer these products for sale to guests in attractive, re-usable containers with details of where they can obtain more when they get home.

Box 69: Septic tank effluent
Effluent is often discharged from septic tanks into a soak away or leach drain. However, one of the problems associated with the use of septic tanks in recreational accommodation, where numbers of residents vary on a daily basis, is that the high variability in loading to the septic tank tends to cause inefficient digestion of the primary wastes. Hence the septic tank effluent from a system that is used only periodically may contain higher loads of pollutants than one that receives a constant input of domestic waste. There is potential for groundwater contamination from nitrate from septic tank drainage in areas where groundwater is close to the surface (10m or less), and contamination by faecal bacteria and possibly viable pathogens could occur if septic tanks are situated in areas where groundwater is at 1 m or less beneath the surface.[83]

Treat effluent responsibly to avoid water contamination, for example
- Ensure that toilets and associated waste systems are at least 30 m away from water resources;
- Preferentially install a wetland reed-bed water purification system to 'clean' the sewage waste. Ensure the system is designed by an expert who understands the types of plants that will work well in your area (see Earthlife files on www.earthlife.org.za);
- Minimise the use of synthetic chemicals;
- Preferentially use biodegradable, phosphorous free detergents, which lower the nutrient loads in waste;
- Avoid getting solids into effluent (e.g. by reducing food waste entering kitchen sinks);
- Regularly maintain and clean kitchen grease traps.

Box 70: Some useful web-links with information on responsible wastewater disposal
Earthlife (www.earthlife.org.za) houses the Green Living and Development Files (http://www.earthlife.org.za/ghouse/gfiles/gfiles.htm), which publicise information related to ecologically sustainable, healthy, non-polluting developments that promote equity in the distribution of resources. The site includes a wealth of information about responsible wastewater disposal methods, with contact information of suppliers and consultants who can assist with grey-water recycling, compost toilets, and reed-bed water purification systems.
The Mvula Trust (www.mvula.co.za) is a water supply and sanitation NGO working to improve the health and welfare of poor and disadvantaged South Africans in rural and peri-urban communities by increasing their access to safe and sustainable water and sanitation services. Mvula's technical staff, together with institutional and social experts, facilitate participatory processes to identify the most appropriate technology choices for specific communities.
The Living Waters Foundation (linders@netactive.co.za) publishes information regarding constructed wetlands for water purification.
Water Rhapsody Water Conservation Devices are manufactured in Cape Town. The company was awarded the 1998 WWF Green Trust Award for water conservation (waterhap@iafrica.com).
The Institute of Plumbers South Africa (www.iopsa.org.za)
Living Machines Inc (www.livingmachines.com/htm/home.htm) for natural wastewater disposal and reclamation systems specialising in ecological water purification.
Oasis Design (www.oasisdesign.net) for grey water re-use information, with comments on rainwater collection and composting toilets

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[83] Mackay, H. and Warmeant, P. LWF (2001) *A Qualitative Review Of Possible Water Quality Impacts And Impacts Of Boats On The Ecosystem Of The Okavango Panhandle*, Contract report to NRP (Botswana) Pty. Ltd by the Living Waters Foundation.

When using **septic tanks**, undertake the following activities:[84]

- **Land capability tests** should be undertaken before new septic tanks are installed. This involves determination of soil infiltration rates, groundwater levels, travel times of septic tank effluent to groundwater and surface water;
- Septic tanks should not be located such that their **drainage fields** are in hydraulic connectivity with groundwater, lagoons and/or poorly flushed water bodies;
- Septic tanks should **not be located near well points or domestic water supplies**: guidelines are available for siting of septic tanks relative to water supplies;
- Septic tank design should **allow longer residence times**, in order to ensure adequate digestion of primary waste when lodge occupancy increases for short periods;
- If necessary, EIA requirements for new lodges could include investigations to assess the benefits/disadvantages of providing distributed waste management (e.g. septic tanks and soakaways for each tent or chalet) against provision of centralised treatment;
- If collected at a central point at a lodge, septic tank effluent can be subjected to further treatment to remove nitrogen and allow time for die-off of faecal bacteria and pathogens. Options include discharge to a package treatment plant such as rotating biodiscs (requires constant power supply and considerable maintenance) or a trickling filter system (low maintenance); discharge to an oxidation pond, possibly followed by sand filtration; or discharge to an artificial wetland. Effluent treated thus should be suitable for discharge to surface waters or for reuse on gardens and lawns. Additional treatment options for septic tank effluent must be cost-effective, and would depend on the number of beds in the lodge, distance of the lodge from surface water bodies, and the potential risk to groundwater supplies in the area;
- The use of **dry composting toilets** would reduce loads to septic tanks and/or waste systems, essentially leaving only grey water, which requires less treatment and generally contains lower loads of nitrogen and far fewer faecal bacteria;
- Use of **low phosphate or zero phosphate detergents** should be encouraged.

Box 71: Reed-bed systems at Sabi Sabi Private Game Reserve.
The three luxury lodges at Sabi Sabi (www.sabisabi.com) in the Sabi Sands Private Game Reserve have reed-bed systems waste water purification systems that were created by Enviroserve (thtrain@soft.co.za). These not only provide a valuable habitat for wildlife, including birds, amphibians and invertebrates, but also purify the waste sewage and washing water before it is returned to the environment.

6.3   Energy

There are a range of energy sources that can be used by tourism enterprises to provide power for lighting, cooking, heating, cooling and transportation. The choice of power source/s will likely depend on location, local infrastructure, availability and cost. Enterprises can make responsible choices of power source, and can also use energy sources responsibly to minimise negative impacts on the environment, and reduce power costs. For example, renewable sources of energy (e.g. solar power; wind power) are 'clean'[85] because they rely on natural sources and do not produce environmentally damaging discharges. International and national renewable energy targets will increase renewable energy demand, which will in turn lead to more affordable renewable energy technology.

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[84] Ibid
[85] Outside of having to create the infrastructure required

Some energy sources are more damaging to the environment than others. For example, it is fairly well accepted that the use of fossil fuels (e.g. burning natural gas, petrol, diesel, or coal) releases carbon dioxide into the atmosphere, which contributes to global warming and has implications globally for people, wildlife and habitats. The enterprise's choice of energy source, and the ways in which these sources are utilised, will determine the type of impact that the operation has on its environment.

6.3.1 How much energy does the enterprise use?

The enterprise can determine how much energy it uses by examining its consumption of electricity, petrol, diesel, wood and renewable energy. This can be achieved by looking at:

1. **Electricity** – 60% of South Africa's population has access to grid electricity. If the enterprise has access to electricity, then the monthly accounts will include information on the amount of electricity used in Units (1 Unit = 1 kilowatt hour [kWh]). This information can be used to monitor consumption, cost and variations in usage over the year.
2. **Petrol and diesel** – primarily used for vehicle fuel and to run generators. Volumes purchased are recorded on bills in litres.
3. **Natural gas** – is an efficient fuel for cooking and heating water. Natural gas is usually purchased by weight in gas canisters. The number and weight of canisters used should be indicated on receipts.
4. **Paraffin** – is often used for lighting and staff cooking fuel in remote areas. Volumes purchased in litres should be reflected in receipts.
5. **Wood** – used for heating, lighting and ambience. Wherever possible, wood should be purchased from sustainably managed forests or alien species bush clearance programmes (e.g. Working for Water: www.dwaf.gov.za/wfw). Kilograms of wood used can be recorded.
6. **Charcoal and coal** – Charcoal for braais should also be preferentially purchased from an environmentally friendly source (e.g. Working for Water who use bush-cleared alien species to produce charcoal). The volumes of charcoal and coal used can be recorded and monitored by weight, in kilograms.
7. **Batteries** – The number of batteries purchased can be easily monitored and recorded, but responsible enterprises should preferentially use rechargeable batteries to save money and reduce waste.
8. **Renewable energy** – Solar panels and windmills should be marked with the amount of power they produce. By monitoring when they are in use, the energy production from these operationally 'free' sources can be monitored and recorded.

6.3.2 How to conserve natural resources and money by reducing energy used

A "responsible tourism" enterprise can commit itself to reducing and managing energy usage, in an attempt to reduce costs and also to minimise negative impacts of using certain types of fuel. This means:

1. **Committing** the enterprise to reducing and managing energy consumption.
2. Identifying and supporting a member of staff to take responsibility for driving an energy conservation programme for the enterprise.
3. **Setting targets** for reduced energy use and benchmarks for use:
   - Set a feasible target for reducing energy use (e.g. 5% reduction per year, for 3 years).

- **Monitor progress towards target/s** by monitoring reductions in electricity bills/meters or volumes of petrochemicals, wood and charcoal used. Showcase successes and financial savings to staff and guests.
- **Check the relationship** between the number of tourists you accommodated and the volume of energy used by calculating a benchmark (e.g. 50 kWh per bed night), and monitor how and why the figure changes.
- **Relate energy use to occupancy levels**, to see how variations in guest numbers affect energy consumption (e.g. 50 kWh per bed night when at 70% occupancy).
- By **recording the usage** over a period of time, it is possible to build up a picture of how the enterprise's energy consumption fluctuates seasonally.
- **Using the frameworks** in Appendices 4E & 4F to set targets and monitor progress towards them. The frameworks also provides methods for calculating financial savings and the pay-back time for purchasing energy conserving technologies.

Table 22: An example of a tourism enterprise that has monitored energy use and created benchmarks: Jackalberry Lodge (www.thornybush.co.za)				
Usage (kW)/month	Electricity Cost/Month	Use per month	Benchmark 1 Use per bed/month	Benchmark 2 Use per bed/night used
Electricity	R 5,148	15,141 kWh	1,514 kWh	87.92 kWh
Paraffin	R 83	30 litres	3 litres	0.17 litres
Petrol/Diesel	R 8,667	2,476 litres	248 litres	14.34 litres
Gas	R 653	139 kg	14 kg	0.81 kg
Source: Adapted from Relly, P. with Koch, E. (2002) Case study assessment Jackalberry Lodge – Thornybush Game Reserve, National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID, March 2002				

4. **Creating a strategy** with an implementation plan address areas of the operation that use energy, in an attempt to reduce consumption. This strategy can include some of the options listed below:

Design and planning
- Make sure that planners and architects are aware of the need to create a comfortable building that **makes the most of free energy sources**, for instance natural light, natural heating (to harness winter sun but reduce summer heat) and appropriate landscaping to provide shading from indigenous trees where possible. Windows can be shaded with awnings, shades and curtains;
- **Gravity fed water and waste water systems** can help to save energy in the long term (see Box 62);
- **Water pumping**. In remote areas a secure water supply can be a major concern. Various pumps are available including traditional farm style wind pumps and solar powered water pumps. Solar pumps are financially cheaper than diesel generators, with a typical pay-back period of 3 to 5 years. They can be suitable for supplying water to maximum of 1500 people at shallow borehole depths (less than 50 m). The relative costs of various pumps to supply water to 100 people are shown in Table 23. Ratios vary depending on the volume of water required and pressure head related to depth of pump.
- **Cross flow ventilation**, which uses prevailing breezes, can be combined with small ceiling fans will provide the most cost effective cooling system. Ceiling fans can be powered by photovoltaics (batteries charged by solar or wind).

Table 23: Water requirements for 100 people.		
Pump energy type	Initial cost (in 1997)	Annual running Cost
Electricity (grid)	R7,500	R500
Diesel	R36,000	R9000
Solar	R14,000	R100
Wind	R15,500	R2000
Hand	R8,500	0
Source: Adapted from CSIR (1999) guidelines for human settlement planning and design		

- Where further air conditioning is necessary, preferentially use **evaporative cooling systems** that allow users to leave windows and doors open. An alternative to air conditioners and heaters are heat exchange pumps, which use re-circulated water and a system of ceiling and floor fans to provide a cool air supply. A warm air supply is generated by reversing the fans to push trapped warm ceiling air to ground levels. Allow rooms where standard, refrigerative air conditioners are installed to be well sealed. Silicon sealant is the easiest way to seal small gaps.
- Invest in **renewable energy systems** such as solar water heaters, solar pumps, windmills, photovoltaic systems to power radios, lights, computers and other low wattage appliances.
- **Insulating roofs** when building ceilings can save up to 50% on heating bills, while insulating hot water items (e.g. pipes and geysers) and cooling devices (e.g. freezers and ice machines).
- Halve heat loss through windows (which is ten times faster than through insulated walls) by **double glazing**[86]them.
- Use **locally produced materials**, to reduce transportation energy requirements.

Plate 2: Responsible use of natural lighting and ventilation in building design at Coral Divers, Sodwana Bay (www.coraldivers.co.za)

Water heating
- Consider installing a **solar water heater** combined with such water saving devices as low flow high pressure showerheads and low flow high pressure taps. These can help to save between 15 to 30% of your total electricity costs. The cost of a fully installed 120 litre solar heater, with a 20 year life span, is approximately R6000 paid back after 4 to 8 years pending usage.
- **Instantaneous gas water heaters** with electric ignitions are water heaters with low life-cycle costs. They use no energy when they are not in use and avoid wasteful pilot lights. These are more energy-efficient than electrically heated water systems.

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[86] Qualitour (2001) Getting practical with your environment, Heritage Environmental Rating programme

- **Adjust the hot water thermostat** on geysers to the lowest suitable level (46 to 49° C rather than the normal +60° C) – for every 10% increase in the thermostat setting, heat losses and energy costs rise by about 25%[87] temperature of the geysers, while for every 5° C reduction, up to 13% less electricity is used.
- Geysers use a considerable amount of energy. To use them more efficiently, insulate them and hot water pipes (e.g. with a blanket).
- Water boiling units and urns can be insulated to reduce heat loses, and timers can be installed so that they are only switched on for the time when they will be used, and off when they are not. Purchase the smallest unit for your needs, and opt to use a kettle where more suitable.

Refrigeration
- Purchase an **energy efficient** rated fridge and freezer, with the smallest size appropriate for your needs. For larger enterprises, note that although built in cold rooms and freezer rooms can store large quantities of food, they typically consume 3-4 times as much energy per litre of storage space than energy efficient domestic fridge/freezers and are difficult to maintain. Consider using a domestic fridge/freezer for frequently accessed items (e.g. milk).
- Chest freezers are 9-22% more efficient than upright models, as they are better insulated, and less warm air enters them when opened.
- Set fridge and freezer **thermostats** to the appropriate temperature for the type of food and the storage period. Set the fridge at between 2.2 and 4.4° C, and the freezer at between –17.8 and -15° C. Raising the thermostat by 1 °C will reduce energy costs by about 3% for freezers and 6% for refrigerators.[88] By placing the fridge or freezer in shade, well ventilated, out of the sun, and away from cooking equipment, they will work more efficiently.
- Insulate insulating cooling and heating devices (e.g. fridges) and maintain the seals around fridge and freezer doors.

Cooking
- Cook with natural gas in preference to electricity in order to save energy.
- **Microwaves** should be used to cook smaller items of food, as these appliances use around 66% less electricity to heat food than electric hobs, as they do not waste energy by heating air or metal.
- Minimise the use of *bains-maries*, which use a lot of energy and are usually left on longer than necessary.
- Purchase **local food supplies** where possible, to reduce 'food miles' (the distance that food has travelled from its source, to where it is consumed)

Dishwashing
- Purchase low water and energy use dishwashers.
- Operate them only when full.

In the laundry
- A **warm wash** is more efficient than a hot wash, and cold water washing may be suitable frequently, especially if an enzymatic detergent is used. The washing machine should be located close to the hot water tank if possible in order that, heat loss through the pipes can be minimised. The hot water thermostat should be turned down to 49° C in order to cut the cost of washing (every 5° C reduction in water temperature reduces the cost of washing by up to 13%)

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[87] Talacko & Andrews (1998) Being green keeps you out of the red, Tourism Council Australia, www.tourism.org.au
[88] Talacko & Andrews (1998) Being green keeps you out of the red, Tourism Council Australia, www.tourism.org.au

- In warm areas, additional hot water may not be required and warm water from the mains at 25° C may be sufficient to wash laundry effectively with suitable detergents.[89]
- **Washing lines outside** should be used where possible to dry linen where possible. In good weather the amount of electricity saved from using a tumble dryer can be reduced dramatically. This form of drying is free

Offices
- Personal computers use about 100 W when operating. Energy can be saved by switching off computers when they are not needed, and by using energy saving features on the computer (e.g. sleep modes). Note that screen savers do not save energy.[90]
- Use energy-saving modes on photocopiers and printers, and switch them off when they are not being used.

Table 24: Average electricity use of various appliances *Assuming 1 kWh costs R 0.3344					
Appliance	Average kWh p/a	Average cost p/a*	Appliance	Average kWh p/a	Average cost p/a*
Swimming pool pump	2020	R 675	Iron	50	R 17
Air conditioner (room)	1070	R 358	Video machine	40	R 13
Colour television (on)	197	R 66	Telephone	36	R 12
Computer	130	R 43	Answering machine	36	R 12
Coffee maker	100	R 33	Colour television (off)	33	R 11
Stereo/radio	75	R 25	Vacuum cleaner	25	R 8
Hair dryer	50	R 17	Clock	25	R 8
Ceiling fan	50	R 17			
Source: Adapted from Cureton, M., and Reed, D. (1995) Home Energy Brief #6: Washers, Dryers & Misc. appliances, Rocky Mountain Institute, (www.rmi.org)					

Lighting
- Use compact fluorescent lights. Fluorescent bulbs last 10 times as long and use 20% of the energy of conventional bulbs. Low-energy light bulbs are more effective too (e.g. 15 W low energy bulb can produce more light than a normal 100 W argon bulb). This also means you can install fewer light fittings but provide the same lighting effect. Initial cost per bulb is high, at around R50 per bulb, but its use will result in an approximate 50% energy and bulb purchase saving. These bulbs can be purchased from a range of retail outlets, including main supermarkets and pharmacies.
- Install photosensitive light switches on outdoor lights.
- Turn lights off when they are not being used and consider the use of time delay switches and occupancy sensors.
- Lighting costs can be reduced, very simply, by decorating rooms in light colours.
- Clean windows and open blinds and curtains to maximise the use of natural light.

Table 25: Dim and Save		
Incandescent Lighting	Electricity Saved	Extends Lamp Life
10 % dimmed	5%	2 times
25% dimmed	15%	4 times
50% dimmed	30%	20 times
75% dimmed	50%	Over 20 times
Source: Hassol, S. (1994) Home Energy Brief #1 Lighting, Rocky Mountain Institute (www.rmi.org) NB: Note that it is not always possible to 'Dim' energy efficient fluorescent light bulbs – use these ratings for incandescent bulbs only.		

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[89] Ibid

[90] Ibid

> **Box 72: Savings at Coral Divers in Sodwana Bay (www.coraldivers.co.za)**
> Coral Divers is replacing its entire 40 W light fittings in the camp with energy efficient 15 W bulbs. When they are all replaced Coral Divers will be able to reduce its electricity use for lighting by 48%! [91] In addition to cost savings each compact fluorescent bulb during its lifetime (5000 hours) saves about 291 kg of coal, 267 kg of carbon dioxide emissions, and 2.5 kg of sulphur dioxide emissions[92] - these are the resources used, and chemicals emitted when electricity is generated at coal-fired power stations.

Transport

- Encourage the use of environmentally friendly transport for recreation purposes (e.g. cycling, horse riding, sailing, canoeing, paddle skiing)
- Encourage domestic tourists, especially local people, to visit your enterprise. Domestic and local tourists have shorter journeys and associated environmental costs.
- Encourage international visitors to compensate for their environmental transport costs by planting a tree. Work out the number of trees required to offset carbon dioxide emissions using carbon-calculators such as those provided by Carbon Neutral© or American Forests (see Box 73).
- Use lead free petrol in enterprise vehicles
- Reduce unnecessary journeys to minimise fuel use
- Regularly maintain vehicles – they work more efficiently if they are running well. It is estimated that fuel efficiency can be increased by up to 7% with regular maintenance.[93]

> **Box 73: Carbon Dioxide (CO_2) emissions** are one of the main causes of global warming.
> We are all responsible for producing carbon emissions: when we take a flight to go on holiday, when we drive, and when we use electricity.
> **Future Forests (www.futureforests.com)** host the **Carbon Neutral ©** (www.gocarbonneutral.co.uk) program, which allows individuals to calculate the amount of carbon dioxide that they produce from everyday activities including travel (flights and vehicles) and electricity used.   Once all of your details are put into their database, the Calculator tells you how many trees you would need to plant in order to 'mop' up all of the carbon dioxide you've produced.
> The **American Forests** website has a Climate Change Calculator (www.americanforests.org/resources/ccc/) which works similarly to the Carbon Neutral © calculator. Their calculator also allows you to work out CO_2 production from flights you take, and the amount of waste you produce.

5. **Educating staff** and **motivating tourists** to practice energy conservation. There are a number of ways of doing this, for instance:
   - Educate to ensure that **lights are turned off** when not being used. Turning fluorescent lights on and off more frequently than every 10 minutes may cause damage to bulbs and switches;
   - Provide **positive and engaging information** regarding the importance of energy conservation, and outline how staff and guests they can help (e.g. these examples are for water and not really energy);
   - **Create incentives** for tourists and staff to save energy – by metering use of electricity in bathrooms, laundry and kitchen, and then offering a gift/discount for people who use less than your benchmark!;
   - Remember to **monitor and report** on your energy savings, and showcase your achievements! Use the framework provided in Appendix 4F to help monitor savings, and to create benchmarks that you can use to monitor progress. Also set targets to increase

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[91] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) *Case Study Assessment of Coral Divers, South Africa,* National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

[92] The Energy Development Research Centre EDRC, UCT Cape Town, energy@energetic.uct.ac.za

[93] Basche (1998) Being green is your business, Tourism Council Australia & Commonwealth of Australia

the proportion of energy used from renewable resources (e.g. increase by 10% over 3 years).

Box 74: Publications and relevant websites (responsible energy use)
Publications
Holm, D. (1999) Manual for energy conscious design, Directorate Energy For Development, available from the Department of Minerals and Energy.
Ward, S. and Borchers, M. (1999) Urban energy manual, Energy and Development Group (www.sustainable.org.za / www.seedlinks.org.za)
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CSIR (2000) Guidelines for human settlement planning and design, CSIR Building and Construction Technology, Pretoria (www.csir.co.za)
Energy and the Environment, September 1998. (admin@edg.co.za)
South African Energy Associations and NGO's
- The Energy For Development and Research Centre (EDRC) (energy@energetic.uct.ac.za)
- The South African Wind Energy Association (SAWEA) (sawea@icon.co.za http://sawea.www.icon.co.za)
- The Solar Energy Society of South Africa (SESSA) (www.sessa.org)
- Consumer Energy Information (www.eren.doe.gov/consumerinfo), with a consumer guide to renewable energy
Consultants
- The Energy and Development Group (EDG) (admin@edg.co.za. http://www.edg.co.za)
- Feather energy (glynn@feather.co.za)
- Energy transformations (steve@dockside.co.za)
- Alternative Powers Systems Instillation (markrod@mweb.co.za)
Some Suppliers
Atlantic Solar Heaters (www.webafrica.co.za/atlantic atlantic@webafrica.co.za)
Solardome SA (solardome@mweb.co.za)
Total Energie SA (www.tenesa.co.za)
Other useful websites
General information about home power solutions in America (www.homepower.com)
Small home power wind turbines and costs in Zimbabwe (www.power.co.zw/windpower/index.htm)

Box 75: Urban SEED Programme (www.seedlinks.org.za)
The Sustainable Energy, Environment and Development (SEED) Programme aims to promote sustainable development through the integration of energy and environmental issues into urban development in South Africa. The Programme develops partnerships with national and local government and with NGOs. It builds capacity in these organisations and provides training, supports information campaigns, demonstrations and implementation. At a national and international level SEED supports exchange of experience, networking and policy development. SEED is a co-operation programme between South Africa and Denmark and is funded by DANCED.[94]

6.4   Materials Use and Waste Management

Thinking of the materials that the enterprise uses, and what happens to them, is a great start to addressing waste management. An important part of managing waste responsibly is to shift attention towards reducing sources of potential waste before having to deal with the messy reality of disposing of it. If, for instance, the majority of an enterprise's waste consists of food packaging (e.g. polystyrene containers with cling wrap inside plastic bags), it would be propitious to consider how to reduce this type of waste – before having to dispose of it. The enterprise

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[94] Pers. Comm. Sarah Ward, Sustainable Energy, Environment and Development, 2002

can accomplish objective this by purchasing items with less, or no packaging. The enterprise might also raise its concerns with suppliers, stressing the financial costs associated with disposing of their packaging.
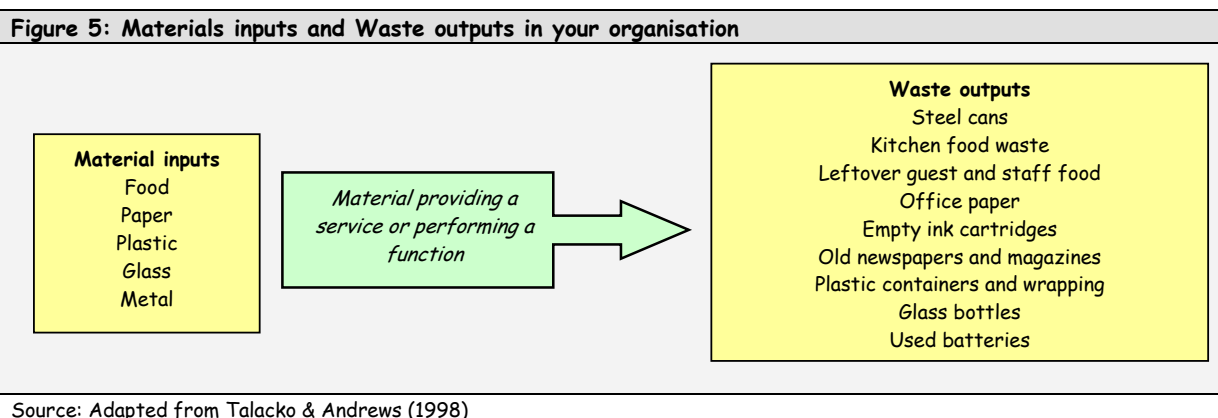

Box 76: The Zero Waste Plan[95]
The Zero Waste Plan was recently published by **Greenpeace (www.greenpeace.org.uk).** In 'Zero Waste' it is explained how to maximise recycling levels, change product design to eliminate waste and find innovative new uses for the rubbish we generate. It appears that Zero Waste is not only achievable but is already catching on in both multinational companies and cities around the world. Toyota says it is aiming for Zero Waste by 2003. The Australian capital Canberra has become the first city to adopt a Zero Waste target (for 2010) and has inspired Zero Waste movements in New Zealand and California. The Bath and North East Somerset Council is the first UK local authority to aim for Zero Waste. Volkswagen is now making doors out of biodegradable plant based plastics and Ford have been in discussion with suppliers over designing cars so that they can be disassembled and the parts used elsewhere at the end their working lives. In Asia, rice husks, which are incombustible, have been used as a replacement for polystyrene packaging for electrical goods and then after that as fireproof building materials. In the US rubber crumb from old tyres has been used as springy surfacing for basketball courts reducing player injury.

The management of materials and waste has critical implications with regard to nature conservation. By taking a precautionary approach to waste disposal it is possible to avoid problems that might arise in the future and would be more costly to remediate. In cases where there are shared resources, there must be a strategy for waste disposal applicable to all stakeholders. This includes mechanisms to reduce, re-use and recycle waste products and to create a system for monitoring waste production.

6.4.1 How much waste is produced by the enterprise?

To determine how much waste it is producing, the enterprise should consider all the different materials that come into its operations, and the types of waste materials that eventually leave the business site (as in Figure 5).

Figure 5: Materials inputs and Waste outputs in your organisation

Material inputs	*Material providing a service or performing a function*	**Waste outputs**
Food		Steel cans
Paper		Kitchen food waste
Plastic		Leftover guest and staff food
Glass		Office paper
Metal		Empty ink cartridges
		Old newspapers and magazines
		Plastic containers and wrapping
		Glass bottles
		Used batteries

Source: Adapted from Talacko & Andrews (1998)

More specifically, the amount of waste can be measured by:

- **Waste dumping bills** – If waste is taken to a municipal dump, the enterprise will be invoiced per kilogram or by volume. Record the waste costs and weights/volumes that are disposed of on each trip.

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[95] Murray, R. (2002) The Zero Waste Plan, Greenpeace Environmental Trust

- **Waste dumping trips** – Some enterprises in rural areas may transport waste to a dumpsite when the storage capacity on site is full. Record what volume of waste is taken on each trip, and when these dumping trips occur.
- **Bins** – Count the number of full waste bins over a period of time. This can include 'bins' of waste going for recycling, such as tin, paper and glass.

6.4.2 How to reduce waste volume and calculate financial savings

A Responsible Tourism enterprise can commit itself to reducing waste, in an attempt to reduce costs and also to contribute to environmental conservation. This means:

1. **Identifying and supporting** a member of staff to take responsibility for driving the enterprise waste management / waste reduction programme.
2. **Making a commitment** to reducing the amount of waste you produce, and encourage a staff member to take responsibility for driving an enterprise waste reduction, reuse and recycling scheme.
3. **Setting targets** for reducing the amount of waste produced
   - Set feasible targets for reducing the amount of waste produced (e.g. reduce by 5% each year).
   - **Monitor progress** towards target/s by measuring reductions in waste disposal bills or volumes/weights of waste produced. Showcase successes and financial savings to staff and guests.
   - **Monitor the relationship** between the number of tourists accommodated and the amount of waste produced by calculating a benchmark (e.g. 1 full bin per bed night / R50 dumping cost per bed night), and monitor how the figure changes.
   - **Relate waste disposal to occupancy levels**, to see how variations in guest numbers affect your waste management costs (e.g. 1 full bin per bed night when at 70% occupancy);
   - Set appropriate targets for recycling and reuse of waste produced per year (e.g. for paper (5%), plastics (5%), metal (5%) and glass (5%)). Report on progress towards targets over 3 years.

Box 77: Reduce, reuse, recycle[96]

Waste prevention (source reduction) involves consuming and throwing away less. Prevention includes the purchasing of durable, long lasting goods, and searching for products and packaging that are as free of toxins as possible. As waste reduction prevents the formation of waste in the first place, it is the most desired method of waste management that ensures long term protection of the environment.

Reusing items by repairing them, donating them to needy charities, or selling them forms an integral part of a waste management system and also helps to generate income for your business. Using products more than once helps to cut down on much unnecessary waste. Reusing, where possible, is preferable to recycling as the item involved does not need to be reprocessed before it can be used again.

Recycling converts materials that would otherwise become waste into valuable, usable resources, and generates a wealth of environmental, financial and social benefits. However, merely recycling your products is not the only way a business can help in the overall process of waste management. In order to make recycling economically feasible, the concept of 'buy recycled' must be emphasised. When recycled products are bought, an economic incentive to recyclable material to be collected, manufactured and marketed as new products is created. Buying products produced from recycled materials saves resources for future generations.

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[96] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

4. **Create a strategy** with an implementation plan to try and reduce the amount of waste produced in different areas of your enterprise and address the sources of materials that become waste. This strategy should embrace the principles of: **Reduce, reuse, recycle.** Some strategies to reduce waste produced include the following:

Kitchens

- Purchase fridges and freezers without CFCs (Chlorofluorocarbons) as these contribute to the depletion of the ozone layer.
- Dispose of old equipment containing CFCs at recycling plants.
- Order and prepare food in relation to guest and staff requirements to minimise waste as well as cooling and storage requirements.
- Purchase food from local suppliers who can deliver fresh produce often.
- Buy non-perishable goods in bulk – food that is ordered in bulk not only has less packaging, but will have be cheaper purchasing and delivery costs.
- Speak to food merchants about reducing the food packaging, and the potential for buying goods in returnable, reusable containers.
- Purchase re-usable containers to store food in (e.g. Tupperware) rather than foil or cling wrap. Try to find containers that are made from recycled material.
- Consider returning packaging waste to the supplier for them to dispose of it: Make YOUR waste THEIR problem.
- Avoid the use of disposable cutlery and crockery (e.g. plastic cups, paper plates, straws, paper napkins).
- Preferentially purchase goods without packaging, but remember hygiene and shelf life considerations.
- Have clearly labelled separate bins for different types of wet (food) waste, plastics, glass and tin waste – to help recycling.
- Create a worm farm (vermiculture) to make a useful soil conditioner for your garden from vegetable waste.
- Re-use recently cooked vegetables in stews and soups.
- Consider donating waste food to a local pig farmer – support local economic development!
- Cooking oil can be filtered and re-used to extend its life, while some contractors re-use it in animal feed or fertiliser.
- In wildlife areas, make sure that wildlife cannot access food and food waste – use mongoose/monkey/baboon/hyena proof bins, and keep kitchen doors closed!

Box 78: Worm farm provides food and solves waste problems[97]

In a wildlife sanctuary in Port Douglas, Australia, instead of sending waste to be land-filled, a large portion of food preparation scraps and animal food scraps, animal droppings and leaf litter were put into a worm farm. The worms eat the decomposing material and after several months, the worm castings can be used as a potting mix for seedlings planted in the sanctuary. The worms are fed to birds. The worm farm is considered easy to look after and does not produce an odour, despite being in the tropics. It also helps to reduce overheads by providing a supply of animal food, potting mix and reducing waste transportation costs.

Laundry & housekeeping

- Consider the use of re-fillable wall dispensers for biodegradable liquid soaps and moisturisers throughout the enterprise, rather than regularly providing new, individual soap tablets. This reduces costs and the amount of waste produced.

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[97] Talacko and Andrews (1998) Being green keeps you out of the red, Tourism Council Australia (www.tourism.org.au)

- Buy concentrated detergents in bulk – concentrated cleaning products ordered in bulk have less packaging, are cheaper to purchase when diluted properly and delivery costs will also be reduced.
- Purchase biodegradable products that have been shown to be 'environmentally friendly' (e.g. phosphate free, etc.). Suppliers should be able to produce a 'Material Safety Data' sheet if you want to be sure about the non-toxicity of their products.
- Buy products that can be used for a number of different cleaning tasks.

Office
- Circulate information verbally during meetings, electronically by email, and through central notice white-boards rather than paper memos for everyone.
- Proof-read documents on the computer before printing.
- Send faxes by modem rather than printing them first.
- Office paper can be re-used for scrap, and printing memos.
- Double-side your printing and photocopies, and reduce the size of copies.
- Re-use large envelopes by putting address labels on.
- Printer ink cartridges can be re-filled, and re-filled cartridges are cheaper than new ones.
- With marketing information, use a website and email to communicate.
- Produce multi purpose publications and avoid printing too many.
- Organise joint marketing campaigns.
- Purchase recycled, chlorine free paper, or paper from forests certified by the Forestry Stewardship Council (http://fscus.org/html/index.html)[98]. This helps to create a demand for them, and reduce their cost.

Box 79: Mondi (www.mondi.co.za)

This forestry company encourages small business entrepreneurs to start recyclable paper and board collection businesses. They offer advice, training, equipment and ongoing assistance. Mondi have worked with tourism enterprises to set up local recycling centre for paper (and similarly for metal, tins, cans, glass, and plastic). Waste from surrounding companies and villages may also be collected, packaged and sold.[99]

Outside the buildings – garden and wildlife areas
- Garden trimmings, lawn clippings and prunings are a resource, not waste. Tree branches can be chipped to create mulch for flowerbeds, which can help to reduce water losses from evaporation.
- A compost heap or worm farm can be used to create useful compost. This can include cardboard and animal manure.
- Bush cleared alien species can be used for firewood, or to make charcoal. Donate it to local communities.
- With tourist activities in natural areas, ensure that they 'pack it in and pack it out' and do not litter. Litter is not only aesthetically unpleasing and degrades the quality of future tourist's experience, but can be dangerous for wildlife if eaten or caught in it (e.g. fishing line and plastic bags are good examples).

Workshop
- Ensure that waste oil is returned to your nearest supplier.
- Avoid contamination of the soil with oil and petrol by placing sawdust, or an equivalent, over the non-absorbent floor in the workshop and maintenance area, and dispose of it in an environmentally friendly manner.

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[98] Forestry South Africa also has information about the Forestry Stewardship Council on
http://www.forestrysa.co.za/forestry.nsf/links/74FC94244159E21542256A7C0033083D?opendocument
[99] Spenceley, A., Goodwin, H., Maynard, W. (2002) Commercialisation of South African National Parks and the National Responsible Tourism Guidelines, Report to DfID/SANParks, April 2002

> **Box 80: Low volumes of oil and diesel spill**
> Spills can be remediated of by placing contaminated soil in shallow 50 cm pits filled with contaminated soil and temperature raised by covering with black plastic. Remediation period takes 2-5 months.

5. Educate staff and motivate tourists to reduce waste
- Give visitors information before they arrive on the types of things they need to bring, and what can be disposed of on site – educate clients before they arrive.
- Advise tourists not to litter and instead adopt a 'pack it in, pack it out' policy – especially in conservation areas.

There are a number of mechanisms for disposing of waste if there are no options for re-use or recycling. These include recycling, incineration and landfill.

6. Set up a recycling system: After reducing and re-using waste, recycling is the most responsible waste disposal option. Urban areas often have recycling centres, where tin cans, glass bottles, and paper can be taken for recycling.

> **Box 81: Process to establish a recycling scheme[100]**
> **a) Estimate the quantity of recyclable material your enterprise generates**
> How much recyclable material (e.g. tin, paper, card, glass, and plastic) do you produce? Calculate this in volume or weight (e.g. m^3 or kg)
> **b) Establish the scope of recycling collection facilities available in your area**
> In remote areas, the transportation of sorted recyclable material for reprocessing can make a significant difference as to whether it is a viable activity or not. Find out what contractors work in your area in the yellow pages, or by contacting the local council. If you find a contractor, ask them:
> - What the minimum quantity required for collection is.
> - What materials they will collect, and how they should be sorted (e.g. should card and paper be separated?) In South Africa it is often difficult to find contractors who will recycle plastics.
> - What is the cost of collection, or the pay received for recyclable waste?
> - Does the contractor provide collection containers, such as crates?
> - How often do they collect waste?
>
> If you do not produce enough waste to justify their collection, consider working with other businesses in the area to pool waste. Work out how much money you will save through reduced transportation and landfill costs if the recycling scheme is set up.
> **c) Locate a storage area for sorted material prior to collection**
> The volume of waste produced, and the frequency of collection will determine the size of this storage area. Ensure that it is secure from wildlife.
> **d) Plan the placement of containers to minimise the effort of separation**
> Ensure that there are clearly labelled separate bins available for organic waste, paper, plastic, glass and tin where waste is generated. This is especially important in the kitchen where much waste is generated.
> **e) Ensure containers are appropriately sized for planned collection frequency**
> Do this by looking at the volumes of waste you predict you will produce.
> Use the 'recycle' symbol (right). If you have multinational visitors, use Multilanguage signals.
> **f) Implement an ongoing communication program**
> Consider engaging an enthusiastic member of staff to be responsible for the program.
> They should work to educate staff and guests, identify problems, and also
> provide feedback on performance.

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[100] Adapted from Talacko and Andrews (1998) Being green keeps you out of the red, Tourism Council Australia (www.tourism.org.au)

It is even possible to make crafts out of re-used tin or plastic waste that are appealing to tourists, and can be sold. You can make money from re-using waste! Key elements of successful recycling schemes are[101]:

- Sorting waste at the source, which saves time and effort.
- Ongoing effective education and communication.
- Commitment by enthusiastic staff.

6.4.3 What are the most responsible ways of disposing of waste?

After working to reduce, reuse and recycle waste, and doing as much as possible to get to a 'zero waste' level, even the most "responsible tourism" operation is still likely to produce some waste in the near future. So, what are the most responsible ways of disposing of it?

Temporary solid waste handing facilities should be appropriately designed, so that they have roofs (to prevent rainfall and contamination of water); a concrete floor (to prevent soil and groundwater contamination); fencing/doors (to prevent problem animal access); and appropriate run-off diversion and/or collection.[102]

Box 82: Facts about recycling[103]

For every ton of paper recycled, 17 trees are saved, with 40% less energy and 30% less water being required. Every ton of glass recycled saves 1.2 tons of raw materials and 114 litres of oil energy. To produce iron from ferrous scrap requires 74% less energy than to produce it from iron ore.

Viability of recycling in different areas

- **Jackalberry Lodge** in the Thornybush Game Reserve (www.thornybush.co.za) operates a waste sorting and recycling system. A local community member comes to the lodge to collect glass and tin periodically, and therefore the lodge management incur no cost for the waste transportation[104].
- **KZN Wildlife** (www.kznwildlife.com) **in Sodwana Bay** operated a waste sorting and recycling system a couple of years ago, but had to stop the system because of associated costs. They had to transport separated waste over 150 km away, and did not receive enough money for it to cover fuel costs. However, they would be willing to reinstate the system if a more local depot was set up[105].

Land filling

South Africa's abundant land resource makes land filling more feasible than incineration.[106] However, as noted at the beginning of this section (and see Box 83), land filling has associated environmentally negative impacts associated with leachate and gases produced. To minimise these impacts, ensure that landfill sites are:

- Situated at least 30 m from surface water sources (e.g. lakes and rivers);
- Located at least 10 m above the water table;

[101] Adapted from Talacko and Andrews (1998) Being green keeps you out of the red, Tourism Council Australia (www.tourism.org.au)

[102] Pers. Comm. Brent Corcoran, KZN Wildlife

[103] Qualitour (2001) Heritage Environmental Rating programme, www.qualitour.co.za

[104] Relly, P. with Koch, E. (2002) Case study assessment Jackalberry Lodge – Thornybush Game Reserve, National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, March 2002

[105] Spenceley, A., Roberts, S. and Myeni, C. M. (2002) Case Study Assessment of Coral Divers, South Africa, National Responsible Tourism Guidelines for the South African Tourism Sector, Application of the Guidelines to the Nature-based tourism sector, Report to DFID/DEAT, February 2002

[106] Mallinicks (1999) Towards Integrated Solid Waste Management Plan, Cape Metropolitan Council, Cape Town South Africa.

- Effectively lined to ensure that leachate does not escape from the landfill site to contaminate soil and groundwater;
- Monitored regularly for emissions, to address build up of flammable and/or toxic gases produced as organic waste breaks down;
- Burned off of methane gas to reduce the likelihood of explosion;
- Enclosed or otherwise constructed to minimise access to waste site by scavengers.

Box 83: The problem with landfills[107]
Landfills are a significant source of highly toxic carcinogenic dioxins, principally through air dispersion and the impact of landfill fires. A study of 9565 landfills in the UK found that the risk of birth defects increased by 1% for those living within 2 km of a landfill, and by 7% for people living near special waste sites. Landfills in Europe account for almost a third of all methane produced in the Economic Union (a greenhouse gas), and they carry with them the danger of contamination and explosion.

Incineration
Incineration is globally becoming recognised as a less desirable option for disposing of waste (see Box 84). However, where incineration is necessary, there are ways to ensure it is done responsibly:
- Construction must be designed to ensure the temperature of the waste burned is hot enough to maximise the level of combustion, and reduce the amount of ash produced;
- Filters should be used to trap poisonous fumes from entering the atmosphere, and regularly replaced. This is particularly important when plastics are disposed of as they can produce highly toxic emissions.

Box 84: The problem with incineration[108]
It is one of the fundamental principles of science that matter can never be destroyed; it can only ever be transformed. Incinerators do not destroy waste. They simply turn it into ash, gases and particulate matter. Our rubbish still exists. We may see less of it. But we're breathing it in instead. Significantly, incinerators are a prime source of nitrous oxide, dioxins and furans, and also of volatile metals such as mercury, cadmium and lead.

Box 85: Publications and relevant websites (waste management)
Greenpeace (www.greenpeace.org.uk) has information about the environmental impacts of incineration, and also the Zero Waste Plan.
Fairest Cape waste information and a to z directory of recycling contacts (www.fairestcape.co.za)
Rose Foundation Oil Recycling (www.rosefoundation.org.za)

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[107] Murray, R. (2002) Zero Waste, Greenpeace Environmental Trust (Edited 14 May 2002)
www.greenpeace.org.uk/contentlookup.cfm?ucidparam=20010518112916&CFID=85690&CFTOKEN=30291331
[108] Source: Murray, R. (2002) Zero Waste, Greenpeace Environmental Trust (Edited 14 May 2002)
www.greenpeace.org.uk/contentlookup.cfm?ucidparam=20010518112916&CFID=85690&CFTOKEN=30291331

7. CONCLUSION

This manual has attempted to provide users with practical and easy to use information, including the following:

- Information about "responsible tourism";
- Illustrations of how "responsible tourism" can be used by businesses for commercial benefit through reduced operational costs and market advantage;
- Guidance on how to select enterprise and association specific guidelines from the list of national responsible tourism guidelines (see Appendix 1);
- Examples of national and international best practice in economic, social and environmentally "responsible tourism";
- Usable frameworks to guide enterprises in monitoring and reporting on their progress towards the "responsible tourism" guidelines;
- Links to sources of information and institutions that can assist enterprises in working towards "responsible tourism".

For more information or any enquiries regarding "responsible tourism", please contact the South African Department of Environmental Affairs and Tourism (www.deat.gov.za/ jkotze@deat.gov.za/ Fax: 012 320-4740) and information sources provided in Appendix 5.

It is hoped that tourism enterprises and associations will use the information provided in this manual as a basis for operating responsibly. Responsible operations will also facilitate the evolution of this working manual by providing up to date information on additional examples of best practice from South Africa, new techniques, processes and tools that facilitate progress and practical aspects of implementation, monitoring and reporting.

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** UNEP's role in the production of the report has been that of a facilitator and coordinator, while the mentioned industry trade associations are the actual authors of the report. Therefore, the views expressed in the report remain those of the authors and do not necessarily reflect the views of UNEP.

Appendix 1

DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM

DEPARTEMENT VAN OMGEWINGSAKE EN TOERISME

Dear Responsible Tourism Stakeholder,

GUIDELINES FOR RESPONSIBLE TOURISM DEVELOPMENT

The responsible tourism guidelines were designed during 2001 to provide national guidance and indicators to enable the tourism sector to demonstrate progress towards the principles of responsible tourism embodied in the 1996 White Paper on the "Development and Promotion of Tourism in South Africa." The initiative of this department to draft responsible tourism development guidelines with technical assistance from the British Department for International Development has capitalised on the wealth of South African expertise in tourism development through consultation with a wide range of tourism stakeholders, to draft economic, social and environmental guidelines.

Responsible tourism is about enabling local communities to enjoy a better quality of life, through increased socio-economic benefits and an improved environment. It is also about providing better holiday experiences for guests and good business opportunities for tourism enterprises.

Around the world, tourism destinations are facing increasing pressures on their natural, cultural and socio-economic environments. Uncontrolled tourism growth, often based on short-term priorities, invariably results in unacceptable impacts that harm society and the environment. This is not acceptable in South Africa. In 1996 the White Paper on Development & Promotion of Tourism in South Africa was produced with the following **vision:**

"…to develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will contribute significantly to the improvement of the quality of life of every South Africa. As a lead sector within the national economic strategy, a globally competitive tourism sector will be a major force in the reconstruction and development efforts of the government."

"Responsible tourism" is the key guiding principle for tourism development in South Africa. As was agreed in the 1996 White Paper, "*Responsible tourism is not a luxury for South Africa. It is an absolute necessity if South Africa is to emerge as a successful international competitor*". The White Paper committed us to pursuing a policy of **Responsible Tourism.** Government, the private sector and communities are working together to practice tourism responsibly. The "responsible tourism guidelines" identify specific ways in which these commitments

can be realised. Each enterprise and association is expected to develop its own agenda for action – prioritising those issues where the particular business or group of businesses can make a significant impact by improving its product, the destination, or the livelihoods and quality of life of local people.

We recognise that a profitable tourism sector is essential to the sustainability of the sector and to the private sector's ability to spread benefits. Everyone in the sector can do something more to make their product more responsible and we want to maintain our position as leaders in this area. International trends in the market have moved further towards our responsible tourism agenda since 1996 when the policy was adopted. Our decision to adopt a responsible tourism approach was farsighted five years ago and today it offers competitive advantage and a fresh approach.

Government and the private sector are committed to work in partnership with the people of South Africa to develop and market tourism experiences that demonstrate our social, economic, environmental, technical, institutional and financial responsibility. We are working together to develop domestic and international tourism, which contributes equitably to the economic and social development of all South Africans, which offers domestic and international visitors a quality experience, and which is environmentally sustainable. These generic national guidelines provide a framework within which responsible tourism is defined in South Africa and within which benchmark standards can be set for accommodation, transport, cultural and natural heritage and for operators and marketing associations. This approach is necessary to ensure that the tourism sector in South Africa keeps pace

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with international and national trends towards responsible business practice – a trend that is increasingly evident in our international originating markets and within our domestic market.

Who should use these guidelines?

It is for marketing, trade and professional associations and geographically based groups (e.g. the Wild Coast) to use the guidelines as a basis to develop codes of conduct and codes of best practise and to achieve "responsible tourism". The codes will form commitments for association members, which the associations will themselves monitor, and report annually on progress. Provincial Authorities, Metropolitan Councils, banks (like the Development Bank of Southern Africa) and conservation authorities may also choose to develop codes.

Associations and enterprises will establish different strategies for achieving responsibility and develop priorities that enable them to maximise their commercial advantage from responsible business practise. The national generic guidelines offer a very substantial range of choices to entrepreneurs about how to make their businesses more responsible.

- We do not expect anyone to use all of the guidelines. We advise that enterprises select those that are most appropriate to their business, destination or sector. Companies may also wish to commit to additional objectives that are appropriate to their sector or enterprise.
- Positively look for commercial advantage in selecting economic, social and environment initiatives that demonstrate commitment within the specific markets operated in.
- Use the monitoring and verification mechanisms outlined in the Responsible Tourism Manual for South

Africa to report successes and to showcase these to local communities and to clients, both in South Africa and abroad.

How to use the guidelines

1. Enterprises are expected to adopt responsible tourism policies and to demonstrate their development of responsible tourism products and services in the international and domestic marketplaces.
2. Trade associations and groups of enterprises sharing destinations or particular habitats are expected to develop codes of conduct or codes of practise and to "police" members as they do now for quality. "Responsible tourism" is an important dimension of quality.
3. Compliance with all relevant national legislation and regulations and the principle that the "polluter pays" is assumed. Responsibility, and the market advantage that goes with it, is about doing more than the minimum.
4. In each of the "triple bottom line" categories of Rio – economic, social and environmental - we have produced national generic guidelines suggesting initiatives that the tourism should take.

Further information

To see examples of how UK tour operators are marketing responsible tourism products go to www.responsibletravel.com
For information on market trends and tour operator initiatives go to www.theinternationalcentreforresponsibletourism.org

The Guidelines

The three inter-related sets of guiding principles, objectives and indicators that constitute the guidelines, are organised around the "triple bottom

line" of social, economic and environmental responsibility. The selection of specific objectives, indicators and targets from this "menu of opportunities" will be determined by tourism associations and enterprises themselves, within the context of sub-sector guidelines which will fit within this national framework.

Sub-sector and enterprise guidelines need not be more than two sides of A4 and they should contain roughly equal proportions of economic, social and environmental objectives and targets. Targets should be realistic (requiring achievable significant change) and fit within the national framework to enable this department to report annually on progress towards achieving the national targets.

Market Credibility

However, the credibility of this national strategy will require transparency, the clear communication of particular responsible tourism objectives, and verifiable evidence of success in achieving targets. Responsible marketing is fundamental to the approach. One of the purposes of the guidelines is to avoid unsubstantiated claims of responsibility, of the sort that undermined the concept of ecotourism in the originating markets. They also aim to ensure a transparent framework within which trade buyers and tourists can judge the competing claims of enterprises and associations in the market place. As the operators in the originating markets adopt strong responsible tourism strategies they will need to be able to rely on the credibility of claims made in the destinations by enterprises, communities and government. Enterprises and associations must avoid raising expectations that cannot be realised.

Individual enterprises will need to develop their own policies and make commitments within this national and sub-sectoral framework and report on progress. This is a market led initiative, and enterprises will want to seek to maximise their advantage through non-price competition, creating enterprise level policies which fulfil the requirements of any association of which the enterprise is a member and to develop Unique Selling Propositions (USP) to attract tourists and tour operators.

The guidelines contain an enabling framework within which people engaged in the travel and tourism industry can make a difference. Entrepreneurs in the industry can grow their businesses, while providing social and economic benefits to local communities and respecting the environment, creating better places for locals and tourists alike.

- Choose your criteria from the menu
- Identify standards and targets appropriate to your business (e.g. "local" can only be defined by those involved)
- Report progress in a transparent way which can be verified by the trade association
- Use responsible tourism as part of your marketing strategy

A great deal of enthusiasm has been generated by the consultation process that has led to the production of the guidelines – we hope that you will join with us in making South Africa the world's No 1 Responsible Tourism Destination.

Responsible tourism greetings

Dr D J Kotzé
PROJECT LEADER - DATE: 20 March 2002

National Responsible Tourism Guidelines for South Africa

13 May 2002

1.0 Guiding Principles for Economic Responsibility

Tourism still plays a relatively small role in the South African economy and it has a long way to go if it is to fulfil its potential to significantly contribute to national income. Traditionally the main focus of governments has been on the growth in international arrivals and total foreign exchange earnings, and is now than on fostering entrepreneurial opportunities for the historically disadvantaged, poverty relief, employment and local economic development. Both domestic and international tourism can create employment; it is a relatively labour intensive industry and it employs a multiplicity of skills from accountants and hairdressers to tour guides and trackers. Tourism can provide very good skills development opportunities for local communities.

The White Paper concluded in 1996 that tourism development in South Africa had largely been a missed opportunity; and that the focus on a narrow market has reduced the potential of the industry to spawn entrepreneurship and to create new services, like local entertainment and handicrafts, and to drive local economic development. In fact formal tourism sector provides major opportunities for the informal sector. Tourists travel to the 'supply point' to consume the product; they travel to the destination to enjoy their holiday. Tourism is a "final good", all

the final touches have to be provided in South Africa and so the value is captured here. The value of a taxi ride from the airport, wildlife viewing and restaurant meals all accrue to the local economy – the challenge is to maximise it by reducing leakages and developing the multiplier effect. Tourist enterprises attract domestic and international tourists and create opportunities for small entrepreneurs and economic linkages, for example agriculture, hunting, handicraft production and a wide range of service providers which tourists are likely to consume in the destination.

South Africa is now beginning to work on maximising the local economic benefits which tourism can bring to an area. There is much to be gained from creating a more diversified tourism product and marketing a wider range of experiences, activities and services to tourists. Established enterprises can gain by encouraging and assisting the development of complementary product – the larger and more diversified the local tourism base, the more successful enterprises in the area will be. The White Paper identified a wide range of opportunities for historically disadvantaged groups ranging from small guesthouses, shebeens and restaurants with local cuisine, through community tour guiding, music, dance and story-telling, arts and crafts, traditional hunting and medicine to laundry, gardening and speciality agriculture. Tourism provides particular opportunities for local economic development in rural areas where it can provide people with an alternative to moving to urban areas. Tourism must be market related. If community based and other tourism development processes are not planned, implemented and managed according to market demands then far too many South Africans, especially the poor, are facing not merely "missed" opportunities, but the hard realities

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of failed or under performing products to which tourists simply do not come. The African cultural tourism experience needs to be woven into the fabric of the mainstream South African tourism product.

Domestic tourism plays an important part in the South African tourism sector and it is expected to continue to grow, as historically disadvantaged people become tourists and travellers themselves. Whether the tourists are domestic or international, their expenditure in local communities contributes to the economic development of the area. The greater the proportion of total tourism spending that stays in the local area, the stronger and more diverse the local economic base. The multiplier effect is greatest where the local linkages are strongest – the imperative is clear, source the inputs for all tourism enterprises as locally as possible in order to maximise local economic benefit and to assist in diversifying the local economy. Reducing economic leakages from the local area and increasing linkages will bring significant local economic development and assist in local economic diversification. Similarly the development of complementary product will strengthen the local economy and local enterprises, groups of established enterprises working together can make a significant difference. Strong economic linkages at the local level were identified in the White Paper as a critical success factor in the local economy.

There is an increasing aspiration for Fair Trade in Tourism in several of the international originating markets; part of a trend towards increasing demand for equitably traded products. Increasing numbers of consumers are purchasing products that demonstrably benefit local communities more fairly than competitor products. The IUCN South Africa Fair Trade in Tourism marketing initiative has identified a set of principles that embody a strong commitment to responsible tourism. It is a good example of a responsible tourism marketing association with a vision of just, participatory and ethical tourism that provides meaningful benefits to hosts and visitors alike. The principles of Fair Trade should be part of the culture of responsible tourism.

1.1 Economic Objectives and Indicators

1.1.1 Assess economic impacts as a pre-requisite to developing tourism

a. Extend the season of enterprises by developing new products to create better employment conditions and to provide a stronger base for local economic development. Monitor occupancies or seasonality of employment over the year to show progress in extending the season.
b. The historically disadvantaged are a significant emerging domestic tourism market. Identify and encourage commercial responses to this opportunity.
c. Recognise that our cultural heritage should not only be assessed in economic terms, and that tourism can create revenue from cultural heritage, traditional ways of life and wildlife and habitats.
d. Encourage business relationships between foreign entrepreneurs and local and emerging entrepreneurs.
e. Always consider the opportunity costs of tourism for local communities and their livelihoods, and be prepared to accept that there may be more appropriate economic opportunities for the area. Maintain and encourage economic diversity, avoid over-dependency on tourism.
f. Plan initiatives and investment to contribute to the broader local economic development strategy (for example, Integrated Development Plans (IDP's) for the area).
g. Planning authorities need to consider how they can intervene to avoid tourism developments where they may cause adverse effects such as local land price inflation, loss of access to resources or undermining sustainable livelihoods.
h. Exercise a preference for business and land tenure arrangements that directly benefit local communities and/or conservation.
i. Conduct market and financial feasibility assessments before raising expectations and exposing the community or local entrepreneurs to risk.

1.1.2 Maximising local economic benefits – increasing linkages and reducing leakages

a. Encourage all establishments to upgrade their standards of service, particularly small, medium and micro enterprises and emerging entrepreneurs and to maximise their revenue earning potential by adding value.
b. Encourage the informal sector to become part of the formal sector.
c. Buy locally made goods and use locally provided services from locally owned businesses wherever quality, quantity, and consistency permits. Monitor the proportion of goods and services the enterprise sourced from businesses with 50 km and set 20% target for improvement over three years.

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d. Help local communities or emergent entrepreneurs to develop their product so that it can be more easily used by others and marketed to tourists.

e. Co-operate with other formal sector businesses to maximise benefits for local community enterprises – for example, a community laundry or tailoring business may only be viable if a group of enterprises commit to source supplies there. Showcase the initiative and be explicit about whether community projects are funded by tourism revenue to the enterprise, donations from tourists or tour operators, or funds from donor aid agencies.

f. Give customers the opportunity to purchase locally produced crafts and curios, set targets to increase the proportion of sales of goods sourced within 20 km of the enterprise. Assist local craft workers to develop new products to meet market demand as evidenced in the enterprise.

1.1.3 Ensure communities are involved in and benefit from tourism

a. Government and established businesses need to redress previous imbalances, and to enable the historically disadvantaged to engage in the tourism sector. For example they should source 15% of services and 15% of products, increasing by 5% per year, for 3 years, from historically disadvantaged groups, and/or individuals, and report on purchasing activities.

b. Work closely with local communities, small, medium and micro-enterprises and emerging entrepreneurs to develop new products that provide complementary products for formal sector tourism enterprises.

c. Develop partnerships and joint ventures in which communities have a significant stake, and with appropriate capacity building, a substantial role in management. Communal land ownership can provide equity in enterprises.

d. Identify projects that the enterprise can support that will benefit the poor. Identify at least one project.

e. Assist the development of local communities and emergent entrepreneurs with visitor feedback on their products.

f. Consider guaranteeing loans for promising projects in communities or with emerging entrepreneurs and providing marketing, training and managerial support.

g. Foster the development of community based tourism products by providing marketing and mentoring support.

h. Encourage visitors to spend more money in the local economy, and to visit local bars and restaurants and participate in tours to local areas, bringing business to local communities. Where appropriate treat this as part of the business of the enterprise and charge a booking fee or commission, or sell craft and local food products through the mainstream enterprise.

i. Encourage tour operators be more innovative in their itineraries, by for example including shebeens, local museums, arts and craft shops and local ethnic restaurants in their tour itineraries, and by doing so encourage visitor spend.

j. Consider using local entrepreneurs (particularly emerging and historically disadvantaged entrepreneurs), experienced consultants and non-governmental orga-nisations in developing community initiatives.

k. Be transparent when reporting community benefits distinguish between

- Benefits to employees
- Benefits to emerging or community based entrepreneurs
- Community benefits, for example leasehold payments, that go to community projects (grinding mills or school books) or are distributed as household income in the local area.

Consider establishing targets to monitor progress in achieving objectives.

1.1.4 Marketing & Product Development

a. Lack of market access is a major constraint on the growth of new enterprises. Enterprises should provide information about local services and attractions provided in local communities, and encourage their clients (individuals and operators) to use them.

b. Consider co-operative advertising, marketing and the promotion of new and emerging products and attractions.

c. Ensure that the visual way in which the product is presented includes local cultural elements and emphasises the richness of the local complementary product.

d. Consider developing and marketing fairly traded tourism products.

e. Foster the development of access opportunities for all visitors and potential visitors, regardless of physical, or mental

conditions of the visitor. Public authorities and enterprises need to understand and embrace financial incentives that enhanced accessibility will create, and the positive image such 'access to all' will provide.

1.1.5 Equitable Business

a. Enterprises should pay fair prices for local services purchased or packaged as part of mainstream itineraries. Beware of abusing market power and imposing unfair commissions or pushing down prices inequitably

b. Develop transparent systems of sharing the benefits of tourism through equitable contracts. (e.g. This can be applied through tendering processes.)

c. When entering into agreements with local communities or emerging entrepreneurs ensure that the risk is equitably shared.

d. Recruit and employ staff in an equitable and transparent manner and maximise the proportion of staff employed from the local community. Set targets for increasing the proportion of staff and/or of the enterprise wage bill going to communities within 20 km of the enterprise.

e. Develop a community labour agreement with targets for employment and for progression. Recognise that the enterprise can play a significant role in increasing the skills and capacity of the local community and that the enterprise benefits from that.

f. Go beyond the bare minimum wage rate and invest in local staff – quality is dependent upon well-motivated staff.

2.0   Guiding Principles for Social Responsibility

Batho Pele: Putting People First – One and all should get their fair share

Tourism and the travel sector "is essentially the renting out for short term lets, of other people's environments, whether that is a coastline, a city, a mountain range or a rainforest." Tourism is dependent upon the social, cultural and natural environment within which it occurs, and its success is dependent upon the environment that it operates within. Good relationships with neighbours and with the historically disadvantaged make good business sense. These relationships need to be based on trust, empowerment, co-operation and partnerships. Too few of the benefits from tourism currently accrue to local communities whose environment is visited.

As was pointed out in the White Paper, the majority of South Africans have never been meaningfully exposed to the tourism sector. In the new South Africa, the government's objective is to ensure that all citizens have equal access to tourism services as consumers and providers. Enterprises and communities need to identify ways in which they can provide a range of tourism experiences sufficiently wide to be accessible to the average South African. Programmes are being established to allow South Africans, and particularly front line tourism employees, to become "tourists at home". To this end, the notion of *Batho Pele* is a guiding principle.

The opportunity costs of the creation of national parks and subsequent reduced access to natural and cultural resources was often borne by local disadvantaged communities in the past. Such communities did not perceive or receive any significant direct benefits from the change in land use from conservation and tourism. Communities must be empowered to take part in the management of areas so that they can have a say in the distribution of the benefits and the sustainable use of their environment. Efforts are not being made to enable local communities to experience wildlife in the parks.

One of the key challenges for business, local government and educators is to develop knowledge amongst the historically disadvantaged regarding what tourism is and how it can benefit local communities. In the 1996 White Paper the involvement of local communities and historically disadvantaged groups was identified as a critical success factor. Communities need to be involved in the planning, decision-making and the development of tourism; and in all operational aspects of the industry as tourists, employees and entrepreneurs. Social exclusion has contributed to the historically narrow, myopic focus of the industry in South Africa. Responsible tourism is about enabling and encouraging historically disadvantaged local communities to access lucrative tourism markets. This is to overcome the problem of visitors being kept within the hotels and resorts and only venturing out to 'sanitised' places of interest. For example local shebeens and craft vendors rarely see a tourist.

One of the key challenges for the formal sector is to develop ways of engaging with community entrepreneurs and community groups to develop new products and diversify the industry. The success of township tours is one example of the product development opportunities that exist in the new South Africa. Much more effort needs to be made to improve the linkages between the formal and informal

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sectors of the tourism sector. The exclusion of the historically disadvantaged has contributed towards poverty and crime – the 'township tours' demonstrate that where local guides act as hosts, and where there are clear benefits both to communities and to historically disadvantaged entrepreneurs, tourists can have a good experience and be assured of their safety. In 1995, involving local communities in tourism, creating employment and training and awareness programmes were identified as solutions to the problem of security for tourists. There is much still to be done and this is a core challenge for responsible tourism. National priorities for action are described within 2.1: Social objectives and indicators.

The meaningful involvement of historically disadvantaged communities as employees and as entrepreneurs in South Africa is a priority. This requires both market access and capacity building. Training at all levels is essential to the development of a more inclusive industry, able to demonstrate its social responsibility and to develop new products which meet the cultural and "meet the people" interests of tourists. The development and delivery of new quality products for the changing market place is of central importance to enable the historically disadvantaged to become part of mainstream tourism. It is also required for social justice and the avoidance of exploitation of local cultures and community groups. The value of the culture of historically disadvantaged people needs to be recognised and new tourism products developed. Their awareness of the opportunities in tourism needs to be a key element in training and education, and it is important that these opportunities are presented in a realistic commercial framework.

2.1   Social Objectives and Indicators

2.1.1   Involve the local community in planning and decision-making

a. Understand the historical, political and cultural context of local and host communities, and historical relationships with tourism development and protected areas.
b. Creating opportunities and eliminating barriers to access mainstream tourism markets for local communities, historically disadvantaged people and individuals.
c. Understand the local, safety and security, infrastructural, resource, educational, poverty, disability and health constraints (e.g. HIV/AIDS), when designing, operating and marketing tourism.
d. Encourage proactive participation and involvement by all stakeholders - including the private sector, government at all levels, labour, local communities (their leaders and structures) - at all stages of the tourism life cycle.
e. Encourage formal and informal sector enterprises to develop effective structures, or join existing bodies, for marketing and tourism development. Create the environment to do so by providing resources, technical and management capacity.
f. Encourage successful entrepreneurs, particularly those from the emerging tourism fraternity, to mentor others.
g. Planning authorities should work to include stakeholders as part of a decision-making process at the destination level, to determine what constitutes sustainable levels of

tourism in the social, natural, and economic context.
h. Programmes of education within school curriculums and public awareness within communities, are needed regarding the potential positive and negative aspects of tourism.
i. Post employment education and training programmes within the framework of the Skills Development Act and South African Qualifications Authority (SAQA) are required to educate employees regarding the potential pros and cons of tourism and comparative costs and benefits of alternative enterprises in order to aid decision making.
j. Involve the local communities in growing the local tourism business by using existing facilities and by developing new activities and attractions. Individual enterprises and groups of enterprises need to develop complementary products. (Report number of new activities/ attractions; number of visitors).
k. Empower communities to market their cultural traditions and products as assets and enhance their economic opportunities.
l. Interpretation material and visitor information centres should be developed in consultation with local communities.
m. Integrate community development goals as identified in the Integrated Development Plan (and similar processes) into the enterprise's social and sustainability mission and objectives.

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2.1.2 Assess social impacts as a prerequisite to developing tourism

a. Identify and monitor potential adverse social impacts of tourism and minimise them in the short and the long term and ensure that communities actively participate in the monitoring.

b. Larger enterprises should appoint a member of staff to take responsibility for developing better local relationships and partnerships. Implement social audits of tourism projects. These can be conducted in an inexpensive, rapid and participatory way.

c. Consider schemes to encourage local co-operation and civic pride like an "adopt a school" initiative or 'adopt a street', or other local area near the enterprise. Work with local government and the local community to identify priority sites, and make them safe and attractive for tourists.

d. Enterprises should develop strategies to promote equality in terms of gender, ethnicity, age, and disability, and report progress on implementation.

2.1.3 Maintain and encourage social and cultural diversity

a. Develop tourism with dignity, respect and nurture local cultures (including religion), so that they enrich the tourism experience and build pride and confidence among local communities.

b. Use tourism as a catalyst for human development, focussing on gender equality, career development and the implementation of national labour standards. (Report on gender equality and career development)

c. Tourism development should not compromise respect for social and cultural and religious rights, or the essential human rights of people to food, a safe and clean environment, work, health, and education.

d. Support the development of sustainable local handicraft enterprise by assisting with improvement of design, marketing, production and packaging skills for craft workers in relation to market demand. Consider specifically what can be done to enhance the skills and earnings of women, particularly in rural areas.

e. Support visits by local school children to tourism sites that promote and display their heritage.

f. Consider what contributions the enterprise can make to scholarships, local youth sports teams and other community causes. Monitor and report increasing contributions with respect to the number of projects and level of investment.

g. Showcase local cultural artefacts in your enterprise and encourage the development and sale of traditional cultural products, crafts and folklore. Aim for 25% items for sale at enterprise from within 50 km, with tours offered to local markets, and try to increase these by 25% over 3 years. Provide customer feedback in order to raise standards.

h. Be wary of the dangers of commodification, and encourage craft and other cultural workers to maintain the authenticity and cultural values of their products. Encourage craft workers to explain the cultural values and history of their crafts.

i. Give enterprises a local flavour by serving local dishes and source soft furnishings, arts and crafts locally. Monitor the proportion of local dishes on menu; and the proportion of furnishings & crafts locally made, and aim to increase these proportions by 25% over 3 years. Visitors expect to find at least one local dish their menus.

j. Identify cultural heritage resources in the local area and where there is sufficient demand from tourists and work with the local community to develop them as sustainable tourism attractions. Consider mission settlements, sites of slave occupation, festivals, struggle related monuments and places, rock art sites, cultural monuments, food, drink, arts and crafts, music, dance and storytelling.

k. Encourage tourists to show respect by learning a few words of the local language, (and to use them when talking to local people!) and to learn about the host culture and traditions.

l. Share enterprise level knowledge regarding informal sector tourism skills and products. Draw the attention of ground handlers, the media and tour operators to complementary product opportunities in the local community.

2.1.4 Be sensitive to the host culture

a. Respect, invest in and develop local cultures and protect them from over-commercialisation and over-exploitation.

Encourage workers and staff to observe their religious and cultural practises.

b. Respect indigenous intellectual property, especially when setting up contractual arrangements for the use of indigenous knowledge.

c. Use local guides, and encourage them to continually improve their quality, to ensure that the community speaks for itself and to increase the revenues going into the local community (by higher fees for quality tours). Monitor and report this economic contribution to the community and set targets to increase it annually.

d. Develop a local social contract for interactions and behaviour between the local community and tourists (including responsible bargaining), developed with the participation and contributions from the community, and display it prominently for visitors and publicly within the community.

e. Create opportunities for visitors to interact with locals in an unstructured, spontaneous manner (e.g. through sporting activities, visits to local schools, shebeens, taverns, restaurants in townships).

f. In accordance with the Batho Pele principle, provide visitors with inclusive, honest and reliable information about history and contemporary life in South Africa, local tourism attractions and facilities.

g. Promote a sound, proud, service ethic among all participants in the tourism sector.

h. Promote and ensure the respect and dignity of people in the development, marketing and promotion of tourism.

i. Ensure that tourism does not undermine the resource rights, traditional knowledge and skills of local communities.

j. Negative social and cultural impacts associated with tourism, such as increased crime, drug and alcohol abuse, prostitution, and crime should be monitored and be proactively addressed in cooperation with the community.

k. Educate tourists regarding local culture and where necessary make them aware of how they should behave to respect it.

l. The exploitation of human beings in any form, particularly sexual and when applied to women and children, should be energetically combated with the co-operation of all concerned.

3.0 Guiding Principles for Environmental Responsibility

Responsible tourism implies a proactive approach by the tourism sector to the environment through the promotion of balanced and sustainable tourism. This is particularly important where the focus of the tourism sector and of the activities of tourists is the natural environment, as is the case with wildlife viewing, hunting and marine tourism. There are particular challenges in making nature based tourism sustainable. Responsible tourism development has to be underpinned by sustainable environmental practices. In the environmental sphere only conservative decisions based on the precautionary principle can be considered responsible. Cultural heritage is also part of the environment, and the responsibility of the tourism sector towards the cultural environment was considered in the social responsibility guidelines.

Central to environmental responsibility is thinking about the life cycle impact of an enterprise or product, and so these guidelines apply to the stages of design, planning, construction, operation and decommissioning. The process of managing the business should be fully integrated with environmental management, throughout the project life cycle (from conceptualisation to decommissioning). In constructing concessions and leasehold developments it is particularly important to ensure that during decommissioning it will be possible to remove all structures and restore the area. Larger businesses should be using environmental management systems to exercise environmental responsibility; for businesses above a defined size in each sector it would be irresponsible to operate without one.

All tourism enterprises can make a contribution to environmental sustainability by exercising care in purchasing decisions – by seeking out and supporting responsible producers of the products that are required to run the enterprise, and by making clients aware of the responsible purchasing policy.

The practical guidelines and indicators that follow are organised around the key environmental elements of responsible tourism identified in the 1996 White Paper.

3.1 Environmental Objectives and Indicators

3.1.1 Assess environmental impacts as a prerequisite to developing tourism

a. Plan new developments only in areas where the use of water and other natural resources for tourism will not conflict with local community needs, now or in the foreseeable

future. Integrate environmental management into the project planning cycle.

b. Follow best practise guidelines on the design, planning and construction of buildings and associated infrastructure to minimise environmental impacts and to reduce energy requirements for lighting, cooling and heating.

c. Use local materials (where sustainable) and local architectural styles on a scale that does not create a negative aesthetic impact.

d. Avoid damaging the environmental quality of the enterprise's neighbourhood by noise or light pollution.

e. Design buildings with natural ventilation and actively plan to reduce resource use during the construction and operational phases. Tell visitors what has been done to make the enterprise more environmentally friendly. Quantify the resources "saved".

f. Plan new developments to have the lowest possible ecological impact, particularly in environmentally sensitive areas such as the coastal zone, indigenous forests, wildlife habitats and wetlands. Minimise the transformation of the environment around the enterprise.

g. When developing plans for a new enterprise include elements which contribute to the maintenance of biodiversity by planting local indigenous and non-invasive species which provide habitats for birds, bees, and butterflies.

3.1.2 Use local resources sustainably, avoid waste and over-consumption

a. Meter the quantity of water consumed and manage consumption and leakage so as to reduce water consumption by 5% per annum for 3 years, and report water consumption and performance in monitoring .

b. Measure electricity consumption and introduce energy saving measures to achieve 5% reduction in use per annum over three years. This can be done by for example dimming lights, using low energy appliances and light bulbs and enhancing the use of natural ventilation

c. Monitor the use of diesel, paraffin and petrol and set targets to reduce consumption and switch to less polluting fuels.

d. Set targets to increase the proportion of energy used from renewable resources – for example solar, wind, hydroelectric (increase by 10% over 3 years). Sustainable use of wood, from indigenous and plantation forests is complex, and great care needs to be taken.

e. Install and showcase appropriate technology to reduce consumption of natural resources, production of waste and incidences of pollution.

f. Monitor the sewage system and demonstrate how pure the outflow back into the environment is. If the enterprise has one, make the reed bed a valuable habitat feature.

g. Set percentage targets and time scales for the reduction of waste produced, levels of recycling and reuse of waste from the enterprise. Set appropriate targets for reduction and/or recycling of waste produced

per year for paper (5%), plastics (5%), metal (5%) and glass (5%). Report on progress towards 15% targets over 3 years.

h. Work with suppliers to minimise the amount of packaging purchased with supplies, and therefore reduce the amount of waste that needs to be disposed of. It may be appropriate for trade associations to conduct these discussions on behalf of members.

i. Reduce "food miles" by using locally produced food.

j. Enterprises should assist conservation by investing in sustainable trails, hides and interpretation. Tell visitors what the enterprise is doing, and claim credit for activities.

k. Encourage the use of environmentally friendly transport.

3.1.3 Maintain and encourage natural diversity

a. Encourage visitor behaviour that respects natural heritage and has a low impact upon it.

b. Discourage the purchase of products that exploit wildlife unsustainably or contribute to the destruction of species or habitats (e.g. some handicrafts; bush meat)

c. Look for ways in which the enterprise and its guests can assist with the conservation of natural heritage, for example through removing litter.

d. Invest a percentage of profits or turnover in species conservation or habitat restoration and management. Report the investment, and try to increase this by 5% per year.

e. Avoid pollution by using environmentally friendly chemicals, and by using biodegradable soaps and detergents – tell

visitors and staff why the enterprise is doing this and how it benefits the environment.

f. Work with conservation authorities to ensure that visitors to natural heritage areas are aware of the impacts that they may have on the ecology of the area and how they should behave in order to minimise those impacts.

g. Ensure that relevant members of staff are familiar with the issues and ways of avoiding environmental impacts – they should abide by the advice and communicate it to guests, and use the services of companies that abide by local environmental Best Practise.

h. Do not market tourism resources to encourage tourists into ecologically sensitive areas which are vulnerable to irresponsible tourism practices, particular sports or recreational uses – discourage these activities (e.g. irresponsible quad biking, jet skiing, 4x4 driving, hunting, diving or sand boarding).

Appendix 2: Definitions of Key Concepts and Terms[1]

Atmospheric Pollution: Atmospheric pollution is caused when pollutants released into the atmosphere disturb the natural balance of atmospheric systems in various ways. These disturbances include ozone depletion, acid rain and climate change. Atmospheric pollution causes imbalances in the atmosphere. Whilst the atmosphere seems to have the capacity for managing these imbalances, it is not known how long this capacity will last.
Biodegradable: Biodegradable substances are those that are easily broken down by living organisms like microbes and bacteria, and are then absorbed into the environment. Waste products that are biodegradable cause less harm in the environment since, after having been bio-degraded, their constituent parts are used by other organisms and processes in nature. Substances that are not biodegradable should be recycled or re-used to promote sustainability.
Biodiversity: Biodiversity, or biological diversity, describes the extraordinary diversity of plant, animal and insect species that exist on earth, the genes they contain, their evolutionary history and the potential they encompass and the ecosystems, ecological processes and landscapes of which they are integral parts. Each grouping of species has a different genetic make-up to cope with a specific range of circumstances such as climate, food supply, habitat, defence and movement.
Bioremediation: Bioremediation is the method of using living organisms as a means of cleaning up or removing pollution from soil or water. Usually this is done using special types of microorganisms, for instance natural or bio-engineered bacteria, which convert the pollution or hazardous waste into harmless substances.
Communities: The term 'communities' is used to describe two types of situations, one relating to humanity and the other to the natural environment. Communities in the context of humanity are defined as groups of people living, working and interacting together in a manner that may result in organised activities, views and opinions. In the context of nature, the term is used mainly to describe groups of plant and animal species that live together and interact with each other in the same geographical area.
Ecological Footprint: This term is used to describe the ecological impact a company or group of people have on the earth. The bigger the footprint, the worse the impact. The ecological footprint is a complicated measurement, which includes information such as population numbers, technology used, energy consumed, water used, use of natural resources, etc. The principles of sustainable development require us to make our individual and collective ecological footprints as small as possible.
Ecotourism: Environmentally and culturally responsible tourism that promotes environmental understanding and appreciation; facilitates conservation; and sustains the ecology, culture and well being of local communities and adjacent lands.
Endemics: Endemics are plant or animal species that occur only in one very specific geographical area and nowhere else on earth.
Environment: Surroundings in which an organisation operates, including air, water, land, natural resources, flora, fauna, humans, and their interrelationships.
Environmental Impact: Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's activities, products or services.
Environmental Impact Assessment (EIA): EIA is a process that produces a research report that examines the environmental impact (positive and negative) of a project or development on a particular area. It looks at different alternatives to a project to assist the decision-makers to decide which type of project will best suit an area or particular environment while having the least negative environmental impact. The EIA is a planning tool and can only provide guidance to decision-makers. The EIA will present a set of alternatives indicating the benefits and drawbacks of each alternative. This will then assist the decision-makers to decide whether the project may go ahead and in what form and under which conditions it should go ahead.

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[1] The definitions contained in this Appendix rely on: Qualitour (2001) Heritage Environmental Rating programme, (www.qualitour.co.za); and J. Seif (2002), A User's Guide to the FTTSA Trademark (www.fairtourismsa.org.za).

Environmental Management System (EMS): The part of the overall management system that includes organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining an environmental policy.
Environmental Policy: Statement by the organisation of its intentions and principles in relation to its overall environmental performance, which provides a framework for action and for setting of its environmental objectives and targets.
Fair Trade: Fair Trade is a global movement for social change that started in the 1960s in Northern Europe, in an attempt to address unequal terms of trade between "North" and "South". Fair Trade is an alternative to 'free trade' that seeks to address these inequalities through fair trade labelling, ethical trading initiatives and partnerships. Fair Trade is demand driven: consumers are often willing to pay a higher price for Fair Trade labelled commodities to guarantee fair wages and working conditions for small-scale producers in developing countries.
Fair Trade in Tourism: Fair Trade in Tourism is a market intervention that draws upon the global "Fair Trade" movement, to create a useful model for maximising the benefits of tourism for people living in the host area. Since 1999, Tourism Concern in London has hosted an international network on Fair Trade in Tourism (www.tourismconcern.org.uk).
Indigenous: Naturally occurring in a defined area. The opposite of indigenous is alien, invasive and/or exotic.
Landfill: Landfill is a method of waste disposal where waste is dumped into a hole, a depression or a valley. The waste is then compacted and covered with soil or material, for instance building rubble, to keep flies away and prevent diseases from developing. Landfill sites must be carefully researched, planned and developed to prevent liquid wastes from leaching through the site down to the base of the landfill and polluting groundwater resources. Landfill is not a satisfactory method of disposal, but has been traditionally used for many years. Once full, landfill sites cannot be built on and can only be used as parks or sports fields.
Local Community: Includes both the host group who are responsible for the tourist's experience and the people living within and around the tourism destination.   NOTE: Defining 'local' falls upon individual business managers. Although the definition above provides more clarification, the term is very business-specific. It is therefore the enterprise's responsibility to ensure that the decided upon definition is well known within the business, and that it encompasses all relevant parties.
Historically Disadvantaged Individuals and Groups (HDI/HDG) are described as individuals who are citizens of the Republic of South Africa and who, according to apartheid era racial classification, did not have the right to vote or had restricted voting rights immediately prior to the 1994 democratic elections.
Stakeholders: Parties who have an interest in the functioning of the organisation or enterprise, including: local population/s; the private sector; NGOs; national, regional and local government departments; employees; suppliers; and customers.
Sustainable Development: Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.
Waste: Any undesirable or superfluous by-product, emission, residue or remainder of any process or activity, any matter – gaseous, liquid or solid – or any other combination thereof, originating from any residential, commercial or industrial area & is: • Discarded by any person   • Is accumulating and stored with the purpose of eventually discarding it with or without prior treatment   • Is stored with the purpose of recycling, reusing or extracting a usable product.

APPENDIX 3: KEY ASPECTS OF TOURISM PLANNING AND DEVELOPMENT[1]

During the development of this manual, it became clear that many tourism enterprises require basic information about policy and planning considerations for tourism development in South Africa. Although this type of information is technically outside the scope of the Responsible Tourism Manual for South Africa, such basic information has been included in this Appendix in an attempt to guide planners, practitioners and other stakeholders toward some of the minimum legally required procedures that should be addressed when planning / developing a tourism destination or enterprise.

Users of this Appendix should also note that the main economic, social and environmental sections of the manual contain information relevant to the responsible planning of destinations and enterprises. Interested readers should ideally review these sections of the manual in addition to reviewing the information contained here

This section not only provides information about the legal requirements tourism enterprises must adhere to, but also identifies tools and procedures that, although not legally required, could contribute to the responsible planning and development of responsible tourism businesses an destinations. The Appendix consists of three parts:

- Stakeholders involved in developing tourism policies;
- Policies relevant to tourism planning and development;
- Planning responsible tourism at a destination level; and
- Planning a responsible tourism business.

> **Operating a responsible tourism business implies that enterprises should comply with all relevant national legislation and regulations.**

A. Stakeholders involved in developing tourism policies

Local, provincial and national government all play key roles in:

(a) the development of policy, legislation and regulations that create a setting for tourism;
(b) the creation of forward planning frameworks (e.g. Integrated Development Plans: IDPs); and
(c) the planning and development of core and tourism related infrastructure.

Pursuant to the South African Constitution, all spheres of government have legislative responsibility for tourism. The *1996 White Paper on the Development and Promotion of Tourism in South Africa*[2] is the main policy framework for tourism in South Africa. To facilitate co-operation between national, provincial and local government, the White Paper sets out the respective functions of the different spheres of government (See Table A1).

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[1] **IMPORTANT NOTE:** THIS SECTION HAS BEEN INCLUDED AS A ***GUIDE ONLY*** IN DEVELOPING TOURISM ENTERPRISES RESPONSIBLY. IT IS THE RESPONSIBILITY OF THE ENTERPRISE TO ENSURE THAT **ALL** LEGALLY REQUIRED REGISRATION AND PLANNING REQUIREMENTS HAVE BEEN FULFILLED. PLEASE CONSULT YOUR PROVINCIAL GOVERNMENT TOURISM DEPARTMENTS FOR DETAILED ADVICE.

[2] www.polity.org.za/govdocs/white_papers/tourism.html

Table A1: Governmental roles in tourism development	
Sphere of government	**Functions**
National government	• **Facilitation and implementation:** Establish safety, stability, security, provision of incentives for investment, enabling legal and fiscal frameworks, facilitation of active labour market policy, allocation of finances for tourism promotion and development, effective marketing and encourage foreign investment. • **Coordination:** With international, regional and provincial government with respect to tourism development; of tourism related efforts of government departments and related institutions; with NGOs, labour and community organisations, training institutions, universities and other bodies. • **Planning and policymaking:** Formulation, monitoring and updating of a national tourism policy and strategy; development of integrated national tourism plans. • **Regulation and monitoring:** Application of environmental management principles in land use development proposals to facilitate sustainable used of resources; formulation of development guidelines and regulations to facilitate sustainable and responsible development. • **Development promotion:** Equitable development of all destinations with tourism potential; promotion of community involvement; promote the spread of responsible tourism; promote the development of major tourism projects with national and countrywide impacts (e.g. trans-border protected areas).
Provincial government	• **Planning and policymaking**: Responsible for the formulation of tourism policies applicable to their areas, and are partners in the implementation of national policies, strategies and objectives. • **Development promotion:** Agreement an international marketing strategy with national tourism organisations that is co-ordinated nationally while executed with the participation and support of provincial organisations. Responsibility for domestic marketing in competition with other provinces. • **Tourism development**: More prominent than national government, with the involvement of local communities, environmental management, safety and security of visitors, tourism plant development and infrastructure provision.
Local government	• Responsible **land use planning** and **control over land use** and land allocation • **Provision and maintenance** of tourist services, sites and attractions • **Marketing** of specific local attractions • Control of **public health and safety** • **Facilitation** of local community participation in the tourism industry • **Ownership and maintenance** of certain plant (e.g. ports and airports) • Facilitate establishment of **public transport** • **License establishment**, in line with a national framework • Promote and financially support **local publicity associations**
Source: DEAT (1996) *The development and promotion of tourism in South Africa*, White Paper, Government of South Africa, Department of Environmental Affairs and Tourism (www.environment.gov.za)	

The nine South African provinces have each created departments and authorities to accommodate the tourism function, and develop provincial policy and planning frameworks. Provincial policy and legislation is supposed to align with national policy, and the policies and planning frameworks of each province should embrace and reflect the principles of "responsible tourism", which is a key feature of the 1996 Tourism White Paper.

Table A2: Sources of information about Provincial Tourism Policy and Legislation			
Province	Department	Website	Tel. No
Eastern Cape	Provincial Treasury, Economic Affairs, Environment & Tourism	http://www.ecprov.gov.za/structure/department/finance2/contacts.htm	(040) 639 2001
Free State	Environmental Affairs and Tourism	http://mangaung.ofs.gov.za/VPR_2.0/page2_eng.htm	(051) 4033719
Gauteng	Finance and Economic Affairs	http://www.finance.gpg.gov.za/neweconomic.htm	011) 355-8701
KwaZulu Natal	Economic Affairs and Tourism	http://www.kzn-deat.gov.za/	(031) 307 6111
Limpopo	Finance and Economic Affairs	http://www.greatnorth.co.za/	(015) 295 3334
Mpumalanga	Finance and Economic Affairs	http://mpumalanga.mpu.gov.za/new_department_folder/finance_economics.html	(013) 766 4004
North West	Economic Development and Tourism	http://www.tourismnorthwest.co.za/	(018) 386-1225
Northern Cape	Economic Affairs and Tourism	http://ncwebpage.ncape.gov.za/	(053) 8314227
Western Cape	Economic Affairs, Agriculture and Tourism	http://www.westerncape.gov.za/redirect.asp?ID=192&KW=	(021) 483 4165

B. Policies relevant to Tourism Planning and Development

There is a range of national policies, laws and regulations that are not necessarily directed at tourism but may potentially affect tourism destinations and businesses (See Table A3).

Table A3: Policy frameworks, legislation and regulations affecting tourism operations	
Department of Environmental Affairs & Tourism www.environment.gov.za	**Department of Labour** www.labour.gov.za
White Paper on the Development and Promotion of Tourism in South Africa 1996 Marine Living Resources Act No 18 of 1998 Marine Living Resources Amend Act No 68 of 2000 Tourism Amendment Act No 8 of 2000 Tourism Second Amendment Act No 70 of 2000 National Environmental Management Act. No 107 of 1998 White Paper on Sustainable Coastal Development, 2000 National Veld and Forest Fire Act, No. 101, 1998 World Heritage Convention Act, No. 49, 1999 Conservation of Natural Resources Act, 1983 Atmospheric Pollution Prevention Act, 1965 *White Paper on the Conservation and Sustainable Use of South Africa's Biological Diversity, 1997 Draft White Paper on Environmental Education Environmental Impact Assessment Regulations (1997) White Paper on Integrated Pollution and Waste Management for South Africa, 2000	Basic Conditions of Employment Act No 75 of 1997 Compensation for Occupational Injuries & Diseases Act No 61 of 1997 Employment Equity Act No 55 of 1998 Employment Equity Act Regulations Extension of Security of Tenure Act No 62 of 1997 Labour Relations Act No 66 of 1995 Labour Relations Amendment Act No 127 of 1998 Labour Relations Amendment Act No 42 of 1996 Skills Development Act No 97 of 1998 Skills Development Levies Act No 9 of 1998 Skills Development Levies Act – Regulations No 104 Unemployment Insurance Act No XX 0f 2002 Promotion of Equality & Prevention of Unfair Discrimination Act No 4 of 2000 Regulation 24 (2) (c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for Hospitality, Tourism, Travel, Gaming and Leisure Occupational Health & Safety Act 1993

Table A3 (Continued..): Policy frameworks, legislation & regulations affecting tourism operations	
Department of Education http://education.pwv.gov.za	**Department of Trade & Industry** www.dti.gov.za
Department of Health http://196.36.153.56/doh	Liquor Bill – 1989 Competitions Act No 89 of 1998 Competitions Amendment Act No 35 of 1999
Regulations under the Health Act No 63 of 1977 Proposed Regulations for the Control of Environmental Conditions Constituting a Danger to Health or a Nuisance. Tobacco Act - Regulations Tobacco Products Controls Amendment Act No 12 of 1999	Green paper on Electronic Commerce. Nov 2000 National Small Business Act. No 102 of 1996 Liquor Amendment Act No 57 of 1995 **Department of Minerals and Energy Affairs** www.dme.gov.za
Department of Arts, Science, Culture and Technology www.dacst.gov.za	Energy Policy White Paper Dec 1998 *White Paper on Minerals and Mining Policy for South Africa, 1998 White Paper on an Energy Policy for South Africa, 1998
National Heritage Resources Act, No. 25, 1999 Provisional Declaration of Types of Heritage Objects Notice 630, 2000	**Department of Water Affairs & Forestry** www.dwaf.gov.za
Department of Land Affairs http://land.pwv.gov.za	National Water Act No 36 of 1998 National Water Amendment Act. No 45 of 1999 Water Amendment Act No 58 of 1997 Water Services Act, No. 108, 1997 National Water Act, No. 36, 1998 National Forests Act, No. 84, 1998
*White Paper on Spatial Planning and Land Use Management, 2001 *Development Facilitation Act, No. 67, 1995 *Restitution of Land Rights Act No 22 of 1994	**Provincial & Local Government** www.local.gov.za/DCD/dcdindex.html
Department of Home Affairs http://home-affairs.pwv.gov.za	The Constitution of the Republic of South Africa Local Government Municipal Systems Act, No 32 of 2000
Source: Adapted from Spenceley, A. (2001) *Integrating Biodiversity into the Tourism Sector: Case Study of South Africa,* Report to United Nations Environment Programme – Biodiversity Planning Support Programme * Information regarding specific aspects of these policies that relate to responsible tourism can be found next ** You can access these documents through the websites of the departments, or these portals. (http://www.parliament.gov.za/; http://www.polity.org.za; http://www.gov.za)	

Specific aspects of some national policies that relate to responsible tourism follow:

White Paper on Spatial Planning and Land Use Management, 2001
(http://www.gov.za/whitepaper/2001/spatialplanning.htm - principles)
Wise land use: application of principles and norms
Holistic approach to land development in order to minimise negative impacts
Land development and planning process must integrate disaster prevention, management or mitigation measures

Development Facilitation Act, 1995
(http://www.polity.org.za/govdocs/legislation/1995/act95-067.html)
- Optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;

- Members of communities affected by land development should actively participate in the process of land development;
- The skills and capacities of disadvantaged persons involved in land development should be developed.

Land Policy
(http://land.pwv.gov.za/White%20Paper/whitetab.htm)
- Alleviation of poverty and environmental degradation;
- Inappropriate land development;
- Lack of community involvement in land development;
- Lack of effective, integrated environmental management.
- Incorporating environmental concerns in project planning.

White Paper on the Conservation and Sustainable use of Biological Diversity, 1997 ; (http://www.gov.za/whitepaper/1997/conservation.htm)
- Maintain and strengthen existing arrangements to conserve South Africa's indigenous biodiversity, both inside and outside of protected areas;
- Promote environmentally sound and sustainable development in areas adjacent to or within protected area, with a view of furthering protection of these areas;
- Restore and rehabilitate degraded ecosystems, and strengthen and further develop species recovery plans where practical and where this will make a significant contribution to the conservation and sustainable use of biological diversity;
- Regulate the transfer, handling, use and release of genetically modified organisms in order to minimise the potential risks to biodiversity and human health.

White Paper on Forestry
([http://www.dwaf.gov.za/Forestry/Forestry Policy/nfap.htm - 4.2. Industrial forestry](http://www.dwaf.gov.za/Forestry/Forestry Policy/nfap.htm))
- Industrial forestry;
- Community forestry;
- Managing indigenous forests;
- Promoting a sustainable forest sector;
- Women in forestry;
- Education and training.

White Paper on Minerals and Mining Policy
([http://www.gov.za/whitepaper/1998/minwhite98.htm - Chapter_Four](http://www.gov.za/whitepaper/1998/minwhite98.htm))
- Environmental impact of exploration;
- Environmental impact over the life of a mine, mine closure and financial assurances for mine site rehabilitation;
- Maintaining rehabilitation measures where mining activity has ceased;
- Monitoring occurrences of pollution;
- Ongoing research with a view of improving and strengthening the measures, standards and practice applied to managing the impacts on the environment and to control pollution;
- Monitor compliance with the requirements of the national environmental management policy.

Towards Water Services White Paper (April 2002)
(http://www.gov.za/gazette/whitepaper/2002/23377.pdf)
- Community participation and the planning process;
- Effective and efficient service provision;
- Performance and monitoring.

White Paper on Disaster Management
http://www.gov.za/whitepaper/1999/19676.pdf
- Veld fires and rapid urbanisation;
- Develop integrated disaster management strategies that emphasis risk reduction;
- Ensure that South Africa's transportation, electricity, etc. are able to withstand expected natural and other threats;
- Ensure the development of marginal and environmental fragile areas is appropriate and properly planned;
- Training and Community Awareness: (community training, development of curriculums for schools, and formal training).

C.   Planning for responsible tourism at a destination level

To ensure that planning for tourism is responsible, the planning initiators and participants in the process need to adhere to three requirements:

1   The tourism planning process must take place as part of, or feed into, legislated mechanisms and processes, in this case the Integrated Development Plan (IDP) for the area[3].
2   The principles of "responsible tourism" should be incorporated into the values underpinning the plan or strategy.
3   The planners must invite participation and input from all stakeholders and interested parties.

Box A1: Sources of information about Integrated Development Planning
Integrated Development Planning Guides (www.local.gov.za)
IDP Requirements (www.polity.org.za/govdocs/legislation/1998/act98-107.html)
- Desired spatial form and desired patterns of land use
- Strategic guidance regarding the location and nature of development in the local area
- Capital investment framework
- Strategic assessment of the environmental impact of the spatial development framework
Strategic Environmental Assessments (SEA) (www.iaia.org/Publications/sp1.pdf)
SEA in South Africa (www.iaia.org/Publications/sea-sa.pdf**)**

Many villages, towns, districts and cities throughout South Africa have identified tourism as a key economic growth sector.   To capitalise on the opportunities associated with the growth of tourism in destinations, many local areas prepare tourism development frameworks, strategies and plans. Any one, or a combination, of the following parties can initiate planning for tourism in a local area:

- Local government;
- Members of industry;
- Community members;
- Non-governmental or community-based organisations.

Box A2: Tools for public participation
DWAF. 2001. Generic Public Participation Guidelines (www.dwaf.gov.za/Documents/Other/GPPG/guide.pdf)
International Association for Public Participation (www.iap2.org)
- IAP Spectrum for public participation
- Public participation toolbox (www.iap2.org/practitionertools/toolbox.pdf)
- IAP2 Bibliography – a comprehensive listing of titles on public participation

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[3] Integrated Development Plans (IDPs) are the "principal strategic planning instrument which guides and informs all planning and development, and all planning and decisions with regard to planning, management and development in the municipality"[3].

The IDP process focuses on integration of all development needs and priorities, and links budgets to priority projects. It is therefore critically important that the drivers of the tourism planning process ensure the recommendations and projects identified in the tourism plan/strategy are fed into the overall IDP process, particularly the spatial framework and financial plan.

D. Planning a responsible tourism business

Planning for tourism involves the evaluation of an activity or development in relation to a particular site. The tourism developer or entrepreneur should take heed of the various policies and regulations governing site development and the establishment of businesses.

Site planning and development

- **Rezoning**

One of the first steps that a developer needs to take is to approach the local municipality to establish whether the Town Planning Scheme permits the planned activity on the site that has been chosen. If the municipality zoning is not compatible with the planned activity, the developer will be required to lodge a rezoning application with the local authority before being able to proceed with the development. Qualified town and regional planners will be able to advise regarding the requirements and procedures for a rezoning.

Note that some local authorities will not process rezoning applications and grant planning permission if environmental authorisation is not submitted together with the rezoning application to the local authority. Environmental authorisation usually takes the form of a Record of Decision issued by the provincial environmental authority after review of the environment impacts of a development described in a development application, scoping report, or Environmental Impact Report (EIR).

- **Environmental Impact Assessments**

The objectives of Environmental Impact Assessments (EIA) are[4]:
  - To ensure that the environmental effects of proposed activities are taken into consideration before decisions in this regard are taken;
  - To promote sustainable development, thereby achieving and maintaining an environment which is not harmful to people's health or well-being;
  - To ensure that identified activities which are undertaken do not have a substantial detrimental effect on the environment;
  - To ensure public involvement in the undertaking of identified activities;
  - To regulate the process and reports required to enable the Minister or his designated content authority to make informed decisions on activities.

It is compulsory to undertake environmental assessments for those activities likely to have a 'substantial detrimental effect' on the environment[5]. An EIA has to be undertaken prior to the development of certain types of activities, such as cableways and resorts, or any type of activity within specific designated areas, such as private nature reserves or heritage areas. To determine whether the development proposed requires an EIA, take a look at the list of demarcated areas and the description of activities in the regulations (www.environment.gov.za/PolLeg/GenPolicy/eia.htm

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[4] Sections 21, 22 and 26 of the Environment Conservation Act of 1989

[5] Environmental Impact Assessment Regulations (R1182 and R1183 of September 1997) in terms of the Environment Conservation Act, 1989 (Act 73 of 1989). Note that the regulations have recently been amended in order to address inconsistencies and ambiguities that have emerged in the interpretation of the regulations (www.environment.gov.za).

Guideline document – EIA regulations), and approach the planning department of your local authority for assistance if you are unsure.

Figure A1: The EIA process (Source: DEAT)
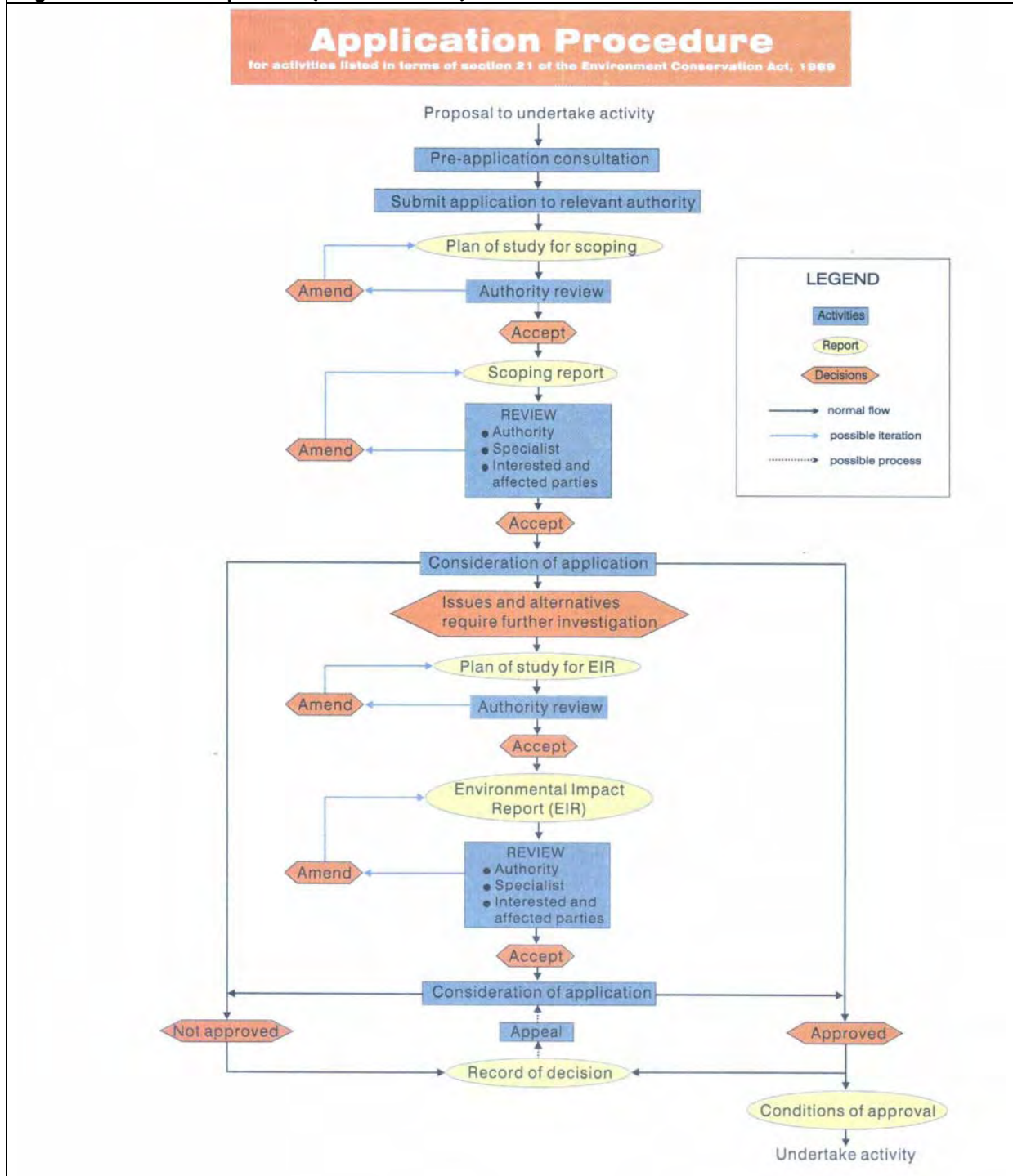
Note that the EIA regulations require the appointment of an independent consultant to assist you to comply with the regulations and carry out the environmental assessment. The consultant must advise

the developer as to what information must be provided to the authority and the required procedures such as advertising and the public participation process.

Box A3: Selecting an EIA practitioner

EIA practitioners will be able to guide prospective developers in respect of the steps that must be undertaken to comply with relevant legislation. It may be beneficial to obtain the services of an independent EIA practitioner/consultant as early as possible in the planning process. The consultant will then undertake most of the initial discussions with the relevant authority on behalf of the developer.

There are a large number of environmental practitioners, and selecting an experienced and competent consultant may seem like a difficult task. Your local authority or provincial environmental authority may be able to provide you with the names of reputable environmental consultants. The South African office of the **International Association for Impact Assessment** has chapters throughout the country, which should be able to provide a list of consultants working in your geographical area (www.iaia.za.org)

In order to uphold professional standards and provide some level of assurance about the quality of environmental assessment work, the **Certification Board for Environmental Impact Practitioners in South Africa (CBPSA)** (www.eapsa.co.za/home.html) launched a voluntary certification scheme in 2001. The details of certification are still being finalised. In future, certified Environmental Impact practitioners will be listed on the CBPSA website.

Responsible EIAs should also look beyond the site-specific issues of the tourism development, to consider associated indirect impacts (e.g. improving access to environmentally sensitive resources).

The provincial environmental authorities receive all EIA applications for consideration, but may delegate the function of receiving and processing applications to local authorities, in which case applications must be submitted to the local authority, or in certain instances referred to the national Department of Environmental Affairs and Tourism (DEAT). However, not all proposed developments are subject to a comprehensive EIA. After reviewing your application, the relevant authority may decide:

- To issue an authorisation to undertake the activity with or without conditions;
- That the information contained in the scoping report should be supplemented by an "environmental impact report" (EIR); or
- To decline the application.

If the application is approved or refused, the relevant authority will issue a "record of decision". Should an EIR be required, the developer will have to undertake a comprehensive EIA. Once the EIA has been completed and an EIR compiled, the relevant authority will review of the EIR and grant or refuse permission for the activity to go ahead, manifest in a Record of Decision issued to the developer.

Box A4: Sources of information about Environmental Impact Assessments
South Africa
- Department of Environmental Affairs and Tourism (www.environment.gov.za)
- Environmental Impact Assessment Regulations (www.environment.gov.za/PolLeg/GenPolicy/eia.htm)
- International Association for Impact Assessment - South Africa (www.iaia.za.org)
- Certification Board for Environmental Impact Practitioners in South Africa (www.eapsa.co.za/home.html)
International
- International Association for Impact Assessment (www.iaia.org)
- Principles of EIA best practice (www.iaia.org/Publications/Principles%20of%20IA.PDF)
- Guidelines and principles for Social Impact Assessment (www.iaia.org/Publications/SIA%20Guide.PDF)

- **Heritage permits**

The Heritage Act[6] determines that no alterations may be made to any structure older than 60 years, or to an archaeological or palaeontological site, etc., without a permit issued by the relevant provincial heritage resources authority.

- **Planning permissions**
Once all the requirements for the development application (which may include an EIA and granting of a heritage permit) have been fulfilled, the relevant planning authority will issue permission for the proposed development. The documentation recording planning permission may stipulate certain conditions that must be complied with, for instance regarding the visual appearance of any new structures.

Business Planning and Establishment

A legally trading and operating tourism business must comply with a range of legal requirements.

■ **Licensing and Registration**
Developers should approach the local and district municipalities to register the business. To operate as a **tourist guide**, application must be made to the provincial tourism authority.

■ **Regulations and By-Laws**
The application for a trading licence will be circulated by the local council to the health, fire and building inspectors and to the town planning department. These bodies will ensure that plans comply with their regulations before the application can be approved.

■ **Road Transportation Permit**
Every vehicle that is to carry passengers for reward (i.e. paying passengers) should have its own "road transportation permit". Applications should be made to the Local Transportation Board for the permit. Once completed, the forms must be submitted to the Road Transportation Board and the proposed travel routes are gazetted together with details of the application. After the application has been gazetted and the period for objections has elapsed, the applicant will be called to a sitting of the board where the application and any objections will be heard. The board will subsequently make its decision, which will be communicated to the applicant or his/her representative. At the hearing the applicant may attend in person or may appoint a representative.

■ **Public Driving Permit**
To drive paying passengers (tourists) on public roads, a tour operator is required by law to have a public driving permit. You must hold a valid driving licence for the size vehicle that you intend to drive. This permit may be obtained from the Provincial Road Traffic Inspectorate.

■ **Road signs**
The erection of road signage requires approval from:
- The National Department of Transport in the case of **national roads**;
- The Facility Signs Committee in the Provincial Department of Transport in the case of **secondary roads**;
- The Local Municipal Engineer in the case of local roads within a Local Municipality area.

The erection of tourism road signage is coordinated by the provincial RTLC. Applications for signage also have to be submitted to this committee which represents all stakeholders including tourism.

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[6] National Heritage Resources Act, 25 of 1999 (www.polity.org.za/govdocs/legislation/1999/act25.pdf)

Box A5: Sources of information about tourism business development

Provincial Tourism Organisations/Authorities

Eastern Cape	www.ectourism.co.za
Free State	www.fstourism.co.za
Gauteng	www.gauteng.net
KwaZulu-Natal	www.tourism-kzn.org
Limpopo	www.greatnorth.co.za
Mpumalanga	www.mpumalanga.com
North West	www.tourismnorthwest.co.za
Northern Cape	www.northerncape.org.za
Western Cape	www.capetourism.org www.westerncape.gov.za/eaat/tourism/default.asp

- DEAT/DTI (2002) Handbook: Support programmes for tourism businesses (www.environment.gov.za) This pamphlet has information about marketing assistance, the Poverty Relief Program, the Small medium enterprise development program (SMEDP), financial assistance from the Development Bank of Southern Africa and the Industrial Development Corporation, and Khula Enterprise Finance, plus training through the Tourism Enterprise Program
- KwaZulu Natal Tourism Authority (Undated) How to establish a tour operating business (www.kzn.org.za/kzn/investors/9.html) This document deals with legal requirements of registration and permits for tourism businesses, business and financial issues, and provides useful contacts.
- Requirements to become a tour operator (www.satsa.com/usefulinfo/index.html)
- Strasdas, W. (with contributions from Corcoran, B. and Petermann, T.) (2002) The ecotourism training manual for protected area managers, German Foundation for International Development (DSE)

Responsible Tourism Manual for South Africa

ECONOMIC GUIDELINES

KEY		
	= information per clients accounting & personnel records
	= output information (per calculations)
	= targets, per client and Responsible Tourism guidelines

Appendix 4A
Enterprise purchasing

How the company uses its buying power to improve local community and regional livelihoods by directing its expenditure at the immediate regio

Business Expenditure (Goods & services)		Current		Period 2					Period 3					Period 4				
		Total	Percent of total (A)	Actual	Target % of total exp'	Target in rands	Difference	Percent above/bel' target	Actual	Target % of total exp'	Target in rands	Difference	Percent above/bel' target	Actual	Target % of total exp'	Target in rands	Difference	Percent above/bel' target
Total business expenditure over the year	A	R 100,000		R 110,000					R 115,000					R 120,000				
Proportion of total expenditure in the local/regional economy * = (See guidelines 1)	B	R 30,000 B/A	30%	R 35,000	35%	R 38,500	R -3,500	-9%	R 46,450	40%	R 46,000	R 450	1%	R 53,000	45%	R 54,000	R -1,000	-2%
Amount spent on goods and services purchased from historically disadvantaged individuals, communities or businesses	C	R 5,000 C/A	5%	R 12,000	10%	R 11,000	R 1,000	9%	R 17,000	15%	R 17,250	R -250	-1%	R 25,000	20%	R 24,000	R 1,000	4%

Craft and Curios		Current		Period 2					Period 3					Period 4				
		Total	Percent of total (D)	Actual	Target % of total exp'	Target in rands	Difference	Percent above/bel' target	Actual	Target % of total exp'	Target in rands	Difference	Percent above/bel' target	Actual	Target % of total exp'	Target in rands	Difference	Percent above/bel' target
Total cost of curio shop purchases over the year	D	R 10,000		R 11,000					R 14,000					R 17,000				
Proportion of total spend on crafts and curios made locally* * = (see guidelines 2	E	R 1,000 E/D	10%	R 1,400	15%	R 1,650	R -250	-15%	R 3,000	20%	R 2,800	R 200	7%	R 3,500	25%	R 4,250	R -750	-18%
Proportion of total spend on crafts and curios made in South Africa by historically disadvantaged groups and/or individuals	F	R 2,000 F/D	20%	R 4,000	25%	R 2,750	R 1,250	45%	R 6,000	30%	R 4,200	R 1,800	43%	R 7,000	35%	R 5,950	R 1,050	18%
Proportion of total spend on crafts and curios purchased from businesses owned by historically disadvantaged groups and/or individuals	G	R 2,000 G/D	20%	R 2,300	25%	R 2,750	R -450	-16%	R 3,500	30%	R 4,200	R -700	-17%	R 2,900	35%	R 5,950	R -3,050	-51%

Guidelines 1. Local or regional is defined as the nearest regional center where the lodge conducts its business

Guidelines 2: Local is defined as immediately adjacent or within a few kilometres (<20km) of either the lodge or the reserve boundaries.

Tourist purchasing behaviour

Tourist Purchasing	Current		Period 2					Period 3					Period 4				
Encouraging tourists to spend in the local community and economy. Thereby reinforcing the linkage between your lodge (reserve), tourism and the local community residents	Total	Percent of total	Estimate	Target % increase	Target in rands	Difference	Percent above/bel' target	Actual	Target % increase	Target in rands	Difference	Percent above/bel' target	Actual	Target % increase	Target in rands	Difference	Percent above/bel' target
Estimated (or actual if available) expenditure of tourists visiting local attractions nearby your lodge	R 2,000	n/a	R 2,400	10%	R 2,200	R 200	9%	etc.	etc.	etc.	etc.	etc.	etc.	etc.	etc.	etc.	etc.

(Attractions include visits to sangomas, shebeens, trade/craft stores, performances, village tours, cultural trips etc. whilst tourists are resident in your lodge)

Note: This is difficult to measure in practice. The exercise is aimed at creating awareness and the need to encourage more local expenditure
Some lodges are able to estimate this figure since they arrange these trips from the lodge and the costs paid to community are known

APPENDIX 5: SOURCES OF FURTHER INFORMATION

Type/Organisation	Contact Details
South African **ORGANISATIONS AND SOURCES OF INFORMATION**	
National Government Departments	
Government departments	http://www.parliament.gov.za/; http://www.polity.org.za; http://www.gov.za
Provincial & Local Government	www.local.gov.za/DCD/dcdindex.html
Department for Environmental Affairs and Tourism	www.environment.gov.za
Department of Arts, Science, Culture and Technology	www.dacst.gov.za
Department of Education	http://education.pwv.gov.za
Department of Health	http://196.36.153.56/doh
Department of Home Affairs	http://home-affairs.pwv.gov.za
Department of Labour	www.labour.gov.za
Department of Land Affairs	http://land.pwv.gov.za
Department of Minerals and Energy Affairs	www.dme.gov.za
Department of Trade & Industry	www.dti.gov.za
Department of Water Affairs & Forestry	www.dwaf.gov.za
Legislation/Policy	
Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)	www.polity.org.za/govdocs/constitution/saconst.html
Development Facilitation Act, Act 67 of 1995	www.polity.org.za/govdocs/legislation/1995/act95-067.html
Environmental Impact Assessment Regulations	www.environment.gov.za/PolLeg/GenPolicy/eia.htm
IDP Requirements	www.polity.org.za/govdocs/legislation/1998/act98-107.html
Integrated Development Planning Guides	www.local.gov.za
Local Government Municipal Systems (LGMS) Act, No 32 of 2000	www.parliament.gov.za
National Heritage Resources Act, Act 25 of 1999	www.polity.org.za/govdocs/legislation/1999/act25.pdf;
Provincial planning ordinances and legislation	www.gov.za/structure/provincial.htm; www.polity.org.za/govdocs/provinces/legislature.html
White Paper on Local Government, 1998	www.polity.org.za/govdocs/white_papers/localgov/wpindex.html).
White Paper on Spatial Planning and Land Use Management, 2001	www.polity.org.za/govdocs/white_papers/landdev.html
White Paper on the Conservation and sustainable use of Biological Diversity, 1997	www.polity.org.za/govdocs/white_papers/diversity.html
White Paper on the Development and Promotion of Tourism in South Africa, 1996	www.polity.org.za/govdocs/white_papers/tourism.html
Provincial Government Tourism	
Eastern Cape Provincial Treasury, Economic Affairs, Environment & Tourism	http://www.ecprov.gov.za/structure/department/finance2/contacts.htm
Free State Environmental Affairs and Tourism	http://mangaung.ofs.gov.za/VPR_2.0/page2_eng.htm
Gauteng Finance and Economic Affairs	http://www.finance.gpg.gov.za/neweconomic.htm
KwaZulu Natal Economic Affairs and Tourism	http://www.kzn-deat.gov.za/

Limpopo Finance and Economic Affairs	http://www.greatnorth.co.za/
Mpumalanga Finance and Economic Affairs	http://mpumalanga.mpu.gov.za/new_department_folder/finance_economics.html
North West Economic Development and Tourism	http://www.tourismnorthwest.co.za/
Northern Cape Economic Affairs and Tourism	http://ncwebpage.ncape.gov.za/
Western Cape Economic Affairs, Agriculture and Tourism	http://www.westerncape.gov.za/redirect.asp?ID=192&KW=
Provincial Tourism Associations	
Eastern Cape Tourism Board	www.ectourism.co.za ectbpe@icon.co.za
Free State Environmental Affairs and Tourism	mangaung.ofs.gov.za
Gauteng Tourism Authority	www.gauteng.net pat@gauteng.net
KwaZulu Natal Tourism Authority	www.tourism-kzn.org amanda@tourism-kzn.org
Limpopo Finance, Economic Affairs and Tourism	www.greatnorth.co.za info@greatnorth.co.za
Mpumalanga Tourism Authority	www.mpumalanga.com kgreef@mta.mpu.gov.za
North West Economic Development and Tourism	www.tourismnorthwest.co.za kmafatse@nwpg.org.za
Northern Cape Tourism	www.northerncape.org.za tourism@northerncape.org.za
Western Cape Tourism	www.capetourism.org abarnes@pawc.wcape.gov.za
Conferences: Sustainable and Responsible issues	
Responsible Tourism in Destinations (August 2002)	www.capetourism.org
World Summit on Sustainable Development (August-September 2002)	www.joburgsummit2002.com
Trade Associations	
Association for Professional Conference Organisers of South Africa (APCOSA)	nadines.reshotline@galileosa.co.za
Association of South African Travel Agents (ASATA)	general@asat.co.za
Backpacker Tourism South Africa Trust (BTSA)	dalekg@tri-ba.com)
Bed and Breakfast Association of South Africa (BABASA)	www.babasa.co.za
Caterers Guild of South Africa (CGSA)	delmot@mweb.co.za
Coach Operators Association of Southern Africa (COASA)	saboa@saboa.co.za
Exhibition Association of Southern Africa (EXSA)	exsa@exsa.co.za
Federated Hospitality Association of South Africa (FEDHASA)	www.fedhasa.co.za
Field Guides Association of South Africa (FGASA)	www.fgasa.org.za
Guest House Association of South Africa (GHASA)	www.guesthouseassociation.co.za
Hospitality Industry Training Board (HITB)	info@hitb.co.za
Mountain Club of South Africa (MCSA)	www.mcsa.org.za
Off Road-Tactix (Nissan's 4x4 group)	www.offroadtactix.co.za
Professional Hunters Association of South Africa (PHASA)	www.phasa.co.za
Solar Energy Society of South Africa (SESSA)	www.sessa.org
South African Institute of Ecologists and Environmental Scientists	www.saie-es.za.org
South African Landscapers Institute	www.landscapers.co.za
South African Wind Energy Association (SAWEA)	sawea@icon.co.za http://sawea.www.icon.co.za

Southern Africa Tourism Services Association (SATSA)	www.satsa.co.za
The Institute of Plumbers South Africa	www.iopsa.org.za
Tourism and Hospitality Education and Training Authority (THETA)	www.theta.org.za
Tourism Business Council of South Africa (TBCSA)	www.tbcsa.org.za
Tourism Grading Council	www.tourismgrading.co.za / www.stargrading.co.za
Tourist Guide Guild of South Africa (TGGSA)	www.tourism.co.za/guild/guild3.htm
Tourism Operations referred to in the manual	
Amadiba Adventures Horse and Hiking Trail	www.fairtourismsa.org.za/amadiba_body.htm
Conservation Corporation Africa (CCAfrica) Ngala Private Game Reserve & Phinda Lodge	www.ccafrica.com
Coral Divers	www.coraldivers.co.za
Isandlwana and Rorke's Drift battlefield sites	http://battlefields2000.co.za/isandlwana
KZN Wildlife	www.kznwildlife.com
Ndumo Wilderness Lodge	www.ndumo.com
Pretoriuskop Camp in Kruger National Park	www.parks-sa.co.za/knp
Rocktail Bay Lodge	www.rocktailbay.com
Sabi Sabi Lodge	www.sabisabi.com
Sandton Holiday Inn	www.Holiday-Inn.com
Shangana Cultural Village	www.shangana.co.za
South African National Parks	www.parks-sa.co.za
Southern Tip Tours	www.southerntours.co.za
Sun International	www.sun-international.com
Thornybush Game Reserve	www.thornybush.co.za
Tourvest Holdings	www.tourvest.co.za
Umnganzi River Bungalows	www.umngazi.co.za
Wilderness Safaris	www.wilderness-safaris.com
Financing	
Development Bank of Southern Africa (DBSA)	www.dbsa.org
International Tourism Marketing Aid Scheme (ITMAS)	www.environment.gov.za
Poverty Relief Programme	www.environment.gov.za
NGOs	
Endangered Wildlife Trust Poisons Working Group	www.ewt.org.za/working_groups/pwg_main.htm
Fair Trade in Tourism South Africa	www.fairtourismsa.org.za
Mountain Club of South Africa (MCSA)	www.mcsa.org.za
Siyazisiza Trust	www.sn.apc.org/sangonet/SAIE/donors/donor.206.htm
The Living Waters Foundation	linders@netactive.co.za
Working for Water	www-dwaf.pwv.gov.za/wfw
Benchmarking/Certification	
Certification Board for Environmental Impact Practitioners in South Africa	www.eapsa.co.za/home.html
Qualitour's Heritage Environmental Rating programme	www.qualitour.co.za
South African Bureau of Standards	www.sabs.co.za/tourism
Documents/information	
Cape Floral Kingdom	www.panda.org.za
Consumer Energy Information	www.eren.doe.gov/consumerinfo
CSIR Pretoria	www.csir.co.za
DWAF. 2001. Generic Public Participation Guidelines.	www.dwaf.gov.za/Documents/Other/GPPG/guide.pdf
Earthlife	www.earthlife.org.za
Energy and Development Group (EDG)	www.edg.co.za / admin@edg.co.za
Energy For Development and Research Centre	energy@energetic.uct.ac.za

(EDRC)	
Green Living and Development Files	www.earthlife.org.za/ghouse/gfiles/gfiles.htm
Imbali Safari Lodge Kruger National Park, Off-road Code of Conduct for rangers	www.parks-sa.co.za/EIA/imbaliscopereport.htm
KwaZulu Natal Tourism Authority (Undated) How to establish a tour operating business	www.kzn.org.za/kzn/investors/9.html
Research/training institutions	
SANParks (2000) Preliminary notice to investors: Concession opportunities under the SANP commercialisation programme, South African National Parks, May 24 2000	www.parks-sa.co.za/Concession%20Opportunities/noticetoinvestors.htm
Southern African Wildlife College	www.wildlifecollege.org.za
Strategic Environment Assessment in South Africa	www.iaia.org/Publications/sea-sa.pdf;
University of Port Elizabeth	www.upe.ac.za
SMME support	
Africa Foundation	www.africafoundation.org
Community Public Private Partnership (CPPP)	www.cppp.org.za
Khula Enterprise Finance Ltd.	www.khula.org.za
Mineworkers Development Agency (MDA)	crademeyer@mda.org.za
Mondi	www.mondi.co.za
Mvula Trust	www.mvula.co.za
Ntsika Enterprise Promotion Agency	www.ntsika.org.za
Tourism Enterprise Programme (TEP)	www.tep.co.za
W. K. Kellogg Foundation	www.wkkf.org
Awards	
Imvelo Responsible Tourism Awards	www.fedhasa.co.za
Environmental technology suppliers	
Alternative Powers Systems Instillation	markrod@mweb.co.za
Atlantic Solar Heaters	www.webafrica.co.za/atlantic atlantic@webafrica.co.za
EcoLab	www.ecolab.com
Energy transformations	steve@dockside.co.za
Feather energy	glynn@feather.co.za
Future Forests	www.futureforests.com
Living Machines Inc	www.livingmachines.com/htm/home.htm
Oasis Design	www.oasisdesign.net
On Tap	www.ontap.co.za
Solardome SA	solardome@mweb.co.za
Total Energie SA	www.tenesa.co.za
Water flushing options	info@iq-4d.co.za
Water Rhapsody Water Conservation Devices	waterhap@iafrica.com

<table>
<tr><td colspan="2" align="center">International
ORGANISATIONS AND SOURCES OF INFORMATION</td></tr>
<tr><td align="center">Type/Organisation</td><td align="center">Contact Details</td></tr>
<tr><td colspan="2">Legislation/Charters</td></tr>
<tr><td>Department for International Development</td><td>www.dfid.gov.uk</td></tr>
<tr><td>European Charter for Sustainable Tourism in Protected Areas</td><td>Email: svautier@parks-naturels-regionaux.tm.fr</td></tr>
<tr><td>Lanzarote Charter for Sustainable Tourism, 1995 (jointly with UNEP, UNESCO, EU)</td><td>www.world-tourism.org/Sustainb/Charter.pdf</td></tr>
<tr><td>Lanzarote Conference on Sustainable Tourism in SIDS, 1998 (Jointly with UNEP)</td><td>www.world-tourism.org/Sustainb/Lanzaro.pdf</td></tr>
<tr><td>Manila Declaration on World Tourism, 1980</td><td>www.world-tourism.org/Sustainb/Manila.pdf</td></tr>
<tr><td>Statement on the Prevention of Organized Sex Tourism, Cairo, 1995</td><td>www.world-tourism.org/Sustainb/sextour.pdf</td></tr>
<tr><td>The Hague Declaration on Tourism, 1989</td><td>www.world-tourism.org/Sustainb/Hague.pdf</td></tr>
<tr><td>Tourism Bill of Rights and Tourist Code, Sofia, 1985</td><td>www.world-tourism.org/Sustainb/Sofia.pdf</td></tr>
<tr><td>UN International Decade of the World's Indigenous Peoples</td><td>yachaywasi@igc.org
http://www.geocities.com/yachaywasi</td></tr>
<tr><td>United Nations Environment Programme's (UNEP) Principles for Implementation of Sustainable Tourism</td><td>www.unep.org</td></tr>
<tr><td>World Tourism Organisation's (WTO) Global Code of Ethics for Tourism</td><td>www.world-tourism.org</td></tr>
<tr><td colspan="2">Trade Associations</td></tr>
<tr><td>Adventure Travel Society, The (ATS)</td><td>www.adventuretravel.com
mailto:ats@adventuretravel.com</td></tr>
<tr><td>American Indian/Alaska Native Tourism Association</td><td>www.indiantourism.org</td></tr>
<tr><td>American Society of Travel Agents (ASTA) Environment Committee</td><td>www.astanet.com/www/astanet/news/environm.html
mailto:johnb@astahq.com</td></tr>
<tr><td>Association for Independent Tour Operators (AITO</td><td>www.aito.co.uk</td></tr>
<tr><td>Association of Independent Tour Operators</td><td>www.aito.co.uk</td></tr>
<tr><td>Ecotourism Association of Australia</td><td>www.ecotourism.org.au</td></tr>
<tr><td>Ecotourism Society of Kenya</td><td>www.esok.org</td></tr>
<tr><td>Green Tourism Association</td><td>www.greentourism.on.ca</td></tr>
<tr><td>Hotel and Catering Management International Management Association</td><td>www.hcima.org.uk</td></tr>
<tr><td>Mexico's Association of Adventure Travel and Ecotourism (Amtave)</td><td>www.amtave.com/amtave/comon.html</td></tr>
<tr><td>Regional Tourism Organisation of Southern Africa (RETOSA)</td><td>www.retosa.co.za</td></tr>
<tr><td>United Nations Environment Programme (UNEP) Tour Operators' Initiative for Sustainable Tourism Development (TOI),</td><td>www.toinitiative.org</td></tr>
<tr><td colspan="2">NGOs</td></tr>
<tr><td>Blue Flag</td><td>www.blueflag.org</td></tr>
<tr><td>Business Enterprises for Sustainable Travel</td><td>www.sustainabletravel.org</td></tr>
<tr><td>Campaign for Environmentally Responsible Travel</td><td>www.c-e-r-t.org</td></tr>
<tr><td>CAMPFIRE</td><td>www.campfire-zimbabwe.org</td></tr>
</table>

Caribbean Environment Programme	www.cep.unep.org
CBNRM Support Programme	www.cbnrm.bw
Conservation International (CI)	www.ecotour.org mailto:ciwash@igc.apc.org
Conserve Africa Group International	www.conserveafrica.org
Coral Reef Alliance	www.coralreefalliance.org
ECoNETT	www.wttc.org
Ecumenical Coalition on Third World Tourism (ECTWT)	contours@caribnet.net
Emerald Planet	www.emeraldplanet.com
Environmental Conservation Tourism Association, Inc. (ECTA)	mailto:ectainfo@aol.com www.desocom.com/ECTA
Forestry Stewardship Council	http://fscus.org/html/index.html
Friends of Conservation	www.foc-uk.com
Future Forests	www.futureforersts.com
Green Alliance (Conservation International)	www.conservation.org
Greenpeace – Zero Waste Plan	www.greenpeace.org.uk
International Association for Public Participation	www.iap2.org
International Ecotourism Society	www.ecotourism.org
International Hotels Environment Initiative	www.ihei.org
International Institute for Environment and Development	www.iied.org
International Institute for Peace through Tourism (IIPT)	mailto:conference@iipt.org www.iipt.org
National Audobon Society	www.audobon.org
National Parks Worldwide	http://hum.amu.edu.pl/~zbzw/ph/pnp/swiat.htm
NAUI	www.naui.org
Overseas Development Institute	www.odi.org.uk
Pacific Asia Travel Association (PATA) Foundation	www.pata.org
PADI	www.padi.com
Partners In Responsible Travel (PIRT)	www.pirt.org mailto:bapirt@aol.com
Rainforest Alliance & Smart Voyager	www.rainforest-alliance.org email: smartvoyager@ra.org
Rethinking Tourism Project (RTP)	www.planeta.com/ecotravel/resources/rtp/rtp.html
Tourism Concern	www.gn.apc.org/tourismconcern mailto:tourconcern@gn.apc.org
Tourism Watch (ZEB)	www.tourism-watch.de
WWF's TRAFFIC	www.traffic.org
WWF-UK	www.wwf-uk.org
Research & Working Groups	
Ad-Hoc Working Group "Tourism" of the German NGO Forum Environment & Development Co-ordination: Ecological Tourism in Europe (Ö.T.E.)	oete-bonn@t-online.de
Bristol Group for Tourism Research	www.tourism-research.org
CEC Sustainable Tourism Resource Database	www.burleehost.com/s6i/cec/Database/default.asp?Site=TOURISM
Centre for Responsible Tourism	www.cfrt.org.uk
Charles Stuart University in Australia	http://Lorenz.mur.csu.edu.au/ecotour/EcoTrHme.html
Cooperative Research Centre for Sustainable Tourism	www.crctourism.com.au
Ecotourism Resource Centre	www.bigvolcano.com.au/ercentre
European Golf Association Ecology Unit	www.golfecology.com
International Association for Impact Assessment (IAIA)	www.iaia.org/

International Centre for Ecotourism Research (ICER	www.crctourism.com.au
International Centre for Responsible Tourism	ww.theinternationalcentreforresponsibletourism.org
Nature-based Tourism Research Projects	www.calm.wa.gov.au/tourism/nbtrp_splash.html
Pro Poor Tourism (ODI, IIED, CRT)	www.propoortourism.org.uk
Sustainable Tourism Research Interest Group	www.yorku.ca/research/dkproj/string/rohr
The Mountain Institute	www.mountain.org/
The Tourism and Environment Forum	www.greentourism.org.uk
Tour Operators Initiative for Sustainable Tourism (UNEP Paris)	www.unepie.org/pc/ mailto:giulia.carbone@unep.fr www.toinitiative.org
UNESCO World Heritage Sites	www.unesco.org/whc
United Nations Environment Programme Division of Technology, Industry and Economics Tourism	www.unepie.org/tourism/
University of Waterloo: Tourism and Protected Areas task force	www.ahs.uwaterloo.ca/rec/title.html
Waste Watch	www.wastewatch.org.uk.org
Wise Growth (English Tourism Council)	www.wisegrowth.org.uk
World Conservation Union	www.iucn.org
World Resources Institute	www.wri.org
World Tourism Organization (WTO) Environment Committee	www.world-tourism.org/committe/envcomm.htm
World Travel and Tourism Council & ECoNETT & Green Globe	www.wttc.org
Documents/information sources	
Acapulco Document on the Right to Holidays, 1982	www.world-tourism.org/Sustainb/acapulco.pdf
American Forests Climate Change Calculator	www.americanforests.org/resources/ccc/
Carbon Neutral ©	www.gocarbonneutral.co.uk
Comprehensive index of tourism associations, publications, management consultants & government agencies world-wide	http://webhome.idirect.com/~tourism
Eco-Source Ecotourism Information website	www.ecosourcenetwork.com
Ecotravel Centre	www.ecotour.org
Energy Efficiency	www.energy-effiency.gov.uk
Green Travel Network	www.greentravel.com
GREENTOUR	www.egroups.com/group/greentour
Green-Travel Archives	www.earthsystems.org/list/green-travel
Green-Travel Website	www.green-travel.com
Guidelines and principles for Social Impact Assessment	http://www.iaia.org/Publications/SIA%20Guide.PDF
International Association for Impact Assessment - South Africa	www.iaia.za.org/
Montana State University. Community Tourism Manual.	www.montana.edu
Planeta.com	www.planeta.com
Principles of Environmental Impact Assessment best practice	http://www.iaia.org/Publications/Principles%20of%20IA.PDF
Public participation toolbox	http://www.iap2.org/practitionertools/toolbox.pdf
Responsible Travel.com	www.responsibletravel.com
Rocky Mountain Institute	www.rmi.org
SEACAM	www.seacam.mz
Strategic Environmental Assessments	www.iaia.org/Publications/sp1.pdf
Sustainable Development	www.sd-online.net

Sustainable Tourism Development	www.world-tourism.org/Sustainb/SustHom.htm
Sustainable Tourism in Natural Areas	www.cec.org/programs_projects/trade_environ_econ/sustain_tourism/index.cfm?varlan=english
Tearfund	www.tearfund.org
Tourism and Environment Forum: Green Tourism Business Scheme	www.greentourism.org.uk
UNEP's Biodiversity Planning Support Programme's guide to best practice on Integrating Biodiversity into the Tourism Sector	www.unep.org/bpsp/TS.html
Awards	
British Airways Tourism for Tomorrow Awards	www.britishairways.com/tourism
David Bellamy Conservation Award	www.ukparks.com
Seaside Awards	mailto:joses@tidybritain.org.uk
Certification/benchmarking	
Certification for Sustainable Tourism (Costa Rica)	www.turismo-sostenible.co.cr
Costa Rican Sustainable Tourism Certificate	www.turismo-sostenible.co.cr
Department of Trade and Industry (UK), Best Practice Benchmarking	www.dti.gov.uk/mbp/bpgt/m9jc00001/m9jc000011.html
Ecotel Certification	www.hvsecoservices.com/ECOTEL.htm
Green Globe 21	www.greenglobe21.com
Kiskeya Alternative Tourism Sustainability Certification Programme	Email: kad@kiskeya-alternative.org www.kiskeya-alternative.org
Monitoring and Evaluation clearing house	www.mande.co.uk/news.htm
National Ecotourism Accreditation Program (Australia)	www.ecotourism.org.au www.vtoa.asn.au/accreditation/neap mail@ecotourism.org.au

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