



World Tourism Organization

# UNWTO

## Global Report on Public-Private Partnerships: Tourism Development

Affiliate Members Report: Volume eleven

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Institute for Tourism (GIFT) Griffith University





# **Global Report on Public-Private Partnerships: Tourism Development**

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## Foreword

Browse any travel website or any travel and lifestyle top listing of places to visit and there will be without a doubt a series of new destinations unknown to many. Indeed, over the past six decades, tourism has experienced continued expansion and diversification with many new destinations emerging in addition to the traditional favourites of Europe and North America. The data speaks for itself. The market share of emerging economies increased from 30% in 1980 to 45% in 2014, and is expected to reach 57% by 2030, equivalent to over 1 billion international tourist arrivals.

The development of tourism in emerging economies have been shaped by many factors among which Public-Private Partnerships (PPP) play a key role as they bring together government agencies and the public sector with representatives of the whole tourism value chain under the same goals of promoting socio-economic development, sustainability, job creation and international competitiveness through tourism.

This report prepared by the UNWTO's Affiliate Members Programme in partnership with Griffith Institute of Tourism of the Griffith University a valuable Affiliate Member, is an excellent contribution to understand the models and outreach of PPPs through a wide range of case studies in countries ranging from Japan to Samoa.

I would like to take this opportunity to thank all the contributors to this report for providing us with such valuable insights and know-how which I trust will inspire all those seeking to advance PPPs in tourism and understand the development of tourism in emerging economies.

Taleb Rifai  
*Secretary-General,  
World Tourism Organization (UNWTO)*



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## Harnessing the Power of PPPs in Tourism



As the leading international organization in the field of tourism, the World Tourism Organization (UNWTO) facilitates public and private initiatives through its Affiliate Members Programme which encompass over 480 worldwide entities, representing organizations, destinations, NGOs, educational institutions and other bodies whose activities are related to tourism.

The tenets of PPPs are core to the main objectives of UNWTO Affiliate Members Programme. PPPs are beyond a developmental tool but are sometimes essential to stimulate creativity, enhance competitiveness and achieve visionary results which may be difficult if both parties operated in isolation.

One signature project of the UNWTO Affiliate Members Programme is the prototypes which have been initiated to attain the involvement of a large number of members working towards a common goal, testing new models of public-private partnership and developing reports which provide recommendations applicable in other destinations. All members work synergistically and transparently under the UNWTO umbrella to foster the application of innovative concepts within any destination.

To date, UNWTO has launched three prototypes: Precious Time, an exercise in creating premium tourism products for an urban destination; 365, a project designed to overcome seasonality; and a Wine Tourism Prototype. The methodology resulting from those prototypical exercises is a practical tool which can be replicated in destinations worldwide considering rejuvenating their tourism product offerings in specific areas.

Another practical illustration of successful PPPs among the UNWTO Affiliate Members Programme can be seen in the creation of networks. These networks serve as platforms for private, public and academic bodies to interact, share and access relevant information all the while benefitting from an unparalleled platform to create, disseminate and implement innovative concepts. These collaborative frameworks play a prominent role in harnessing the enormous potential to stimulate a variety of sectors while maintaining sustainable and ethical use of resources. Here, experts, destinations, academics and a wide variety of private and public sector stakeholders all share a common role in maintaining the respective tourism sector; a sector which boasts of definite contributions to the socio-economic development worldwide. Evidence of this can be demonstrated through the Gastronomy

and Shopping Tourism Networks where Member States and Affiliate Members jointly collaborate as well as the Knowledge Network, an inclusive community of knowledge within UNWTO.

In line with above mentioned initiatives, this edition of UNWTO Affiliate Members Global Report series on the topic “Public-Private Partnerships: Tourism Development” jointly published with our valued Affiliate Member Griffith Institute for Tourism seeks to highlight the role and need for PPPs as tools for development. This publication provides cases of how public-private partnerships which have jointly enhanced the development and competitiveness of tourism destinations by facilitating innovation.

It goes without saying that this report highlights the significance and timeliness of PPPs in this volatile sector and it would not have been possible without the contribution and support of all the researchers and contributors including the esteemed group of UNWTO Affiliate Members: Brighton University, RIAT, Institute for Tourism Studies – IFT, CICtourGUNE, USIL - San Ignacio de Loyola University, Facultad de Turismo y Dirección Hotelera Sant Ignasi de la Universitat Ramon Llull, Centro Español de Nuevas Profesiones (CENP), IATA,

Agència Catalana De Turisme, Destino Punta del Este and Singerman & Makon – Latam Tourism Consulting.

I wish to offer my sincerest gratitude for the contributions made, contributions which have truly encompassed a wide array of innovative projects worldwide.

Yolanda Perdomo  
*Director of the Affiliate Members Programme,  
World Tourism Organization (UNWTO)*



# 1.

## Public-private partnerships: tourism development

There are many forms of partnerships and some only involve the private sector. However, developing tourism will often require the involvement of governments as they have control over essential resources such as public lands (i.e., beaches, mountains, national parks, lakes) and also the responsibility for activities such as regional economic development, planning, security of borders, and social and environmental protection. Here we use the term Public-Private Partnerships (PPPs) to cover those voluntary collaborative tourism partnerships that involve both the government and businesses. In many cases, PPPs also include non-governmental organizations (NGOs) and various other types of associations.

PPPs bring together stakeholders with different objectives and skills, and resources in a formal or informal voluntary partnership to improve the attractiveness of a regional destination, its productivity, associated market efficiency, and the overall management of tourism. In this report, we discuss PPPs that target improvement in many aspects necessary for successful tourism such as transportation, events, accommodation, attractions, business skills and resource protection. Hence, PPPs are important, and often vital, elements in the establishment of tourism-based initiatives and improvement of the market competitiveness of destinations.

Since 1990, UNWTO has released a series of reports and publications that highlight the importance of PPPs in tourism. More specifically, the reports demonstrate the role of partnerships in policy and practice for tourism; benefits of PPPs for the public and private sectors; and how multi-stakeholder collaboration influences tourism competitiveness through institutional strengthening and by promoting sustainability (e.g., UNWTO/Fundacion ACS, 2014; UNWTO, 2011; UNWTO/SNV, 2010; UNWTO, 2001).

Together, these reports provide a solid evidence base for the use of PPPs in tourism, illustrating partnerships across different sub-sectors, geographic scales, destinations, and market segments. For example, a report produced by UNWTO in collaboration with the SNV Netherlands Development Organization (UNWTO/SNV, 2010) highlighted the positive outcomes of nine partnerships (e.g., in Ghana, Costa Rica, Bhutan). More specifically, the report demonstrated ways in which partnerships can widen contacts and strengthen communities, link components within the tourism value chain, improve marketability of tourism initiatives, ensure inclusiveness and equity.



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## 1.1 Focus of this report

In this report, we focus on PPPs as *tools for development*. The economic growth of the developing world is driving demand for traditional holiday destinations in the developed world that have traditionally catered for English speaking visitors, as well as a need for new destinations. The rapid growth of BRIC (Brazil, Russia, India, China) countries, the increasing recognition by many countries of tourism as a source of regional economic development, the low cost carriers travelling to secondary airports, the growth of cruise ship capacity around the world, the encouragement of interregional travel in South East Asia and along the New Silk Road, reductions in visa restrictions (World Tourism Organization, 2012), and other initiatives have been combined to create new tourist destinations around the world (see also Dwyer et al., 2008 on mega trends). In this report, we particularly focus on these new tourist destinations because they are a frontier of tourism development and one of the key action areas where the international community can make a significant difference to the lives of the local people.

Not all PPPs are confined to a particular tourist destination and in some cases an initiative will benefit a number of locations across a country or region. However, the intent of this report is to focus on tourism as a form of economic development with the potential to grow strongly. Many new tourist destinations are embracing tourism as a form of economic development. Indeed all the case studies presented in this report have as part of their objectives to improve the sustainability of local tourism expenditure, in order to bring widespread benefits to numerous small businesses and their employees in the hotel, restaurant, tour, transportation, and entertainment sectors. While some argue that these jobs require fewer skills, it is precisely this that makes them suitable for readily improving the lives of residents.



**Susanne Becken,**  
Director Griffith Institute for Tourism,  
Griffith University

Partnerships are integral to most tourism activities. Tourism typically involves a wide range of public and private sector stakeholders, communities and various types of organizations that – all together – facilitate the travel experience.

Public-private-partnerships (PPPs) are increasingly important in a world where resources are constrained and competition is strong. The best way to think of a PPP is as an opportunity of bringing together all the resources required to develop a memorable and sustainable tourism experience in an effective manner. Resources can include land, capital, knowledge and skills, amongst others.

This report has a particular focus on emerging tourism economies. Here, emerging tourism economies means tourism economic development initiatives within a region, a country or, indeed across several countries. Most of the case studies presented in this report illustrate how new and emerging forms of tourism contribute to poverty alleviation, community empowerment, resilience and sustainability of destinations.

All case studies presented here highlight an element of innovation. Cases were selected to provide not only an insight into the different types of PPPs across a broad range of geographic contexts, but to highlight how innovative initiatives can lay the pathway for successful tourism development. It is the intention of this report to disseminate these innovations and stimulate tourism stakeholders around the world to develop similarly new and creative partnerships. It is hoped these partnerships will result in inclusive, sustainable and resilient tourism development to contribute to the new Sustainable Development Goals being developed.

## 1.2 Public sector involvement in PPPs

There are two levels of government involved in tourism. Firstly, at a national level, nations such as BRIC and many other developing countries are recognizing the importance of tourism as a form of regional economic development. This means that in these countries, central and regional government are prioritising tourism, writing strategies, enacting new laws, employing tourism advisors within newly established tourism ministries and so on (OECD, 2012). A tourism economy affects and is affected by other more traditional areas of government such as agriculture, transport, economic development, and regional planning so in many countries these linkages are being charted and responsibilities are being established. This requires collaboration between various central government organizations. It may also require interaction and perhaps partnerships with non-government agencies including the private sector.

The second level of government involvement is at the regional or local nature. Often, tourism focuses geographically around particular attractions. Therefore, central governments need to work with regional and local government agencies to ensure the efficient development of tourism at these destinations and within the national context. This collaboration will often centre on a particular project or PPP initiative. Partnerships are important because the necessary resources and expertise are sometimes less developed at a local government level, and need to be accessed from national-level government agencies. This suggests that regional and local tourism governments and destinations may benefit from examples of good practice from places around the world dealing with similar problems. This report provides such examples of innovative PPPs related to tourism development.

### 1.3 Role of the private sector in PPPs

Governments and tourism industries/sectors can work together in a variety of ways and on a number of different types of activity at a regional level. Examples include the development of tourism strategies, the creation of policy networks or joint investment in co-operative marketing campaigns. However, in developing tourism, eventually government must rely on the private sector to deliver services to tourists. Such services are provided by a range of stakeholders, including investors, developers, accommodation businesses, attractions, tour companies, and others. In addition, government agencies and tourism offices are working together with representatives of the local community. Therefore, it is important for the public and private sectors to cooperate in developing new tourism initiatives, and managing tourism development.

The cruise ship industry provides an excellent example of a fast growing form of tourism that has the potential to deliver substantial economic benefits (for example Small Island Developing States or SIDS). Harnessing the benefits and managing the impacts through innovative PPPs is an important avenue for SIDS to maximise the long-term benefits from cruise ship tourism.

Developing PPPs as a collaborative form of governance recognises the interdependence of the various parties in developing tourism, especially at the early stages. Partnerships can focus on a particular task and bring together those organizations with the skills and knowledge necessary for its completion. In many situations, as we demonstrate in this report, PPPs play a critical role in the development of tourism. A government cannot usually develop tourism by itself, as it does not operate businesses, while the private sector may need help with regulations, access to resources, and funding. This is often true in regional areas where the government may control the natural attractions and the local people do not have funds for development or have the skills to develop tourism. One way to think of a PPP therefore is as a means of bringing all the required resources together.

### 1.4 Outcomes of public-private partnerships and lessons

What are the initiatives or interventions that may be the basis for a PPP? In this report, we demonstrate how PPPs have helped to enhance the competitiveness of tourism destinations by facilitating intervention in new





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niche markets that can support appropriate economic development of a destination. The interventions noted in this report include, but are not limited to, the tourism product offered (e.g., clustering businesses together and developing touring routes, developing packages), marketing strategies (collaborative destination promotion), funding (e.g., obtaining donor funding), human resources (e.g., offer training), and infrastructure (e.g., new buildings).

While PPP activities must be designed and understood within the context of a particular region or destination, many of the principles found in one case may be useful in other parts of the globe as the tourism industry has many similarities in its operation around the world. Therefore, there is considerable scope for transfer of knowledge on the operation of PPPs between countries and regions.

This report focuses on the role of partnerships in critical areas for development of tourism, where tourism skills are least well developed, where the tension between issues of resource exploitation and protection are highest; and arguably the opportunities for tourism to make a difference in the lives of local peoples are greatest. Each case illustrates a particular lesson about how PPPs can be useful in developing tourism.

## 1.5 Resources for developing public-private partnerships

In addition to providing case studies of successful PPPs, this report also identifies that PPP initiatives commonly are based in a regional destination management organization (DMO). In the past, many destinations established a marketing organization that would work to promote a region collaboratively. This report identifies that in many countries, the role of such organizations is expanding to support product development (see Box 1).

Universities have a role in supporting regional development and provide important resources for the development of PPP initiatives. This report identifies numerous examples of UNWTO Affiliate Member universities working as brokers and hubs for tourism initiatives. In this context, universities are seen as providing impartial and expert opinion and advice, providing a repository of skills and knowledge related to the region (see Box 2). PPPs in developing countries require funding and training resources. This report has identified a number of examples whereby PPPs provide training to support development (see Box 3). These examples indicate that UNWTO Affiliate Members are active in supporting development and provide resources useful for PPPs.



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## 2. Case studies

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The following case studies provide examples and insights into the different types of tourism PPPs currently taking place which foster tourism development through innovation. They represent PPPs with different goals, located across different geographic regions,

and economic and political systems (table 2.1). In some cases, these PPPs have multiple goals. We have selected these cases to illustrate the variety of settings in which PPPs are found and objectives that are pursued through these partnerships.

**Table 2.1** Overview of the 17 case studies

Number	Case study	Country	Lesson	Scale	Main partners
2.1	Grassroots management of a protected area: the Puerto Princesa Subterranean River National Park	The Philippines	Entrepreneur convenor	Local	State/local governments, community
2.2	Stable partnerships attract funding: Tsodilo Hills	Botswana	Credibility leads to financial support	Regional	State/local governments, private industry, NGOs, local community
2.3	Taj Safaris and threatened species conservation	India	Adaptability	Local	Government, private industry
2.4	Homestay tourism clustering and snow leopard conservation	India	Social entrepreneurship	Local	Local government, NGO, local community
2.5	Creating an egalitarian, open framework for destination partnership development: the case of Tama River	Japan	Collaborative product development	Regional	Local government, community, private industry

**Table 2.1** Overview of the 17 case studies

Number	Case study	Country	Lesson	Scale	Main partners
2.6	Providing capacity building opportunities: Carnival Australia and cruise ship tourism	Pacific Islands	Clustering	International and National	Federal and local government, private industry
2.7	Joining forces to minimize risk: development of a “Tsunami Ready Toolbox” to increase disaster preparedness for hotels in Bali	Indonesia	Minimizing risks	National	Federal government, hotel associations, hotels
2.8	Visitor focused collaboration in Mavrovo	The former Yugoslav Republic of Macedonia	Tourism product	Regional	Federal government, private sector
2.9	Inclusive business for tourism - training in Yangon and Nyaung Shwe (Inle Lakes)	Myanmar	Expanding growth opportunities	Regional	Federal government and international organization, private sector
2.10	“Smart tourism” development in Nanjing	China	Technology as a niche market	Local	Federal government, private sector
2.11	Integrating scientific research and tourism to benefit community livelihoods: The Mamirauá Sustainable Development Reserve	Brazil	Economic entrepreneurship	Local	State government, local communities
2.12	Experience Gold Coast: innovative products for Asian Visitors	Australia	Product innovation	Local	Private sector, local government
2.13	Samoa’s community tourism operators and the development of innovative mechanisms to adapt to climate change	Samoa	Climate change adaptation	Regional	Private sector, federal government, local communities
2.14	Saudi Hospitality Heritage Company	The Kingdom of Saudi Arabia	Cultural integration	National	Private sector, national government
2.15	Public-private partnerships to promote a sound tourism policy framework	Asia-Pacific region	Policy framework development	Multinational	Private sector, federal government
2.16	UNWTO and Pilot Productions: showcasing the Silk Road to an audience of 30 million people	Multinational	Tourism marketing	Multinational	Private sector, federal government, local communities
2.17	Sustainable forms of tourism in Ghana West Coast	Ghana	Destination management	Regional	Private sector, federal government, local communities



## 2.1

### Grassroots management of a protected area: The Puerto Princesa Subterranean River National Park, Philippines

Trishah Goloran, *The University of Queensland.*

Robert J. S. Beeton, *The University of Queensland.*

Noel Scott, *Griffith University.*



Griffith Institute for Tourism

#### Background: The Puerto Princesa Subterranean River National Park

The Puerto Princesa Subterranean River National Park (PPSRNP) is a UNESCO World Heritage Site, a Biosphere Reserve, a Ramsar Site, and an Important Bird Area (IBA). In 2011, the PPSRNP was voted one of the New7Wonders of Nature. The PPSRNP covers an area of approximately 22,202 hectares and features an 8.2 km long subterranean river system located near Puerto Princesa City, Palawan Province, Philippines. It is distinguished as having an underground river system that flows directly into the sea, with its brackish lower half subjected to tidal influence. The river's cavern contains remarkable rock formations. The PPSRNP contains a full "mountain-to-sea" ecosystem, significant for biodiversity conservation and protects the most intact and notable forests within the Palawan biogeographic province and was the first national park devolved and successfully managed by a local government unit (UNESCO, 2012a).

Site protection is provided through agreements that place legal ownership in the hands of the City Government of Puerto Princesa. This arrangement for local ownership ensures the property's national values have been maintained. The property is also covered by the National Integrated Protected Area System (NIPAS) Act of 1992, which ensures legal protection and conservation of protected areas in the Philippines. This Act decrees that all management decisions for the property are made in consultation with the Protected Areas Management Board (PAMB).



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## The Partnership

Ecotourism in the PPSRNP originated from the need to protect the environment and was successful because it was promoted by the Puerto Princesa City Mayor and supported by institutional partnerships. The park's highest policy-making body is the Protected Area Management Board (PAMB), chaired by the City Mayor. Through the Park Management Office, the park supervisor appointed by the city mayor manages the day-to-day operation of the park. The PAMB is composed of 20 members, one from the national government, represented by the Palawan Council for Sustainable Development Secretariat (PCSDS), one from the provincial government through the Provincial Environment and Natural Resource Office (PENRO), seven from the city government, three chieftains of the different Certificate of Ancestral Domain Claims (CADCs) covering the Park, four Barangay Captains of the four barangays or communities within the Park, a People's Organization (PO) representative from Cabayugan, two NGOs, and the Park Superintendent and Head of the PAMB Secretariat. While there are no members from the tourism or industry sectors or from the city and provincial tourism offices, there is close coordination of the industry with the Mayor's office.

The PAMB meets regularly. This multi-sectoral organization creates an important venue for stakeholders to collaborate and participate in decision-making. Having a legal basis for the multi-sectoral arrangement of the PAMB and its actual implementation in a more local instead of national approach makes it an effective and proactive way of

managing the resource in which ecotourism is based. People can also readily contact either the PO or the Barangay representative when there are issues.

## Tourism development and impacts

Visitor arrivals to the PPSRNP have shown a sharp increase, also driving the increasing trend in Palawan Province, with domestic tourists making up most of the visitors, due in part to the New7Wonders promotions campaign. Revenue from the Park increased from PPH 16.6 million (USD 373,000) in 2009 to PHP 32.4 million (USD 730,000) in 2011. The popularity of the PPSRNP has also led to a diversification of activities within the park, which include jungle trekking, wildlife watching, mangrove forest tours, adventure caving and an ethnographic museum. These activities are linked to efforts to distribute economic benefits to other communities.

All income generated from collection of user fees are deposited into a Trust Fund created for the PPSRNP, with its use allocated for PAMB approved projects and activities. The PPSRNP has been self-sustaining in its operations since 2008. Partnerships in conservation management have become a popular strategy worldwide and in this case have been innovative and effective from a governance and environmental management perspective due to strong support from the Mayor.



## 2.2 Stable partnerships attract funding, Botswana

Joseph E. Mbaiwa, *University of Botswana*



### Summary

In this case the government, non-government organizations and the local community have collaborated to promote a World Heritage Site as a tourist attraction and to develop a sustainable livelihood for the local community. A stable and effective partnership has also attracted additional resources for development of training and infrastructure.

### Background: The Tsodilo Hills World Heritage Site

The Tsodilo Hills, located in North-Western Botswana, was declared a UNESCO World Heritage Site in 2001. These dramatic rock formations contain archaeological accounts of human activities and environmental changes spanning at least 100,000 years. The Tsodilo Hills hold more than 4,500 rock paintings, and represent the highest concentration of rock art in the entire world. The local Hambukushu and San communities revere Tsodilo as a place of worship and as a home for ancestral spirits. The site became a national monument in Botswana and an important cultural heritage tourism destination.

The Tsodilo community comprises 200 people, who live around the hills. These people earn income from a variety of ecotourism related businesses and sales of locally made handicraft products. Ecotourism at Tsodilo Hills is also beginning to yield socio-economic benefits to the local communities. Around 15,000 local, regional and international tourists visit the site each year. The Tsodilo Hills has developed as a tourism destination through two different phases; and partnerships have been central to each.

## The partnership initiative

The first phase of development culminated in UNESCO World Heritage listing the Tsodilo Hills in 2001, which ensured responsible development of this precious cultural and heritage resource. The Department of National Museum and Monuments worked with an independent advisory group, the Tsodilo Management Authority (TMA), composed of the representatives from local community organizations, government and non-governmental organizations, to achieve this listing.

This partnership provided a mechanism for the various parties to work together and a way for external bodies to direct funding and resources in an effective manner. Essentially, the partnership demonstrated a cohesive and responsible organization that brought all the relevant parties together and this enabled effective planning and innovation to occur. Without this partnership, the individual organizations could not have achieved the listing. The various partners each bring particular resources to the table; for example, one of the NGOs involved, the Letloa Trust provides technical, institutional, financial management and fundraising support, while the Tsodilo Community Trust represents the views of the local people.

The listing of the Tsodilo Hills as a World Heritage Site placed it on a global stage and increased its attractiveness to tourists. In addition, its newly found prominence meant that it could attract funding from philanthropic organizations. Such organizations want to ensure that their funding is effective and beneficial to the local community. The combination of an effective partnership for managing the site and its global profile enabled the Tsodilo Community Trust in 2009 to receive USD 1.25 million in donor funding from the Debswana and De Beers Diamond Trust. This Trust benefits from associating with a globally successful tourist attraction.

This funding has contributed to the improvement of local people's livelihoods through capacity building opportunities and upgrading tourism services and facilities. Specific benefits include the following:

- **Training of guides:** five Basarwa and nine Hambukushu community members - to enhance their skills in guiding tourists around the hills;
- Construction of two project staff houses;
- **Employment of seven staff members:** a project manager, two project officers, a curio shop manager, two campsite staff and one borehole attendant;
- Three community campsites around Tsodilo Hills to generate income for the Trust for communities; and
- Establishment of a craft centre for the community to sell their crafts.

These developments provide income to the local community through employment as tour guides, from entrance and camping fees, and from the sales of locally made handcrafted products.

## Conclusion

The establishment of a public-private partnership at Tsodilo Hills has been essential in firstly the listing and protection of a priceless cultural and heritage resources, and in attracting funds to ensure their responsible development. Working in partnership, the community has been able to demonstrate its ability to plan and manage a complex project and its suitability as a target for further funding. This has enabled the community to create a sustainable livelihood and protect their history at the same time. The key to these achievements has been a comprehensive and stable PPP.



## 2.3 Taj Safaris and threatened species conservation, India

Ralf Buckley, Griffith University



Griffith Institute for Tourism

### The initiative

Private tour operator Taj Safaris has provided funding and unique expertise to translocate endangered species, including 50 Indian gaurs and seven swamp deer, to assist in conservation efforts by the Madhya Pradesh Forest Department, India. The innovative aspect of this PPP is that a private company was willing to share its intellectual property for the greater benefit of biodiversity conservation – and ultimately the protection of its business resource. Thus, the case study provides evidence of the symbiotic relationship between tourism and conservation.

### The partnership

&Beyond, the African co-owner of Taj Safaris, has pioneered or refined techniques for live capture, captive breeding, safe translocation, and soft release of many different large African mammals, including both herbivores and predators. They made this expertise available to the Madhya Pradesh Forest Department to translocate 50 gaurs, the giant ancestral ox of India, to Bandhavgarh National Park, and seven swamp deer from Kanha National Park to Van Vihar National Park. Both translocations have proved entirely successful.



## Innovation

Taj Safaris is apparently the first company that has deliberately set out to adapt African conservation tourism approaches in India. This entails a full appreciation and substantial adaptation between countries with different cultures, traditions and institutions.

## The private partner

Taj Safaris is a joint venture between African conservation tourism operator &Beyond (2015) and Indian hotel company Taj Hotels. It has built upmarket lodges immediately outside protected areas in the province of Madhya Pradesh, India, and runs game drives with skilled naturalists inside the parks. Taj Hotels is one of India's leading hotel companies, a member of the Tata Group. &Beyond is one of Africa's leading conservation tourism operators, with lodges throughout the principal wildlife tourism areas of eastern and southern Africa, and makes ecologically significant contributions to conservation of a number of threatened species (Buckley, 2010 ab).

## The public partner

The Madhya Pradesh Forest Department manages national parks and reserves which contribute substantially to conservation of the Bengal tiger and other threatened species, and are iconic destinations for tiger tourism. These reserves receive some funding from Project Tiger, initiated by the Worldwide Wide Fund for Nature (WWF) and now operated by the national government of India. They also receive funds from tourism, by charging visitor entry fees. This supports a livestock compensation fund for local communities, critical in combatting tiger poaching (Buckley and Pabla, 2012). Tourism accommodation is located outside the parks.

## Conclusion

Interactions between tourism, conservation and local communities in central India are complex, particularly where multiple levels of government are involved. African experiences could provide a model for use in Madhya Pradesh, but only if they can be adapted to Indian legal systems, management institutions, and cultural traditions. Managers of Madhya Pradesh's national parks and tiger reserves would like to use more widespread translocation and captive breeding programmes in order to restock particular parks.



## 2.4

## Homestay tourism clustering and snow leopard conservation, India

Seema Bhatt,  
Independent consultant

### Mountains, livestock herders and snow leopards

The Himalayan range in India is about 2,700 km long and 3,000 km wide, and has some of the oldest travel routes. Travel within this region is an age-old practice as the region is part of the famous Silk Route but, more importantly, it is the spiritual and religious significance that attracts domestic and international visitors. Ladakh, or the 'Land of Passes' as it literally means, is in the Trans-Himalayan region of the state of Jammu and Kashmir. It lies between the Karakoram Mountain Range to the north and the Himalaya to the south.

### Community homestay tourism

The past two decades have seen the growth of different kinds of tourism, the most recent entrant being adventure tourism, with current tourist numbers reaching over 35,000 annually. Tourism facilities are diversifying to accommodate a broader profile of tourists travelling through the region. One tourism experience option is the homestay system. Homestay tourism relies on welcoming hosts in an attractive natural setting to homes of the local community.

The first homestay in Ladakh was established in the village of Rumbak, located within the Hemis National Park. The Park protects one of the most fragile ecosystems of the world and is home to several species of distinctive fauna and flora, the star species being the endangered snow leopard. In the Hemis National Park, a short trek through the Rumbak Valley brings visitors to the village. Since this village is on the periphery of the Hemis National Park, these homestays now also receive support from the Wildlife Department of Ladakh. Meals in the homestays are provided by, and are taken with the family, respecting local tradition and consist of local cuisine. Homestays continued using local Ladakhi toilets, which are both eco-friendly and hygienic.



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## The partnership

The increasing popularity of homestays in Rumbak led to a partnership between the Snow Leopard Conservancy (an NGO), the state government (Wildlife Department of Ladakh), a community association (the Youth Association for Conservation and Development in Hemis National Park [YAFCAD HNP]) and the private sector (local households).

The Youth Association provides support in the area of marketing of this initiative. The Snow Leopard Conservancy has supported local communities within the national park to protect natural resources, especially the snow leopard, and developed sustainable income activities that are in balance with conservation initiatives. This includes providing technical support to the local women who are interested in running homestays. For the tourist, this kind of tourism provides a safe and culturally rich experience, by the mean of housing facilities within the trekking routes.



## Socioeconomic and environmental achievements of the partnership

The establishment of the homestay partnership is providing both short-term and long-term benefits to local communities and to natural resources in the area. These benefits include:

- Empowering local women providing them with financial resources and capacity building opportunities as they are the primary managers of these initiatives;
- Providing the local youth with employment and an incentive to help in conservation activities;
- Providing local communities with basic education about tourist requirements in terms of hygiene standards or food. By doing so, these opportunities enhance local capacity building across generations and gender; and
- Providing a venue for local families to sell their products through the creation of the Parachute Café.

## Conclusion

In Ladakh, homestay tourism has modified the local social fabric by introducing a new and potentially more lucrative source of income where nature and culture have become the community's sources of income. While homestay tourism is not new, this case illustrates an innovative approach to conserve the ecosystem and species within communities. An important innovation of this PPP is the clustering of homestays and the resulting synergistic effects, including mutual learning and capacity building.



## 2.5

### Creating an egalitarian, open framework for destination partnership development: the case of the Tama River, Japan

Masahiro Yabuta, Chuo University

Fujio Miyasaka, Ome Shinkin  
(Special Advisor)



美しい多摩川フォーラム

#### Background: Forum for the Beautiful Tama River

The Forum for the Beautiful Tama River (*“Utsukushii Tamagawa Forum”* in Japanese, hereafter Forum) formed in 2007. The Forum is a successful multi-sector not-for-profit partnership, and was established to promote regional development and preservation of the environment around the Tama River basin. To accomplish this aim the Forum focuses its activities on innovation in tourism.

The Tama River is 138 km long and flows east towards Tokyo. It provides a third of Tokyo's drinking water as well as that of the 30 cities, towns and villages in its basin. During Japan's high growth era between 1955 and 1970, rapid urbanization and deforestation degraded the Tama River basin. Since then, policies to tackle environmental issues, such as control of air pollution and prevention of water pollution, have been introduced to maintain and sustain the natural environment. The Forum has developed a number of collaborative projects that contribute to environmental, economic and social sustainability. Two projects, *Yumeno Sakura Gaido* and *Tmagawa Sakagura Gaido*, are discussed [here](#).



## The partnership

The Forum originated as part of the corporate social responsibility activities of the local bank, *Ome Shinkin*. This bank is a cooperative financial institution located in the Tama River basin. Later many other local stakeholders, such as businesses, individuals, not-for-profits, educational institutions like universities, and local governments joined the Forum. The management principles of the Forum are an equal partnership in the decision-making for each stakeholder and consensus decisions through discussion. The Forum currently has about 70 board members, who operate three subcommittees and develop the annual plan, and 1,500 ordinary members who participate in the projects. The various activities of the Forum are supported by contributions and membership fees. Various activities take place almost every month, are reported annually, and are monitored by general meetings of the Forum in a “Plan-Do-Check-Action” cycle.

## Tourist initiatives

As part of the activities of the Forum, two initiatives stand out for their contributions to tourism development. These initiatives help to connect parts of the Tama River basin together by creating themed routes or clusters of businesses:

- **Walking under the beautiful cherry trees Yumeno Sakura Gaido:** the Forum established 88 sites along the Tama River where visitors can enjoy cherry blossoms during the season. A sightseeing route connects these sites and provides easy visitor access to different parts of the river basin. Together, these sites promote a deeper understanding of the natural environment. Supporting environmental activities include planting cherry trees and skill development for people to care for them; and
- **Sake drinking at cellars in the Tama River Tamagawa Sake Gaido:** the Forum has helped five long-established sake cellars to work together to create a tourism cluster that is more attractive to visitors who want to sample and buy their products. This cluster is supported by transport companies and touring operators who can move visitors between the sake cellars safely. The innovative initiative has established a vibrant network among the old and isolated sake cellars in the Tama River basin.

## Conclusion

The Forum has provided a regional framework for collaboration that has created additional opportunities for partnerships. Tourism in the Tama River basin has benefited by two types of partnerships; clusters of sake businesses and development of a cherry blossom tourism route.



## 2.6

### Providing capacity building opportunities: Carnival Australia and cruise ship tourism in Vanuatu, Pacific Islands

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Griffith Institute for Tourism

#### Cruise ship tourism in Vanuatu

The cruise ship industry is an economic pillar for most of the Pacific Nations. Cruise tourists and cruise companies provide a range of socioeconomic benefits, including salaries (hence livelihood) and profits for business owners, employment opportunities, financial benefits via tourist spending in the local economy by business operators and government revenues through taxes (IFC, 2014). Over the past 10 years, Vanuatu's cruise arrivals have grown by 15% per year, with over 240,000 people arriving in the country in 2013 via cruise ship. In Port Vila, each cruise ship generated an average of USD 244,000 in direct expenditures with an average passenger expenditure of about USD 11,700. In addition to direct income generation, the industry also helped generate over 3,000 jobs (IFC, 2014).

Despite being a popular tourist destination, financial support and business literacy knowledge have yet been able to fulfill the tourism market needs. Greater skill development, in turn, can help boost the establishments of local businesses within and outside Port Vila. By doing so, these initiatives provide an added value to the local tourism industry, particularly to the cruise tourism, as



these destinations would become more attractive from a cruise ship visitation perspective. Through the existing partnership, the Australian Government funded Vanuatu Technical and Vocational Education and Training (TVET) Centres. These centers provide business and financial training classes in partnership with local training providers and industry coaches.

## The partnership

A partnership between the Vanuatu government, Australia Carnival, and AusAID (Australian Agency for International Development) was established to promote local capacity building using the cruise ship industry as the main avenue. The goal of this partnership is to encourage sustainable economic development by clustering resources and expertise to enhance the overall visitor experience. A more positive experience transcends into positive outcomes to the industry and to the local economy at the boarding ports in Australia and visiting destinations in Vanuatu.

One of the innovative aspects of this partnership is to provide the ni-Vanuatu people training and the direct employment opportunity in Australia Carnival ships visiting Vanuatu. In exchange, the government provides discount on port fees in Port Vila and Luganville. In 2013, 120 locals were employed as crew members on each of the three P&O cruise ships visiting Vanuatu.

## Challenges

Despite the socioeconomic benefits of this partnership, many of the recruited locals find the transition into the cruise ship employment regime difficult and unfamiliar, leading to a high turnover. Ways to minimize this outcome include a preparatory cultural induction seminar, which can ease this transition and ensure that recruits feel better prepared for their new working life as crewmembers (IFC, 2014). The partnership also provides employment on the ships to progress through the ranks, increase their salaries, and job satisfaction; and for those interested in a career in tourism hospitality to work for the company in their onshore offices. This programme added 130 jobs to the 120 jobs offered to ni-Vanuatu people on board of these ships in 2013.

## Cyclone Pam

Despite positive projections of over 230 cruise ship calls in Vanuatu expected in 2015, Cyclone Pam has caused a halt in the cruise and overall tourism industry in the region. On March 13, 2015, the category 5 cyclone Pam hit Vanuatu, affecting over 166,000 or over half of the nation's population and destroying 50% to 90% of local dwellings (United Nations, 2015). This includes several tourism establishments. It is during this period of recovery that capacity building and training opportunities provided by the Partnership to the nation of Vanuatu are more pivotal than ever, not only for the cruise industry but also for rebuilding the nation as a whole.



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## 2.7

### Joining forces to minimize risk: development of a “Tsunami Ready Toolbox” to increase disaster preparedness for hotels in Bali, Indonesia

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#### Background: Tsunamis

More than four million Indonesians live in tsunami-prone areas along the Southern and Western coasts of Sumatra, Java, and Bali but few Indonesian communities in tsunami-prone areas are prepared fully for the kind of low frequency but high-impact tsunami disasters (Wegscheider et al., 2011). The 2004 Indian Ocean earthquake occurred on Sunday, 26 December 2004, with an epicentre off the West coast of Sumatra, Indonesia. A series of devastating tsunamis killed over 230,000 people in 14 countries. A large number of international tourists lost their lives and important tourist destinations, such as South Thailand, suffered major destruction. To prepare for future tsunamis in Indonesia, a ‘Tsunami ready toolbox’ was developed specifically targeting the hotel industry.

Research has shown that a tsunami warning system and a crisis management plan have been used as effective marketing tools in motivating tourists to visit tsunami-hit destinations in Thailand (Rittichainuwat, 2013). Specifically, international tourists at tsunami-hit beach resorts value the existence of a tsunami warning system, crisis management planning and evacuation system announcements in their language or a major international language (Rittichainuwat and Chakraborty, 2012). Thus, providing disaster risk reduction systems should be attractive to operators and provide a marketing advantage.

## The Partnership

The 'Tsunami Ready Toolbox' was designed to assist hotels in Indonesia to prepare for tsunamis. It is an initiative of the Bali Hotels Association (BHA) and the Ministry of Tourism. The Ministry of Tourism also supported a 'Tsunami Ready' course, based on the toolbox, offered free of charge to hotels and hotel associations throughout Indonesia, from Banda Aceh to Papua. In this PPP, the government is enhancing the competitiveness of the tourism industry by funding a common approach to and resource to respond to tsunamis and hence reduce risk to tourists.

## Initiative

Following the 2004 tsunami a range of initiatives were developed to improve tsunami warning systems and preparedness of at-risk communities, including programs designed for hotels. The Bali Hotels Association with over 100 star-rated member hotels has proactively engaged in improving the safety of its sector. A system of early warnings (including radio, SMS, etc.) has been designed to reach over 20,000 hotel employees plus guests. However, warning is not enough for protection. To ensure that the warnings translate into action, the 'Tsunami Ready Toolbox' was developed as a public private sector partnership between BHA and the Ministry of Tourism.

The toolkit consists of checklists, background information, templates, Standard Operating Procedures, and best practice examples to assist hotels preparing for tsunamis. It also provides information on beach evacuation, planning of evacuation routes, and location of evacuation spots, best practice, and natural warning signs. The creation of a common standard for evacuation route signs to be used within private hotel grounds was critical. The signs resemble the official Indonesian tsunami evacuation signs in order to avoid confusion when crossing from public areas into private hotel space. BHA member hotels are already using the signs.

## Tourism development and communities

In Tanjung Benoa, BHA hotels also agreed to make their premises available to the local community at risk who otherwise have only a very limited chance of survival due to a lack of suitable evacuation centres. The experience collected in Tanjung Benoa is currently being incorporated into additional fact sheets for the toolkit. BHA is also offering to assist the public with educational events and the provision of evacuation route signs in public spaces. This

contribution enhances the wider safety of the community and assists the Ministry of Tourism with enhancing Indonesia's image as a safe tourism destination.

Figure 1 Tsunami Ready logo



## Conclusion

The efforts by the BHA in implementing disaster preparedness through tangible guidelines provided as part of the 'Tsunami Ready Courses' and the 'Tsunami Ready Toolbox' is an important first step of joint public and private social responsibility to ensure beach safety at the tsunami-prone destinations.

BHA has provided important industry input, expertise and staff time in order to produce the toolkit. The organization acts as a pilot for the Government to promote the programme nation-wide. The 'Tsunami Ready Toolbox' innovation of Ministry of Tourism and BHA has been selected as a good practice example for *"Public Private Partnership in Disaster Risk Reduction"* by the United Nations Office for Disaster Risk Reduction.

## More information

The toolkit can be downloaded free of charge from several websites including BHA, UNESCO's Jakarta Tsunami Information Centre, PreventionWeb and Pacific Disaster Net.

Useful web link: [www.preventionweb.net/english/professional/publications/v.php?id=4043](http://www.preventionweb.net/english/professional/publications/v.php?id=4043).



## 2.8

### Visitor focused collaboration in Mavrovo, the former Yugoslav Republic of Macedonia

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Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

**Swiss Agency for Development  
and Cooperation SDC**

  
**swisscontact**



### Background: Mavrovo region

The Mavrovo region is a major ski destination in the former Yugoslav Republic of Macedonia, which lies within the borders of the Mavrovo National Park. During the communist era, much of the accommodation establishments in Mavrovo were established as staff resorts for the employees of larger government owned businesses and were not subject to commercial pressures. These hotels are now privately owned by managers with little business training or funds for investment. In addition, some tourism service providers left the destination during the former Yugoslav Republic of Macedonia's transition to a separate state due to poor business performance. In addition, the remaining businesses, the municipalities and the National Park were unable to agree on responsibilities and objectives for tourism development.

## The Partnership

Mavrovo is a tourism destination in the former Yugoslav Republic of Macedonia where the National Park Authority and the municipalities of Mavrovo and Rostushe jointly control planning and development of a destination. Destination Mavrovo has high potential for further tourism development and extension of the season based on its natural, architectural, cultural and adventure travel resources. Each of the organizations involved had their own vision for economic development of the Mavrovo region and were unable to provide synchronized direct and indirect tourism services. An external organization with expertise in tourism (a University) acted as a consultant to develop a collaborative plan for tourism in Mavrovo. This led to a number of new collaborative arrangements among local organizations.

### Building a stakeholder partnership

The Swiss government aid agency, Swisscontact, provided funding to improve employment in the Mavrovo region. As part of this project, a group of 20 local public and private representatives discussed how to organize the destination in a more collaborative way. The key to this collaboration was to focus on improving the experience of the existing and prospective visitors. The University researchers led a joint and creative process to identify strategic visitor flows (SVF) in order to develop and improve the services according to visitors' demands and expectations. These SVFs were built around groups of service providers in small working groups who identified ideas for product development for each SVF.

The external consultant facilitated these groups, and provided follow up, steering and mentoring of stakeholders in the meetings. During successive meetings, several additional stakeholders were invited to participate and to provide input. The result was an organized and systemic approach to the preparation for the upcoming snow season. The private businesses, supported where necessary by the government organizations, developed various travel packages, entertainment content and one campaign for the entire season promoting facilities for the target market "families with children".

## Achievements

This project facilitated the process of public-private collaboration of the local stakeholders to adapt and improve the existing product in preparation of the upcoming winter season. It resulted in a number of collaborations:

- **Municipality with the Ski Centre:** this collaboration involved a big music concert on the ski slopes. The municipality was the main financial supporter while the Ski Centre provided discount ski passes to get to the concert and also accommodation for the band;
- **Municipality with private sector:** the municipality provided incentives for an event company willing to invest in the destination;
- **Private Sector:** for the first time, hotels with Ski Centers allowed other hotels to sell a five-day ski pass using their ski facilities. A regular Ski Pass + Bus transport package was introduced for the first time providing easy access from Skopje to Mavrovo; and
- **Private Sector – International NGO:** Supported by a local video production company and two marketing agencies, these new services were advertised in a domestic TV and digital marketing campaign.

## Conclusion

Collaboration between local organizations can be hard to organize. Sometimes an external organization, such as a University or a consultant, can help to bring different parties to the table. In the early phase of collaboration, it is important to focus on a customer viewpoint to tourism in the destination, improving existing product or services and coordinating the private sector's efforts. After some initial successes, the collaborating group may move to product development and the further development of the destination. Collaboration is a process rather than an endpoint where building trust and the ability to work together is a first step.



## 2.9

### Inclusive business for tourism training in Yangon and Nyaung Shwe (Inle Lakes), Myanmar

Steve Noakes, *Pacific Asia Tourism*



#### Background

Located at the geographic intersection of China and India, Myanmar is within a five to six-hour flight of more than 50% of the world's population. Its traditional role as a regional trading hub has been disrupted by half a century of authoritarian military rule. But as the transition from ethnic conflict to peace continues to evolve and the centrally directed economy moves rapidly to a market-oriented one, trade as well as international and domestic tourism demand is developing at record rates for an Asian nation.

The Government of Myanmar identified tourism development as a national priority in its comprehensive outline of planned reforms articulated in the Framework for Economic and Social Reforms (FESR) launched in early 2013. The Government of Myanmar has acknowledged tourism's capacity to contribute to economic growth and poverty reduction, accelerating national reconciliation and the democratization process, and other development priorities outlined in the FESR. During the process of developing the FESR, the Government of Myanmar adopted the Myanmar Responsible Tourism Policy in 2012. Developed with the funding support of an international NGO partner, the German based Hanns Seidel Foundation, the Responsible Tourism Policy articulated the new vision for tourism in Myanmar as a tool to generate sustainable income opportunities and to conserve the nation's nature and cultural heritage.



Endorsed by the private sector advocacy organization, the Myanmar Tourism Federation, this vision is consistent with the Myanmar Master Tourism Plan 2013 – 2020 produced by the Ministry of Hotels and Tourism with the international funding support of another bilateral international partner, the Norwegian Government. The Master Plan set a high target of 3.01 million international visitors in 2015 (achieved in 2014) and 7.48 million in 2020. Most often (but not always) to support implementation of key recommendations from the Tourism Master Plan, as at 2015, over three dozen tourism and/or hospitality projects funded with the support of a wide range of international partners were underway in Myanmar. One of those, the Business Innovation Facility project, it is focussed on enhancing private sector innovation and capacity to ensure tourism in Myanmar can compete on product richness, diversity and quality.

## The initiative

The Business Innovation Facility (BIF) project, with a budget of GBP 4,971,529 over four years, is unique in the United Kingdom's Department for International Development (DfID) Burma portfolio, targeting consultancy support directly to firms, and across a number of different sectors, including tourism, for the benefit of poor people in Myanmar.

The project provides training that enables selected companies to adjust the way they do business to create

more jobs, opportunities, products and services for poor people. In the tourism sector, it helps low-income producers to gain access to new or more secure business opportunities. As an example, in Shan State the project has assisted entrepreneurs to develop small-scale tourism enterprises providing visitor accommodation, and guide services for trekking operations and other tour options. Several five-day training programs were conducted during May and June 2015, for private sector entrepreneurs in Yangon and Nyaung Shwe. International consultants with expertise in tourism policy and planning, sustainable development, destination marketing and conflict sensitivity ('Do No Harm' approaches) contributed along with local experts.





## The partnerships

The BIF project has occurred under formal aid partnerships between the Government of Myanmar and the UK Government, through its DfID. As a project team included a UK based international project management company and its local Myanmar based contractor (Hamsabub Consulting) with in-country overview by DfID Burma. For this project effective partnerships needed to be established with industry and government organizations at the national, state and local levels. In particular, partnerships were forged with tourism entrepreneurs in the gateway city of Yangon and in Shan State, home to many ethnic groups, the popular Inle Lake and the leg-rowing floating village Intha people, the vast limestone Pindaya Caves and the mountain trekking industry. Partnerships established with local business providers were maintained after the training programs via online tools, especially with a Facebook community enabling participants to remain in contact and share ongoing business experiences.

## Conclusion

This project has trained local tourism industry entrepreneurs, through a PPP involving an international development partner, relevant national and regional governments and industry agencies. In this case study, the focus was on inclusive business training for the private sector within Myanmar's tourism industry, targeting middle to senior managers of small, medium and larger scale tourism enterprises that provide services or goods to Myanmar's growing tourism industry.



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## 2.10 “Smart tourism” development in Nanjing, China

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### Background

Tourism is an information intensive industry. The technological revolution experienced through the development of the information and communication technology (ICT) has changed tourist behaviour and demand dramatically. In recent years, the rapid development of ICT has made the term “smart tourism” quite fashionable (Wang, Li and Li, 2013). Smart tourism is defined as an ICT-integrated tourism platform, which uses information technology to integrate various tourism information sources. It uses artificial intelligence to provide explicit information and satisfactory services to tourists based on the development of innovative mobile communication technology (Zhang, Li and Liu, 2012). In recognition of the importance and potential smart techniques in tourism, the China government launched its “Smart Tourism” initiative in 2011.

Nanjing, the second largest city in East China, was selected as one of the “Chinese smart tourism pilot cities” in 2012. Since then, Nanjing has made significant progress in smart tourism development, and won China’s annual “Smart Tourism City” Award in 2014. Collectively, the successful development of smart tourism in Nanjing can

be attributed to the concerted efforts made by both the local government (i.e., Nanjing Tourism Committee) and tourism businesses.

## The partnership

Developing smart tourism in a destination has to be a coordinated effort, and requires local government's strategic planning and guidance. The Nanjing Tourism Committee (NTC) is responsible for Nanjing's smart tourism planning and guidance. In the following five years, the NTC also invested in smart tourism-related projects such as:

- Establishing a smart tourism central management platform, which handles tourism information more effectively;
- Developing a Chinese smart tourism APP, providing detailed information about the city's scenic spots, hotels, restaurants, transportations, and so on via social media;
- Constructing a rural smart tourism marketing platform, and collecting information about tourism resources in suburban areas, along with information relating the local hospitality facilities and culture;
- Conducting pilot projects to improving the “smartness level” of experience at Nanjing's major scenic spots; and
- Constructing interactive experience terminals offering tourism-related information from 42-inch touch-screen displays at every tourist attraction in Nanjing.

These measures have helped Nanjing to offer tourists more convenient and rich travel experiences, provide more efficient information platforms for tourism administration, and facilitate the transformation of tourism resources into products.

## Echoes from the local businesses

While Nanjing's smart tourism project is a government initiative, participation of the local businesses is crucial to its success for at least two reasons. Firstly, the smart tourism system is a very sizeable project, in terms of effort, investment, and time. Thus, the participation of non-government stakeholders can reduce the investment burden of the government. Secondly, the smart tourism initiative reflects a strategic demand for the transformation and upgrading of the local tourism industry. Tourism-related businesses need to keep up with the emerging demands in response to the ICT development. Over the past five years, many scenic spots (e.g., Hongshan Zoo), hotels (e.g., Jinling Hotel), and transportation service providers in Nanjing have invested significant resources into the construction of their own smart tourism projects, including free Wi-Fi, electronic touch screen, smart cards and so on.

Hongshan Zoo, one of the first local tourist attractions with a smart tourism initiative, provides a good example of setting up smart tourism systems. It has become increasingly sophisticated, providing a web home page and free Wi-Fi, and is using smart devices to monitor tourist flows and provide self-guided facilities.

## Conclusion

Tourism has always been at the forefront of embracing technological innovations. The application of smart technologies in tourism is likely to lead to fundamental changes in tourism administration, tourist behaviour and demand as well as how tourism industry functions and structures (Buhalis and Law, 2008). Due to the substantial resources required for developing smart tourism, the construction of a smart tourism system is not possible without the collaboration and synergy between government and all tourism-related businesses. The experience of Nanjing's smart tourism development can be summarised as a “government-led, tourism business-involved and market-oriented operation.” This case may provide useful insights for other destinations to construct smart tourism systems.



## 2.11

# Integrating scientific research and tourism to benefit community livelihoods: The Mamirauá Sustainable Development Reserve, Brazil

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## Background

Located between Solimões, Japurá and Alto-Paraná Rivers, the Mamirauá Sustainable Development Reserve (MSDR) is a public protected area established in 1996 in the state of Amazonas, Brazil. Mamirauá is the world's largest protected flooded forest (1,124,000 hectares), a Ramsar Site, and UNESCO World Heritage Site. In 1999, the Mamirauá Sustainable Development Institute was developed with the mission to conduct research but also to co-manage the reserve. Together with local communities, it develops sustainable development initiatives aimed at conserving local fauna and flora, especially Mamirauá's flooded forests.

## The ecotourism initiative

The concept of introducing ecotourism as one of the land use practices within the reserve was first introduced in 1996, with the Uakari Lodge opening five years later. Uakari is one of the first community-based tourism projects in Brazil. Its primary objective is to develop autonomy for the communities in the management of this activity, generating employment and income, strengthening local government and contributing to the conservation of natural resources.

Uakari is co-managed by the Mamirauá Institute and by eight communities from the Mamirauá Reserve.

Ecotourism is implemented using a community-based approach, which provides local communities opportunities to participate in the decision-making process and be direct beneficiaries of social (e.g., capacity building) and economic outcomes (e.g., employment opportunities). Most of the employees are local and work managers, local guides, maids, cooks, auxiliaries and janitors. Ecotourism activities occur within a designated 35 Km<sup>2</sup> area, where hunting and logging activities are prohibited. Overall, there are 60 residents working in the tourism enterprise at Uakari. Local residents involved in tourism are members of the Association of Ecotourism Guides and Assistants for the Mamirauá Reserve. Based on a 10-day/month rotation system, workers are able to engage in tourism but also be able to continue living their traditional way of life with the families. This reduces economic dependency on tourism; a problem encountered in many ecotourism projects.

## Innovation

This partnership is innovative because high-end ecotourism in the region is predominantly a private enterprise run by hotel chains and/or organizations rather than community-based ventures. In addition, unlike most high-end ecotourism operations, it does not take place on communal or private lands but rather in a state-controlled protected area managed specifically for sustainable use. Lastly, because sustainable resource use is allowed outside the ecotourism zone, locals can earn income from sales of harvested goods, such as fish. While there are other Sustainable Development Reserves in Brazil, Mamirauá's case is unique. For isolated and impoverished riverine communities, such dual land use practices can provide a viable financial package.

## Challenges

In 2003, the Uakari Guest House received recognition from the American magazine Condé Nast Traveler as the best ecotourism destination in the world. In the same year, the initiative won a sustainable tourism award from the Smithsonian and the United States Tour Operators Association. In 2011, National Geographic Traveller considered it one of the best destinations in Brazil. Despite these internationally awards, Uakari has yet to fulfil its full potential. One of the main challenges involves management. At the Uakari this includes managing the Lodge and maintaining high quality services and products.

So far, the production of locally made products falls short of the growing demand. Greater organization among local producers is needed to increase production. Other challenges to the economic sustainability of Mamirauá include a decrease in family farming activities amongst the communities involved, the emergence of some family disputes, and the weakening of some aspects of the community's social fabric. Continuous efforts are required to maintain the economic sustainability of the project.

## Socioeconomic benefits

Perhaps one of the most tangible benefits of this community-based tourism partnership is how the income generated is further distributed - revenues from Uakari are invested in projects selected by the community. Recent projects include the purchase of boats, building community centres, and improving radio communication. In 2013, the community implemented an environmental and social tax included in the booking cost to improve environmental conservation and patrol activities. Income from the tax scheme helped to establish a community kitchen and purchase canoes, thereby benefiting all community members involved in tourism within the Reserve. Community members have received education in tour guiding, basic accounting, English, ornithology, interpretation, customer service, sustainable agriculture, first aid, environmental and waste management, and hospitality and food preparation.

## Conclusion

The PPP between local communities and the government was a vital element in the development and establishment of this tourism venture in the heart of the Brazilian Amazon Basin. It has allowed families who depend upon local resources for their survival to live inside the protected area. It has also addressed a lack of financial and skills among local communities enabling them to run a high-end ecotourism venture.



© Sarah Gardiner.

## 2.12 Experience Gold Coast: innovative products for Asian Visitors

*Sarah Gardiner, Griffith University*

*Noel Scott, Griffith University*



Griffith Institute for Tourism

### The problem

As in many destinations around the world, Australia has seen a dramatic influx of Asian visitors over the past two decades. This growth is expected to continue with Asian to Australia reaching 4.4 million visitors by 2023, increasing from 2.7 million visitors (worth AUD 13.2 billion) in 2013 (Tourism Research Australia, 2013). To adapt to the changes in the visitor mix and remain competitive in a changing tourism market, Australian tourism businesses need to ensure that they offer experiences that meet the needs of current and future Asian visitors. One destination that has been at the forefront of servicing Asian visitors to Australia is the Gold Coast, in Queensland.

The Gold Coast is a major Australian leisure tourism destination built around its beaches, relaxed lifestyle and natural environment. It has traditionally catered for Australian visitors from Brisbane, Sydney and Melbourne but more recently has received first Japanese and then Chinese visitors. Addressing the needs of Chinese travellers requires some adaptation of the experiences that have been traditionally offered to Australian and western visitors. While, many of the physical products and services that are provided to Chinese visitors may be the same (e.g., same beaches), the Gold Coast also needs to tailor its experiences to match important cultural differences.

## The partnership

The vast majority of local tourism businesses are small in size. Small tourism businesses are often able to cater well to an existing market because they have an advantage that they are in close and constant contact with their customers. However, when visitor markets are changing and new types of tourism consumers emerge, small businesses face the problem of understanding the requirements of these new customers who often are not familiar with and do not use their regular, existing products.

Tourism and economic development agencies in governments can play a role in informing the industry to new trends and opportunities around emerging markets. Yet, often this information is presented at the macro or destination level and therefore small tourism businesses find it difficult to translate it into strategic and operational implications specific to their business. These agencies are also increasingly under funding pressure to find the right type of industry development activities to stimulate visitor numbers and yield growth. Thus, although government has a significant stake in innovation in the tourism sector, finding practical ways to assist is often challenging.

Universities have the skills and abilities to conduct market research on new and developing markets, yet are often disconnected from the tourism industry. These research-based institutions can provide support for regional economic development and sustainability of the destination in which they are located. A PPP was developed to bring together these three stakeholder groups – tourism small business owners, local and federal government and university researchers in Australia – to engage in developing experiences for the Chinese consumer to the Gold Coast.

## The project

To explore these cultural expectations of Chinese visitors and to ensure that research findings were both practical and actually taken up by businesses on the Gold Coast, the research was conducted with Chinese students already living in Australia. The student market is an attractive target for tourism businesses in itself. In addition, research with Chinese university students living in Brisbane and the Gold Coast enabled the researchers to obtain cultural insights from people already aware to some extent of the Gold Coast and its experiences. In addition, it allowed the research to focus on one target market – young people who want particular types of experiences. From the start engaged the managers of tourism businesses wanting to

attract more Chinese visitors. This meant that the research team could find out how Chinese people reacted to their particular experiences and ensured that outcomes were practical and able to be implemented. Businesses offering outdoor experiences attractive to young people and who were willing and able to adopt the research findings were selected.

The research project was undertaken by researchers with extensive industry experience from Griffith University and The University of Queensland. The 18-month project was funded by a competitive Australia Government T-QUAL grant and supported by both the local government agency, City of Gold Coast, and the regional tourism organization, Gold Coast Tourism.

The project involved four main stages:

1. A capacity audit involving interviews with business managers to identify suitable experiences and research partners;
2. Qualitative research involving eight focus groups with international students;
3. Experience testing through on-site visits by Chinese students and an online survey of International students in Australia; and
4. Industry and community dissemination activities.

## The result

The careful selection of the type of visitor and business managers involved in this project was critical to its success. As a result, changes to the experiences offered which were recommended from the research have already been implemented.



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## 2.13

# Samoa's community tourism operators and the development of innovative mechanisms to adapt to climate change

Gabor Vereczi, UNDP  
Amiaifolau Afamasaga,  
Samoa Tourism Authority  
Sara Ferrandi, UNDP  
Reis Lopez Rello, UNDP



*Empowered lives.  
Resilient nations.*

## Background

Tourism is the dominant sector of the Samoan economy contributing more than twenty per cent of its gross domestic product (GDP). Small to medium scale tourism operations are run by local families who offer beach accommodation, catering and recreational services mostly in a form of traditional 'fale' (open beach hut). These operations are uniquely connected to the many small villages around the coastline of the two main islands of Upolu and Savaii. Village communities are reliant on the tourism operations for employment, income and capital. Tourism also contributes to the extension of transport networks, upgrade of infrastructure, and provision of essential services.

## The partnership

Seventy percent of Samoa's population and tourism operations are located within 100m of the coastline. Being adjacent to the coast, many operators and communities are exposed to the impacts of climate change induced events, other long-term incremental changes (e.g., sea-level rise), and by changing seasonal weather patterns threatening the viability and profitability of community value chains.

The Samoan Tourism Authority, with the support of the United Nations Development Programme (UNDP) and funding from the Global Environmental Facility, is implementing an innovative climate change adaptation initiative. The *"Enhancing the Resilience of Tourism-reliant Communities to Climate*



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*Change Risks*” project involves government agencies with a mandate on tourism’s resource base, including the Ministries of Natural Resources and Environment and the Ministry of Women, Community and Social Development. The private sector is represented by the representatives of the Executive Councils of the Samoa Hotel Association and the Savaii Samoa Tourism Association. Input from the civil society is provided through the community members who participate in project workshops.

Having the industry association as members of the project board is of great benefit because it provides focus, and also ensures that priorities and lessons learned during the various stages are shared with wider industry members. A key approach is to support clusters of small operators at selected local destinations around the country’s coastline and to establish management plans for Tourism Development Areas (TDAs) by integrating climate risks and adaptation measures. Importantly, these plans are being prepared with the full involvement of local operators and community representatives, and aligned with other planning frames supported by partner government agencies, such as the Community Integrated Management Plans.

## Innovative features and measures

This project uses participatory 3D modelling techniques for the TDA planning process to provide a visual support and engagement tool that facilitates discussions around issues and solutions on natural resources and tourism

assets management. It connects tourism operators to the *Climate Information and Early Warning System* through innovative software and media applications that transmit weather warnings and long-term climate projections. It has helped tourism product diversification as a means of climate change adaptation, by developing alternative cultural and natural programmes for beach activities when affected by rainy and stormy weather. It has also enhanced water supplies and tourism related infrastructure, as well as reduced shoreline erosion through the introduction of soft-engineering techniques (e.g., beach replenishment) aided by ecosystem-based measures (e.g., vegetation cover) and some protective structures that help maintain tourism functionality (e.g., access, aesthetics) of beaches.

## Conclusion

Tourism in small island destinations, such as Samoa, is highly vulnerable to climate-induced risks, with small community operators having relatively limited capacity to adapt. Considering tourism’s cross-cutting nature, effective response to climate change needs to happen

in an integrated way, with the involvement of the public, private and civil society institutions. It also needs to develop institutional, technical, and technological solutions and promote interactive capacity building initiatives to the involved small operators.



## 2.14

### Saudi Hospitality Heritage Company: The Kingdom of Saudi Arabia

Ahmad Muhammad Ragab,  
Minia University



#### The Partnership: Summary

In 2000, the PPP “Saudi Hospitality Heritage Company (SHHC)” was launched by the Saudi Commission for Tourism and National Heritage (SCTH). The SHHC initiative was part of an integrated cultural heritage development program. This is an innovative approach to tourism in Saudi Arabia as it seeks to develop a high-quality network of heritage hospitality facilities in different regions of the Kingdom as a sustainable and internationally well-known tourism initiative.

#### Background

Saudi Arabia has given great attention to the tourism industry in recent years. Historically, the Kingdom tourism industry was dominated by inbound tourists who visited Saudi Arabia to complete their pilgrimage to Mecca during the *hajj* period held in the twelfth Muslim lunar month of *Dhu al-Hijjah*. Since 2000, the domestic tourism industry has witnessed a growth of international and domestic visitor flows to and within the Kingdom for many purposes, including leisure. To better capitalize on the growing tourism industry, the SCTH is developing a tourism initiative that adopts and implements several tourism development programs. One of these programs is the Custodian Program for Caring of the Kingdom’s Cultural Heritage, which aims to preserve, develop, and raise awareness on the national cultural heritage.



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## The Initiative

Following the PPP concept, the Saudi government approved SCTH's request that the State, represented by the Public Investment Fund, be engaged in development of, and investment in, heritage buildings for area of accommodation and hospitality purposes through the establishment of a joint stock holding company. The SCTH offered private placement of company capital targeting private joint stock companies specialized in the development of hospitality and urban heritage sites. The founding shareholders are the Public Investment Fund (15%), Taiba Holding Company (30%), Dur Hospitality (25%), Al-Tayyar Real Estate and Development Co. (20%), Riyadh Development Company (8%), and the Jeddah Development and Urban Regeneration Company (Jedrick) (2%).

## PPP Objectives

- 1) **Establish and manage** tourism and heritage accommodation and traditional hospitality facilities;
- 2) **Develop** nationally and internationally high-scale identity for heritage hospitality utilizing Kingdom unique heritage potential;
- 3) **Highlight** the value of the Kingdom's genuine heritage;
- 4) **Promote** opportunities for successful luxury heritage hospitality experiences;
- 5) **Develop** tourism across provinces; and
- 6) **Create** sustainable heritage tourism partnerships between the public and private sectors including,

undertaking internal and external design of heritage buildings; making and marketing local handicraft; making and serving popular dishes at banquets; and restoring, developing, and manufacturing heritage building' materials and construction tools.

## SHHC and local development initiatives

The SCTH considers the private sector as the main partner in the process of developing the tourism sector as a whole. More specifically, the private sector provides capital to the SHHC and its subsidiary companies; operates, markets, and promotes the heritage hospitality facilities within the Kingdom; and develops various heritage hospitality products.

At the local level, the SHHC plans to generate development benefits on the following levels:

- 1) **Economic:** create new tourism activities and products that generate new job opportunities for local residents;
- 2) **Social:** involve local communities in the development of tourism and motivate their participation in providing authentic services of heritage hospitality;
- 3) **Cultural:** promote historical and heritage value of archaeological buildings; and
- 4) **Heritage:** preserve architectural heritage as well as develop and restore historical buildings.

The full story of the SHHC see the SCTH website: <http://scth.gov.sa/>.



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## 2.15

## Public-private partnerships to promote a sound tourism policy framework in the Asia-Pacific

Alan Bollard, APEC



**Asia-Pacific  
Economic Cooperation**

### Background on the APEC Private Sector Involvement

The APEC (Asia-Pacific Economic Cooperation) Organization is a pioneering international organization with formal business community involvement, represented by the APEC Business Advisory Council. This Council plays an influential role in APEC's initiatives and policymaking. APEC's work on tourism is driven by close partnerships with the private sector, such as the International Association of Air Transportation (IATA), the Pacific Asia Travel Association (PATA), and World Travel and Tourism Council (WTTC). Public-private partnerships are one of the unique traits of the (APEC) and its 21 member economies. These partnerships have allowed APEC to develop recommendations for sound tourism policy frameworks in the regions where it operates. Leveraging both public and private resources, APEC is able to implement innovative policymaking that can be both strategic and practical.

## Examples of PPP outcomes

### 1) Visa facilitation

APEC member economies work closely with WTTC and UNWTO to implement initiatives facilitating travel in the Asia-Pacific region. Making it easy to obtain tourist visas has been projected to lead to an increase in 57 million tourists and USD 89 billion to GDP, around 2.6 million additional jobs within the region. For example, since Japan has provided visa exemptions for tourists from Thailand and Malaysia in 2003, the country has seen an increase of tourist numbers of 96% and 53% respectively year-on-year for the period between July-Dec 2013 after the visa relaxation. Japan also has provided a stay period extension for multiple-entry visas for tourists from Indonesia and introduced multiple entry visas for the Philippines and Viet Nam. Chinese Taipei has introduced a temporary permit for cruise passengers.

### 2) Establishing a more sustainable form of tourism

APEC's Tourism Working Group has produced a tool to support developing sustainable tourism destinations. The tool is intended for use by various tourism stakeholders policy makers, community leaders, academics, private sector and organizations involved in tourism services. Among the beneficiaries, one of the most important groups are small and medium tourism service providers who can strengthen their relative position in international markets using a sustainable approach.

Improving tourism destination sustainability is a continuous process and requires constant monitoring of impacts and introducing the necessary preventive and corrective measures whenever necessary. Based on successful case studies in New Zealand, Australia and others economies, APEC developed key policy tools to promote sustainable tourism effectively. These policy tools include use of permit fees to control access to environmental and cultural conservation sites and introduction of land-use legislation for conservation parks.

### 3) Good tax policy for tourism growth

In 2015 APEC, in collaboration with the WTTC as a co-sponsor, is assessing the impact of taxation on the travel and tourism industry. A recent UNWTO and WTTC study shows there is a causal link between taxation and tourism development. Taxation policies significantly influence the competitiveness of intra-regional and international tourism destinations. APEC is working closely with the private sector to assess taxation strategies that will maximize the competitiveness of destinations. This study provides a comparative assessment of tax policies and the degrees of impact on the travel and tourism industry, including both the consumer and tourism-related businesses. The analysis also evaluates the competitive positioning of participating APEC economies based on their tax policies.

## How will these PPPs benefit emerging tourism economies?

APEC works with public-private partnerships to develop tools in policy options for its members' emerging economies. Member countries are able to learn from best practices from other developed and developing economies. Public-private partnerships at the regional level are used to deliver policy recommendations, providing a context for continued policy formulation and effective implementation.

### For more information

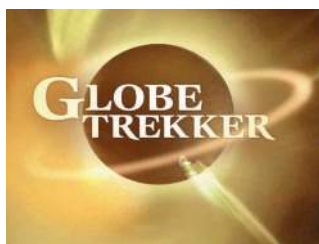
1. Watch a video interview with APEC Tourism Working Group Chair, Javier Guillermo Molina, outlining APEC's initiatives to support the growing Asia-Pacific tourism sector: [www.youtube.com/watch?v=JyT0wHgYcm4](http://www.youtube.com/watch?v=JyT0wHgYcm4).
2. See more information on the APEC Tourism Working Group: [www.apec.org/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Tourism.aspx](http://www.apec.org/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Tourism.aspx).



2.16

## UNWTO and Pilot Productions: Showcasing the Silk Road to an audience of 30 million people

Johanna Devine, UNWTO



### Background

Acclaimed as the 'greatest route in the history of mankind', the ancient Silk Road formed the first bridge between the East and the West and was an important vehicle for trade between the ancient empires of China, Central and Western Asia, the Indian sub-continent and Rome (UNWTO, 2014). As routes of integration, exchange and dialogue, the Silk Road contributed greatly to the common prosperity and development of humankind for almost two millennia.

With its richly diverse cultural heritage and its wealth of natural tourism attractions spanning across thousands of kilometres of ancient routes, the Silk Road today offers visitors the opportunity to experience a unique network of destinations linked by a shared history. By venturing along the ancient Silk Road, tourists can walk in the footsteps of famed explorers such as Alexander the Great and Marco Polo.

UNWTO now works with 32 countries across Europe, the Middle East and Asia and the Pacific in building the sustainable development of tourism along the ancient Silk Road. The UNWTO Silk Road Action Plan is the framework for this activity and is focused on three key areas: marketing and promotion; destination management and capacity building; and travel facilitation.

## The Partnership

To help raise the profile of the Silk Road internationally, UNWTO teamed up with Pilot Film & TV Productions Ltd. Pilot Productions is a leading international television production company with an outstanding reputation for producing and distributing factual entertainment and travel led programmes.

## The activity

This partnership produced two Globe Trekker television episodes along the ancient Silk Road as part of the television series' 20th anniversary *Round the World Marathon* in 2012. The episodes took viewers on a journey from Xian to Kashgar and then right across Azerbaijan, Georgia, Kyrgyzstan, Turkmenistan, Uzbekistan, finishing in Istanbul, in total covering seven countries.

On their respective journeys, the two Globe Trekker's top television presenters Ms. Megan McCormick and Ms. Holly Morris highlighted the many extraordinary travel experiences that the Silk Road offers, visiting World Heritage Sites such as Xi'an's Terracotta Warriors and Horses and the ancient cities of Samarkand and Merv. The hosts sampled local cuisine, visited religious sites, travelled the steppe and shopped with the locals. The hosts also showcased the route's many types of

transportation – travelling by plane, bus, high speed train, horse and camel.

To make the series a success, UNWTO secured the participation of the countries and provided input into the series' content, whilst the 7 countries facilitated shooting permits and provided ground support to the production crew. In 2015, UNWTO will be working with another UK based production company, Pioneer Productions, on a documentary series on the Silk Road to be broadcast on Discovery Networks International, which reaches 2.8 billion subscribers in more than 220 countries and territories. UNWTO has maintained the relationship with Pilot Productions and has invited the producer and host as guest speakers at a number of UNWTO Silk Road events.

## The Outcome

By combining efforts, UNWTO, Pilot Productions and seven countries showcased the region to a global audience of 30 million viewers across 40 countries. The series is broadcast repeatedly across the world, and has stimulated great publicity for the region.





## 2.17 Sustainable forms of tourism in Ghana West Coast

Marcel Leijzer, UNWTO

Richard Denman, The Tourism Company



### Background

The Ghana West Coast (GWC) area is made up of five Districts of the Western Region of Ghana. Together these districts cover a coastline of some 175 kilometres running up to the border with the Ivory Coast. The coastal population is contained in a number of dispersed villages and small towns, with around ten main towns, the largest of which is Axim (population 28,000).

### The Partnership

From 2006 to 2012, UNWTO, the Ghanaian Ministry of Tourism and the Italian NGO Ricerca e Cooperazione (RC) implemented three interrelated ST-EP (Sustainable Tourism – Eliminating Poverty) projects on the development and promotion of sustainable forms of tourism in Ghana West Coast. The projects were funded through a contribution from the Italian Government, and received technical assistance from the Netherlands Development Organization SNV.

The activities started in 2006 with the development of ecotourism itineraries with three linked coastal communities (i.e. Busua, Butre and Dixcove) paying particular attention to setting standards, building local

capacity, supporting local enterprises and providing marketing material. In 2008, this project was extended and widened to cover seven coastal communities (i.e. Akwidaa, Amansuri, Ankasa, Axim, Cape 3 Points, Miamia and Princess Town). Activities undertaken included providing additional capacity building and enterprise support, with a focus on supply chain and market linkages. Various tools were used to provide support, including provision of credit facility and environmental education.

## Collaboration coordination activities

The West Coast Destination Management Organization (DMO) was officially established in 2008, as a membership body. The DMO Committee represents a balance of stakeholder interests, as it comprises the Regional Coordination Council, District Assemblies, Ghana Tourism Authority (GTA), RC, Wildlife Division, Ghana Wildlife Society and four leading resorts. This has led to development of a strategy, training and brand development. The DMO is supported by Town Tourism Development Committees that provide tours and excursions. Assistance has been given to small and micro enterprises providing products or services to tourists or to tourism businesses through the supply chain.

The establishment of community level structures – Town Tourism Development Committees (TTDCs) – has been at the core of the work with local communities. During the initial years of the project implementation, stakeholders realized that there was no real coherent approach to tourism development in the area and that the private sector was working independently and not in partnership with government, civil society or local communities.



Butre community visitor information kiosk

Town Tourism Development Committees (TTDCs) were formed in the ten focal towns and villages along the coast. These typically have a chair person, a coordinator and a group of individuals who work together to improve the local environment and provide tours for visitors, with income benefiting participants and the wider community, according to a benefit sharing formula agreed by the stakeholders. Much of the activity is undertaken by a small group of tour guides selected from within the communities amongst people who expressed an interest in training as guides and providing a service.

## Product improvement and development activities

Assistance has been given to small and micro enterprises providing products or services to tourists or to tourism businesses through the supply chain. This has included training and business advice. Financial assistance has been provided through a microcredit scheme organized via the Chamber of Commerce. This has supported food producers, small catering outlets, handicraft producers and small local guesthouses. Credit has been mainly used for the supply of small items or equipment.

In order to keep abreast of visitor needs and to guide development, visitor surveys were conducted for a number of years. These asked specific questions about the activities undertaken by visitors and their reaction to them. The findings were shared with the micro enterprises and stakeholders in the DMO to help improve the product offer.



Fort at Axim Ghana West Coast

In recognition of the need to attract additional private sector investment to the area, a guide “Ghana West Coast - Investment Opportunities in Sustainable Tourism” was prepared. It described the assets of the West Coast and the positive climate created by the work of the DMO and other initiatives, and has been used actively to raise the profile of the area. It has been distributed through the GTA and overseas embassies and is used by the Ghana Investment Promotion Centre when responding to tourism related enquiries.

## The Outcome

The Ghana West Coast project is a classic example of stakeholders’ participation in tourism destination management. It demonstrates the importance of collective

action and identification of stakeholder benefits and roles in the decision-making processes, as an essential requirement for tourism resources development in a sustainable manner. The product development and marketing work linked to the DMO has resulted in a much enhanced profile for Ghana West Coast, and helped achieve a significant increase in tourism. Capacity building activities, in particular for stakeholders from the district government, were essential to make the DMO operate effectively and create a conducive environment for joint initiatives by its members. Future multi-stakeholder collaboration by the DMO members can be encouraged by regularly organizing thematic seminars on topics relevant for tourism development, bringing different stakeholders together to assess the current situation and identify opportunities to strengthen and expand joint actions.



Accommodation development on West Coast



Community Involvement



Abakah Home Stay



Butre TTDC team with supporter



© Kemaltnan | Dreamstime.com. National Art Museum of Catalonia. Barcelona.

## Box 1 PPPs and Destination Management

PPPs are commonly used to support collaborative action at a destination level. Management of tourism destinations requires multiple stakeholders to work together. A Destination Management Organization (DMO) provides an ongoing coordination hub that can facilitate and

contextualise projects that increase the innovation and efficiency of tourism in a region. The following examples demonstrate a variety of ways in which DMOs can lead or facilitate public-private partnerships.

### 1. Catalonia, striving for a sustainable tourism model

Patrick Torrent



The Strategic Tourism Plan for Catalonia for the 2013-2016 period was developed based on a partnership between the public and private sectors in order to maintain the destination's social, economic and environmental quality. Management and implementation of the plan is ensured/operated by *Taula de Turisme* (Tourism Task Force) through four committees: Planning, Programming, Quality and Innovation, as well as Knowledge and Strategy.

Committee members are from the business, academic and government sectors. This enables key stakeholders to work together within their areas of expertise. Actions to improve *economic sustainability* have included the

promotion of inland regions, creation of experiential tourism products, and the development of an internet portal ([www.catalunya.com](http://www.catalunya.com)) for small to medium sized enterprises to sell them. *Environmental sustainability* has been targeted by developing a plan for improving energy, resource efficiency, and reducing impact on the landscape. An application has been made for Biosphere certification, the UNESCO-affiliated Global Sustainable Tourism Council (GSTC) label, to reaffirm commitment to responsible, sustainable tourism. Efforts are required to manage the coexistence between visitors and inhabitants to improve *social sustainability*.

## 2. Pedemontana Veneta: High quality sustainable and slow tourism

*Damiano De Marchi, Nagore Espinosa,*

*Mara Manente and Aurkene Alzua*



Pedemontana Veneta is a sub-region in northern Italy including the cities of Verona, Vicenza, Padua, and Treviso. It is characterized by a hilly landscape, important cultural attractions, its own regional gastronomy and significant wine production. Pedemontana Veneta is part of the largest tourist destination in Italy (Veneto Region) but has never been seen as a tourism destination itself, being overshadowed by Venice, Garda Lake and the Adriatic Coast. The new Italian Regional Tourism Law included the Pedemontana Veneta as part of a system of nine Themed

Tourist Areas and led it to reposition itself as a destination for high quality and slow-paced relaxing tourism. This process of reinvention is led by a PPP between the Regional Government and the International Centre for Studies on Tourism Economics (Ciset). In 2012, a contest to develop the official logo of Pedemontana Veneta led 1,666 entries in the creation of the first official tourism brand. In 2014, Ciset led a project to foster the creation of new tourism startups (with particular attention to young, unemployed and women). This project was financed by the European Social Fund - European Commission. New businesses include genealogical tourism, an e-commerce platform to sell locally produced delicatessen products, and responsible guided outdoor itineraries for the enjoyment of natural resources. These included Vespa sightseeing tours, walking trails and cycling itineraries and supporting infrastructure (Wi-Fi, information points, bike assistance and food and beverage services). These PPP led projects resulted in a sense of community awareness of belonging to the sub-region, destination awareness in the mass media, and importantly recognition that bottom up projects run by PPPs can lead to tangible results even on small budgets.



### 3. Destino Punta del Este, Uruguay

*Ramón de Iseguilla*



Destino Punta del Este, a tourism destination management organization was the first PPP in Uruguay. In 2005, Punta del Este was a well-known tourist destination with a large proportion of second homes, weakness in the hotel market and very high seasonality. Tourism marketing was totally dependent on the public sector and the private sector was institutionally weak. Creating a public-private institution responsible for addressing these issues required two new laws, one that allows subnational administrations to partner with other public or private institutions for a specific purpose, and another that allows such a partnership to undertake financing of infrastructure projects with contributions from both public and private institutions. After these legislative changes were made, a not-for-profit nongovernment association was formed (a PPP). Members include hotels, restaurants, real estate agencies, developers, law offices, accounting firm, notaries, banks, airports, construction companies, agribusiness establishments, alternative energy producers, agro-tourism businesses, service stations, equestrian facilities, event organizers, polo clubs, surveyors, and tourism publications. Public sector organizations involved Directorate General for Tourism, Government of Maldonado, and the national Ministry of Tourism and trade intelligence agency called Uruguay XXI. With this membership, which is representative of the entire economy of the destination, Destino Punta del

Este was able to establish itself as a legitimate and non-political tourism destination management organization. With all these elements we formed “Destino Punta del Este” with which we participated in 71 international fairs, 67 promotional tours, conventions and seminars, 52 international conferences and forums, in 73 cities in the Americas, Europe, Asia and Africa. We had twelve tonnes of brochures which were transported and distributed by hand at international tourism fairs, facilitating the publication of opinion pieces about Punta del Este in media outlets in Spain, France, Britain, Brazil, Chile and Mexico with a value equivalent to 3.5 million euros, participating in various UNWTO activities. The work was performed in order to achieve the following objectives: market diversification, facilitate new target segments, reinforce residential tourism, establish deseasonalization policies, create a convention bureau, all managed with the concept of tourism governance, through public-private partnership. A Convention Centre and Fairground will be inaugurated in the second half of 2016. Over ten years, Destino Punta del Este has transformed the way of seeing tourism from the perspective of institutions and of local governments, and Punta del Este has experienced higher growth rates in the number of tourists and investment despite the regional and international crises.



#### 4. Tourism for future: raising Mongolia's profile globally as ITB Berlin official partner country

Damba GANSUKH, Ph.D



БАЙГАЛЬ ОРЧИН, НОГООН ХӨГЖИЛ,  
АЯЛАЛ ЖУУЛЧЛАЛЫН ЯАМ

Tourism for Future NGO is a not-for-profit and non-governmental organization whose objective is to promote Mongolia effectively in its key international markets by coordinating the tourism industry efforts. The principal objective of this organization is to exercise balanced representation of the public and private sectors in promoting Mongolia overseas in the most transparent and professional manner. This PPP is governed by a board with representatives from both the public and private sectors including the State Cabinet and Ministry of Culture, Sports, and Tourism, Mongolian National Chamber of Commerce and Industry (NGO), Mongolian Tourism Association (NGO), Sustainable Tourism Development Center (NGO), Mongolia National Tourism Organization (NGO), Mass Media Co. Ltd, and tour operators. The primary task of the PPP was to organize and participate at ITB Berlin 2015 as the Official Partner Country coordinating the tourism sector efforts. It provided stand management, support on the organization of the opening ceremony, the ITB Raffle event, on the logistic side, secretariat, assistance on the accommodation of participants and management of distribution centers for promotional materials and cultural

performances. On the other hand, government agencies were in charge of administrative arrangements including the arrangement of meetings for ministers. ITB provided Mongolia with EUR 30 million in broadcast exposure, a promotional campaign reaching 19 million tourism professionals worldwide, 115,000 visitors to the Mongolian stand and 2.92 million Mongolian page and news views on the ITB website. The success of this year's ITB exhibition was made possible thanks to Mongolian government working closely with private sector partners from the beginning by putting private partners in charge of the organization of the event and managing the formal events and providing necessary support by the government.





Playtime Delia Lawson "Circle Time".

## Box 2 Universities as resources for PPPs

Universities provide trained and expert faculty who can help to facilitate tourism development. Universities also have a mandate to work with their regional community. They will often have relationships with government and business organizations at a national regional and local level. They provide a repository of local information that can be drawn upon to provide important contextual information. Often students are able to work on projects and hence obtain valuable experience that helps to develop their careers.



*All the entities listed below are UNWTO Affiliate Members.*

### 1. Tourism and Sport for Development: A collaborative approach in The Gambia

Graham Spacey



Sport, in all its forms, has been described as an international language bringing people together to overcome cultural differences, awakening hope and spreading an atmosphere of tolerance. The power of sport comes from its popularity and many large sporting organizations claim sport's holistic qualities as their own in a demonstration of corporate social responsibility. Specific civil society, grassroots interventions are coupled with more broadly influential policy communities and those elements of political society that hold the keys to peace and development. This is often referred to as 'Sport for Development and Peace'. In 2001, Football 4 Peace International (F4P) based at the University of Brighton began developing a distinctive model of values based education through physical activity. The model has been adapted for use in ten countries and has been the catalyst for movement of coaches between continents for training and the sharing of good practice. Sandeel Eco Resort and Learning Centre and the village of Kartong, The Gambia, have developed a Football 4 Peace programme (called

F4P Gambia). In F4P Gambia, tourists give their 'time' to volunteer on the programme; use their 'talent' to train local stakeholders and build capacity; and spend their 'treasure' to pay for their experience and to sponsor the training of locals. Locals give their 'time' to take part in training and then deliver the programme to over 750 children in their communities, passing on positive behaviours and ideals. This two-way process allows everyone to have their voice in developing local ownership of the programme. Peer to peer learning occurs, facilitating mutually beneficial exchanges between 'hosts and guests'. The end result is a sustainable model which multiplies the dissemination and impact of the values based methodology; is bespoke - adapted to encompass the unique local circumstances, respecting specific cultural and religious nuances and traditions; creating an equal playing field in knowledge and understanding of sport for development and peace and tourism as tools for capacity building. Each year F4P Gambia culminates in the 'Festival of Sport' hosted by Kartong village. Project records show that in December 2014, 730 spectators watching, including 27 interested tourists staying locally.

See more information on Football 4 Peace International: [www.football4peace.eu](http://www.football4peace.eu).



Info centre in Cerhov

## 2. Tourism development of the Slovak Tokaj Region

Wagenseil Urs

Lucerne University of  
Applied Sciences and Arts

**HOCHSCHULE  
LUZERN**

Business  
Institute of Tourism

Tokaj wine is known around the world. The “Association Tokaj” Wine Route was established in 2008 and currently has 25 partners from municipalities, secondary schools regional wine producers, travel agencies, museums, libraries, and local NGOs. The Regional Development Association (Košice n.o) in cooperation with the Institute of Tourism at Lucerne University of Applied Sciences & Arts, Switzerland provide strategic support for the development of new products and services. Prior to the project beginning, the region faced a number of challenges such as a poor economy and low levels of education, one main product (wine), underdeveloped services (accommodation, catering, guiding etc.), absence of a unified navigation and information system for visitors, lack of support for the development of small and medium enterprises and lack of skills in economic development. It is expected that this project will lead to better cooperation and communication amongst stakeholders and a series of added value projects.



Tokaj cellar

### 3. Inclusive tourism in Quispicanchi, Peru

Jordi Ficapal, Cristian Palazzi and Mireia Guix



Public-private cooperation in tourism development in Quispicanchi is helping to preserve cultural resources and is supported by the Quispicanchi the School of

Tourism and Hospitality Management Sant Ignasi and the University Antonio Ruiz de Montoya and CCAIJO (Training Agro-Industrial Center Jesus Obrero) who developed an integral tourism management plan (ITMP). The main tasks of the ITMP are strengthening of local technical capabilities, training of local entrepreneurs, cultural and natural heritage awareness sessions, and research of traditional architectural practices and recovery of ancestral technologies. This has led to the development of the “Route of the Andean Baroque” and the Archaeological Park at Tipon.



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### 4. MICE development in Argentina

Pablo Singerman and Camilo Makón



The Argentine Association of Professional Organizers and Suppliers for Exhibitions, Congresses and Events (AOCA), National Institute for Tourism Promotion (INPROTUR) and the National University of Buenos Aires (UBA) are partnering to collect, analyse and quantify the main indicators of MICE tourism. The partnership was developed in order to capitalise on the growth of the MICE sector in Argentina, address seasonality in the tourism industry. This project has resulted in better availability of information on the MICE sector and better decision making, contributing to Argentina’s relevance in the MICE segment worldwide.

## 5. UNESCO Cultural Heritage Specialist Guide (CHSG) Training Programme

Leonardo A.N. Dioko



UNESCO-ICCROM Asian Academy for Heritage Management (AAHM) approached the Institute for Tourism Studies, Macao (IFT) in 2005 to develop a short term but intensive training and train-the-trainer modules for developing and certifying local community guides toward acquiring a high-degree of specialized skills combining those of a professional tour guide with the knowledge and training proficiencies of heritage conservation experts. CHSG Training targets locally practicing tour guides, professionals from the local heritage groups, as well as volunteers and members of the community, it brings together the different and often disparate stakeholders under one training program. Training materials for the CHSG were developed and updated based on inputs and

feedback from the various stakeholders of the program, under the coordination of IFT Macao, which developed the core training and train-the-trainer modules as well as several of its heritage site-specific modules, versions of which are now in use at CHSG training programs around the world. IFT remains an active contributor to the CHSG Training Program, delivering the program in the Macao SAR as a CHSG training center and contributing the time and effort of its staff members in the role of trainers in other regional CHSG training activities. Since 2005, the CHSG Training Program has been delivered to 15 participating countries and communities. It has trained and certified hundreds of participants as well as prepared many to become local trainers in their respective communities.

## 6. Tourism Development Plan Arequipa, Peru

Pamela Cueva and Diana Guerra



San Ignacio de Loyola University, Arequipa Province Municipality Tourism Office, along with local authorities and private stakeholders created a Strategic Tourism Development Plan. This plan recommends projects and

investments to be implemented by public and private stakeholders to improve infrastructure, develop tourist attractions, and set quality service standards. The University provided technical assistance from experts formal education in tourism is still very limited in different regions of Peru —especially in topics related to strategic and territorial planning, destination management, promotion, and sustainable development of local destinations.

## Box 3 Training and PPPs

Development of tourism requires training of specialists to a high level of skill as well as delivery of operational and management training in regional areas. One important function of PPPs is the delivery of this training.

*All the entities listed below are UNWTO Affiliate Members.*



### 1. The IATA Airline Training Fund (IATF)

Chris Goater



With 51% of international tourists traveling by air, the aviation sector is critical to the tourism industry, which in turn is an important source of economic growth for many countries, particularly developing ones. For nearly 30 years, the IATA Airline Training Fund initiatives have improved the skills of some 24,000 individuals from airlines in 125 developing nations. The aviation industry and skilled staff are particularly important for emerging economies, where growth rates are higher and air networks are expanding. IATF's training strategy for the growth of aviation in developing nations is based on four priority pillars:

- a. **Safety Improvement:** for the aviation industry, being safe is the right thing to do, and it is the law, too. The IATF has been offering a combination of traditional training and action learning workshops to various aviation stakeholders in developing nations to help them improve their operational safety processes and implement international safety standards. These include the IATA SMS Implementation Training Program, the IOSA Implementation Training Initiative, and the IATA Safety Oversight Diploma for Civil Aviation Authorities.
- b. **People Performance:** Human Resources Departments play a key role in creating and sustaining organizational performance and competitive advantage. There is a relationship between practices of human resource management and job satisfaction of employees. Through the IATA People Management and Development for Airlines Program, the IATF helps airlines in developing nations to re-engineer key Human Resources processes to manage and enhance people performance in a sustained manner.



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c. **Business Performance:** strategic management is critical to business success. It involves vision, mission and outside-of-the-box thinking to generate business value and gain competitive edge. Through the IATA Diploma in Airline Management, the IATF helps airlines in developing to enhance capacity in Network and Route Development, Revenue Management; and Airline Management Strategy.

d. **Financial Performance:** sound finance and account tools and procedures are important to protect and maximize hard-earned revenue and improve the bottom-line. Through the IATA Diploma in Revenue Accounting and Control, the IATF helps airlines in developing nations to enhance revenue accounting skills to effectively eliminate revenue losses resulting from inaccuracies and shortcomings in revenue accounting and control processes.

## 2. Rural tourism in the Kaluga region of Russia

Valery Krutikov, Natalya Oshchepkova  
and Aleksei Seselkin



The Association of Agrarian Tourism was established in the Kaluga region with assistance of the regional Ministry of Culture and Tourism. In order to address a shortage of qualified personnel, the Kaluga Institute of Tourism Business provides training in the development of tourism and especially concerning subsidies available from the government for capital work such as construction, repair and arrangement of guest lodges and infrastructure; reconstruction of the access roads to sites of rural tourism; the equipment purchase. This has led to the establishment of guesthouses, tourist estates and complexes, hunting lodges, fishing and preservation of the traditional way of rural life.




### 3. Integrated tourism programme in Nicaragua

*Mercedes Carreño*

The Integrated Tourism Programme (ITP) funded by the Netherlands' Centre for the Promotion of Imports in the Ministry of Foreign Affairs helps developing countries to attract more and higher spending tourists from the European Union. In Nicaragua, this program is working with the public and private sectors to develop market information, product development and marketing and promotion. Local and international experts provide training programmes and advice. Different training programmes have been offered all over the country, for both, public and private sectors. Some of the topics are market intelligence, product development, effective trade fair participation, e-marketing and MAP-mastering assertive performance. An interesting part of the programme is the coordination of donor interventions. Staff of the INTUR have been trained in project cycle management, knowledge management and monitoring & evaluating, in order to attract funds from the different donors in the world by the proposal of projects integrated in the country's strategies. Funds from

the Netherlands have been used to activate the economy of Nicaragua, through different programmes that involve the public and private sectors in sustainable tourism development with excellent results. The programme includes the training for civil servants to attract available funds and the commitment of all stakeholders to work towards sustainable development.





### 3. Conclusion: key lessons

This section summarizes the key lessons evident in the cases presented concerning how to create and develop PPPs. Tourism PPPs are common around the world and indeed tourism builds on partnerships and collaboration at many geographic levels. PPPs involve governments at central, regional and local levels, individual businesses and tourism representative bodies, donor organizations of many types, non-governmental agencies and community organizations.

The cases presented here emphasize that collaboration does not just happen, and often requires an external party or well positioned stakeholder to create consensus or lead partnership development. This focuses attention on key individuals, their embeddedness in a network of contacts, and their leadership, authority and collaborative skills (Beritelli and Bieger, 2014). An effective convenor can build trust and relationships that support effective governance, will be passionate about their task and imbue others that energy (Gardiner and Scott, 2014). In some cases, the convenor provides the needed linkage between the public, private and local community sectors involved in the partnership. An effective and entrepreneurial convenor is important to bring the participants together, and provide leadership and direction. The convenor is often a person trusted by and with great influence in the community. These attributes may be due to their role as a community leader or experience with tourism.

The cases presented demonstrate four types of objectives:

1. **Business competitiveness** (e.g., marketing);
2. **Economic sustainability** (e.g., economic equity in profit distribution);
3. **Capacity building** (e.g., knowledge transfer and communication); and
4. **Environmental conservation** (e.g., biodiversity conservation).

The cases presented often include a mix of these objectives.



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## Business competitiveness

Many successful PPPs centre on collaborative product development. Effective product development requires support of key stakeholders as well as from members of communities in which PPPs are enacted. This is especially the case in communal land tenure settings (e.g., Mamirauá, Brazil and Tsodilo Hills, Botswana case studies), where support of the greater community is vital to the success of the PPP. Community members often co-create experiences with the visitor, such as providing visitors the opportunity to interact with local residents, purchase locally made handicrafts, and, in some instances, provide accommodation in their houses (e.g., Homestay case study). Participation by both men and women of a community in decision-making processes and ensuring an equitable distribution of benefits (e.g., Mamirauá case study) increases the likelihood of a successful collaboration. Importantly, product innovation may require adaptability and a PPP's flexibility in adapting to change can be a determining factor in its survival.

Collaborative product development takes place where many stakeholders work together to deliver on customer needs. This is vital for a successful PPP. Often, clustering of smaller businesses into a collaborative tourism effort is an effective way to develop a sound tourism product. Clustering similar tourism products across communities and/or key urban centres can create greater attraction and therefore induce more tourists to visit a specific geographical area. An example is establishing a homestay

system along a mainstream walking trail within a public protected area (e.g., Taj Safaris, Homestay, and Mamirauá case studies). A clustering approach not only benefits participant households but also the greater community as tourists are likely to buy additional goods and services apart from those provided by the homestay owners (e.g., guides, animal transportation).

## Economic sustainability

Economic growth opportunities are an important incentive for key stakeholders to engage and support the establishment of PPPs. Survival and growth of the PPP can then provide additional funding to sustain new activities. The use of technology can help as demonstrated in the case study of "Smart tourism" development in Nanjing, China. Here technological advances incorporated into the tourism industry not only enhance the tourist experience but also help achieve energy saving. The integration of technology in tourism is innovative and is a way to be more sustainable.

It is important for partnership members to focus on visitor needs in developing products. From a customer's perspective, the ultimate purpose of a tourism partnership is to provide a memorable visitor experience. This means providing trained guides, protecting the resource (e.g., Tsodilo Hills, Botswana; Taj Safaris, India; Homestay tourism clustering, Ladakh, India; and Samoa climate change adaptation case), and training locals in hospitality



(e.g., *Carnival Cruise* and *Mamirauá* case studies). There are many requirements – but the visitor is central. It is important that the intervention targeted by a PPP relates to a market need. Academic researchers can play an important role in providing information about visitors and their needs (e.g., *Experience Gold Coast*, Australia). International visitors may have different cultural needs and perspectives and developing a suitable tourism experience for them may require innovation. It can be useful in early stages in the development of a tourism partnership to obtain the opinion and advice of experienced business operators.

As in any business enterprise, PPPs must survive financially and minimize existing and potential risks. Risks need minimization when developing new infrastructure in fragile areas or introducing residents to tourism and hospitality as a first exposure to a cash economy. Minimizing risks also involves preparing for natural disasters (“*Tsunami Ready Toolbox*”, Indonesia) and adapting to climate change (e.g., *Samoa* case study) and to technological advances (e.g., *Nanjing* case study).

## Capacity building

Many of the PPPs presented in this report involve various types of capacity building. For example, identifying new opportunities and adapting to change requires specific skills and capacities. This is especially important in highly competitive tourism locations (e.g., Visitor focused collaboration in *Mavrovo, the former Yugoslav Republic of Macedonia* case study) and in destinations going under rapid socioeconomic and environmental changes (e.g., inclusive business for tourism, *Myanmar* case study). External factors, such as beach erosion linked with climate change impacts (e.g., *Samoa* case) may require capacity building support and local skill development.

PPPs can build capacity within communities, businesses, and government organizations. Capacity building support requires financial resources for training and skill development and specifically designed programs that provide employment opportunities for locals (e.g., *Carnival Cruise* case study). The development of new tourism products, for example, requires skilled personnel. Approaches to skill development include development of training material (e.g., “*Tsunami Ready Toolbox*” case study) and creation of employment opportunities (e.g., *Carnival Cruise* case study). Irrespective of the approach taken, partnerships should also foster team building and network formation during the development, implementation, and management of initiatives.



## Resources for PPPs

This report has identified three different types of resources available for developing PPPs. Firstly, destination management organizations provide a natural home for collaborative initiatives such as PPPs. Secondly, Universities have a role in supporting PPPs in emerging areas. Thirdly, some examples of funding and training support that may be available to PPPs have been identified.

## Environmental conservation

Several of the PPP case studies presented here contribute to the conservation of nature, culture and heritage. Because of their public good nature, these assets are often insufficiently protected, and partnerships can provide important synergies between business development and conservation. The case study of the *Puerto Princesa Subterranean River National Park* in the Philippines has demonstrated the importance of grassroots management of a protected area. A similar community-based approach has been described for the Tsodilo Hills World Heritage Area in Botswana. Other case studies have demonstrated how tourism PPPs can assist the protection of particular threatened species, for example tigers and snow leopards.

In addition to nature-based tourism, heritage tourism is in many areas a tourism sector of growing demand. Integrating local cultural practices and traditions into a visit to a heritage site can be part of a cultural integration

tourism package (e.g., *Saudi Arabia* case) and contribute to a region's economy. In some destinations, cultural integration requires extensive resources, both human and financial, not available at the local level. The establishment of multi-agency PPPs can assist in maximizing economic value from existing cultural resources while minimizing risks.

## Final remarks

To conclude, successful PPPs are those that provide a benefit to all stakeholders involved. Demonstrating tangible outcomes is not only important in encouraging participation but also for maintaining momentum and ensuring the sustainability of the project. PPPs are collaborations between many different stakeholders who come together for mutual economic benefit from providing memorable experiences to tourists. These stakeholders cannot achieve their individual objectives on their own and so voluntarily form partnerships that enable them to do so. The combination of stakeholders' actions can achieve what they cannot do individually.

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