



**KHANYA**

**Stimulating Sustainable  
Tourism Policy Workshop**

**6 February 2001**

**International Institute for Environment and  
Development**

**Khanya – managing rural change cc**

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## **Stimulating Sustainable Tourism Policy Workshop**

### **CONTENTS**

1	Opening	2
2	Personal Introductions	2
3	Objectives of the workshop	3
4	Background to the Stimulating Sustainable Tourism Study	3
5	Presentation of findings	4
6	Discussion of findings	5
7	Recommendations	7
8	Discussion of recommendations	8
9	Way forward	9
10	Workshop evaluation	10
11	Closure	10

### **Annexes**

1	List of Participants	21
2	Policy Briefing	22

### **ACRONYMS**

AENP	Addo Elephant National Park
BEE	Black Economic Empowerment
EC	Eastern Cape
ECTB	Eastern Cape Tourism Board
IIED	International Institute for Environment and Development
GATS	General Agreement on Trade in Services
MNDP	Mayibuye Ndlovu Development Programme
SANP	South African National Parks
TEP	Tourism Enterprise Programme

## Stimulating Sustainable Tourism Policy Workshop

### 1. Opening

On the 6<sup>th</sup> February 2001, the “Stimulating Sustainable Tourism Policy Workshop” was held at the Arcadia Hotel, Pretoria. Penny Urquhart and Moscow (Joe) Marumo of Khanya-managing rural change cc facilitated the workshop, which was opened by Mr Fundisile Mketeni, Park Manager of the Addo Elephant National Park (AENP). Key policy makers and tourism industry stakeholders were invited to the workshop (see Annex 1). The number of participants was kept below 20 to allow for a focused consideration of the findings and recommendations presented, and their policy implications.

### 2. Personal introductions

Participants were asked to state their names (see Annex 1 for the attendance register), which organisation they came from, and three key things that their organisations are doing for tourism, as indicated in Table 1.

**Table 1: List of participants, their organisations and three things that their organisations are doing for tourism<sup>1</sup>.**

Name	Organisation	Three things organisation is doing for tourism:
Selloane Matoase-Moalosi	Lesotho Highlands Water Project	<ul style="list-style-type: none"> <li>Develop ecotourism</li> <li>Linking environmental awareness programme with ecotourism</li> </ul>
Ruben Matlala	Community Public Private Partnership Programme	facilitate development, investment and tourism in disadvantaged communities
Wellington Mnikati	Tourism Enterprise Programme (Ebony Consulting)	demand driven and transaction based, build-capacity in entrepreneurs
Lynette Masuku & Catherine Senatle	South African National Parks Board	education in tourism and conservation, establish partnership and linkages to support community enterprises to take advantage of opportunities associated with conservation, infrastructure for tourism and trade development, e.g. lodges and products
Tanya Abrahamse	Tourism Business Council of South Africa	restructuring of tourism, lobbying government around what we see as tourism imperatives, and looking at safety issues around tourism

<sup>1</sup> The table does not contain all people/organisations represented at the workshop as some individuals arrived after this session. For a full list of participants see Annex 1.

Ray Nkwe	South African Tourism	improved development and marketing of South African products – brand development
Moeketsi Mosola	Department of Environmental Affairs and Tourism	policy development tourism projects funding training
Carine Munting	Fair Trade in Tourism (SA)	promote fair trade, by for example, encouraging respect for host communities' culture
Heather Gutierrez	Tourvest	social responsibility and holding companies
Joe Marumo, Penny Urquhart	Khanya-managing rural change	development organisation, facilitating development initiatives, including tourism development, change agent

### 3. Objectives of the workshop

Objectives of the workshop were to:

- Ensure that policy makers and strategic tourism actors are aware of what is needed to enhance implementation of existing policy towards sustainable tourism
- Secure commitment from participants towards taking forward some of the recommendations
- Identify possible partnerships for moving forward

### 4. Background to Stimulating Sustainable Tourism Study

The Stimulating Sustainable Tourism Trade (SST) project was carried out by the London-based International Institute for Environment and Development (IIED), and various partner organisations in developing countries. In South Africa, the study focused on tourism and was carried out by Khanya – managing rural change cc. A central question of the research was: Can developing countries combine export success with high social and environmental standards?

The SST study in South Africa centred on a participatory analysis of the tourism trading system (supply chain assessment) in the area around the Addo Elephant National Park (AENP) in the Eastern Cape. A specific aim was to understand the potential for integration of emerging community tourism initiatives with 'mainstream' tourism. The study included government service providers (provincial, district and local levels), existing tourism businesses, the South African National Parks Board (SANP), tourism marketing organisations and communities. Activities included facilitating links between disadvantaged community tourism initiatives and existing tourism stakeholders (both

public and private sector). Work was also carried out with foreign-based tour operators and travel agents to understand the foreign demand for more sustainable tourism. The Project was linked to the revitalisation of the Mayibuye Ndlovu Development Programme, a multistakeholder structure established to support emerging tourism initiatives in disadvantaged communities living around the AENP. Current and proposed projects under the MNDP include tour guide training, performing arts project, arts and craft project, and MNDP capacity building. Funders for these include the Eastern Cape Tourism Board, Danced and the Western District Council. For further background, see the Policy Briefing in Annex 2.

## **5. Presentation of findings**

Penny and Joe presented the findings of Phase Two of the Stimulating Sustainable Tourism study, grouped under the following heading:

1. **Policy synergy** - there is a good fit between Sustainable Tourism and key national policy principles. In particular there is synergy between the notion of responsible tourism as spelt out in the 1996 White Paper on Tourism: promotes responsibility to the environment through sustainable use; responsibility to involve local communities; responsibility for safety and security of visitors; responsible government, employers, employees, unions, local communities.
1. **Awareness of Sustainable Tourism** – there is little awareness of sustainable tourism on the ground. This awareness is lacking at all levels and across all sectors (public, private and community). However, there is recognition of positive possibilities for tourism development, e.g. local sustainable tourism branding.
1. **External pressures** – there are few external (foreign) requirements felt by producers of tourism goods and services. There are some (national) policy and regulatory pressures. The effects of international trade agreements such as the Tourism Services Offer in terms of GATS and the SA/EU Bilateral Trade Agreement are uncertain.
1. **Consumer demand for sustainable tourism** – there is a growing awareness of environmental and social impacts, and growing demand for responsible tourism in key international markets of UK & Germany (also USA and Switzerland). However, there is a lack of awareness amongst travel agents and tour operators, coupled with a lack of supply and little knowledge of what does exist.
1. **Diversification/value adding** – community tourism projects have potential to add value to the existing tourism system through diversification of wild life-related product. But the understanding and skills to harness opportunities is lacking in disadvantaged communities, as well as in the mainstream system.

1. **Good practice examples** – evidence of home-grown social responsibility of a few local tour operators, with positive developmental effects, is beginning to emerge. It is hoped that this will lead to greater integration of community tourism in the system. However, at this stage social performance is often not linked with environmental responsibility.
  
1. **Livelihoods** – required outcomes of disadvantaged communities are: jobs and income, but also education, skills development and inter-cultural contact. As a community representative stated: “We just want to be on the tourism map, let the tourism be for everyone.” In the future, tourism will be of increased importance in poor people’s livelihoods, with the proposed expansion of the AENP to form the Greater Addo National Park. Therefore, it is critical that social impacts are appropriately managed at this stage.
  
1. **Central role of Addo Elephant National Park (AENP)** – the AENP is the centre of the tourism system, as it is the major attractant and thus plays a key economic role. Unfortunately, there is currently limited use of local suppliers and suppliers from disadvantaged communities. Furthermore, there is a lack of environmental and social criteria in supply chain interactions. Nevertheless, there is potential for greater positive influence of the Park in promoting social and environmental sustainability.
  
1. **Equity and economics** – there has been much growth in the Addo Tourism System, much of which appears to be economically viable. However, broadening the ownership base is a priority, as well as a more equitable distribution of benefits from tourism in the area.
  
1. **Planning** – there is a lack integrated regional planning in the province as a whole, and much tourism development has been ad hoc. This increases the potential for negative environmental impacts. As the tourism system grows, there is the danger of greater social conflict and ecological damage from this lack of planning, ultimately leading to a self-sabotaging situation.
  
1. **Policy & service delivery** – the implementation and delivery of tourism development is hampered by capacity constraints and lack of coordination between service providers. Promotion and marketing skills have been lacking in the past. The situation is made more complex by the general Eastern Cape administrative and developmental context.
  
1. **Infrastructure** – the road infrastructure in the Addo area is poor. There have been positive developments concerning tourism signage. Telecommunications and banking services could be improved. The situation with respect to infrastructure is worse in black areas. It is critical to consider the implications for bulk services (water, electricity, sanitation, waste management) as the tourism system grows.

## **6. Discussion of findings**

In the ensuing discussion, the following points were raised by participants.

- Community participation is very crucial for the ideals of sustainable tourism to be realised. Attempts should be made to create community linkages and partnerships between other parks, the corporate sector and other actors. This is already happening around Kwazulu/Natal. Parks should not be seen as isolated development organisations. The clustering method can help to link communities with tourism business players. Farm Bed & Breakfasts should be linked into sustainable tourism programmes.
- Other existing structures should be explored, such as through linkages with the District Council. Community-based-organisations should not compete with local authorities, but rather work with them without losing vision. Some progress has been made to date, but capacity and linkages are still a challenge.
- If the clustering process was used to develop local sustainable tourism brands, this should be reflected in the tourism signage used.
- There is a need to link sustainable tourism programmes with top policy makers. Way forward needs to recognise policy development and funding deadlines from potential supporters.
- The tourism industry needs better understanding of local and other emerging markets. Key information retained by researchers and institutions should be disseminated to other actors and local communities (through mechanisms such as this workshop).
- Emerging international markets such as India, Asia and the Middle East are interested in cultural tourism, as well as the African American market of the USA. There is thus a need to expand focus from the traditional European market. Domestic tourism is also a factor to be considered.
- Environmental education is a critical component of sustainable tourism and should not only be limited to schools and children. There is a need to widen audience to include adults and tourists. Who should be taking responsibility for environmental education? This is not the SANP's brief.
- Ways to reward good practice (social and environmental) of local operators should be explored.
- While social responsibility practices of tour operators are to be applauded, there is a need to take this further, towards real empowerment for communities. The Kruger National Park is now taking the lead in this regard, and lessons should be learned from this example (and specifically the 14 chalet Makuleke tourism complex).
- There was discussion of the concessioning process used by the SANP and how this would promote black economic empowerment (BEE). The DEAT noted that of the seven concessions awarded to date, three of them have more than 50% BEE.
- The international growth of the ecotourism industry is indisputable. Cultural tourism is a further growth area, and of the R99 million of Poverty Relief funding disbursed

by the DEAT in 2000/2001, more than 50% went into the diversification of cultural tourism (cultural villages etc).

- The SANP has a particular opportunity to mainstream this type of conservation management and to brand all Parks into a unique brand involving wildlife as well as the communities living around the Parks.
- The intention of the research team to feed back to community members in the Eastern Cape must be carried out.

The research team undertook to pass on the request to IIED that its demand side work be consolidated into a single report and disseminated in-country.

## 7. Recommendations

Facilitators presented the key recommendations of the study, as summarised below. These recommendations were developed to answer the following question:

*How do we overcome constraints and harness opportunities to implement current policy, and accelerate delivery and transformation in a **sustainable** manner?*

It is critical to note that what sets these recommendations aside from other studies is that they are proposed to be implemented as an **integrated sustainable tourism development programme, delivered through a range of public-private partnerships**. This will avoid the unsustainable piecemeal delivery of tourism development and allow the Addo area to serve as a guiding light for other areas of the country. This will require strong coordination by a central structure.

1. **Sustainable tourism awareness-raising programme** – this should target all components of the tourism system, and should be linked to activities to promote communication and linkages within the tourism trading system. It is envisaged that the awareness-raising programme is developed and piloted in the Addo area, possibly in the form of a roadshow. The programme should be developed in a participatory fashion and should draw on existing skills in a creative manner. For instance, the performance-related skills present in the disadvantaged communities could be harnessed in the form of tourism roleplays. The awareness-raising programme, coupled with activities to promote communication and linkages in the tourism system, could be designed to result in local standard setting and/or a local policy on sustainable tourism. Another possibility that was raised and endorsed at the Addo multistakeholder workshop<sup>2</sup> was to develop a ‘green’ brand of tourism for the Addo area, which could be used proactively as a marketing tool. After piloting, the project / roadshow could be taken to other areas of the country facing similar tourism challenges.

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<sup>2</sup> Held on the 12<sup>th</sup> May 2000 in Addo – see the *Addo Tourism System Sustainable Tourism and Trade Workshop* in the Sustainable Tourism Phase Two report, available at [www.khanya-mrc.co.za](http://www.khanya-mrc.co.za).

1. **Local supply chain co-evolution of environmental and social criteria** – this would involve facilitating the Park working in partnership with suppliers to develop appropriate environmental and social criteria for the supply chain. This would serve to set an example for other tourism businesses in the area, and once again could serve as a pilot project, sending a message upwards to the SANP that could be taken on board by the organisation. A first step would be to assist the Park to identify suitable local suppliers. There is currently the opportunity to be proactive and set local standards, co-evolved along the tourism supply chain, as opposed to waiting until developed country groups begin to impose their own criteria (based on growing market demand and NGO lobby groups).
1. **Development of practical guidelines for tour operators** – it is proposed that the research team would work with local good practice tour operators like Calabash Tours, in order to develop guidelines for operators wishing to engage proactively in environmental and social responsibility practices.
1. **Develop a case study exploring the environmental impact of a tourism company** – this would require a willing business partner, and would seek to find ways to reduce negative impacts and optimise potential positive effects. Information obtained through this activity could be used in branding / standard setting.
1. **Pilot a business support system** – the aim of this would be to develop tourism businesses that are sustainable. Particular emphasis would be placed on emerging community tourism enterprises, and linkages sought with the new Tourism Enterprise Programme (TEP) of the Business Trust. As well as entrepreneurial skills development, a key component of this support system would be focused on bridging the gap in terms of marketing links for black operators direct with the foreign market.
1. **Relevant infrastructure into IDPs** – this component would aim to work with stakeholders around local level planning processes, in order to ensure that tourism infrastructural needs are included within integrated development plans (IDPs), there they will be linked to timeframes and budgets.

## **8. Discussion of recommendations**

In a plenary session, participants were asked to reflect on these recommendations sequentially and to discuss the following questions:

1. How applicable are the recommendations?
2. What existing programmes could the recommendations link to?

3. Who/what organisation should be the lead agent for the implementation of this recommendation?

The group discussion is summarised below.

**Table 2: Input of participants regarding the study's recommendations**

Recommendation	Applicability	Program to link to:	Possible lead agents
Sustainable tourism awareness-raising programme	-very applicable -little awareness in SA tourism industry	-EU Wild Coast programme for awareness-raising and capacity-building	-District Council -ECTB -EU WC programme
Local supply chain co-evolution of environmental and social criteria	-yes, there is a general lack of understanding of supply chain -supply chain is too long	-link to COSATU 'Made in South Africa' campaign -link with DEAT's transformation work	-SANP -Kruger's procurement programme
Development of practical guidelines for tour operators	-tour operators are key in the supply chain -general lack of knowledge and experience	-Dertour annual meeting in South Africa (Tourvest) -DEAT/GTZ capacity building programmes	-Satour -SANP Social Ecology
Develop a case study exploring the environmental impact of a tourism company	-need first to know what percentage is sustainable tourism market -need to look at both survey-based studies and case study research	-Satour annual survey -DEAT proposed domestic research in 7 provinces -DACST market research on cultural tourism	-Satour -DEAT -SANP -Consultants
Pilot a business support system	-there is a dire need for business support & network, capacity-building	-TEP to do a pilot in Addo -Lottery Distribution Agency – funds for local communities to benefit from Performing Arts	-TEP -Lottery Distribution Agency
Relevant infrastructure into IDPs	-IDP that covers new Sundays River Municipality	-LED fund from DPLG -MIIF new requirements for project-based funding	-Sundays River Municipality

Locally developed standard setting and branding should be linked to national – the SANP is in a good position to take this up with respect to all the national parks in the country.

## **9. Way forward**

Time constraints only allowed for a preliminary exploration of possible partners for taking the findings and recommendations of the study forward. A number of organisations showed preliminary interest in becoming partners in this regard.

- The Tourism Business Council of South Africa expressed interest if: 1) the programme goes beyond Addo; 2) it adopts a coherent approach and 3) the SANP as an organisation (not just AENP) is taken on board.
- The Eastern Cape Tourism Board stated that it was a natural partner.
- The Department of Environmental Affairs and Tourism expressed interest, although in a deal-based approach rather than an integrated manner. Thus DEAT could be a partner in various components of the envisaged programme, but not in a central coordinating role.

A general comment made was that activities of other organisations engaged in sustainable tourism should be brought on board.

The workshop endorsed the idea that the first step forward would be to make a presentation to additional SANP senior managers. This should be facilitated by the SANP representatives present at the meeting. Following on such a presentation, a decision should be taken by the SANP concerning whether to run with the programme, and funding could be sought. The Khanya team reiterated its interest in playing a coordinating role, in partnership with other stakeholders.

## **10. Workshop evaluation**

An evaluation form was completed by 11 participants. In summary, participants found the workshop interesting and useful and were satisfied with both their participation and the facilitation of the workshop.

Specific comments received were:

- Time was a serious constraint. We needed more time for this workshop.
- The level of the workshop was quite good with good ideas coming out from both facilitators and participants.

## **11. Closure**

The workshop was closed by Tankiso Dikibo, who thanked the participants for their valuable contributions.

**Annex 1: List of participants**

<b>Name</b>	<b>Organisation</b>	<b>Phone/Fax</b>	<b>E-mail</b>	<b>Postal Address</b>
Wellington Mnikati	Ebony Consulting	(011) 804 5750 (011) 802 8448	Wellington_mnikati@dai.com	Box 409, Woodmead 2144
Ray Nkwe	SA Tourism	(011) 778 8000	<a href="mailto:Raynkwe@satour.com">Raynkwe@satour.com</a>	
Carine Munting	Fair Trade in Tourism	(012) 420 4194	<a href="mailto:Fair@global.co.za">Fair@global.co.za</a>	Box 11536, Hatfield, Pretoria 0028
Ruben Matlala	Community Private Public Partnership	(011) 313 3248 (011) 313 3086	Reubenm@dbsa.org	P.O. Box 1234, Halfway House, 1685
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## Annex 2: Policy Briefing



### Stimulating Sustainable Tourism Trade in South Africa

#### Introduction

Trade and tourism – two words that are on the lips of many people concerned about human development and economic activity in developing countries. South Africa is no exception. Daily, we hear and read about the high expectations for tourism in our country. Tourism has been identified by the South African government as a priority sector in terms of job creation, foreign exchange generation, rural development and poverty alleviation, and black economic empowerment. Yet, while South Africa has a positive policy framework for sustainable tourism, implementation has lagged and levels of environmental and social awareness and responsibility in the industry are generally low. The rapid post-1994 growth in foreign tourism has slowed in recent years, and there is an urgent need to transform the still predominantly white-owned industry.

South Africa has adopted an increasingly high profile in multilateral organisations, including the World Trade Organisation. Yet ‘trade’ tends to conjure up visions of commodities and products, and we do not often link it to tourism. And what are the criteria for trade in tourism to be sustainable?

#### What is this briefing about?

This briefing describes the lessons learned and practical recommendations from an international project called Stimulating Sustainable Trade (SST). The SST project was carried out by the London-based International Institute for Environment and Development (IIED), and various partner organisations in developing countries. In South Africa, the study focused on tourism and was carried out by Khanya – managing rural change cc.

Phase 2 of SST in South Africa centred on a participatory analysis of the tourism trading system in the area around the Addo Elephant National Park (AENP) in the Eastern Cape. A specific aim was to understand the potential for integration of emerging community tourism initiatives with ‘mainstream’ tourism. The study included government service providers, existing tourism businesses, the South African National Parks Board (SANP), tourism marketing organisations and communities. Work was also carried out with foreign-based tour operators and travel agents to understand the foreign demand for more sustainable tourism.

#### How is tourism a form of trade?

International trade occurs when there is an exchange of goods and services between countries. With tourism, consumers (tourists) pay for goods and services. However, unlike for agricultural products, tourists travel to the place of production and ‘consume’ goods and services such as

accommodation, tours, entertainment, food and beverages, crafts and so on. Because of this, tourism is particularly vulnerable to social conflict and environmental impacts. The tourism economy also includes suppliers to the tourism industry such as producers of cleaning materials, other chemicals and even vehicles. This broad network forms the tourism trading system.

Discussions around trade in the international policy community tend to be at the level of trade negotiations and the WTO. Many developing countries are digging in their heels about linking trade and environment at the WTO. But the reality is that trade and environmental factors are being progressively linked in the marketplace – not because of the WTO but in spite of it. South Africa's Tourism Services Offer under the General Agreement on Trade in Services (GATS) came into being in 1995, but the social and environmental implications of this are not well understood.

International trade agreements aside, the key question is: How should trade in tourism be conducted to meet South Africa's pressing socio-economic realities? Can 'sustainable tourism' help with delivery and transformation of the industry? These issues were tackled through the Addo case study, to understand the tourism trade picture from the ground up.

### **What is meant by 'sustainable tourism trade'?**

The SST project defined sustainable tourism as tourism trade that:

- generates economic value,
- reduces poverty and inequality,
- regenerates the environmental resource base and
- is carried out within an open and accountable system of governance.

Because of the complex and multi-sectoral nature of the tourism economy, sustainable tourism also requires paying careful attention to the linkages between the different components in the tourism system.

### **How does this link with South Africa's policies?**

The study found a very good fit between the definition of sustainable trade in tourism used and the key policy principle of responsible tourism that underlies South Africa's tourism policy.

### **What were some of the key findings?**

The findings of the study point to gaps that need to be filled in order to move towards more sustainable tourism, as well as opportunities to harness this potential.

- *Awareness* - While there was little awareness on the ground of sustainable tourism, there was recognition of the positive possibilities for tourism development.
- *External pressure* - Unlike agricultural trade, there are currently few external requirements being placed on South African producers of tourism products and services.
- *Consumer demand* – There is a growing awareness of the environmental and social impacts of tourism in key international markets, and demand for responsible tourism, particularly in the German market. This is hampered by lack of awareness on the part of travel agents and tour operators, as well as lack of supply and insufficient knowledge of what does exist.

- *Diversification* - Community tourism projects, such as the drama groups, choral groups and arts and crafts groups in the Addo area, have the potential to add value to the tourism system through diversification of the mainly wildlife-related tourism product. However, there is a weak understanding amongst disadvantaged communities of what tourism is, and how a living can be made out of it.
- *Good practice* - Examples of good practice exist that have positive developmental effects, and will lead to greater integration of community tourism with mainstream tourism. Good practice mainly consists of homegrown social responsibility of tourism operators, with little evidence of any environmental responsibility criteria in the linkages formed between operators.
- *Livelihoods* - The livelihoods outcomes desired from tourism by disadvantaged communities go beyond jobs and income to include education, skills development and inter-cultural contact, and to be on the tourism map.
- *Central role of the conservation authority* - The AENP currently makes limited use of local suppliers and even less of suppliers from disadvantaged communities. No suppliers are proactive with regard to environmental and social criteria. However, the Park has a potentially positive central influence as it has stated social responsibility policies and an imperative for ecologically sustainable development.
- *Equity* - Tourism in the Addo area is growing and much of it appears to be economically viable. However, a clear priority is to broaden the ownership base and ensure more equitable distribution of benefits.
- *Planning* - The lack of integrated regional planning means that much tourism development has occurred in an ad hoc way, with negative implications for environmental management.
- *Policy and delivery* - Policy implementation and service delivery with respect to tourism promotion and development is hampered by capacity constraints and the general developmental context of the Eastern Cape.
- *Infrastructure* - Poor road infrastructure, worse in black areas, is a major constraint to the development of sustainable tourism.

### Is sustainable tourism the answer?

Currently no major regulatory or external pressures pushing towards more sustainable tourism practices are felt by the industry and levels of consumer demand for more environmentally, socially and ethically sustainable tourism are still low. Despite this, there are convincing arguments in favour of adopting a proactive stance towards sustainable tourism development. These include the following:

1. 'Responsible' tourism, encompassing social and environmental responsibility, is the guiding principle for tourism development in South Africa.
2. Shifts towards greater awareness and demand for sustainable tourism are becoming increasingly apparent in one of South Africa's (and Addo's) key markets, the German market, and to a lesser extent in the UK market.
3. Evidence suggests that tourism that does not seek to mitigate environmental and social impacts ultimately destroys itself.

4. Given South Africa's current socio-political context, there is a critical need to address social equity issues in the tourism sector.

Given these factors, the question is not so much whether sustainable tourism should be implemented, but rather the need to encourage stakeholders to think proactively about steps they could take to promote sustainability that would be cost-effective too. We stand in a window of opportunity to adopt a proactive approach to developing more sustainable tourism experiences for both domestic and international tourists. This could well be a significant competitive advantage in years to come. High social and environmental performance can be one lever to harness the benefits of globalisation through capturing an increasing share of the tourism market.

### Key recommendations

But how do we harness this opportunity, implement current policy and accelerate delivery and transformation in a sustainable manner? The following practical tools point to the way forward. They are proposed to be implemented as an integrated sustainable tourism development programme, delivered through a range of public-private partnerships. This will avoid the unsustainable piecemeal delivery of tourism development and allow the Addo area to serve as a guiding light for other areas of the country.

1. *Market research* – to obtain a realistic idea of the potential future demand for sustainable and cultural tourism.
2. *Sustainable tourism awareness raising programme* – to target all components of the tourism system and promote linkages between them. This could result in local standard setting and a *locally*

*developed sustainable tourism brand*. The programme could be piloted in Addo, refined and taken to other areas of the country subsequently.

3. *Local supply chain co-evolution of environmental and social criteria* – the AENP would work in partnership with suppliers to develop appropriate environmental and social criteria. This approach sets an example for other local tourism businesses and can be duplicated by other parks.
4. *Practical guidelines for tour operators* – developed with local good practice tour operators for operators wishing to engage proactively in environmental and social responsibility criteria.
5. *Pilot a business support centre* – as well as entrepreneurial skills development, the support system would focus on bridging the gap in terms of marketing links for black operators direct with the foreign market.
6. *Ensure relevant infrastructure is in IDPs* – work with stakeholders around local level planning processes, to ensure that tourism infrastructural needs are included within IDPs, and thus linked to timeframes and budgets.

### What is the way forward?

The findings and recommendations from this study are being presented at a workshop for policy makers and key industry stakeholders. Once further interest has been gauged and partnerships identified, funding can be sought for further development and implementation of the programme.

### Conclusion

In 2002, the eyes of the world will be upon South Africa as it hosts the Global Summit on Sustainable Development. A positive and visionary approach to tourism development in the Addo area will provide an unfolding best practice example to showcase. But the benefits of adopting a coherent approach to sustainable tourism development through these and other practical measures go way beyond Addo, and stretch further into the future than 2002. More sustainable and inclusive tourism can only benefit the industry as a whole, and help to harness what one participant termed “the amazing unintended developmental consequences of tourism” – as opposed to the well-documented adverse effects of tourism that does not adopt a pro-poor and sustainable

approach. And it can take us one step closer to a situation where ‘trade’ and ‘sustainable development’ begin to seem less like opposites and more like partners in the war against poverty and inequality.

*This briefing has been developed by Khanya – managing rural change. For more information, visit the Khanya website: [www.khanya-mrc.co.za](http://www.khanya-mrc.co.za); or contact Penny Urquhart on Tel: 082 378 9779 or e-mail: [motswiri@iafrica.com](mailto:motswiri@iafrica.com)  
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