

RHODES UNIVERSITY

SUSTAINABLE TOURISM OPPORTUNITIES FOR MAURITIUS

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MAEVA TERNEL

Student Number: **G15T8519**

Supervised by: **Ms. LETICIA GREYLING**

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DECLARATION

I, Maëva Ternel, hereby declare that the research presented in this thesis is my own original work; does not, in its entirety or part, exist as someone else's work and was not previously submitted to any institution. All sources used have been presented and accurately acknowledged with utmost integrity.



28/07/2016

MAEVA TERNEL

Date

ABSTRACT

Sustainable tourism opportunities for Mauritius

“We are guests on this planet, so conservation is important to help ensure our resources are sustained for generations to come.”

Stephanie Linnartz

Executive vice president, Marriott International

(Goldberg, 2015, p. 26)

Sustainable Tourism (ST) integrates governance, economic, socio-cultural and environmental dimensions of tourism in tourism development and management. Growing Environmental, Social and Governance (ESG) concerns suggest that traditionally, tourism tends to corrupt the very resources it needs to thrive, and thus its sustainability over the long haul has become of general concern. However, despite the vast and extensive literature dedicated to ST, including preeminent journals providing both a theoretical base and reliable empirical evidence to the subject, the concept of sustainability in tourism remains somehow at its embryonic stage, especially in the case of a small island developing state (SIDS).

The research occurred within the context of the destination (Mauritius), with however, a focus on five sizeable Mauritian hotel groups. With tourism being one of the pillars of the Mauritian economy, this research intended to explore the different repercussions of such an industry. The aim of the research was to determine to what extent tourism's operations and development, was appropriately managed in Mauritius by assessing the country's current tourism situation relating to sustainability and identifying priority areas for intervention.

This, was done using different tools, including the United Nations World Tourism Organisation's framework, the Global Sustainable Tourism Council's guidelines and the Sustainable Tourism Attitude Scale. The contribution this research intended to make was to suggest sustainable tourism opportunities and make recommendations for the tourism sector and its stakeholders for the island of Mauritius.

Overall, the research concluded that despite the increased importance of ST, the need for Managed Tourism (MT) and the formulation of general principles and guidelines, tourism governance; poverty reduction; and the sustainability of the natural and cultural environment were identified as areas of particular need and should be considered with high priority for intervention/action.

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LIST OF ABBREVIATIONS

AFD	Agence Française de Développement (French Development Agency)
BOI	Board of Investment
CSO	Central Statistics Office
CSR	Corporate Social Responsibility
DBM	Development Bank of Mauritius
ECPAT	End child prostitution, child pornography, and trafficking of children for sexual purposes
EIA	Environmental Impact Assessment
EMS	Environmental Management System
ESG	Environmental, Social and Governance
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GHGE	Greenhouse Gas Emissions
GoM	Government of Mauritius
GSTC	Global Sustainable Tourism Council
ICZM	Integrated Coastal Zone Management
IHS	Invest Hotel Scheme
INDC	Intended Nationally Determined Contributions
IRS	Integrated Resort Scheme
ISO	International Standard Certifications
MCB	Mauritius Commercial Bank
MDG	Millennium Development Goals
MEO	Mauritius Outlook Report
MID	Maurice Ile Durable (Mauritius Sustainable Island)
MoE	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
MoT	Ministry of Tourism and External Communications
MTA	Mauritius Tourism Authority
MTPA	Mauritius Tourism Promotion Authority
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Cooperation and Development
SEM	Stock Exchange of Mauritius

SEMSI	Stock Exchange of Mauritius Sustainability Index
SIDS	Small Island Developing State
SNC	Second National Communication
SUS-TAS	Sustainable Tourism Attitude Scale
SD	Sustainable Development
ST	Sustainable Tourism
STD	Sustainable Tourism Development
RES	Real Estate Scheme
TEWF	Tourism Employees Welfare Fund
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNWTO	United Nations World Tourism Organisation
VIO	Vanilla Islands Organisation
WBG	World Bank Group
WTTC	World Travel and Tourism Council

CHAPTER 1 INTRODUCTION

1.1. THE PHYSICAL, HUMAN AND ECONOMIC CHARACTERISTICS OF MAURITIUS

Situated in the Indian Ocean, off the east coasts of Africa and Madagascar, the Republic of Mauritius is composed of four main islands: Mauritius, Rodrigues, the archipelagos of Agalega and Saint Brandon (Prayag, 2015). Mauritius is a 1 864 km² volcanic island, inhabited by a multi-cultural population, estimated at 1.22 million in 2015 (Central Statistics Office, 2015). The island's melting pot nation is composed of descendants of immigrants from Europe, India, China and Africa (Prayag, 2015).

Following its independence in 1968, Mauritius has experienced remarkable economic success, induced by three industries; first and foremost, agriculture (with sugarcane), manufacturing (with textile) and, in the recent past, services (with tourism, ITC, and financial services) (Prayag, 2015). The island's success story lies in its transition from a low income mono-crop economy, in which sugar accounted for 35% of its Gross Domestic Product (GDP) and 97% of its exportation (Durberry, 2004), to an upper middle-income and diversified economy (The World Bank Group, 2015) – in which tourism has become a fundamental economic pillar; selling the country as an essentially resort-based; sun, sand and sea destination (Durberry, 2004; Prayag, 2015).

1.2. THE HISTORY AND DEVELOPMENT OF THE MAURITIAN TOURISM INDUSTRY

In Mauritius, travel and tourism represented 25.6% of GDP (total contribution) and 128,500 jobs in 2015, generating MUR104.5 billion¹ (WTTC, 2016). Tourism was expected to rise by 2.5% in 2016 and by 4.9% per annum, thereafter reaching MUR172.4 billion² and accounting for 145,000 jobs by 2026³ (WTTC, 2016). This suggests that tourism has been a tremendous agent of and driver for economic development, in terms of foreign exchange earnings, foreign direct investments (FDI) and employment (Archer, 1985; Archer and Fletcher, 1996; Choi and Sirakaya, 2005; Dyer, Gursoy, Sharma and Carter, 2007; Spenceley and Meyer, 2012; Anon., 2014).

1.2.1. The island of Mauritius

The dawn of tourism in Mauritius can be tracked to the 1950s, when the Government of Mauritius (GoM) came to realise the potential of the attractiveness of the 'sun, sand and sea' destination; but also the needs to address unemployment and to diversify the economy

¹ Equivalent to approximately US\$2.986 billion

² Equivalent to approximately US\$4.926 billion

³ In total contribution

(Prayag, Carlsen and Butler, 2011). Thus, the first hotel was built in 1952. In the first quarter of 2016, Mauritius comprised 117 hotels, representing the equivalent of 13,710 rooms (CSO, 2016).

1.2.1.1. The first era (1980 - 1989)

Prayag, et al., (2011) have identified seven stages through which destinations evolve (namely exploration, involvement, development, consolidation, stagnation, decline and rejuvenation); each having particular characteristics through time.

In Mauritius, the exploration phase of tourism development occurred over a brief span of time: by 1974 the number of hotels had escalated to thirty and visitor arrivals had risen by 12.3% on average annually, between 1974 and 1979 (Prayag, et al., 2011). This suggested that the destination had shifted to the involvement phase; and by the early 1980s, moved into the development stage (Prayag, et al., 2011). This period was characterised at first by declining numbers in tourist arrivals, but double-digits growth figures as from 1984 onwards (Prayag, et al., 2011).

1.2.1.2. The second (1990 - 1999) and third (2000 - 2009) eras

The second era (consolidation) was marked by a slow-down in hotel expansion, as a result of room oversupply and volatile tourist arrivals (Prayag, et al., 2011).

The third era (stagnation) began with the new millennium, and was marked by a number of symptoms (economic, social and environmental issues); announcing the imminent decline phase characterised by plummeting figures; as a result of constant but inconsistent visitor arrivals, induced by heavy reliance on repeat visitation (Prayag, et al., 2011). Subsequently, the GoM revamped its destination strategy by attempting to rejuvenate the traditional 'sun, sand, and sea' offering, while in the meantime diversifying away from its '3S' product. This, included environmental enhancement; repositioning towards the luxury up-market, with existing establishments refurbishment and upgrade, in conjunction with new tourism developments; and increased visibility and accessibility to current and new markets of the time. Back then, the tourist generating markets were comprised of Europe (557,694 tourist arrivals), Africa (204,132), Asia (58,948), Oceania (20,656) and America (8,401) (CSO, 2008; Prayag, et al., 2011).

1.2.1.3. The fourth era and economic sustainability (2009 - 2018)

In the fourth era, "the tourism sector was severely hit by adverse economic shocks in Europe, compounded by overcapacity and loss of competitiveness", in addition to the "Mauritian tourism becoming increasingly expensive, possibly reducing demand" (WBG, 2015, p. 42). The

sector was indeed subjected to constraints, including overcapacity⁴ and over-indebtedness – thus “limiting the capability of the industry to retain its traditional allure as low volume, high value tourism destination and forcing it towards more intensive mass tourism” (WBG, 2015, p. 43).

As from 2008 onwards, the GoM demonstrated additional signs of its intention to further diversification, at two levels: product diversification, beyond traditional tropical holidays and business travel, focusing on four- and five-star hotels; and the diversification of the sector’s generating markets. The former entailed 1) the development of differentiated products (cultural tourism, golf-tourism, adventure tourism, wellness tourism, medical tourism); and in parallel, 2) a new tourism policy namely the Integrated Resort Scheme (IRS)⁵, allowing for foreign ownerships of properties on the island (Prayag, et al., 2011). This suggested moving away from the destination’s reliance on traditional European markets (France, Germany) and rather developing non-traditional European markets (Eastern Europe), other markets (USA) and expanding far eastward (Asia, India) (Prayag, et al., 2011; Le Mauricien, 2013). This was made possible through the implementation of mechanisms, including branding and marketing, visa-free travel, air access liberalisation and improved economic relations with trade partners (China, India) (L’express, 2006; Prayag, et al., 2011).

1.2.1.4. The fourth era continued

2014 was the Year of Grace for the tourism economy. For the very first time, the number of tourist arrivals passed the million mark, reaching a footfall of 1,038,968, compared to 993,106 arrivals recorded in 2013 (CSO, 2014). The following year, the destination attracted 1,151,723 international visitors (CSO, 2015), whilst the new government announced its programme for the tourism industry, revolving around four major axes: ‘Attractiveness’, ‘Accessibility’, ‘Visibility’ and ‘Sustainability of the destination’ (GoM, 2015). By the first quarter of 2016, tourist arrivals had increased by 12.5% compared to the previous year, reaching a footfall of 327,836 (CSO, 2016). Based on this data, the initial 2016 forecast was revised from 1,230,000 to 1,240,000 arrivals (CSO, 2016).

⁴ The occupancy rate decreased from 68% in 2008 to 63% in 2013 (WBG, 2015, p. 43) to reach 76% in the first quarter of 2016 (CSO, 2016).

⁵ The IRS initiative allows for the acquisition of resorts and residential property for foreigners in Mauritius. The initiative permits the construction and sale of luxury residences to non-citizens in particular locations, through which international buyers are granted with residence permits for as long as they hold the property (BOI, 2014).

1.3. SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

In light of the above, over the past 66 years, economic sustainability has been given priority, driven by tourism development; with however less concern for social and environmental sustainability (Prayag, et al., 2001; Prayag, 2015).

Although in its early stages, tourism development focused on restraining visitor numbers and limiting sky accessibility; thereafter hotel development was fuelled by incentives through the Hotel Development Incentive Act of 1974. This favoured the spread of 'enclave tourism' (Prayag, 2015, p. 240), somehow restraining the adverse impacts of tourism to certain coastal areas for a while, but likewise limiting the linkages between tourism and local communities (Prayag, et al., 2011).

Since then, social sustainability and environmental quality have been recognised (to some extent) as criteria of tourism development. In fact, national social policies and environmental legislation have followed (Tourism Employees Welfare Fund Act 2002, Tourism Fund Act 2006, Maurice Ile Durable⁶ (MID) initiative in 2008 (Prayag, et al., 2011) and Corporate Social Responsibility (CSR)⁷ policy in 2009 (Prayag, 2015)). Nevertheless, economic sustainability has remained government's priority (Prayag, et al., 2011): "tourism development in Mauritius has been geared towards exploitation of natural assets for economic gains for several decades rather than [social and] environmental conservation for future generations" (Prayag, 2015, p. 249). Grand Baie and more recently, Bel Ombre, respectively located on the northern and southern coastlines have seen their fishing and sugar villages transformed into tourist hubs; resulting into both positive and adverse repercussions (Prayag, 2015). Positive impacts included substantial facilities development (road infrastructure, waste water systems and amenities at public beaches) but also job creation; while adverse repercussions included pollution, traffic congestion, restricted access of local citizens to public beaches, prostitution and crime (Prayag, 2015). Articles in the newspapers highlight the divide between two diametrically opposed worlds referred to as the 'front- and back-yards of tourism'; with a significant number of families living below the poverty line, only a few steps away from the resorts (Le Mauricien, 2012). According to Prayag (2015), although social equity and justice have been more of a concern for the private than the public sector, the country is yet still in its embryonic phase of its journey towards sustainability.

⁶ Maurice Ile Durable meaning 'Mauritius Sustainable Island'

⁷ The GoM established a policy, locally referred to as CSR, by which registered enterprises are required to pay 2% of their profits to organisations contributing to the social and environmental development of the country.

1.4. MOVING FORWARD

As a SIDS, Mauritius has a finite land surface and a high population density, thriving and relying on a fragile natural balance, leaving a very limited margin of error. Therefore, there is a need to acknowledge the social and environmental risks and impacts of tourism and ensure that current operations and envisaged developments are taken into account to guard the country's sustainability. But, this cannot happen unless all stakeholders come to realise that sustainability has not one, but four facets.

This research will serve the interest of stakeholders involved in the tourism industry, and intends to suggest an integrated approach to tourism.

The purpose of this research is to assess the country's situation and identify priority areas for intervention relating to tourism in Mauritius. Within the broad context of tourism, it provides an overview of the current tourism practices. Firstly, the concepts of tourism, SD and ST are reviewed. Secondly the methodology, including the frameworks used for the purpose of this research is outlined. Finally, the results and findings of the research are presented and the areas identified as priority for intervention/action are discussed.

CHAPTER 2

LITERATURE REVIEW

2.1. AN INTRODUCTION TO TOURISM

2.1.1. The concept of tourism

Burkart and Medlik's (1981) seminal research provide the most pragmatic introduction to the concept of tourism and its interrelationship with travel, in pinpointing five fundamental characteristics associated to tourism:

- "Tourism arises from the movement of people to and their stay in various destinations."
- "There are two elements in tourism: the journey to the destination and the stay including activities at the destination."
- "The journey and the stay take place outside the normal place of residence and work, so that tourism gives rise to activities that are distinct from those of the resident and working populations of the places through which tourists travel and in which they stay."
- "The movement to destinations is of a temporary, short-term character, with intention to return within a few days, weeks or months."
- "Destinations are visited for purposes other than the taking up of permanent residence or of employment remunerated from within the places visited."

(Burkart and Medlik, 1981, p. 42)

In the new millennium, tourism has become an international phenomenon, defined as "the use of leisure time to visit different places, destinations and localities which often (but not exclusively) feature in the holidays and trips people take part in" (Page, 2011, p. 1). The UNWTO, the international organisation responsible for tourism, suggests that tourism constitutes of "the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year, for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited" (Page, 2011, p. 11). This broad definition makes it possible to identify and encompass tourism between countries and within countries (Page, 2011). Although the latter definition seems quite straightforward, it has created a certain deal of debate around whether a difference between 'tourist' as opposed to 'visitor', or a distinction between tourists who travel to other countries (international tourists) in contrast with tourists who travel within their country (domestic tourists) exist. The debates on defining tourism illustrate the technicality and the depth of the concept

and thus how it is far from an easy task in agreeing to what exactly constitutes 'tourism' and a 'tourist' (Page, 2011). This is especially true in the case of Mauritius – since tourism per se, according to the UNWTO's definition, would include visitors staying in a second home: individuals who are away from their home but staying in their secondary residence, that is, another form of property they own (Page, 2011). This exists in Mauritius through what are called IRS⁸. However, to limit the scope and for the purpose of this research only international tourists shall be considered, although mention of the IRS policy will be made.

2.1.2. International tourism

According to the UNWTO (2013) and the global authority on the economic and social contributions of worldwide travel and tourism, the World Travel & Tourism Council (WTTC): tourism and travel has become one of the largest economic sectors over the past fifty years, and is estimated to account for approximately 10% of the world's GDP and over 200 million employments, generating US\$ 7.6 trillion in 2014 (UNWTO, 2013; WTTC, 2015). Thus, when analysing tourism development trends worldwide, the UNWTO (2013) has identified that tourism is, in many developed and developing countries, the main source of foreign exchange earnings and the most viable economic development option to alleviate poverty (Meyer and Spenceley, 2012).

However, concern has been expressed about the ability of our "Spaceship Earth" (Ward, 1966) to sustain the continued growth of economic activity, including tourism (Page, 2011). While tourism as a major force of development and modernisation has enabled developing countries and SIDS to take a decisive step into the international scene (WTO, 2014), tourism carries on the other hand a number of negative aspects (UNWTO; 2013). Indeed, tourism is a resource-intensive and nature-based industry (Lu and Nepal, 2009) that thrives on "common pool resources": consisting of cultural and natural assets (Briassoulis, 2002).

2.2. TOURISM: GROWTH, EVOLUTION AND DIVERSIFICATION

2.2.1. Tourism: a complex phenomenon

"Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for reasons such as leisure, business, religious or health and other purposes such as visiting friends and relatives" (UN, 2010, p. 1). In the context of an industry, tourism is a complex activity composed of travel to and around a

⁸ The IRS is a governmental policy put in place by the GoM and the Board of Investment of Mauritius. This initiative named IRS was designed to open doors to luxury resort and residential properties acquisition for non-citizens on the island. Several projects have been completed (e.g. Anahita, Villa Valriche, La Balise, Azuri etc), in which certain major hotels groups are involved.

host area with the intention of consuming accommodation, entertainment, catering and other activities and attractions (Pearce 1989; Inskip, 1991; Briassoulis, 2002). The “tourist boom” began in the 1960’s, initiated by the social conquest of the working class and triggered by the inception of paid holidays, but later recognised as a mass phenomenon (Gonzalez-Tirados, 2011). The emergence and speeding growth of internationalised travel, tourism, and services industries back then were highly influenced by a global mournful context of war – suggesting the need for leisure, relaxation and standards of living improvement (Gonzalez-Tirados, 2011). In the 1950s, the number of international tourist travels worldwide amounted to 25.5 million, and by 2008, had reached 924 million, generating 642 billion euros (Gonzalez-Tirados, 2011). As a result of its exponential expansion over the last century, tourism has gradually drawn attention to social and environmental aspects including pollution, natural resource shortages, aggressive built-environment, and deplorable coexistence and contrast of side by side opulence and poverty (Gonzalez-Tirados, 2011).

2.2.2. Tourism and its collateral damage

It is without a doubt acknowledged that tourism development has considerably contributed to the economic growth of various countries by providing employment for locals, tax revenues and foreign exchange earnings for governments (Meyer and Scheyvens, 2012), small and medium enterprises development and investment opportunities (Archer, 1985; Archer and Fletcher, 1996; Choi and Sirakaya, 2005; Dyer et al., 2007). Nonetheless, on the other hand tourism might exacerbate the inequality gap between local residents and visitors (Meyer and Spenceley, 2012), encourage uneven distribution of income creating leakages and wealth disparities among the local population (Scheyvens, 2011), domestic inflation and dependence on foreign capital and investment (Wilkinson, 1989).

SIDS are among the most visited tourism destinations in the world (Buhalis, Fotiou and Vereczi, 2002). Unique flora and fauna, exotic wildlife and endemic species, pristine lagoons and vibrant marine ecosystems, breath-taking landscapes, providing the magnificent background to any intended travelling (Tojeiro, 2011). However, tourism, and more specifically mass tourism fundamentally conflicts the principles of sustainability by often successfully failing and neglecting to protect and preserve resources not only for future generations (Barke and Towner, 2003), but in providing for present local communities (Wilkinson, 1989; Tosun, 2001; Briassoulis, 2002; Dyer et al., 2007). Ironically, tourism has significant impacts on natural and social assets it needs to thrive (environment and social fabric), jeopardizing the very basis of the industry’s essence and existence (SWQ Consulting, 2007).

Jafari (1982) refers to those resources as “background tourism elements” (Briassoulis, 2002, p. 1066), while Briassoulis (2002) uses the terms “common pool resources” – in line with Hardin’s (1968) seminal essay “The Tragedy of the Commons”. Nevertheless, both incorporate components of the natural environment, including air, water, land; as well as the built-environment comprising of, water supply, sewage disposal, waste collection systems etc. as well as other types of infrastructure facilities (restaurants, banks, gas stations, hospitals etc.); and serve the local population and visitors (Briassoulis, 2002). Therefore, the “tourism commons” are comprised of tangible and immaterial elements indispensable for the integrity of visitors’ experience and simultaneously but yet fundamentally, a necessity for local communities of tourism destinations (Briassoulis, 2002).

As a result of the constituent activities of the sector utilising various types of resources, tourism is known to be a resource-intensive industry by nature (Lu and Nepal, 2009), which to some extent alters most islands primary resource base, adding to their growing vulnerability (Buhalis, Fotiou and Vereczi, 2002).

2.3. “THE TRAGEDY OF THE TOURISM COMMONS” (Briassoulis, 2002, p. 1069)

2.3.1. Social and environmental impacts

With economic benefits provided by tourism development, generally come positive social impacts, employment but also enhanced living standards, education and health services, and promotion of local art (Wilkinson, 1989; Khan, Seng and Cheong, 1990; Dyer et al., 2007). On the other hand, concern about the social consequences and costs for the host communities, needed to be considered over time, has grown (Wilkinson, 1989; McKercher, 1993; Tosun, 2001). Those include dependency on outward-orientated economy (Brohman, 1996); loss of cultural identity and distortion of the local culture (McKercher, 1993); continued privatisation of land and displacement of communities (Akama, 1996) encouraging conflicts between locals and tourists (Bianchi, 2004); competition for limited resources (Wilkinson, 1989; Briassoulis, 2002; Tosun, 2001; Dyer et al., 2007) thus fostering increase in crime, sexual exploitation and threatening social traditions and cultural values (UNWTO; 2013).

2.3.1.1. Social and environmental impacts in Mauritius

Such impacts relating to the tourism industry have been highlighted in Mauritius (UNEP, 2006; BBC, 2007; Nunkoo and Ramkissoon, 2011; Prayag, 2015). While growth of tourism has enabled infrastructure and services development (road network, banking and financial services for instance), it has also placed significant pressure on the country’s resources and therefore contributed to adverse impacts (Nunkoo and Ramkissoon, 2011). According to the United

Nations Environment Programme (UNEP, 2006), poor control of tourism resorts development in Grand Baie, has resulted in the deterioration of the natural and built assets (biodiversity, resources use, pollution, waste).

2.3.2. Natural capital loss and destination attractiveness

When congested and overcrowded places implicate dwindling original quality and quantity, the destination eventually loses its appeal to tourists and to the local population (Butler, 1974; Briassoulis, 2002). All activities are built and depend on the environment's physical and natural services, in terms of natural physical resources that tourism utilises and consumes through its overall operations and activities (Barke and Towner, 2003). Briassoulis (2000, 2002) argues that the impacts of tourism and non-tourism activities on the natural, socio-cultural and human capitals are arduous to dissociate and analyse, therefore the negative impacts are likely to affect all activities: when tourism takes in low quality resources and products it can only offer products of lower quality, thus putting revenues and employment from the industry at stake (Briassoulis, 2002). As a result, the competition for natural resources within the various sectors of the destination can lead to higher operational and capital expenditure and therefore to reduced profits and local income, and to some extent increased unemployment coupled with a decline in tourist satisfaction (Briassoulis, 2002). Consequently, the tourism destination loses its attractiveness and market share against other competing destinations and in the worst case scenario, in instance of serious resource depletion and irreversible environmental damage; the area may be recognised as unsuitable for other forms of activities (agriculture, commercial and residential development etc.) (Briassoulis, 2002). Resource use and competition between residents and the tourism industry is a preeminent example, notably water, whose usage is approximately six to ten times higher by tourists than locals in regions such as the Caribbean and South America according to Briassoulis (2002). Furthermore, competition tends to increase when users share a limited and stressed resource base in the absence of adequate infrastructure governance and management as in the case of many SIDS (Briassoulis, 2002; Mycoo, 2006; Ruhanen, 2013).

2.3.3. The need for sound management

While literature highlights both positive and adverse economic and social aspects of tourism development, it suggests only negative impacts with regards to the environment. Tourism is described by some as causing less environmental harm than other types of industries such as mining for instance (Wilkinson, 1989), but is also recognised to be one of the fastest developing economic sectors and major industry in international trade (UNWTO, 2013) and therefore a source of direct and indirect environmental damage, locally (Wilkinson, 1989; Hunter, 2002;

Mycoo, 2006; Giannoni and Maupertuis, 2007; UNWTO, 2013) and globally (Gössling, 2002; Ceron, Dubois, Gössling, Patterson, Peeters and Richardson, 2005).

Tourism is a significant contributor to local pollution of land and water due to poor waste management and treatment. Indeed, poorly managed tourism development can lead to biodiversity damage or loss in sensitive areas and cultural heritage sites (UNWTO, 2013). This occurs by exerting great pressure on the environment more precisely on biodiversity causing coastal erosion triggered by the destruction of stabilising coastal vegetation such as mangroves (Wilkinson, 1989; Mycoo, 2006), lagoon pollution as a result of coastal waters contamination (Wilkinson, 1989) and thus disturbing terrestrial and marine ecosystems (McElroy and de Albuquerque, 2002), in turn inducing coral reef eutrophication and therefore beach sand loss (Mycoo, 2006) to name only but a few.

Additionally, as a heavy industrial user of scarce resources given its energy, water and land use, and greenhouse gases emissions (Gössling, 2002, Somerville 2004; Ceron et al., 2005; Lundie, Dwyer and Forsyth, 2007), tourism accounts for 5% of global greenhouse gases emissions (GHGE) and is therefore a growing contributor to climate change.

For these reasons, tourism needs to be planned and managed accordingly (Inskeep, 1987; Buhalis et al., 2002; Parra-Lopez et al., 2008; UNWTO, 2013).

Different alternatives to the traditional form of mass tourism have emerged; termed ecotourism, green tourism, nature tourism, responsible tourism etc. by academics and practitioners. Broadly defined, alternative forms of tourism encompass kinds of tourism that are coherent with natural, social and local community values, which favour both tourists and hosts to appreciate and benefit from worthwhile encounter and interaction (Stronza, 2001). In contrast, Tojeiro (2011, p. 222) characterises ecotourism as “activities related to tourists and visitors or services which give support to local populations, cultures and economies in a positive way, besides contributing to ecological protection and sustainability”. Notwithstanding, although each may have its own characteristics, all forms should embrace the principles of sustainability (UNEP, 2005). However, in some areas some might have been adopted more in name than in actual practice; in Spain in particular, according to Barke and Towner (2003). Likewise, Butler (1990) argues that these terms are used only to indicate an attempted diversification of the tourism destination, to improve its image through a marketing exercise, that is, the tourism version of greenwashing (Barke and Towner, 2003).

2.4. TOWARDS ANOTHER APPROACH IN TOURISM

2.4.1. Sustainable development

Although many like to think of the rise, growth and development of the 'green movement' as a late school of thought, human impacts on the environment happens to be a long-standing concern which dates back to ancient civilisations (Hardy, Beeton and Pearson, 2002).

But since the late twentieth century Brundtland commission and report, environmental, social and economic issues and their intertwined nature have gained credence, public attention and support through scientific debates – this, as a result of greater awareness, knowledge and occurrence of the repercussions of economic development (Connell and Page, 2008). Consequently, environmental concerns and sustainability issues have now penetrated into the international sphere, mainstream politics and day-to-day life.

Indeed, the need for a sustainable future was most definitely pushed onto the international scene in 1983 by the World Commission on Environment and Development (WCED), with the writing of the Brundtland report (1987). Commonly known as Sustainable Development (SD), the concept embraces the fact that the Earth can no longer sustain human exponential growth and reckless industrial development without putting the people and the environment at risk (Marien, 1992). Therefore, SD seeks to:

“meet the needs of the present without compromising the ability of future generations to meet their own needs.”

(WCED, 1987, p. 45)

2.4.2. Sustainable development and tourism

This definition was then juxtaposed against tourism suggesting that the sector and the environment are intrinsic, mutually interconnected and interdependent and that any corruption or degradation of the environment would accordingly impair the base on which the industry rests and thrives (Rao, 1998). Therefore, Sustainable Tourism (ST) practices would aim at protecting the natural capital and contribute to enhance guest experiences at the tourism destination. Consequently, the concepts of SD and ST have merged and Sustainable Tourism Development (STD) found its origin as an “adaptive paradigm” (Hunter, 1997) to its parental concept, SD (Tosun, 1998).

The discussion around applying the concept of sustainability to tourism is considered as relatively new (Padin, 2012); although it was broadly defined in 1999 by the World Tourism Organisation as:

“one that meets the needs of today’s tourists at the same time protecting areas and increasing the chances of sustainability for the future [...] a project that will manage all the resources in such ways that they respect the constraints of economic, social and aesthetic compatibility, while retaining cultural integrity, essential ecological processes, biodiversity and systems that support life.” (Padin, 2012, p. 511)

2.4.3. Sustainable Tourism

According to Connell and Page (2008), no universally agreed upon definition of ST exists. Whereas the UNWTO (2005) in its attempt to elaborate a working definition not only assumes that sustainability principles apply to socio-cultural, economic and environmental dimensions of tourism, but that these facets are interconnected by nature. Thus, if sustainability in tourism ought to be achieved, ST shall not be considered as an isolated component of the tourism sector or as a niche market, but rather as a condition to the sustainability of the industry as a whole. Hence, ST should:

- “Make optimal use of environmental resources (while maintaining the essential ecological processes while helping to conserve the natural heritage and biodiversity).”
- “Respect the socio-cultural authenticity of host communities (helping to conserve the cultural heritage and traditional values as well as seeking to engender inter-cultural understanding and tolerance).”
- “Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders.”

(UNWTO, 2005, p. 11)

This requires not only involvement and participation of all stakeholders but also continuous monitoring of the repercussions of tourism (Connell and Page, 2008), at destination and hotel levels (UNWTO, 2005). The UNWTO, in its *Sustainable Tourism for Development Guidebook*, defines ST as “tourism that takes [holistically] account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (UNWTO, 2013, p.17).

Hence, the UNWTO’s definition provided a background for debate, which allowed for the achievement of a methodology for sustainable practices in tourism in both developed and developing countries. Additionally, the guidebook provides for twelve specific aims (Table 1) to strive for when working towards a more sustainable form of tourism (Connell and Page, 2008).

Table 1. Twelve aims for sustainable tourism

1. ECONOMIC VIABILITY

To ensure the viability and competitiveness of tourism destination and enterprises so that they are able to continue to prosper and deliver benefits in the long term.

2. LOCAL PROSPERITY

To maximise the contribution of tourism to the prosperity of the host destination including the proportion of visitor spending that is retained locally.

3. EMPLOYMENT QUALITY

To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.

4. SOCIAL EQUITY

To seek a widespread distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.

5. VISITOR FULFILMENT

To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, disability or in other ways.

6. LOCAL CONTROL

To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.

7. COMMUNITY WELL-BEING

To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life supports systems, avoiding any form of social degradation or exploitation.

8. CULTURAL RICHNESS

To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.

9. PHYSICAL INTEGRITY

To maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment.

10. BIOLOGICAL DIVERSITY

To support the conservation of natural areas, habitats and wildlife, and minimise damage to them.

11. RESOURCE EFFICIENCY

To minimise the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.

12. ENVIRONMENTAL PURITY

To minimise the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

Source: UNWTO & UNEP, 2005. Making Tourism More Sustainable. A Guide for Policy-Makers p. 18

The methodological framework seeks to provide guidance and support in identifying and implementing sustainable practices in the tourism industry; thus suggesting room for both preventive and corrective actions, while striving to maintain and improve the level of tourist satisfaction (Connell and Page, 2008). What is apparent from the UNWTO framework is that

ST's fundamental mission is to seek for equilibrium between the local community (the host), the visitors (the guest) and the environment. Therefore, central to the discussion is the need to acknowledge the existence of this three-fold interrelationship with conscientious concern to maximise the benefits and lessen the adverse impacts (Connell and Page, 2008). What this confirms is that ST does not consist in a 'no-growth' approach but surely acknowledges that limits to growth do exist (Connell and Page, 2008). Thus, if Earth's system of natural resources is to sustain some kind of long-lasting and forthcoming form of tourism, adopting a long-term strategic approach is much needed (Swarbrooke, 1999; Connell and Page, 2008).

With the concept of ST is inherently associated the notion of carrying capacity, central to integrated tourism planning and management against the overuse of resources and overdevelopment (Inskeep, 1987). The idea of tourist carrying capacity was defined by the UNEP in 1986, and refers to the number of visitors that can be accommodated and held within a certain region with minimal environmental destruction (Wilkinson, 1989). If it is agreed that carrying capacity has to be considered when discussing tourism development and management, two main schools of thought concerned with the interpretation of tourism capacity exist (O'Reilly, 1986). One focuses on the host country and population, and features "capacity" as the ability of the destination to absorb tourism before negative impacts are experienced by the host community; whilst the other envisages the level beyond which tourist flows would decline, induced by the tourists' perception of attractiveness (Saveriades, 2000). Unlike other industrial activities, tourism imports its 'clients' instead of exporting its products, suggesting inevitable social changes on host communities, as tourism cannot occur in a vacuum in isolation from the host population (McKercher, 1993; Saveriades, 2000; Briassoulis, 2002). Hence, the carrying capacity of a destination needs to include a capacity threshold, corresponding to the ability of the destination to absorb visitors without being negatively influenced (Saveriades, 2000) and the value of the tourist experience to remain intact (Briassoulis, 2002).

2.4.3.1. The emergence of ST

This said, recent years have seen the emergence of considerable literature with regards to ST implementation, management and governance (Buhalis et al., 2002; Briassoulis, 2002; Hunter, 2002; Mycoo, 2006; Scheyvens, 2011; Tojeiro, 2011; Padin, 2012; Albrecht, 2013; UNWTO, 2013). However, one of the major issues remains the vagueness of the definition of ST (Lu and Nepal, 2009; Page, 2011). This concern was raised in the 1990s when Harrison (1996, p. 69) argued that the absence of such a definition had created a "muddy pool" as the concept could mean anything to anybody. Although the WTO came about in 1999 with a universal definition of ST, nowadays, still, the concept remains ambiguous and elusive (Hunter, 2002)

as ST can be defined, interpreted and implemented differently from a tourism destination to another (Lu and Nepal, 2009; Page, 2011). Thus, according to Clarke (1997), sustainability can be associated with all kinds, scopes and scales of tourism activities, while Hunter (2002) and Lu and Nepal (2009) highlight that ST is frequently broadly referred to as finding a “balance” between “tourism-related economic development, environmental preservation and protection, and meeting the needs and desires of tourists and local citizens” (Hunter, 2002, p. 8).

Moreover, Hunter (1997; 2002) claims that the degree of environmental protection with respect to the impacts of tourism activities on the natural environment is often blurred and uncertain. Seven major areas of debate around the interpretation of SD were identified by Hunter (2002, Table II, p. 9), which serve as a basis in his attempt to establishing and summarising a broad description of the two main variants of ST interpretation. Labelled in two broad categories, the “weaker” (i.e. “lighter green”) and the “stronger” (i.e. “darker green”) interpretations of ST (Hunter, 2002, Table III, p. 10) illustrate the emergence of pluralism and divide amongst ST academic thinking (Sharpley, 2000). In a nutshell, the advocates of the latter embrace the importance of the precautionary principle (Tojeiro, 2011) and the urgency for proactive and anticipatory measures in terms of tourism development, management, planning and monitoring with respect to the alterations of the environmental base of natural resources. Whilst the former entails a very much product-focused view, with its supporters aiming their attention at the importance of sustained economic growth in the tourism industry and the perpetuation of adequate environmental quality at the tourism destination to guarantee the continuity of the existing and future development of the tourism products. On the one hand, House and Stabler (1997) however emphasize on the fact that the “weaker interpretation” suggests little attention to the depletion of natural resources and pressures caused by the tourism industry with the aftermath of growth merely tackled, first retrospectively and second, if economically feasible. Butcher (1997) on the other hand strongly contends that the concept of sustainability works against poverty alleviation and that these associated unplanned issues related to tourism development are far more significant than the tourism-related environmental side-effects. Subsequently, Green and Hunter (1995), and Butler (1999) question the basic principle and purpose of ST thinking and concept: “is ST about creating the conditions whereby tourism activity can thrive and survive over the long term for its own sake or is ST about how tourism can best contribute to the broader general objectives of sustainable development?” (Hunter, 2002, p. 11).

Hunter (2002) and Scheyvens (2011) suggest that the scope and scale of the side-effects of the industry are frequently limited to the environmental quality aspects relevant to the survival of the tourism sector, whilst wider demands imposed upon the biosphere including energy, water, food supply and waste generation shall be considered. Therefore, Hunter (2002) suggests the ecological footprint analysis as a vehicle to assess the broader ecological implications of tourism activities – accordingly allowing for a more holistic understanding and appreciation of the tourism industry demands.

2.4.3.2. ST and its challenges

Scheyvens (2011) argues that ST literature fails to consider evident social and political issues, shaping an overemphasis on environmental aspects; contributing to partial solutions findings, unlikely to tackle adequately tourism destinations development challenges. Furthermore, Scheyvens (2011) underpins the argument whereby issues such as the power of elites over the means of production in tourism as well as the growing wealth inequality between the rich and the poor are not given the attention they deserve.

2.4.3.2. i). ST and politics

While some academic writers have paid attention to the politics of tourism (De Kadt, 1979, Richter, 1989; Hall, 1994; Church and Coles, 2007) few have clearly analysed how political circumstances affect the sustainability of tourism, except from Mowforth and Munt (2009) in their attempt to determine how power relations are pivotal to the sustainability of the tourism industry as it is the case in the Maldives (Scheyvens, 2011). Scheyvens (2011) supplements that government interests and priorities frequently deviate extensively from those of locals as a result of external (international tour operators, foreign companies) and internal (elites, lobbies) actors and factors influencing their decision-making process (Tosun, 2001; Mowforth and Munt, 2009). According to Wall (1996, p. 41) “planning is a political process that empowers some and disadvantages others, often strengthening the position of the powerful and further undermining the position of the weak”.

Scheyvens (2011) argues that socio-cultural and political aspects and issues in SIDS deserve much greater attention in the prospects of achieving ST. In the case of the Maldives, Scheyvens (2011, p. 161) put forward the four key aspects of sustainability: environmental, economic, social and political to which are associated both positive and negative examples. Scheyvens (2011) indeed strongly insists on the pertinent contrast between ST rhetoric and the empirical reality of tourism development in the Maldives; while Hunter (1995) as well as Lu and Nepal (2009) suggest that although ST shares areas of concerns with SD it has its own peculiar tourism-centric agenda. Nevertheless, the study conducted by Lu and Nepal (2009)

recommend ST not a distinct and stand-alone type of tourism product but rather as an objective to be attained. Furthermore, the growing academic body of literature around ST and the accumulated evidence from the ground suggest significant interest from both practitioners and academics (Lu and Nepal, 2009). Four major preeminent journals provide both a theoretical base and reliable empirical evidence to the subject: the *Annals of Tourism Research*, *Tourism Management*, the *Journal of Travel Research* and the *Journal of Sustainable Tourism* (Lu and Nepal, 2009).

2.4.3.2. ii). The concept of sustainability

Such momentum might appear a rather constructive tendency when one looks at how far we have come but not necessarily at how farther we need yet to go. Unfortunately, the willy-nillyness of the SD jargon has given a rather diminutive function to sustainability in the manner the concept has either been queued to the items of an already long list of concerns and issues; or, added to a statement made parallel to risk assessment. Rather than a run-of-the-mill approach, sustainability is and has been downsized to much less than what it truly entails (Connell and Page, 2008) – especially in Mauritius, with respect to CSR, but this will be discussed further at a later stage.

Coming back to tourism, Connell and Page (2008) illustrate the matter as carbon offsetting a journey by planting the equivalent of trees that would negate the impacts of tourist travel. Given the impression of being ‘sustainable’, consumers would probably feel better about themselves when doing something for the environment without however embracing comprehensively the broader principles of sustainability – thus providing a stopgap rather than a solution to the issue at stake (Connell and Page, 2008). Therefore, Connell and Page (2008, p. 2) suggest that “if travel is the cause of unsustainable activity, then curtailing, managing or re-engineering its role becomes the solution rather than seeking to ameliorate the undesirable effects”. This echoes through McDonough and Braungart (2002) cradle-to-cradle design as opposed to our take-make-waste model of consumption and lifestyles, of which tourism is a key feature to the contemporary ideology of wealth, and thus consumption of leisure (Connell and Page, 2008). For very sensitive and deeply involved environmentalists, the best form of tourism would be no tourism at all, since truly environmentally aware individuals would despise the idea of holiday travel altogether (Connell and Page, 2008; Page, 2011). But such a perspective would not be consistent with the current and complex reality, since as a result of continued demand, tourism has become an integral part of contemporary life (Connell and Page, 2008). Therefore, the way onward ought not to impede or end tourism but rather to investigate, explore alternative approaches to tourism operations and development, and hence emerged ST (Connell and Page, 2008).

2.4.4. Tourism management

The discourse on ST whirls around the question of management of the natural and built environment, as well as the social and cultural resources of the tourism destination bearing in mind the fundamental necessity of fostering economic democracy (economic growth and well-being), preserving natural, socio-cultural and human capitals, fulfilling intra- and intergenerational equity, and meeting and satisfying the visitors' needs (Briassoulis, 2002). The case study conducted by Mycoo (2006) illustrates the policy failures relating to ST which provides a great example of the inability of Barbados to self-impose optimal scale and scope of operations, congruous with the destination's carrying capacity and ecosystem stability. There seems to be a tendency, especially in SIDS, to foster a market-driven ethos with short-term commercial gain at the expense of long-term sustainability (Mycoo, 2006). Thus, according to Mycoo (2006), SIDS are more likely to show a pattern of policy failure as a result of weak protective legislation enforcement. Likewise, Ruhanen (2013) concludes that governments have been greatly blamed and held responsible for their shortcomings when addressing both tourism development (in the Maldives for example (Scheyvens, 2011)) and STD (Buhalis, 2002; Padin, 2012). Hence, Altinay, Burns, Okumus and Yasarata (2010) argue that political issues can significantly impede the formulation and implementation of STD in SIDS. Buhalis et al., (2002) suggest that the fragile state of the ecosystems requires cautious and conscientious planning of tourism activities. Briassoulis (2002), Buhalis et al., (2002), Mycoo (2006), Reed (2008) as well as Scheyvens (2011), Padin (2012), Albrecht (2013) and Tojeiro (2011) stress that the participation of the local population is a prerequisite and crucial for the development of a ST industry. Therefore, organs of state, the public, the tourism industry, and international tour operators are required to participate and collaborate (Tosun, 1998) in order to avoid the conditions into which the Maldivians (Scheyvens, 2011) and the Turkish find their nation in (Tosun, 1998, 2001). Therefore, Goodwin (2011) suggests that humanity needs to "make better places for people to live in and for people to visit" (Van Dao, 2013, p. 936) by taking responsibility for tourism. Notwithstanding, Bramwell and Lane (2013) emphasise on the challenge of behavioural change required from all stakeholders in the face of incorporating sustainability into the whole industry system (Barke and Towner, 2013). According to Parra-Lopez, Rodriguez, and Yanes-Estevez (2008), the main challenge lies in the adoption of sustainability strategies which consist of measures for the conservation and protection of the natural environment.

In contrast, following a roundtable discussion conducted in the Guianas regarding seminal issues to STD, although Sinclair and Jayawardena (2003) point out the administrative tardiness and tedious development mechanism in terms of legislation; they affirm that STD

would not be achievable without the adequate legislative framework. Mycoo (2006) suggests that incorporating sustainability requires a government-industry effort and cooperation when translating policy into action. The case studies of Turkey (Tosun, 1998, 2001) and Barbados (Mycoo, 2006), and likewise the Guianas (Sinclair and Jayawardena, 2003) and Tenerife (Parra et al., 2008) denote various means and policy measures with regards to STD; that is, certification and programmes including standard waste reduction, reuse and recycling, water demand and pollution management and energy efficiency; physical planning policy consisting of land use planning and management, environmental conservation and protection. However, Scheyvens (2011) advises that research and literature on STD shall acknowledge that genuine sustainability necessitates more than a commitment to reducing carbon emissions or protecting nations and the environment from negative tourist influence and impacts but rather encourage participation in decision-making and more equitable distribution of the benefits of tourism.

2.4.4.1. Sustainable Tourism versus Managed Tourism

According to Briassoulis (2002), Buhalis et al. (2002), Mycoo (2006), Reed (2008), Scheyvens (2011), Padin (2012), Albrecht (2013) and Tojeiro (2011) theoretical and empirical evidence shows the urgency for the tourism industry to move towards more sustainable practices and integrated development, bearing yet in mind the interconnectedness of the four dimensions: governance and political, financial and economic, social and cultural, and environmental as they relate to the tourism industry, although Sharpley (2000) contends the theoretical divide between the concepts of SD and ST.

Page (2011) on the other hand questions the concept of ST and contends that it “is quite simply too vague, imprecise, and lacking in detailed measures for an assessment to be made of how it should be implemented and monitored in different contexts so that limits and thresholds of tourism activity can be established” (Page, 2011, p. 362). He suggests the time has come for the introduction of a more drastic, practical and genuine approach termed *Managed Tourism* (MT). According to Page (2011), ST has too frequently been used for marketing purposes to promote destinations’ attractiveness rather than being genuinely implemented. Page (2011) does not suggest that examples of ST do not exist but rather that genuine responsible, sustainable activities are the exceptions and not the norm; hence, the need for a new approach. This means radically rethinking how government, policy-makers and the industry understand, perceive and manage tourism (Page, 2011).

2.5. INTERNATIONAL GUIDELINES, FRAMEWORK, CRITERIA AND PERFORMANCE INDICATORS

The UNWTO, together with the GSTC are the assistance agencies responsible for providing guidance and support to developing countries in identifying and implementing procedures and actions in tourism (UNWTO, 2013). In its *Sustainable Tourism for Development Guidebook* (2013), the UNWTO defines ST as “tourism that takes [holistically] account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (UNWTO, 2013, p.17) and also outlines a methodology for sustainable practices in tourism. The methodological framework was developed around five key pillars which encompass the fundamental themes of ST (UNWTO, 2013). Each pillar was then broken down into sub-pillars, to which a number of issues are associated (Appendix 1). The five pillars include 17 sub-pillars and 32 issues that provide an instrument for assessing the current position of tourism by asking a set of questions, in order to identify gaps and challenges and thus priority areas that ought to be addressed (UNWTO, 2013).

2.5.1. The five pillar methodology (Appendix 1)

The first pillar covers *tourism policy and governance* and relates to the strategies, regulations and legislation formulated and/or implemented, and their recognition and effectiveness (Appendix 4). According to the UNWTO (2013), destinations shall have concurred tourism policies strategies or master plans that not only embrace but commit to the sustainability doctrine. Suitable and sufficient legislation and regulations ought to be in place in order to exert satisfactory control and provide guidance while being attentive and responsive to the needs of the sector. A specific ministry should be given authority and responsibility for tourism, backed by aptly well-skilled and resourced governmental agencies (UNWTO, 2013). Last but not least, a necessary condition to good governance is for the adequacy of structures and processes in place to facilitate and ensure private sector interests whilst encouraging collaboration of other stakeholders with government on tourism planning, development and management (UNWTO, 2013).

The second pillar concerns *economic performance, investment and competitiveness* and refers to the economic impact of the tourism industry, its performance and how it relates to investment as a driver for development (Appendix 5). The sector’s economic impact and performance ought to be appropriately calculated and monitored with the assistance of a reliable and credible national tourism statistics system. The UNWTO (2013) suggests that trade and investment agreements and policies fostering the opening of markets, when carefully administered to pursue national ST objectives, can be favourable to the sector. Meanwhile,

actions should be undertaken to produce a propitious climate for small local enterprises development, including strengthening economic linkages across sectors (i.e. agriculture, handicraft) and across businesses (UNWTO, 2013). According to the UNWTO, above all, the industry should ensure that products and services offered and provided are in line with created expectations and growing markets demands, that measures are put in place to enhance quality standards, address shortfalls and engage in effective and comprehensive marketing blueprints. The need to reinforce the resilience of the industry also ought to be prioritised.

The third pillar examines *employment, decent work and human capital* and stresses the need for thorough planning of human resources, skills development and training (Appendix 6); and suggests that central to tourism is human capital (UNWTO, 2013). Thus, meticulous planning including consultation with employee representatives and external private enterprises when appropriate, is most necessary so that tourism can achieve its economic potential of employment creation and supply sufficient and adequately skilled work force to satisfy future growth needs (UNWTO, 2013). Labour laws shall address income, working conditions, personnel development, freedom of expression and equal opportunity matters and should be respected across the industry. Finally, the UNWTO (2013) highlights the necessity to ensure that training is available and accessible to fulfil both managerial and vocational gaps, with particular consideration given to the provision of skills pertinent to the sustainability of tourism and its inputs to the green economy, in both private and public sectors.

The fourth pillar focuses on *poverty reduction and social inclusion* more precisely the opportunities bestowed by the sector, as a people-based and diverse activity, in terms of benefiting poor and disadvantaged individuals (Appendix 7). According to the UNWTO (2013), commitment from government as well as the private sector is needed at national and local levels, supported by pertinent procedures and mechanisms such as value chain analysis, in order to establish and develop appropriate interventions to provide support to needy communities. A set of instruments shall be identified to raise the share of tourism income that reaches and benefits locals in general, but more precisely communities in need including employment, supply chains, collaborating with informal sector enterprises, and, the implementation and usage of tourism taxes in terms of collateral benefit of tourism growth and investment (UNWTO, 2013). Additionally, this pillar raises concerns about potential adverse social repercussions of tourism such as competition for resources, wealth disparities and undesirable social change including crime and sexual exploitation for instance and suggests measures to prevent and minimise these effects accordingly (UNWTO, 2013). With respect to this, the UNWTO points out the necessity to assure that consultation and engagement are sought with communities so that they are able and empowered to take part into decision-

making when it comes to tourism activities and operations which may impact, not only their subsistence, but society as a whole.

The fifth pillar deals with the *sustainability of the natural and cultural environment* (Appendix 8). This emphasises that the tourism industry shall acknowledge its reliance on the appeal of breath-taking landscapes, unspoiled biodiversity, pristine lagoons, rich and vibrant heritage and cultures that define the attractiveness of a destination but also its dependency on the utilisation of resources, including water and energy (UNWTO, 2013). Therefore, adequate procedures and mechanisms aiming at and contributing to biodiversity conservation and protection shall ensure that operations and conducts provide support to conserving and protecting natural resources and assets, rather than jeopardise them (UNWTO, 2013). In addition to the need for the industry to adapt to the effects of climate change, the UNWTO (2013) suggests that sustainable production and consumption shall be promoted and thus actions related to the former should be undertaken (e.g. water and energy consumption reduction). The UNWTO (2013) recommends that tourism make use of mechanisms and tools including planning control, impact assessment, certifications and pecuniary incentives to strengthen sustainability in tourism enterprises operations as well as development, while taking into consideration international knowledge and wisdom, guidelines and practices. But this necessitates adequate measurement – given that “good management begins with good measurement” (Page, 2011, p. 15).

2.5.2. Performance indicators and criteria (Appendices 2 and 3)

Together with the UNWTO, the GSTC serves as the international body laying the foundation and managing the standards for sustainability in travel and tourism. In line with the UNWTO methodological framework, the GSTC has developed and administers two sets of criteria that provide global baseline standards and serve as minimum requirement/undertakings that destinations and tourism businesses should strive to achieve (UNWTO, 2013). The GSTC Criteria was designed with the objective of reaching a common interpretation of ST and is expected to serve several purposes, including:

- “Serve as basis guidelines for businesses of all sizes to become more sustainable and help businesses choose ST programmes that fulfil these global criteria.”
- “Serve as guidance for travel agencies in choosing suppliers and ST programmes.”
- “Help consumers identify sound ST programmes and businesses.”
- “Serve as a common denominator for information media to recognise ST providers.”

- “Help certification and other voluntary programmes ensure that their standards meet a broadly-accepted baseline.”
- “Offer governmental, non-governmental, and private sector programmes as starting point for developing tourism requirements.”
- “Serve as basic guidelines for education and training bodies, such as hotel schools and universities.”

(GSTC, 2013, p. 2)

The criteria and their associated performance indicators were developed following international best practices and designed to provide a starting point for the public and the private sectors to encourage sustainable practices in tourism (GSTC, 2013). Both sets of criteria are divided into four sections which in fact are set as objectives, namely: A) *Demonstrate sustainable destination management*, B) *Maximise social and economic benefits for the host community and minimise negative impacts*, C) *Maximise benefits to communities, visitors and cultural heritage and minimise impacts*, and D) *Maximise benefits to the environment and minimise negative impacts* (GSTC, 2013, p. 3-9). The Destination Criteria designed for government (Appendix 2), includes 42 criteria and 105 indicators, while the Hotel and Tour Operator Criteria (Appendix 3), includes 40 criteria and 75 indicators (GSTC, 2013).

2.6. CONCLUSION

Considerable and influential papers have contributed to refine the comprehension and knowledge of ST-related issues and challenges. Nevertheless, moving towards ST is essential to SIDS, especially given that for some, as Mauritius, tourism represents the pillar on which economy blooms and rests (Dookhony-Ramphul, Marveyen and Prayag, 2010). It is generally argued that ST needs to be assessed in a more holistic and integrated way with attention being paid to the interconnectedness of the economic, human, social and cultural, natural, and governance dimensions. Only then can ST be interpreted as an “adaptive paradigm” (Hunter, 1997) that can respond to traditional tourism issues (Lu and Nepal, 2009). Existing literature reveals that sustainability is a complex, but yet not complicated concept, which necessitates more critical, exhaustive and comprehensive analysis as well as understanding (Butler, 1999; Mowforth & Munt, 2003). Stronza (2001) argues that ST can indeed produce social and cultural, financial, and environmental benefits for nations and their local population while also generating enriched experiences for tourists.

Nevertheless, Mycoo (2006), Reed (2008) as well as Scheyvens (2011), Padin (2012), Albrecht (2013) and Tojeiro (2011) all insist on government’s pivotal role in guiding and

managing tourism operations and development, implementing and translating policies into action. Thus, institutional leadership and stakeholder participation are prerequisites to ST (Briassoulis, 2002; Padin, 2012). However, it goes without saying that local government and surely political agendas including ego-driven politics can work as an inhibitor of STD (Ruhanen, 2013). According to Goodwin (2011) and Tojeiro (2011), the responsibility for maintaining the essence and integrity of a tourism destination requires the contribution of all stakeholders, including tourists themselves.

The broad objective of this paper is to identify potential sustainability opportunities relating to the tourism industry in Mauritius. Considering the focus of this research, emphasis will be on assessing the country situation (for Mauritius) and identifying areas for intervention, as spelled out by the UNTWO in its *Sustainable Tourism for Development Guidebook* (UNWTO, 2013, p. 29).

CHAPTER 3 METHODOLOGY

3.1. RESEARCH AIMS AND GOALS

This research intends to accrue an overall understanding and assess the approach to tourism in the context of Mauritius and the extent to which sustainable practices are being pursued. The broad objective of this paper is to identify potential sustainability opportunities relating to the tourism industry in Mauritius, by:

1. Assessing the country's current tourism situation relating to sustainability from the perspectives of government, hoteliers and civil society,
2. Identifying current sustainability challenges relating to the tourism sector in Mauritius; and,
3. Critically discussing priority sustainability areas that need to be addressed and make recommendations for potential improvements regarding sustainability practices in tourism.

3.2. ONTOLOGY AND EPISTEMOLOGY

For this research, post-positivism is the adopted paradigm with critical realism and objectivism respectively as the ontological and epistemological perspectives (Guba and Lincoln, 1994). Based on research conducted by Samdahl (1999) and Stewart and Floyd (2004), Henderson (2011) suggests that post-positivism is relevant to the leisure studies context since researchers investigate to unearth individuals' perspective about their multiple interpretations of reality. For the purpose of this paper, evaluation research was used as a means to "judge actions and activities in terms of values, criteria and standards", in order to provide an assessment of tourism practices in Mauritius, as to "what happens and would have to be done differently for different outcomes to be achieved" (Stern, 2005). To facilitate the identification of potential areas for improvements, qualitative research was used as a means to produce an overall perspective which allowed to understand tourism as a socio-economic, and cultural phenomenon (Riley and Love, 2000). This entailed studying "things [tourism] in their natural settings [Mauritius], attempting to make sense of, or interpret, phenomena [ST] in terms of the meanings people bring to them" (Denzin and Lincoln, 1998, p. 86).

3.3. RESEARCH DESIGN

Table 2. Research design summary (part 1)

Themes	Governance	Performance, investment and competitiveness	Human capital	Poverty reduction	Cultural and natural capital
Destination (UNWTO)	Pillar 1 Tourism policy and governance	Pillar 2 Performance, investment and competitiveness	Pillar 3 Employment, decent work and human capital	Pillar 4 Poverty reduction and social inclusion	Pillar 5 Sustainability of the natural and cultural environment
Sustainability: Levels of assessment	Government (GSTC)	Section B Maximise economic benefits to the host community and minimise negative impacts		Section C Maximise benefits to communities, visitors and culture, minimise negative impacts Section D Maximise benefits to the environment and minimise negative impacts	
	Private sector (GSTC)	Section B Maximise social and economic benefits to the local community and minimise negative impacts		Section C Maximise benefits to cultural heritage and minimise negative impacts Section D Maximise benefits to the environment and minimise negative impacts	
	Civil society (SUS-TAS)	Factor 3 Long-term planning Factor 7 Maximising community participation	Factor 4 Perceived economic benefits Factor 6 Ensuring visitor satisfaction	Factor 5 Community-centered economy	Factor 1 Perceived social costs

This research aims at establishing the extent to which tourism and its operations are sustainable in Mauritius. This was done using three key international frameworks of ST indicators:

- The UNWTO – used to assess sustainability for destinations (Mauritius, in this research);
- The GSTC – one set of indicators specific to governments and another specific to the private sector for the local hotel industry; and
- The SUS-TAS – used for civil society

Table 2 provides for a comprehensive synopsis of the overall research design with respect to the frameworks used and their respective pillars, sections and factors, and how they relate to the broader themes. The UNWTO framework provided for the overarching structure of this research, by shepherding the broad themes; but was used in combination with the GSTC indicators for government and private sector, and the SUS-TAS for civil society, to allow for the assessment of tourism practices at four different levels.

3.3.1. Data collection and sampling

Table 3. Research design summary (part 2)

		Data collection	Data sample	Data analysis
Sustainability: Levels of assessment	Destination	Document analysis	Key documents sampled following the UNWTO requirements	Scoring method (1, 2, 3, 4, 5, X) 1 – Highest priority for action/intervention
	Government	Questionnaires and interviews	2 governmental officials from the Ministries of Tourism and Environment	2 – Should be considered for intervention/support 3 – May benefit from some improvement
	Private sector	Questionnaires and interviews	5 middle management representatives	4 – Appears satisfactory 5 – Area of apparent strength X – No information available
	Civil society	Questionnaires	7 representatives from non-governmental organisations	Scoring method (strongly disagree, disagree, neutral, agree, strongly agree)

Table 3 provides for the overall research design with respect to data collection, sample and analysis, respective of the different four levels.

The information necessary to inform the assessment was gathered using two data gathering techniques: document analysis and questionnaires. The sampling method used to conduct the

research was non-probability sampling, namely purposive sampling for document collection, questionnaires and interviews.

The research participants were comprised of representatives from the main stakeholders within the tourism sector of Mauritius, including government (ministries of tourism and environment), the private sector (hoteliers) and civil society (key NGOs working in the fields of development, poverty, communities and environment). The target population for government, private sector and civil society, was defined on a purposive basis, in respect of representatives' influence and decision-making position within their respective entities and the tourism sector. The rationale behind the use of the combination of methodologies lies in data triangulation (Bowen, 2009). Data triangulation allowed to "seek convergence or corroboration through the use of different data sources and methods", in the study of the same phenomenon [tourism] in order "to reduce the impact of potential biases that can exist" (Bowen, 2009, p. 28).

The overarching procedure of this research follows the UNWTO guidelines developed in its *Sustainable Tourism for Development Guidebook* (2013). The Guidebook suggests the use of the Project Cycle Management model to identify, design and execute interventions to improve capacities for ST, in terms of management activities and decision-making. This research took account of the country-level assessment and identification of areas for intervention (as outlined in the first two of the six stages of the process spelled out by the UNWTO (2013, p. 29)).

In order to do this, data collection was divided into three main steps.

3.3.1.1. Step 1 (destination)

Firstly, the UNWTO's framework and guidelines based on the five pillars methodology was used to provide a structure to evaluate the perspective of tourism in the context of a SIDS (Mauritius) and the extent to which it is employed as an instrument for SD. The process of undertaking the assessment hence followed the UNWTO guidelines by seeking answers to sets of questions relating to the five pillars (Appendices 4 to 8).

The document analysis consisted of reviewing existing documentation including development policies and strategies relating to trade and investment, human resources, natural resources and the environment, and culture (including tourism policies, legislation and strategies; international and annual reports; published statistics relating to the tourism sector; and, promotional material and websites for the country). The sampling of documents followed the UNWTO guidelines. Each key document was identified, reviewed and analysed against the requirements made by the UNWTO (2013).

3.3.1.2. Step 2 (public and private sector)

Secondly, the GSTC criteria and performance indicators were used to assess the country's situation from government's and hoteliers' perspectives (Appendices 9 and 10 respectively). In both instances (private sector and government), the performance indicators intended to provide guidance in assessing compliance with the criteria.

3.3.1.2. i). Public sector

The GSTC Criteria for government's perspective were developed to foster the monitoring of the tourism sector and minimising its impacts. The data collection technique consisted of document analysis and interviews with two officials, from the Ministry of Tourism and the Ministry of Environment.

3.3.1.2. ii). Private sector

The GSTC Criteria for hoteliers were developed in an attempt to promulgate sustainability as standard practice into the tourism sector. Data was collected using available material, in addition to questionnaires through interviews with management representatives of the five major Mauritian hotels groups, considered to be sizable players within the sector from their local and international footprint. Indeed, most of the five hotel groups have exported their operations to other Mascarenes islands (Madagascar, the Maldives, Reunion Island, Seychelles) and countries. In Mauritius, the five major hotel groups represented 23 hotels and resorts, spread across the coastline of the island, accounting for approximately 4 667 rooms in total. Of the five, four were able to provide priority for action scores, the circumstances of the one not allowing to assign scores to its operations. Top and middle management research participants held different management positions relating to CSR, Sustainability, Engineering, and Environment Health and Safety.

3.3.1.3. Step 3 (civil society)

Finally, the SUS-TAS developed by Choi and Sirakaya (2005) was used to assess other stakeholders' attitudes/perceptions of the tourism industry in Mauritius. Data was collected using questionnaires (Appendix 11), sent via email to the different non-governmental organisations and associations. Research participants from civil society included representatives from associations involved in community development and SD, and non-governmental organisations involved in biodiversity and nature protection, preservation and conservation, given the important role they have to play in tourism in working towards rendering

it more sustainable (UNWTO, 2013). The SUS-TAS (Choi and Sirakaya, 2005) was sent to 15 organisations, 7 were completed and returned.

3.3.2. Data analysis

In order to assess the destination's situation and identify areas for intervention, the UNWTO's guidelines and framework as well as the GSTC criteria and performance indicators were used based on the UNWTO's scoring system⁹ and, the SUS-TAS was used based on a strongly disagree to strongly agree scale (Table 3).

Given the qualitative and narrative nature of the phenomenon studied in this research, the scoring methods mentioned above (Table 3) were used to enable data analysis using inferential statistics (i.e. numerical procedure used to provide evidence when making decisions). The variables were classified as ordinal and discrete, given their clear ordering and the fact that they only assumed a finite set of values.

In order to assess the destination's situation and identify priority areas for intervention, the categorical variables were summarised into frequency distributions by using numerical scales. The data was grouped into six (1, 2, 3, 4, 5, X) and five (strongly disagree, agree, neutral, agree, strongly agree) categories and the number of observations in each category was counted, giving the frequency for each category. The frequency distributions were then converted into relative frequencies distribution for each category, expressed as relative frequencies as percentages (Table 5 and 6).

This technique was used for the purpose of summarising both the centre and the distribution of data, as well as a providing a fair overview of the distribution of the data.

To determine the priority sustainability areas, the results were interpreted using relative frequencies as percentage (Babbie, 2013). These were computed following two data analysis formulas: theme frequency distribution (number of observations in each theme relating to a certain category / total number of observations of all categories in each theme) and category frequency distribution (number of observations in each category relating to a certain theme / total number of observations of all themes in each category). The first formula took into consideration the number of observations in each theme respective of a certain category, relative to the total number of observations within the theme. Whereas, the second formula took account of the number of observations in each category respective of a certain theme, relative to the total number of observations within the category. Both approaches were considered when interpreting the data and summarised using frequency distribution tables (Theme - Table 5 and Category - Table 6), thus showing which themes should be considered

⁹ Scoring method that is not scientific but rather purely indicative (UNWTO, 2013)

as areas of particular need for intervention (Table 4). The priority areas with high priority for intervention were then sorted in a hierarchy (ordinal ranking) (Table 4).

To the chosen methodology and overarching procedure described above and followed in this research intended to assess the approach to tourism in the context of Mauritius and the extent to which sustainable practices are being pursued. This enabled to identify three potential sustainability opportunities relating to the tourism industry in Mauritius, of which the findings are discussed in the chapter thereafter.

CHAPTER 4 FINDINGS AND DISCUSSION

Although the findings highlighted stakeholders' different concerns with respect to tourism, overall, the results revealed that Tourism policy and governance; Poverty reduction and social inclusion; and the Sustainability of the natural and cultural environment should be considered as areas of particular need with high priority for intervention/action (Table 4). Despite the increased importance of ST and the need for MT, the research concludes that Mauritius is yet in its early stages on the road to sustainability.

Table 4. Findings and results summary

Sustainability: Levels of assessment	Ranking	Destination	Government	Private sector
Theme frequency distribution	1	Poverty reduction and social inclusion	Maximising benefits to the environment and minimising negative impacts	Maximising benefits to cultural heritage and minimizing negative impacts
	2	Tourism policy and governance	Demonstrating effective sustainable management	
	3	Sustainability of the natural and cultural environment		
Category frequency distribution	1	Tourism policy and governance	Demonstrating effective sustainable management	Maximising benefits to the environment and minimizing negative impacts
	2	Poverty reduction and social inclusion	Maximising benefits to the environment and minimising negative impacts	
	3	Sustainability of the natural and cultural environment		

Table 5. Theme frequency distribution

Theme		Category ¹⁰						Total
		1	2	3	4	5	X	
Destination (UNWTO)	Tourism policy and governance	41%	24%	18%	12%	0%	6%	100%
	Economic performance, investment and competitiveness	20%	9%	34%	31%	0%	6%	100%
	Employment, decent work and human capital	38%	13%	29%	4%	0%	17%	100%
	Poverty reduction and social inclusion	56%	18%	6%	18%	0%	3%	100%
	Sustainability of the natural and cultural environment	39%	14%	25%	19%	0%	3%	100%
Government (GSTC)	Demonstrate effective sustainable management	21%	5%	17%	48%	10%	0%	100%
	Maximise economic benefits to the host community and minimise negative impacts	14%	0%	38%	43%	0%	5%	100%
	Maximise benefits to communities, visitors and culture, minimise negative impacts	8%	0%	8%	85%	0%	0%	100%
	Maximise benefits to the environment and minimise negative impacts	29%	4%	14%	36%	18%	0%	100%
Private sector (GSTC)	Demonstrate effective sustainable management	1%	0%	0%	30%	58%	11%	100%
	Maximise social and economic benefits to the local community and minimise negative impacts	4%	0%	4%	6%	78%	7%	100%
	Maximise benefits to the cultural heritage and minimise negative impacts	8%	4%	8%	17%	42%	17%	100%
	Maximise benefits to the environment and minimise negative impacts	4%	3%	12%	7%	63%	8%	100%

¹⁰ 1 – Area of particular need and/or opportunity – highest priority for action/intervention.

2 – Improvement required – should also be considered for intervention/support.

3 – May benefit from some improvement – but less current need for intervention.

4 – Appears to be satisfactory – maintain.

5 – Area of apparent strength – may provide an example to others.

X – No information available to answer the question – This could not be assessed.

Table 6. Category frequency distribution

Theme		Category ¹¹					
		1	2	3	4	5	X
Destination (UNWTO)	Tourism policy and governance	30%	41%	23%	19%	0%	27%
	Economic performance, investment and competitiveness	10%	10%	31%	35%	0%	18%
	Employment, decent work and human capital	13%	10%	18%	3%	0%	36%
	Poverty reduction and social inclusion	27%	21%	5%	19%	0%	9%
	Sustainability of the natural and cultural environment	20%	17%	23%	23%	0%	9%
	Total	100%	100%	100%	100%	100%	100%
Government (GSTC)	Demonstrate effective sustainable management	43%	67%	35%	40%	44%	0%
	Maximise economic benefits to the host community and minimise negative impacts	14%	0%	40%	18%	0%	100%
	Maximise benefits to communities, visitors and culture, minimise negative impacts	5%	0%	5%	22%	0%	0%
	Maximise benefits to the environment and minimise negative impacts	38%	33%	20%	20%	56%	0%
	Total	100%	100%	100%	100%	100%	100%
Private sector (GSTC)	Demonstrate effective sustainable management	10%	0%	0%	59%	25%	32%
	Maximise social and economic benefits to the local community and minimise negative impacts	30%	0%	18%	11%	31%	20%
	Maximise benefits to the cultural heritage and minimise negative impacts	20%	25%	12%	11%	6%	16%
	Maximise benefits to the environment and minimise negative impacts	40%	75%	71%	19%	38%	32%
	Total	100%	100%	100%	100%	100%	100%

¹¹ 1 – Area of particular need and/or opportunity – highest priority for action/intervention.
2 – Improvement required – should also be considered for intervention/support.
3 – May benefit from some improvement – but less current need for intervention.
4 – Appears to be satisfactory – maintain.
5 – Area of apparent strength – may provide an example to others.
X – No information available to answer the question/This could not be assessed.

4.1. DESTINATION

When analysing the data in terms of theme frequency distribution (Table 5), the results revealed that Poverty reduction and social inclusion (56%) should be considered as priority for action; followed by Tourism policy and governance (41%) and the Sustainability of the natural and cultural environment (39%). But, interestingly, when analysing the data in terms of category frequency distribution (Table 6), the results indicated that Tourism policy and governance (30%) should be considered as priority for action, followed by Poverty reduction and social inclusion (27%) and the Sustainability of the natural and cultural environment (20%).

4.1.1. Tourism policy and governance (Appendix 4)

A coherent and precise policy, effectively implemented by governance structures and bodies which grasps and embodies an array of stakeholder interests is fundamental in developing a ST industry (UNWTO, 2013).

4.1.1.1. The position of tourism in development policies and programmes

The research revealed recognition of the role and importance of tourism, by government and international organisations, for the SD of the destination.

Indeed, the tourism sector was represented and governed by separate, identifiable and dedicated administrative parastatal bodies (MoT, website). The key public sector entities involved in the planning and development of tourism included the Ministry of Tourism and External Communications (MoT), the Mauritius Tourism Authority (MTA), the Mauritius Tourism Promotion Authority (MTPA), the Tourism Employees Welfare Fund¹² and the Board of Investment (BOI) – each having specific mandates:

- The MoT: responsible for the worldwide promotion of Mauritius as ‘a prime holiday island destination’; in addition to providing legal and operational frameworks to plan, monitor and regulate tourism activities; as well as the definition, adjustments and implementation of ST strategies; and the maintenance of Mauritius as an attractive tourist destination (MoT website)
- The MTA: responsible for the licenses, regulations, supervision of tourism enterprises; in charge of promoting the SD of the sector and fostering “the conduct of activities in the tourism industry in a responsible manner in order to preserve the integrity of the Mauritian destination” (MTA, website).
- The MTPA: responsible for the promotion of Mauritius abroad as a tourist destination.

¹² The Fund was set up under the TEWF Act 2002 to provide for the economic and social welfare of employees of the tourism sector.

- The BOI: in charge of the development, expansion and growth of the Mauritian economy, the promotion of the island as an international investment, business and service hub, and the establishment of investment promotion policies.

In addition to public entities, the institutional setup of the tourism industry comprised of the Association of Hoteliers and Restaurants in Mauritius, a non-profit organisation set up to represent and promote the interests of hotels and restaurants, playing a crucial role as an active stakeholder and partner of Government in tourism-related policy formulation; and the Association of Inbound Operators Mauritius, representing the interests of professional inbound tour operators and car rental companies (Prayag, 2015, p. 245).

Despite the above, document analysis (Country Strategy Papers 2014-2018, Diagnostic Trade Integration Study by the World Bank Group, Investment Policy Review by the Organisation for Economic Cooperation and Development (OECD) 2014, Millennium Development Goals Report 2015) revealed that tourism was given relatively low coverage and recognition amongst publicly available overarching studies, frameworks, and development policies and programmes in the country. Of the development policies required by the UNWTO, the National Indicative Programme, Common Country Assessment, and Poverty Reduction Strategy Papers were unavailable at the time of writing.

4.1.1.2. The Mauritian tourism policy

Whilst UNWTO (2013) guidelines require a Tourism Policy and a Tourism Strategy, the research revealed a ‘policy statement’ by the Minister of Tourism entitled “Tourism in Mauritius: A New spirit for a new mandate” (Duval, 2015).

As per UNWTO guidelines, the statement lacked commitment to elements of ST, especially in terms of economic development (including its contribution to poverty reduction), social and environmental impacts of tourism, in addition to the following:

- Direct recognition and reference to the Global Code of Ethics for Tourism – although the Vanilla Islands Organisation¹³ (VIO) of which Mauritius is a member has signed up to the Code
- Comprehensiveness with respect to actions and responsibilities, including timelines (short, medium, long term), budgets (anticipated costs and revenues associated with the development of the sector), success criteria and actors responsible for carrying out the action plan

¹³ The VIO initiative is an Indian Ocean regional organisation seeking to promote inter-island tourism cooperation and collaboration between its members (the Comoros, Madagascar, the Maldives, Mauritius, Mayotte, Reunion, and the Seychelles).

- Information and specific evidence with respect to stakeholder involvement, consultation and engagement in the implementation of the plan
- Reference to regional context/cooperation opportunities
- Consistency with respect to the different aspects of ST development and management

4.1.1.3. The Mauritian regulatory framework and public participation

For the SD of tourism, legislation is required to shape the sector and safeguard the necessary conditions for it to bloom (UNWTO, 2013). The research revealed that tourism was supported by legislation and regulations (Companies Act 2001, Environment Protection Act 2002, Tourism Act 2006, Tourism Amendment Act 2008).

First, document analysis revealed inconsistencies between tourism legislation and other laws affecting the sector, thus questioning the use of tourism as a SD tool. Indeed, the Environmental Protection Act 2002 (p. 81) provided for a National Network for SD to which the Ministry responsible for the subject of tourism was excluded; whilst ministries responsible for the subjects of environment, finance, economic development, public utilities, commerce, fisheries, agriculture, labour and international relations were included. The Ministry having responsibility for tourism was only mentioned as part of the Integrated Coastal Zone Management (ICZM) Committee and for Strategic EIAs (Environmental Impact Assessment) requirements.

Second, the establishment of coalitions and associations to defend the interests of civil society, suggested that issues persisted, in terms of legislation implementation and enforcement (BBC, 2007) and of governance and public participation. This was illustrated by the ongoing debacle around La Cambuse hotel development project, an unspoilt beach situated on the south-eastern shoreline of the island, adjacent to the Blue Bay Marine Park – a designated site on the international Ramsar Convention on Wetlands (Le Mauricien, 2015). This unravelled the weakness of the coordination of tourism, illustrating the lack of involvement of local communities in governance and a top-down, non-participatory tourism regime; whereby “the enclave tourism model in Mauritius relies extensively on stakeholders including external investors, consultants and national government to chart the path of tourism development for local communities” (Prayag, 2015, p. 246).

4.1.1.4. Conclusion on Tourism policy and governance

Despite the establishment of governance structures and, policies and regulatory frameworks that ought to provide direction for tourism development and management, overall tourism policy and governance showed signs of weakness (BBC, 2007; Prayag, 2015) and hence should be considered as an area of particular need with high priority for intervention. Whilst

similar challenges of STD have been identified in the Maldives (Scheyvens, 2011), Buhalis et al., (2002) suggest Seychelles' Tourism Policy as a sound example of a robust vision based on transparency and objectiveness. Additionally, Vernon, Essex, Pinder and Curry (2005, p. 328) suggest that collaboration should involve a number of stakeholders "working interactively on a common issue or "problem domain" through a formal cross-sectoral approach". In Cambodia, amongst a series of measures undertaken, an inter-ministerial working cluster was established to provide an integrated approach to tourism, whereas in Tanzania a formal Public-Private Partnership Forum was instituted to discuss not only complaints but policies and their implementation (UNWTO, 2013).

4.1.2. Poverty reduction and social inclusion (Appendix 7)

Poverty alleviation is globally considered as a fundamental objective of SD, thus tourism has been formally acknowledged and identified as a valuable contributor and a means for achieving poverty reduction, by both academics and practitioners (Page, 2011; UNWTO, 2013).

4.1.2.1. Pro-poor tourism

4.1.2.1. i). Pro-poor tourism issues

Document analysis suggested a lack of strategic approach to poverty reduction through tourism; in terms of specific actions, initiatives, interventions, and measurable outcomes; at destination level (Government programme 2015), and national level with the 'policy statement' by the Minister of Tourism (2015). The approach lacked:

- Rural tourism strategies providing guidance and setting out local and national actions
- Identification of priorities for pro-poor tourism initiatives through a systematic and detailed process using a range of data, related to tourism potential and poverty levels
- Particular established pro-poor tourism strategies or initiatives in local areas
- An assessment or estimate of the proportion of tourism spending reaching the poor – although direct and indirect contributions of tourism to the economy were measured

Sharpley and Naidoo (2010) contend that the tourism development IRS was established by government from its concern with and in an attempt to alleviate poverty. As a result, the formal requirements for approval of an IRS included a 'social contribution' (social amenities, community development and other community-related facilities) (BOI, 2014, p. 6). However, the concept of pro-poor tourism¹⁴ remained according to Sharpley and Naidoo (2010, p. 159)

¹⁴ Pro-poor tourism is defined as "tourism that results in increased net benefits for poor people. [...] It enhances the linkages between tourism businesses and poor people, so that tourism's contribution to poverty reduction is increased" (Sharpley and Naidoo, 2010, p. 147).

“contested and perhaps misunderstood”. In fact, the all-inclusive packages offered by resorts were reported to impede tourism spending from reaching the poor and other sectors of the economy (Le Mauricien, 2012). Small tourism businesses testimonies in local media suggested and confirmed that limiting such economic linkages have had dramatic consequences on businesses (restaurants, taxis, excursionists, shops etc.) (Sharpley and Naidoo, 2010; Le Mauricien, 2012); whilst Spenceley and Meyer (2012, p. 311) suggest that small tourism enterprises yielded considerable and meaningful contribution to poverty alleviation in destinations like Fiji.

4.1.2.1. ii). Pro-poor tourism initiatives

The research suggested existing support structures that claimed to provide advice and financial assistance to poor communities on tourism business development, operation and promotion (the Small Enterprises and Handicraft Development Authority, the Mauritius Chamber of Commerce and Industry, the Development Bank of Mauritius (DBM) and the French Development Agency (AFD)).

Document analysis revealed that poor communities have benefitted, to some extent, from taxation and charges on tourism enterprises and visitors. Whilst the exact amount of public revenue attributable to tourism and its use on poverty reduction may be hard to estimate, tax revenues from the tourism sector was estimated to account for 12 to 15% of government’s total revenues in 2005 (Gooroochurn and Sinclair, 2005). In 2007, the Mauritius Commercial Bank claimed that the IRS initiative had generated the equivalent of USD\$ 16 million in tax revenue, enabling the construction of major link road infrastructure throughout the country to address traffic congestion (World Trade Organisation, 2014).

4.1.2.2. Negative social impacts

Despite the recognition by the Minister of Tourism of human capital as tourism’s greatest asset, the recommended approach (UNWTO, 2013, p. 93) taken towards the inclusion, engagement of and benefit to disadvantaged groups in the tourism sector was lacking. Notwithstanding entities defending civil society’s interests (Le Mauricien, 2015; Prayag, 2015), this suggested the lack of engagement and empowerment of local communities in tourism development and operations in their areas. Document analysis (Deloitte and Touche, 2002, p. 151) exposed the inequitable patterns of ownership, compounded by “highly skewed distribution of wealth and income”, as a result of “growing poverty and unemployment, and increasing evidence of social problems such as prostitution and AIDS” (Sharpley and Naidoo, 2010, p. 155). Additionally, Prayag (2015, p. 253) contended that “economic benefits from tourism development in the region [when referring to Grand Baie] tended to go to resort developers and local elites while

local residents' participation in tourism was limited to wage employment and small businesses". This was illustrated by the case of La Cambuse, where coalitions were created and existing NGOs objected the project (Le Mauricien, 2015); in addition to the case studies of Grand Baie, Flic en Flac, and Bel Ombre where tourism infrastructure failed to take account of impacts on poor communities (Prayag, 2015). Murphy (1983) warns against the industry's vital factor of success (locals' hospitality): as destinations become more in vogue, residents' euphoria over tourism development turns into one of antagonism.

4.1.2.2. i). Access to resources

Evidence in media reports including local newspapers and international broadcasting programmes, such as *Thalassa* and *M6*, showed issues relating to tourism operations management, triggering competition for resources: beaches, but also land and water (*L'express*, 2010). This suggested that attention should be paid to the social costs and consequences for the host communities over time, in planning and managing tourism (Wilkinson, 1989; McKercher, 1993; Tosun, 2001).

4.1.2.2. i). a). Access to property and land

According to the OECD's Investment Policy Review on Mauritius, the IRS and IHS¹⁵ (Invest Hotel Scheme) – launched to attract FDI and to boost tourist arrivals (Sharpley and Naidoo, 2010) – “created a heavy bias towards investments in real estate and property development” (OECD, 2014, p. 46). This raised concern, considering such investments dependence on land availability, a particular scarce resource for the island; and exposed the destination to speculative tendencies (OECD, 2014). This in turn resulted in the skyrocketing of land prices in some areas; with historically high values, disconnected from the evolution of locals' income (*Mail & Guardian*, 2013).

4.1.2.2. i). b). Beach access

Local media (*Le Mauricien*, 2013; *L'express* 2014) suggested that public beaches have shrunk as a result of encroachment for tourism developments purposes; thus creating conflicts between hoteliers, private bungalow owners, tourists and residents as suggested by Bianchi (2004). According to Prayag (2015), given local newspapers frequent reports on civil society's opposition to tourism development, this should not be ignored. While government would not recognise the existence of 'private beaches', land leasing (in the form of acquisition trade and leaseholds) has been common practice in Mauritius, specifically along the coastline, under the

¹⁵ The IHS “allows hotel owners to finance the refurbishment, reconstruction, alteration, conversion or upgrading of existing hotels in operation by allowing them to sell villas, suites or rooms that form part of the existing hotel to individual buyers” (BOI, 2009, p. 1).

Pas Géométriques Act 1895 - according to which the coastal strip of land (80 meters above the high tide water mark) is considered as state land (Le Mauricien). The right of use of the land hence belongs to contract holders, which indirectly implies that access to the general public of leased lands is strictly forbidden. The issue lies wherein the delimitation of land on the seaside. Whilst the portion that is not leased, from the high water mark and onwards to the sea, remains accessible to all (Le Mauricien, 2013), 95% of all hotels are built on leasehold land (Sharpley and Naidoo, 2010).

4.1.2.2. i). c). Social issues

4.1.2.2. i). c). 1). Crime

The murder of Michaela McAreevey in a four-star hotel was most definitely the incident that has drawn attention to several issues (alcohol, drugs, poverty, prostitution and child sex tourism) (Smart, 2011). Although Mauritius is considered a relatively safe country as compared to other destinations, articles published in 2011 (The Guardian and The Independent) brought the spotlight not on the destination's palm trees, sandy beaches or shining sun, but rather on 'the dark side of paradise' (Smart, 2011).

"During my time on the island, I saw a steady increase of violent crime. [...] Tourists visiting the island will mostly never see the real Mauritius. Many will stay in one of the island's 40 or more luxury hotels and never leave the hotel's grounds. [...] Those staying at the island's cheaper hotels are also unlikely to stray far from the beach and so will never see the intense poverty that afflicts most of Mauritius. [...] Tourism may have brought much-needed foreign currency, but its contribution to development has been patchy. When I first visited the island in 1994 it took almost four hours to drive the 40 miles from the north of the island to the south because the roads were so bad. [...] When I returned in 2006, it was a radically different island. I could drive those 40 miles in less than two hours and any delays were likely to be caused by traffic congestion rather than by poorly made roads. [...] There were shopping malls, fast food restaurants and high rise buildings everywhere (in 1994 Mauritius had a law preventing the construction of any building above three storeys). And, within our first six weeks, my girlfriend had been robbed and attacked on the way to her early morning swim in the beautiful Indian Ocean at Flic en Flac, another tourist hot spot."

(Smart, 2011)

Violent crime has been recurrent and reported in local media. Published statistics by the CSO confirmed increased crime rates but as the author further suggested in his article, accessing

statistics specifically linked to tourism activities was very unlikely, particularly because of the potential adverse impacts that these figures could have on tourism, one of the destination's main sources of income.

4.1.2.2. i). c). 2). Sex tourism

Amongst the social issues relating to tourism that failed to be recognised as such, sex tourism including prostitution (Sharpley and Naidoo, 2010; Le Mauricien, 2013) and child sex tourism, appeared to be most probably the scourge that many wished could remain unspoken.

“The United States has highlighted Mauritius as a destination for child sex tourism: an estimated 2,600 children are trafficked internally to fuel the trade. Four thousand cases of child abuse were reported on the island in 2010.”

(Smart, 2011)

The UNWTO guidelines requires destinations to be a signatory to the ECPAT Code (End child prostitution, child pornography and trafficking of children for sexual purposes). In Mauritius, evidence relating to this seemed to be lacking. The ECPAT 2008 report stated that “Mauritius had passed extraterritorial legislation covering only the crime of child trafficking, but not child prostitution and child pornography” (2008, p. 100). On a more positive note, Costa Rica, once victim of its popularity as a tourist destination, managed to combat sex tourism with civil society mobilisation (UNWTO, 2013).

4.1.2.3. Conclusion on poverty reduction and social inclusion

Of the 12 aims for ST developed by the UNWTO, only 7 were retained and considered by the MoT in developing the Mauritian Standard for ST (p. 6); therefore, excluding ‘Social Equity’, ‘Local control’, and ‘Community well-being’ (UNWTO, 2005, p. 18).

Whilst in the Maldives, similar disparities in the spread of tourism benefits have been identified (Scheyvens, 2010), tourism has been considered as key to Cambodia's development, and zones where tourism would best alleviate poverty were identified. Likewise, in Cape Verde a Tourism Value Chain Analysis was conducted to determine estimates of expenditure flows and participation of the poor into tourism (UNWTO, 2013).

4.1.3. Sustainability of the cultural and natural environment (Appendix 8)

Three fundamental, inter-related reasons exist as to why environmental sustainability should be the focus of interest of destinations' policies and strategies in tourism: the conservation of cultural and natural assets, the depletion of non-renewable resources and climate change (UNWTO, 2013).

Document analysis ('policy statement' by the Minister of Tourism and the Mauritius Standard for tourism operators), suggested effort in rendering tourism practices more sustainable. However, although the need to conserve natural heritage was recognised, the relationship between tourism and natural heritage was treated as a separate issue, rather related to niche products referred to as responsible tourism and green tourism, instead of integrated to STD.

4.1.3.1. Relating tourism to natural and cultural heritage

4.1.3.1. i). Natural heritage

The 2011 Mauritius Environment Outlook (MEO) by the Ministry of Environment, Sustainable Development, and Disaster and Beach Management (MoE) put forward the existence of a framework of legislation and regulation safeguarding biodiversity and protected areas. Tourism was indeed included in policies and actions to plan and protect coastal zones through the ICZM Division under the MoE. Whilst the MEO (2011) covered natural resources issues relating to tourism and the urge for an integrated approach to tourism development and management, it also suggested that the destination's natural heritage was considered to be threatened, rather than supported by tourism. Additionally, hotel developments in Balaclava and La Cambuse provided evidence of weak tourism planning and management at specific natural and heritage sites, illustrating failing policies for the sake of tourism development.

4.1.3.1. ii). Cultural heritage management

Document analysis suggested that a White Paper entitled 'Creative Vision 2020' was drafted by the former government but whether this policy has been carried forward or if another policy was in the process of being drafted remained blurry.

Given the country's broad heritage, the UNWTO (2013) suggested that evidence and level of protection of tangible and intangible heritage might not be very accurate and adequate (UNWTO, 2013). Indeed, two of the major cultural sites were listed as UNESCO World Heritage Sites. However, whilst two State of Conservation reports for both sites from 2014 (Aapravasi Ghat) and 2015 (Le Morne) were submitted by the Ministry of Arts and Culture, an opened letter addressed to the UN Secretary General (visiting the country in May 2016) was published in local newspapers (Le Mauricien, 2016). The letter claimed that the two last State of Conservation reports for Le Morne contained misleading information with respect to site management.

4.1.3.1. iii). Climate change

Document analysis ('policy statement' by the Minister of Tourism) revealed the lack of consideration given to climate change and resource management.

However, the existence of a Climate Change Division under the MoE suggested otherwise. Furthermore, document analysis (Intended Nationally Determined Contributions (INDC), MEO, National Climate Adaptation Policy Framework, Second National Communication (SNC)) indicated that climate change and its implication for tourism and resource management were key to the MoE's strategy and included some measures with regards to tourism such as coastal setbacks for new tourism development, ICZM, water conservation, recycling and reuse. Nevertheless, the INDC (2015) indicated that the country imperatively needed international, technical and financial support and knowledge to abate GHGE (INDC, 2015, p. 3). Whilst on a positive note, the MEO (2011) suggested that national and sectoral programmes and initiatives to mitigate and adapt to climate change had been identified and outlined in the SNC (2010) under the United Nations Framework Convention on Climate Change. But despite recent progress, challenges remained in terms of coordination, project implementation and capacity building (Gray and Lalljee, 2013).

4.1.3.2. Enhancing the sustainability of tourism development and operations

4.1.3.2. i). Environmental institutional framework

Regulations setting minimum environmental standards for businesses (hotels, restaurant, and other tourism establishments) especially with respect to pollution and waste were put in place (Environment Protection Act 2002, Environment Protection Regulations 2006 and Environmental sectoral guidelines for hotels, golf courses, IRS developments). Additionally, tourism establishments were required to annually disburse an Environment Protection Fee¹⁶, allegedly used as tax revenue for government but not necessarily for the funding of environment schemes (Sharpley and Naidoo, 2010, p. 155).

Ramjeawon and Beedassy (2004) and Prayag (2015, p. 249) suggested that "the legal and institutional framework for environmental management in Mauritius was fragmented, with the relevant provisions being dispersed across a number of different acts and regulations often giving rise to jurisdictional overlaps". Furthermore, Daby (2003) and Prayag (2015) confirmed that despite official EIA approvals by the authorities, hotel development including activities such as shore modification and landscaping, lagoon seabed clearing and dredging, or coral reef blasting were not unusual.

4.1.3.2. ii). The greening of the tourism sector

Document analysis (Guidance sheets providing practical guidelines, issued by the Ministry of Housing and Land) suggested that advice was made available to developers and promoters

¹⁶ Equivalent to 0.85% of turnover.

on the sustainability of projects; with respect to eco-tourism, and hotels/IRS developments (location and design of buildings guidelines). Furthermore, capacity building and advice has been directed at tourism businesses on enhancing the sustainability of their current operations (including local stakeholders with the support of United Nations Conference on Trade and Development and the Indian Ocean Commission, the Regional Coastal Management Programme with the support of the UNEP, NGOs and the BOI).

4.1.3.2. ii). a). Biodiversity preservation and conservation

The general impression from local media, reports, documentaries and literature stressed the need for the tourism sector to ensure the availability of resources and to further support the conservation of the natural and cultural environment (in terms of effective land use planning processes and environmental/sustainability impact assessment which have not necessarily been effectively applied to tourism developments) (Ramjeawon and Beedassy, 2004).

“Balaclava, one of the most popular tourist areas, illustrates Iain Watt’s [environmental consultant, resident on the island for ten years] concerns. [...] Turtle Bay is supposed to be one of the island’s two protected marine parks. At one end of the beach however the run-off water from a construction site is flowing straight into the sea. [...] As he stands in the middle of Turtle Bay, behind him two new hotels are under construction and a mechanical digger is trundling up and down the beach.”

(BBC, 2007)

Likewise, La Cambuse hotel construction project would represent a danger to Blue Bay Marine Park; in addition to the diminution of the public beach, the violation of the National Development Strategy of 2003, the non-compliance with the Outline Planning Scheme of the area, the degradation of an environmentally sensitive area, the destruction of a scenic landscape, that would hence diminish the touristic attractiveness of the marine park (Le Mauricien, 2015). Within this context and in line with Ramjeawon and Beedassy (2004) findings, an association’s spokesperson concluded that “this project was the evidence that an EIA was no longer adequate to preserve the environment” (Le Mauricien, 2015).

4.1.3.2. iii) Economic sustainability as a prime objective

Despite some recognition of sustainability as a concern for the destination and the sector, the primary focus has been economic sustainability through the maximisation of tourist numbers (Prayag, 2015). The research revealed the absence of publicly available tourism master plans which ought to indicate the destination’s amount, type and location of tourism development, taking account of the natural and cultural environment sensitivities and the availability of resources including land, water and energy – especially in sensitive or under pressure areas.

Both the SNC (2010) and MEO (2011) stressed the pressure that the tourism sector has put on the availability of resources including land, water and energy and the resources constraints the country has been, still is and will be facing.

The research revealed the absence of 1) detailed national carrying capacity studies (ecological, cultural, psychological and infrastructural) or in specific and particularly sensitive locations, taking account of the cumulative effect of tourism development; and 2) Strategic Environmental Assessment to monitor implications for sustainability over time (advised by the UNWTO). The Economic Report on Africa (2003) suggested a carrying capacity study conducted by KMPG in 1998 which calculated a cultural impact limit of 750,000 tourists and an environmental limit of 680,000 per annum. However, political discourse on tourism suggested otherwise: government 1) targeted to reach 2 million visitors annually by 2020 (BBC, 2007) – whilst no actual scientific evidence suggested this as the furthestmost carrying capacity of the destination (Prayag, 2015) – and 2) proceeded with the construction of a brand new terminal capable of accommodating 4 million passengers per year (Anon., 2014). Hence, McElroy and Albuquerque (2002) argue that “sometimes the appeal of predictable short-term economic benefits outweighs the more amorphous dangers of long-term environmental degradation” (Mycoo, 2006, p. 506), as it was the case in Barbados.

4.1.3.3. Measuring and monitoring tourism impacts

4.1.3.3. i). The need for a shift from broad policy to bold action

Despite progress made in terms of institutional architecture over the past years, document analysis (MEO) revealed that the monitoring of environment conditions and tourism impacts needed significant strengthening and should be given due consideration in terms of “R&D, policy implementation; data collection; environmental monitoring and enforcement of legislation” to ensure environmental sustainability (MEO, 2011, p. 28). This included the monitoring of coastal hotel developments to ensure strict compliance with EIA licensing, planning guidelines and other national strategies and to conduct regular monitoring and inventory of water, biodiversity and marine resources (p. 19-25).

4.1.3.3. ii). Sustainability standards and indicators

In order to address the issue, sustainability indicators have been identified and proposed by the UNEP in light of the country’s strategy to “significantly expand the tourism industry; which may [however] put Mauritius’ natural resources, such as coral reefs, at risk” (UNEP, 2015, p. 13). Additionally, the industry was supported by a ST certification: the Mauritian Standard for tourism operators (locally known as MS 165:2014). Inspired from Ecomark Africa and in compliance with the GSTC, the Standard sketches the requirements that tourism businesses

should seek to achieve in order to be granted the certification – although accreditation of the Standard from the GSTC has yet to be obtained.

4.1.3.4. Conclusion on the sustainability of the natural and cultural heritage

Of the 12 aims for ST, 5 are specifically tied to the natural and cultural environment: ‘physical integrity’, ‘cultural richness’, ‘biology diversity’, ‘resource efficiency’, and ‘environmental purity’ (UNWTO, 2005, p. 18). Document analysis revealed that government chose to adhere to some, while excluding ‘physical integrity’ and ‘biological diversity’ (MoT, p. 6).

Notwithstanding signs of engagement and commitment in developing and investing in tourism sustainability strategies, overall Mauritius appeared to clearly be at its early stages on the road to sustainability. This is explained by Prayag (2015) perhaps as a result of a lack of a holistic approach to the concept of sustainability, derived from the fact that cultural and environmental impacts of hotel development have been looked at in isolation, rather than examined considering their additional and cumulative repercussions on living ecosystems over time. Whilst similar challenges were observed in the case of Turkey (Tosun, 1998; 2011), in Tanzania and Ecuador natural and cultural heritage were supported by management programmes for the benefit of local communities and the environment (UNWTO, 2013).

4.2. GOVERNMENT (Appendix 9)

Overall the public sector considered that tourism management appeared to be satisfactory and should be maintained (priority score of 4). Nevertheless, when analysing the data in terms of theme frequency distribution (Table 5), the findings revealed that *Maximising benefits to the environment and minimising negative impacts* (29%) should be considered as priority for action, followed by *Demonstrating effective sustainable management* (21%). Whilst when analysing the data in terms of category frequency distribution (Table 6), the findings indicated that *Demonstrating effective sustainable management* (43%) should be considered as priority for action, followed by *Maximising benefits to the environment and minimising negative impacts* (38%).

4.2.1. Tourism management

4.2.1.1. A sustainable destination strategy?

Government confirmed that the Tourism Strategic Plan 2016-2020 was not carried forward following the change of government in 2014, and that government had decided not to go for another plan. Whilst government suggested that a multi-year destination strategy that included a focus on sustainability and ST (including environmental, economic, social, cultural, quality,

health and safety issues) was developed with public participation and confirmed its political commitment to implement it; it conceded that the multi-year destination strategy was not up-to-date, nor made publicly available.

4.2.1.2. Institutional setup, tourism governance and public participation

Government confirmed the establishment of parastatal bodies and the appointment of individuals responsible for the management ST within the MoT. Furthermore, government suggested that private and public sectors were involved in the organisation and coordination of tourism. However, government stressed that the tourism organisation was not suited to the size and scale of the destination, and claimed that the entity was not appropriately funded. In addition, while government recognised the establishment of meetings for involving key governmental and private stakeholders in destination management, planning, and decision-making; it confirmed the absence of annual public gatherings to discuss destination management issues.

4.2.1.3. Monitoring and inventory of tourism assets

Government conceded that an active monitoring and public reporting of environmental, economic, social, cultural, tourism and human rights issues was lacking; as well as an inventory and classification of tourism assets and attractions including natural and cultural sites. Government therefore suggested the need for the creation of a monitoring system that would be reviewed and evaluated periodically. However, interestingly on the other hand government claimed the existence of tourism impact mitigation procedures that were funded and active.

4.2.1.4. Cultural heritage management

Despite the recognition of cultural heritage as a feature of tourism opportunities to enhance the destination's portfolio, government suggested that the enforcement of effective policies and actions to promote and safeguard cultural heritage; and plan and manage all cultural heritage sites could benefit some improvement. Although government claimed the existence of a management system to protect natural and cultural sites to monitor, measure, and mitigate tourism impacts on sites (including built heritage, rural and urban scenic views), publicly available information regarding such administrative mechanism responsible for implementing visitor management plans and operations was lacking.

4.2.1.5. Prevention of negative impacts

Government suggested that local communities were subject to regular collection, recording, and public reporting of their aspirations, concerns and satisfaction with destination management by Hoteliers and Destination Management Companies. However, publicly available evidence of systematic surveys on local communities relating to their views on the impacts of tourism on their livelihoods over time, and of sensitivity studies to impacts and change, as required by Faulkner and Tideswell (1997) and the UNWTO (2013), was lacking. This was established in Yangshuo (China) through a network of ST observatories to regularly monitor and report on residents' attitude to tourism (UNWTO, 2013).

4.2.1.6. Conclusion on tourism management

Mycoo (2006), Reed (2008), Scheyvens (2011), Padin (2012), Albrecht (2013) and Tojeiro (2011) all insist on government's pivotal role in guiding and managing tourism operations and development, implementing and translating policies into action; whereby tourism is recognised as an integrated system functioning as a multilayered process consisting of interconnected sectors and stakeholders (Page, 2011).

4.2.2. Maximising benefits to the environment and minimising negative impacts?

Despite the evidence of attempts to translate policy into actions, government suggested shortcomings. This seemed aligned with similar challenges identified in Barbados for instance (Mycoo, 2006).

4.2.2.1. Measuring and monitoring tourism impacts

Government conceded that a sustainability assessment of the destination within the last five years identifying environmental risks, was lacking. Nevertheless, government confirmed that some measures have been identified, although an integrated system to address these risks would be much needed. The MoE suggested that thus far the measuring and monitoring of environmental conditions in general were undertaken through NGOs involved in wildlife, biodiversity and marine preservation and conservation in order to keep abreast of the state of the overall resources. The cultural conditions of the destination on the other hand appeared to be less of a concern.

4.2.2.1. i). Protection of sensitive environments

From government's perspective, although there was a maintained and updated inventory of sensitive and threatened wildlife and habitats as well as a management system (National Parks

& Conservation Services of the Ministry of Agro-Industry and Food Security) to monitor impacts and to protect ecosystems, sensitive environments, and species; the protection of sensitive environments should be considered as an area for support.

4.2.2.1. ii). Greenhouse gas emissions

Government confirmed the need for a program to assist in measuring, monitoring, minimising, and publicly reporting GHGE. This was in the process of being implemented at the time of writing, with the MS165 certification. Nevertheless, government suggested international established GHG accounting methodologies including recognised standards and guidelines that may be utilised for comprehensive and accurate assessment of tourism enterprises carbon footprint such as GHG Protocol (Corporate Accounting and Reporting Standard from the World Reporting Institute and the World Business Council for SD), ISO 14064; and the Global Sustainability Reporting Initiative and Guidelines.

4.2.2.1. iii). Water quality and wastewater

Government confirmed the existence of a management system to monitor drinking and recreational water quality but strictly in specific areas, but conceded that the monitoring results were not publicly available, and that the destination needed a system to respond in a timely manner to water quality issues.

From government's perspective, regulations to ensure the size and type of wastewater treatment were adequate (generally speaking and respective to locations) but however not necessarily enforced (EIA mechanism for scheduled undertaking under the Wastewater Management Authority and other related local authorities). In addition, government suggested the need for a programme to assist enterprises to effectively treat and reuse wastewater, to ensure proper treatment and safe reuse or release with minimal adverse effects to local population and the environment.

4.2.2.2. Enhancing the sustainability of tourism development and operations

4.2.2.2. i). Sustainability standards and the greening of the tourism sector

Government confirmed that the industry was supported by a ST certification, although this certification was still in the process of accreditation at the time of writing. Given the state of the certification's development, government conceded that the monitoring of tourism businesses participation in tourism certification and environmental management system (EMS) with a publicly available list of sustainability certified or verified enterprises was lacking.

4.2.2.2. ii). Climate change

Government confirmed the existence of a current system for climate change adaptation and risk assessment, in addition to laws and policies to mitigate climate change and encourage the use of technologies in doing so. However, government conceded that the programme in place to educate and raise awareness among the public, tourism enterprises, and visitors was insufficient.

4.3. PRIVATE SECTOR (Appendix 10)

Overall, hoteliers considered their operations as areas of apparent strength that may provide example to others (priority score of 5). The results nonetheless enabled to identify two areas that could be considered for support.

When analysing the data in terms of theme frequency distribution (Table 5), the findings revealed that *Maximising benefits to cultural heritage and minimising negative impacts* (8%) should be considered for support. Whilst when analysing the data in terms of category frequency distribution (Table 6), the findings indicated that *Maximising benefits to the environment and minimising negative impacts* (40%) should be considered as priority for support.

4.3.1. Cultural heritage and negative impacts

The results showed that overall three of the four hotel groups considered cultural heritage management as an area of apparent strength while the fourth one contended this appeared to be satisfactory and should be maintained but also conceded that it may benefit from some improvement with however less current need for intervention. Two of the five hotel groups claimed to follow established guidelines or code of behaviour aiming at minimising adverse visitor impact to cultural and/or historical sensitive sites; and contended to contribute to local historical, culturally and spiritual important sites protection and preservation.

4.3.1.1. Pro-poor tourism issues and initiatives

The private sector claimed to be strongly committed to working with local communities, through CSR projects as well as supply chain network or other mechanisms for increasing benefits to local residents from tourism spending and investments including admissions/concessions to local tourist attractions and resorts (differential tariffs between locals and tourists). Efforts to work with members of the local community included supply of goods and services to tourism enterprises by locals, direct sales of goods to visitors by locals (formal and informal

economy¹⁷), investment in infrastructure stimulated by tourism also benefiting residents in the locality, directly or through support to other sectors.

Nevertheless, the level of awareness and approach to pro-poor tourism issues appeared to be related and limited to CSR initiatives, compelling the industry to engage in assisting poor communities (Sharpley and Naidoo, 2010). All five hotel groups appeared to be profoundly involved in social responsibility, which included actions beyond promoting the well-being of their personnel. Conscious of their social responsibility, hotel groups have either financially supported organisations engaged in education, health, culture, sports and leisure; initiated punctual social and/or environmental projects and initiatives through their CSR Fund; and/or created their own NGOs, foundations or trusts committed to assist the most vulnerable (social) and to protect and preserve natural capital (environment). This included literacy and training programmes provided to young citizens; the development and empowerment of local craftsmanship of small artisans (made-in-Mauritius souvenirs); assistance provided to small planters; as well as lagoon, beach cleanup and awareness campaigns, conservation and restoration of endemic fauna and flora; financial support granted to schools for the implementation of eco-friendly projects etc.

4.3.1.2. The prevention of negative social impacts?

While all five hotel groups claimed that local communities retained access to public and common areas and were able to engage in traditional, non-tourism livelihoods, one of the five clearly stated that rights-of-way, transport and housing remained inaccessible and unaffordable to local people. Likewise, one of the five hotel groups suggested that its activities might have to some extent jeopardised the provision of basic services to neighbouring communities; when specifically referring to incidents of outages, reduced service or quality of product for the local community as compared to the organisation's.

In recognising the water constraints and water-scarce nature of the destination, desalination plants have been implemented by some hotel groups to ease the pressure on government's facilities. Concerns have however arisen with respect to the environmental impacts of such practices (Le Mauricien, 2012).

¹⁷ The evidence that the level of direct selling to tourists varied from different hotel groups and thus seen differently by hotel management, either as a problem or an opportunity – although formal trading included shops within hotels selling locally produced goods and crafts, hotels taxi stands/parking lots for tourists while informal trading included locals selling products on the beaches.

4.3.2. The environment and negative impacts

Overall, three hotel groups considered this section as an area of apparent strength that may provide an example to others while one hotel group admitted that some aspects of its operations could benefit from some improvement.

4.3.2.1. The greening of the tourism sector

The tourism sector has benefitted from international assistance (technical and financial) for STD; from the AFD, the United Nations Development Programme (UNDP) and the DBM to translate the concept of ST into concrete actions in the tourism sector. This included green lending schemes facilities provided to influence and enhance the sustainability of tourism developments and operations. One hotel group claimed that the refurbishment of two of its hotels in terms of material and energy sources was enabled through the AFD green lending scheme.

4.3.2.2. Environmental management

Overall, hoteliers claimed to monitor their environmental impact through measurements using EMS (supported by benchmarks or targets), including energy and water use, waste generation, and, for some, emission levels.

4.3.2.2. i). Resource conservation

Three of the five major hotel groups declared having implemented a sustainability management system, considered to be appropriate and suitable to the organisation's reality and scope, addressing environmental, social, cultural, economic, quality, health and safety issues. Whilst the other two suggested their organisations were in the process of doing so.

All five hotel groups reported that energy and water consumptions were measured and sources indicated; and procedures/actions had been adopted to reduce consumption and stimulate renewable energy use. In terms of energy this included solar water heaters; whilst water supply was exclusively provided by local parastatal body (known locally as the Central Water Authority) or alternatively a combination of public and desalinated water.

Additionally, three of the five hotel groups reported to have purchasing policies privileging local and/or eco-friendly sustainable products including building materials, capital goods, food and beverages, and consumables.

4.3.2.2. ii). Pollution reduction

Three of the five hotel groups claimed that GHGE were measured and actions, including carbon offsetting mechanisms, were spurred and utilised where practical (through CSR

initiatives), whereas the remaining two conceded that no assessment and subsequently no off-setting mechanism had been undertaken or used thus far.

All five hotel groups claimed to be equipped with water recycling and treatment plants and hence that wastewater was effectively treated and reused or released without any negative effects for local residents and the environment. Furthermore, all five hotels reported that waste was measured and procedures were implemented to minimise waste to the extent possible. Where reduction was not feasible, reuse and recycling was sought. Three of the five hotel groups specifically mentioned the implementation of programmes to reduce the use of plastic bottled water.

In line with evidence found in the newspapers, the role of the public sector came under attack with regard to waste management. Three of the five hotel groups stressed that destination waste management should be considered as an area of particular need with the highest priority for intervention and emphasised the need for a national waste management policy based on recycling and reuse purposes. At the time of writing, waste was managed by a parastatal body and disposed of in a landfill (known locally as Mare-Chicose), whilst recycling and reuse containers were only provided by NGOs. One hotel group suggested that part of its waste was exported as result of capacity issues of the landfill, even though this measure has proven very costly.

Hoteliers confirmed that the 'Mauritius Sustainable Island'¹⁸ (MID) policy, was scrapped following the change of government in 2014. At first considered as a visionary concept, the project was criticised thereafter as a result of contradictions, reflecting hypocrisy on certain matters including waste management and recycling, alternatives energies, climate change, and development in general (Le Mauricien, 2011).

4.3.2.2. iii). Biodiversity preservation and conservation

Three of the five hotel groups suggested to provide support and contribution to biodiversity conservation including natural protected areas and areas of high biodiversity value, either through CSR initiatives or their own environmental foundation. Likewise, three of the five hotel groups reported that any disturbance of natural ecosystems was minimised and rehabilitated where feasible, and confirmed the absence of a compensatory contribution to conservation management as percentage of annual turnover or per guest.

Hoteliers contended that a set of actions either had been or were being taken to make personnel as well as tourists aware of sustainability issues and to influence behaviours

¹⁸ In essence, the MID Policy and Strategy Action Plan was a vision that sought to transform the economic, social and environmental landscapes in Mauritius revolving around 5Es (Energy, Environment, Employment, Education, and Equity). The project consisted of several priority programmes namely Energy conservation and Renewables; Cleaner, Greener and Pollution Free Mauritius; and Ocean Economy.

(general action through codes of conduct within hotel rooms, messages in marketing material and short awareness films played constantly in guestrooms on hotel TV channels).

4.3.2.2. iv). Sustainability standards and indicators

At the time of writing, one of the five hotel groups had adopted an international environmental certification label (Green Globe) whereas the remaining three highlighted their intention to do so in the course of the year (Blue Flag and Earth Check certifications).

At destination level, the Stock Exchange of Mauritius has launched its Sustainability Index (SEMSI) in 2015. Its “criteria of eligibility are based on the Global Reporting Initiative (GRI) Guidelines and are aligned with international ESG criteria and related sustainability issues, while also taking local imperatives into account” (SEM, website). All hotel groups formally provided annual reports whilst one out of the five produced integrated annual reports based of the GRI guidelines and was accordingly listed on the SEMSI.

Overall, the research revealed that sustainability was still an embryonic concept in Mauritius: stakeholders were aware of, concerned by and involved in sustainability practices but only to some extent. This was shown for instance by the fact that only a few hotel groups employ ‘sustainability managers’. In most cases, sustainability was either attached to other responsibilities and functions (health and safety, or even engineering) or directly related and limited to CSR, or a mix of both. This as a result of Health and Safety, and CSR having their origin and ‘raison d’être’ in Mauritian legislation. Furthermore, the research allowed to question the sustainability of the CSR legislation, with a hotel group mentioning its fundamental dependability on profit making. This echoes the view expressed by Michael Porter with regards to CSR at opposed to Creating Shared Value (Kramer, 2011).

4.3.2.3. Conclusion on tourism development sustainability

Notwithstanding evidence of private sector’s involvement either through compulsory and/or voluntary compliance, in light of the case of the Maldives, Scheyvens (2011) warns against the nature of luxury tourism, its waste generation, heavy demands on water and energy resources, and advises that genuine sustainability necessitates more than a commitment to reducing carbon emissions or protecting nations and the environment from negative tourist influence and impacts.

4.4. CIVIL SOCIETY (Appendix 11)

Overall the findings revealed that civil society tended to have different opinions regarding the different themes relating to tourism (Table 7), sometimes in contradiction with literature and evidence found in local media.

Table 7. SUS-TAS Results summary

	Theme	Category					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Civil society (SUS-TAS)	Perceived social costs	11%	36%	31%	18%	4%	100%
	Environmental sustainability	0%	0%	0%	2%	98%	100%
	Long-term planning	0%	0%	0%	8%	92%	100%
	Perceived economic benefits	0%	20%	12%	35%	33%	100%
	Community-centered economy	0%	0%	20%	29%	51%	100%
	Ensuring visitor satisfaction	0%	0%	4%	15%	81%	100%
	Maximising community participation	14%	18%	32%	4%	32%	100%

4.4.1. Tourism governance (Table 7)

4.4.1.1. Long-term planning (Appendix 11, Factor 3)

Overall, the findings (Figure 1) indicated that research participants held common opinions and tended to either agree (2%) or strongly agree (98%), that tourism development required well-coordinated and long-term planning. All respondents strongly agreed that ‘tourism development needed well-coordinated planning’; that when planning for tourism and tourism development, the country should not be short-sighted and needs to adopt a long-term approach; that for tourism management to be fruitful, state-of-the-art planning was required; and finally, that tourism development blueprints needed continuous improvement. 14% of respondents agreed whereas 86% strongly agreed that the ‘tourism industry must plan for the future’; and 43% agreed whilst 57% strongly agreed that local inhabitants should be incited to undertake responsibilities and leadership functions in tourism planning panels.

4.4.1.2. Community participation (Appendix 11, Factor 7)

The findings (Figure 2) revealed much less homogenous opinions and rather showed the divide amongst research participants with regards to community participation into tourism decision-making, although Wilkinson (2002) suggests that communities shall be involved from the inception of strategy formulation and tourism development when considering long haul sustainability. 43% of the research participants tended to agree (14% agreed, 29% strongly agreed) that decisions relating to tourism in communities should be made by all, disregarding one's background; whilst 28.5% disagreed and 28.5% remained neutral. In line with the previous results, 43% strongly agreed that for tourism development to happen successfully, full participation in decision-making by all individuals from the community should be a must, whilst 28.5% disagreed and 28.5% chose to remain neutral. 43% strongly agreed that local inhabitants from communities should be given the chance to get involved in tourism decisions, whilst the 57% were of a more neutral opinion. Lastly, 71% of respondents disagreed that 'sometimes, it would be acceptable to exclude a community's residents from tourism development decisions' (57% strongly disagreed, 14% disagreed); whilst 14% strongly agreed and 14% remained neutral.

4.4.2. Poverty reduction and social inclusion

4.4.2.1. The perceived social costs of tourism (Appendix 11, Factor 1)

Overall, the results (Figure 3) indicated that respondents either chose to remain neutral or disagreed that tourism had adverse social impacts in Mauritius. 43% agreed that local residents felt irritated by tourism and its related activity whereas 57% disagreed. 57% remained neutral when considering whether tourists caused quality of life disruptions in Mauritius. Half of the research participants remained neutral whilst the other half disagreed when it came to tourism development's impacts on communities. One half of research participants considered that 'community recreational resources were not overused by tourists' while the other half suggested a more neutral opinion with respect to the latter statement. 14% of the research participants agreed that 'the quality of the environment in communities had deteriorated because of tourism', while 28% disagreed and 42% showed a neutral opinion. Interestingly with respect to the growth of tourism, 56% of the research participants disagreed (14% strongly disagreed, 42% disagreed) to the statement that 'tourism was growing too fast', while 14% agreed and 14% chose to remain neutral. 58% of the respondents disagreed (29% strongly disagreed and 29% disagreed) to the fact that 'quality of life had deteriorated because of tourism', while 28% remained neutral and 14% agreed to the latter statement. 43% of research participants agreed that locals did not feel comfortable or welcome in tourism enterprises while 57% tended to disagree (43%) or strongly disagree (14%).

4.4.2.2. The need for a community-centered economy in tourism? (Appendix 11, Factor 4)

Overall, the findings (Figure 4) indicated that research participants held common opinions and tended to either agree or strongly agree to the implication and role of communities in tourism, although with regard to some aspects, the findings revealed that some research participants tended to remain neutral.

With respect to employment and tourism businesses, all research participants agreed (43% agreed, 57% strongly agreed) that tourism companies should employ at least half of their personnel from within the community. 86% of the respondents agreed (29% agreed, 57% strongly agreed) that local communities' citizens should get a legitimate share of benefits generated by the tourism sector, whilst 14% remained neutral. However, interestingly, 43% of research participants agreed (14% agreed, 29% strongly agreed) that the tourism sector should source at least half of its products, goods and services from within the community whilst 57% were of a neutral opinion. All respondents tended to agree that the 'tourism industry must contribute to community funds' improvement, 57% agreed whereas 43% strongly agreed. Lastly, 71% of research participants strongly agreed that residents from within communities should be accorded favourable circumstances to invest in tourism development whereas 29% chose to remain neutral.

4.4.3. Environmental sustainability (Appendix 11, Factor 2)

The results (Figure 5) clearly indicated the homogenous and unequivocal opinions amongst all research participants regarding natural assets and their conservation, preservation now and for the future, as well as environmental sustainability in tourism. Research participants agreed to the nine statements comprised of a list of 'must-dos', including to value and protect the destination's environmental diversity, the role of tourism in protecting the local community environment, consistent/constant wildlife and natural habitats protection in tourism development, to safeguard community environment through time, to advocate for positive environmental ethics in tourism development amongst all stakeholders, to ensure that tourism development occurs in harmony with the natural and cultural environment, the responsibility of tourism developers to underpin endeavours for environmental conservation, and finally the role of the tourism sector in improving the environment for the generations to come. Lastly, 17% of respondents agreed while 83% strongly agreed to the need for regulatory environmental specifications and requirements to curtail the adverse repercussions of tourism development.

Figure 1. Tourism governance and long-term planning¹⁹

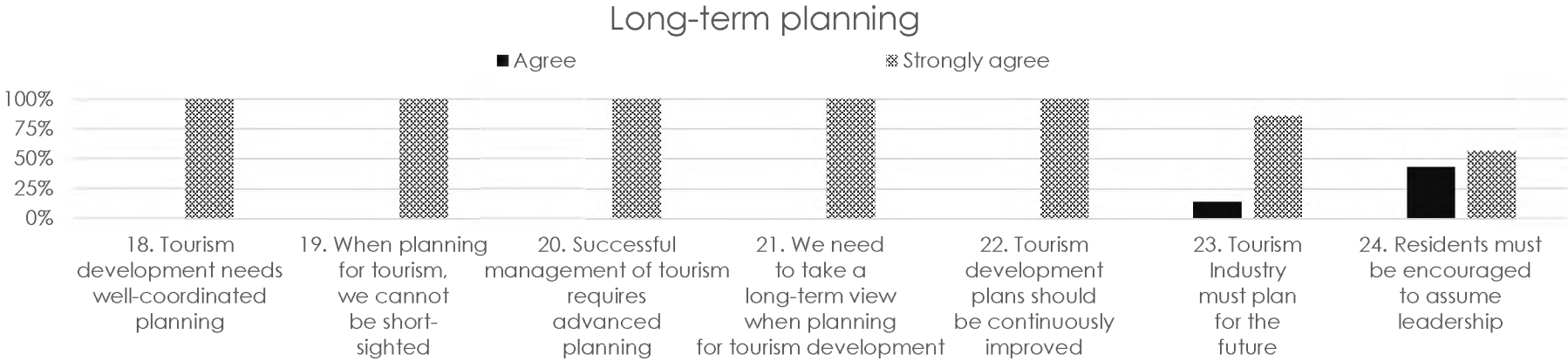


Figure 2. Tourism governance and community participation



¹⁹ The numbering in the graphs above and below refer to the question numbers of the questionnaire (Appendix 11).

Figure 3. The perceived social costs of tourism

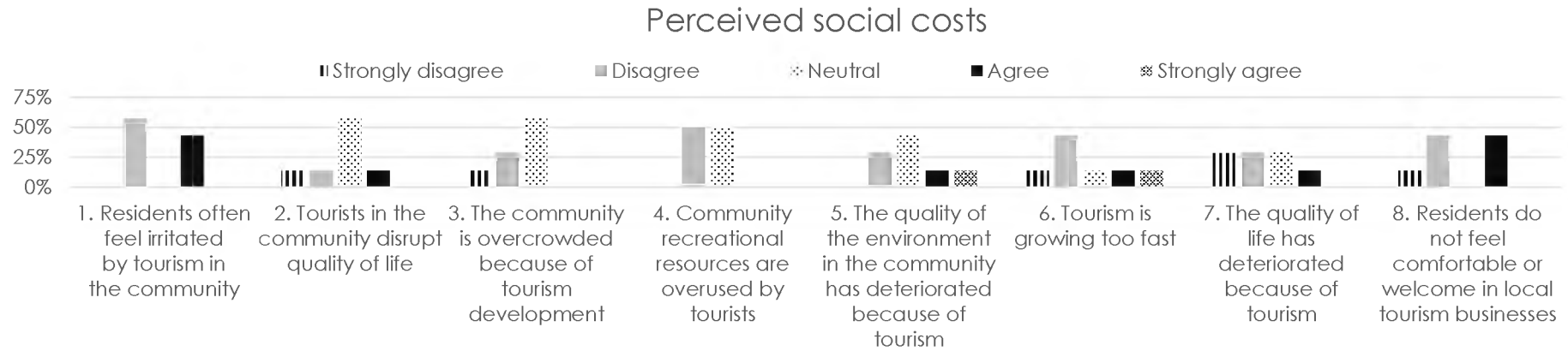


Figure 4. The need for a community-centered economy in tourism

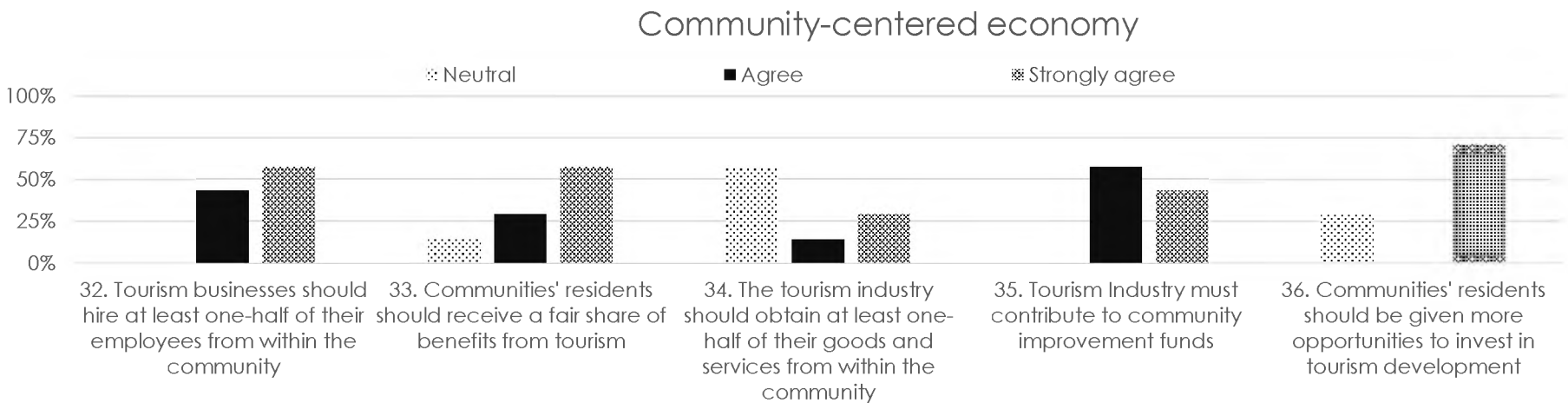
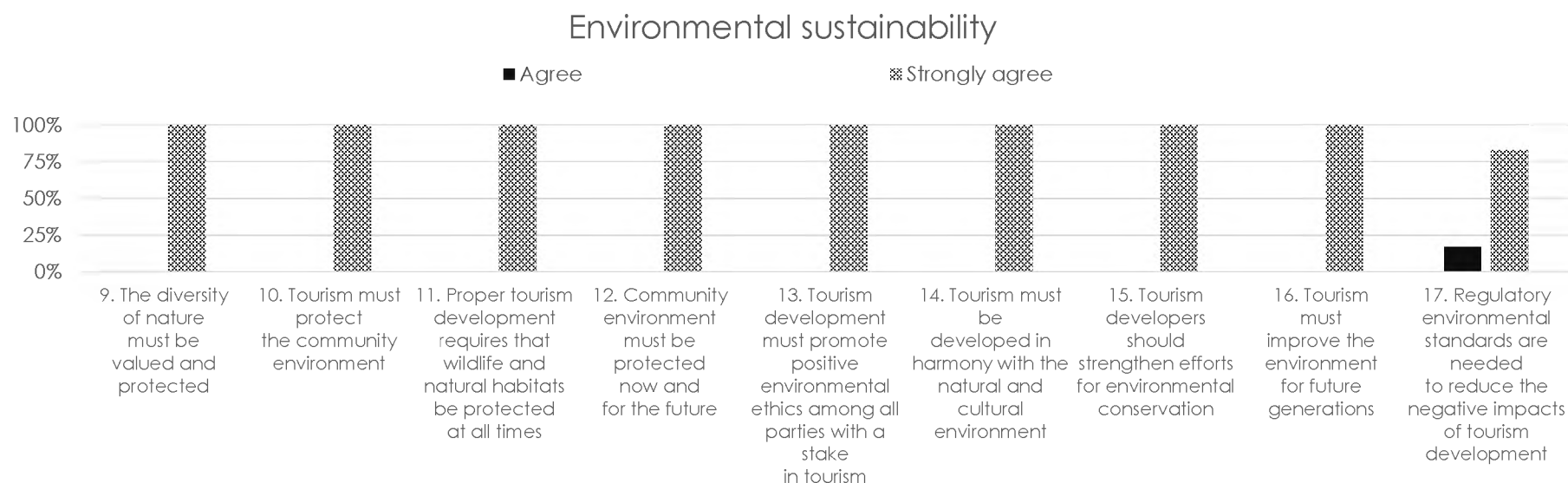


Figure 5. Environmental sustainability in tourism



4.5. FINDINGS AND DISCUSSION SUMMARY

To sum up, this chapter has brought to light the strengths and weaknesses of the tourism industry and discussed the areas of particular need with high priority for intervention based on a four-level assessment and perspective. Firstly, despite the establishment of governance structures and policies and regulatory frameworks for tourism, tourism policy and governance showed signs of weakness, in terms of implementation, enforcement and coordination, and public participation. Secondly, notwithstanding attempts to alleviate poverty in tourism, poverty reduction and social inclusion in terms of social equity, local control and community well-being lacked a strategic approach with respect to the use of tourism as a potential tool for poverty alleviation and mainstream poverty reduction as an objective of tourism policy. Finally, despite signs of engagement and commitment in developing and investing in tourism sustainability strategies in both private and public sectors, Mauritius appeared to clearly be at its early stages on the road to sustainability, perhaps as a result of a lack of a holistic approach to the concept of sustainability.

CHAPTER 5 CONCLUSION

This research aimed at sketching a portrait of the current tourism practices in Mauritius. Overall, although the findings revealed stakeholders' different concerns with respect to tourism, the results indicated three common areas of priority for intervention/action that should be considered for intervention: Tourism governance and stewardship, Poverty reduction; and the Sustainability of the natural and cultural capital.

The findings presented and discussed in the previous chapter attempted to portray a overall picture of the destination as a whole by putting together the different pieces of the puzzle, providing, a starting point when considering opportunities in adopting more sustainable practices in the tourism industry. Although factors affecting the tourism industry were discussed in the context of Mauritius, most arguments appeared congruent with literature and other tourist/insular destinations.

Nevertheless, further thoroughgoing and extended research should be conducted to confirm that the different perspectives presented here are indeed an indication of the current state of the entire tourism industry by perhaps completing the picture with small-scale establishments', international chains', tour operators', tourists' and scholars' perspectives.

5.1. THE HOTEL INDUSTRY AND SUSTAINABILITY

Notwithstanding Mauritius' engagement in tourism sustainability strategies and practices at different levels, the findings dredged to the surface a rather ambivalent situation, questioning the extent to which tourism development respected sustainability.

Indeed, the governance structure, the enclave model and nature of tourism limiting economic linkages and hence impeding poverty reduction, in juxtaposition with the island's carrying capacity and the lack of an integrated, holistic view of and approach to sustainability appeared to be problematic if SD and ST ought to be achieved.

5.2. DESTINATION CHANGE MANAGEMENT: TOWARDS MANAGED TOURISM?

Without exception, the private sector, government and civil society recognised the need to address sustainability in tourism. However, how it ought to be handled is an altogether different story. The current hotel industry business model appeared to be focusing on reducing unsustainability, perhaps as a result of regulatory pressures; suggesting a reactive rather than proactive approach.

Whilst similar challenges of STD have been identified in the Canary Islands and the Maldives (Bianchi, 2004; Scheyvens, 2011), Stubbs and Cocklin (2008) recommend that the implementation of sustainability requires structural changes, and ultimately its institutionalisation. "Pursuing sustainable development and thus ST requires addressing all relevant interactions between the sociocultural, environmental and economic dimensions" (Melissen, et al., p. 3). Therefore, to improve the competitiveness of the destination on its road to sustainability, the management mechanism and governance system should be reviewed, the responsibility of tourism as a contributor to poverty alleviation and social inclusion should be considered, and finally, the carrying capacity of the destination as it relates to the sustainability of the social, natural and cultural environment should be recognised as intrinsic components of the, so to speak, goose that so far has laid the golden egg.

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APPENDICES

Appendix 1. The five pillar framework

The five pillars, 17 sub-pillars and 32 issues provide a basic agenda for assessing the situation in a country (UNWTO, 2013, p. 39-40)

PILLAR 1: TOURISM POLICY AND GOVERNANCE

- 1.1. The position of tourism in development policies and programmes
 - Issue 1: The level of recognition given to tourism in development policies
 - Issue 2: The extent and nature of international assistance for sustainable tourism development
- 1.2. Tourism policy and regulatory framework
 - Issue 1: The existence of a tourism policy and strategic plans, sufficient to guide the development of tourism
 - Issue 2: The implementation and monitoring a policy / strategy / plan
 - Issue 3: The adequacy of legislation and regulations affecting tourism
- 1.3. Tourism governance and institutional setup
 - Issue 1: The effectiveness of a central leadership structure for tourism
 - Issue 2: The engagement of stakeholder interests in national tourism governance
 - Issue 3: The involvement of the private sector and use of public-private partnerships
 - Issue 4: The effectiveness of tourism governance at a local level

PILLAR 2: ECONOMIC PERFORMANCE, INVESTMENT AND COMPETITIVENESS

- 2.1. Measuring tourism and its contribution to the economy
 - Issue 1: The quality of data collection and analysis
- 2.2. Trade, investment and the business environment
 - Issue 1: Recognition and treatment of tourism in trade and investment policies and commitments
 - Issue 2: Extent of tourism investment and conduciveness of the business environment
- 2.3. Brand, marketing and product positioning
 - Issue 1: Clarity and focus of the brand and marketing plan
 - Issue 2: Quality and diversify of the product offer
- 2.4. Resilience, security and risk management
 - Issue 1: Level of attention paid to risk and crisis management

PILLAR 3: EMPLOYMENT, DECENT WORK AND HUMAN CAPITAL

3.1. Human resources planning and working conditions

Issue 1: The existence and scope of human resources policy, plan and actions discussed and agreed with the private sector and other stakeholders

Issue 2: Ensuring that workers' rights and conditions for decent work are met

3.2. Skills assessment and the provision of training

Issue 1: The level of understanding of skills gaps and training needs

Issue 2: The availability of sufficient training and capacity building programmes and institutions

Issue 3: The level of engagement of the private sector in supporting training and capacity building

PILLAR 4: POVERTY REDUCTION AND SOCIAL INCLUSION

4.1. An integrated approach to poverty reduction through tourism

Issue 1: Level of commitment to pro-poor tourism

Issue 2: Adopting a strategic approach to poverty reduction through tourism at national and destination level

4.2. Strengthening pro-poor tourism initiatives

Issue 1: Increasing income to poor communities from tourism businesses and trading

Issue 2: Securing wider community benefits from tourism

4.3. The inclusion of disadvantaged groups in the tourism sector

Issue 1: Effort to engage disadvantaged groups in tourism

4.4. The prevention of negative social impact

Issue 1: Effort to identify and address negative social impact

PILLAR 5: SUSTAINABILITY OF THE NATURAL AND CULTURAL ENVIRONMENT

5.1. Relating tourism to natural and cultural heritage

Issue 1: Effective policies and actions to conserve and promote natural heritage

Issue 2: Effective policies and actions to safeguard and promote cultural heritage

5.2. Focusing on climate change

Issue 1: Sufficient attention to climate change in the tourism sector

5.3. Enhancing sustainability of tourism and development actions

Issue 1: The extent to which tourism development respects sustainability

Issue 2: The extent to which tourism operations and activities respect sustainability

5.4. Measuring and monitoring tourism impacts

Issue 1: The extent of objective monitoring of environmental conditions and tourism impacts

Appendix 2. The GSTC Criteria for government

The GSTC Criteria and Performance Indicators for governments include four sections, 42 criteria and 101 performance indicators (GSTC, 2013, p. 3-9)

Section A: Demonstrate effective sustainable management

- A1: Sustainable destination strategy
- A2: Destination management organisation
- A3: Monitoring
- A4: Tourism seasonality management
- A5: Climate change adaptation
- A6: Inventory of tourism assets and attractions
- A7: Planning regulations
- A8: Access for all
- A9: Property acquisitions
- A10: Visitor satisfaction
- A11: Sustainability standards
- A12: Safety and security
- A13: Crisis and emergency management
- A14: Promotion

Section B: Maximise economic benefits to the host community and minimise negative impacts

- B1: Economic monitoring
- B2: Local career opportunities
- B3: Public participation
- B4: Local community opinion
- B5: Local access
- B6: Tourism awareness and education
- B7: Preventing exploitation
- B8: Support for community
- B9: Supporting local entrepreneurs and fair trade

Section C: Maximise benefits to communities, visitors and culture, minimise negative impacts

- C1: Attraction protection
- C2: Visitor management
- C3: Visitor behaviour
- C4: Cultural heritage protection
- C5: Site interpretation
- C6: Intellectual property

Section D: Maximise benefits to the environment and minimise negative impacts

- D1: Environmental risks
- D2: Protection of sensitive environments
- D3: Wildlife protection
- D4: Greenhouse gas emissions
- D5: Energy conservation
- D6: Water management
- D7: Water security
- D8: Water quality
- D9: Wastewater
- D10: Solid waste reduction
- D11: Light and noise pollution
- D12: Low impact transportation

Appendix 3. The GSTC Criteria for the private sector

The GSTC Criteria and Performance Indicators for hotels and tour operators include four sections, 40 criteria and 75 performance indicators (GSTC, 2013, p. 3-10)

Section A: Demonstrate effective sustainable management

- A1: Sustainability management system
- A2: International legislation and regulations
- A3: Guidance and training
- A4: Customer satisfaction
- A5: Promotional material
- A6: Planning, design, construction, renovation
 - A6.1: Zoning requirements and laws
 - A6.2: Natural and cultural heritage
 - A6.3: Sustainable materials and practices
 - A6.4: Access to persons with special needs
- A7: Land and water rights, and property acquisition
- A8: Information and interpretation

Section B: Maximise social and economic benefits to the local community and minimise negative impacts

- B1: Support to local initiatives
- B2: Local employment opportunities
- B3: Purchasing policies
- B4: Local entrepreneurship development
- B5: Code of conduct
- B6: Policies against sexual exploitation
- B7: Equal employment opportunities
- B8: International and national legal protection of employees
- B9: Provision of basic services
- B10: Local access to livelihoods

Section C: Maximise benefits to cultural heritage and minimise negative impacts

- C1: Guidelines and code of behaviour
- C2: Trade and display of historical and archaeological artefacts
- C3: Protection and preservation
- C4: Cultural heritage and local arts

Section D: Maximise benefits to the environment and minimise negative impacts

D1: Conserving resources

- D1.1: Purchasing policies
- D1.2: Consumable goods
- D1.3: Energy consumption
- D1.4: Water consumption

D2: Reducing pollution

- D2.1: Greenhouse gas emissions
- D2.2: Transportation-related greenhouse gas emissions
- D2.3: Wastewater
- D2.4: Waste
- D2.5: Harmful substances
- D2.6: Pollution

D3: Conserving biodiversity, ecosystems and landscapes

- D3.1: Wildlife
- D3.2: Compliance with local and international law
- D3.3: Invasive alien species
- D3.4: Biodiversity conservation
- D3.5: Interactions with wildlife

Appendix 4. Pillar 1: Tourism policy and governance (UNWTO, p. 62-64)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
1.1 The position of tourism in development policies and programmes							
Issue 1: The level of recognition given to tourism in development policies							
a	Is tourism given sufficient coverage and recognition in studies and frameworks for development in the country?						
b	Is tourism considered a priority sector by government in its own development policies?						
c	Is tourism recognised as a priority sector by departments of government that impact on the sector's development?						
d	How much support is given to tourism from the national budget?						
e	What factors may be inhibiting the recognition afforded to tourism?						
<p>Possible actions to address the issue and improve the situation according to the UNWTO</p> <ul style="list-style-type: none"> • Work with international agencies and government to establish tourism's relationship to current development strategies and programmes • Ensure that tourism is fully considered in any future revision of development programmes • Undertake awareness building activities amongst all relevant ministries and key stakeholders on the importance of tourism and its contribution to development and poverty alleviation • Strengthen inter-ministerial structures for tourism 							
Issue 2: The extent and nature of international assistance for sustainable tourism development							
a	Are there any major current or recent projects or initiatives in sustainable tourism that are receiving international assistance and from whom?						
b	In general, is it considered that current and recent assistance projects have been successful and can any lessons be learnt from them?						

c	Is there sufficient coordination between international agencies in their support for sustainable tourism?								
Possible actions to address the issue and improve the situation according to the UNWTO (p. 46)									
<ul style="list-style-type: none"> o Encourage more systematic assessment of the results of assistance projects in the tourism sector o Ensure new intervention proposals refer to the results of relevant previous projects o Strengthen coordination mechanisms and liaison btw international agencies and with government with respect to sustainable tourism 									
1.2 Tourism policy and regulatory framework									
Issue 1: The existence of a tourism policy and strategic plans, sufficient to guide the development of tourism									
a	Is there a clearly elaborated tourism policy?								
b	Does the policy commit to the elements of sustainable tourism?								
c	Is the country a signatory of the Global Code of Ethics for Tourism and does the policy reflect this?								
d	Is consideration given to the financial and fiscal implications of a policy to support tourism?								
e	Is there a well-researched and comprehensive national tourism strategy and/or master plan for tourism?								
f	Did preparation of the tourism policy and strategy/master plan involve consultation and engagement with stakeholders?								
g	Is the tourism strategy/master plan up to date and is a revision planned?								
h	Are actions and responsibilities clearly set out and costed in the plan?								
i	Do tourism strategies/plans take account of the regional context and opportunities?								
j	Have tourism strategies/plans been prepared for specific destinations and are more needed?								
Possible actions to address the issue and improve the situation according to the UNWTO									
<ul style="list-style-type: none"> o Establish, review or renew the country's tourism policy in consultation with industry stakeholders o Draw up or renew a tourism strategy for the country, expressed in a strategic development plan or master plan for tourism o Ensure that any missing components of existing plans are included in future revisions and covered by necessary actions in the interim o Establish mater plans for regions or areas of the country as may be required o Develop tourism zone and resort development plans o Provide guidelines, templates and pilot examples for future area plans 									

<ul style="list-style-type: none"> o Ensure the strategy or master plan includes an action plan, with clearly defined actions to be taken, responsibilities, timelines, budget and success criteria. (Tourism Development Master Plans and Strategic Development Plans, Country Tourism Policy, Tourism Physical Planning and Resort Development, Destination Management Planning, Developing Policy Frameworks Integrating Culture into Development through Tourism) 							
Issue 2: The implementation and monitoring of the policy/strategy/plan							
a	Is the tourism policy/strategy/plan being effectively implemented?						
b	Are all relevant stakeholders fully involved in its implementation?						
c	What may be holding back implementation?						
d	Are progress and results being monitored and reviewed?						
<p>Possible actions to address the issue and improve the situation according to the UNWTO:</p> <ul style="list-style-type: none"> • Ensure all identified actions are linked to a responsible body for implementation • Establish a steering group to take responsibility for ensuring that a plan is implemented and for tracking progress • Research and address factors which may be holding back implementation, including provision of sufficient resources • Identify indicators and set up monitoring systems <p>Existing services relevant to the issue that can support possible actions:</p> <ul style="list-style-type: none"> • Capacity building programmes in tourism development and management • Capacity building programmes on application of indicators for sustainable tourism • Observatories of sustainable tourism – a systemic application of sustainable tourism indicators 							
Issue 3: The adequacy of legislation and regulations affecting tourism							
a	Is there specific tourism legislation (e.g. Tourism Act) that is fit for purpose?						
b	Is the tourism legislation fully implemented?						
c	Does tourism legislation adequately reflect local level roles and responsibilities?						
d	Does other current legislation meet the needs of sustainable tourism and is it enforced in the sector?						
e	Is sustainable tourism development assisted or held back by regulations and how they are applied?						
<p>Possible actions to address the issue and improve the situation according to the UNWTO</p> <ul style="list-style-type: none"> • Review and where necessary establish a process of preparing or renewing tourism specific law in the country • Support specific actions to implement the tourism law • Review the impact on tourism of the range of existing legislation and provide guidance on its interpretation and application within the sector • Review the range of regulators affecting the sector and the way they are applied <p>Existing services relevant to the issue that can support possible actions: Tourism Legislation and Regulation</p>							
1.3 Tourism governance and institutional setup							
Issue 1: The effectiveness of a central leadership structure for tourism							

a	Is there a dedicated tourism ministry, department or unit within government?								
b	Is there a separate governmental delivery agency for tourism with an inclusive structure and clear role that supports sustainable tourism?								
c	Do these tourism governance bodies operate effectively and what are their main needs?								
d	Are skills needs within tourism governance bodies effectively assessed and addressed, including in sustainability issues?								
e	Does the country engage actively with global and regional bodies and other countries on tourism development and management?								
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> • Review the mandate, roles and function of the Ministry responsible for tourism and National Tourism Organisation • Review the level, use and efficiency of resources allocated to Tourism Ministry and NTO • Strengthen the profile of the Tourism Ministry and NTO and level of reporting by them • Provide capacity building and skills training for tourism officials and key stakeholders involved in governance, including in sustainability issues • Strengthen global and regional links 									
Issue 2: The engagement of stakeholder interests in national tourism governance									
a	Is there a structure or process for engagement of other ministries in tourism governance?								
b	Is there a structure or process for involvement of a range of tourism stakeholders in tourism governance?								
c	Are NGOs, educational and other civil society bodies engaged in national tourism governance structures?								
d	Does the multi-stakeholder structure/body have sufficient capacity to function effectively and does it need strengthening?								
e	Is action taken to promote stakeholder buy-in and wider public interest?								
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> • Establish an inter—ministerial commission to discuss and take decisions on activities that influence tourism development and its sustainability • Review levels of communication and cooperation between tourism stakeholder bodies • Establish and maintain a stakeholder council or forum for tourism • Expand the level of engagement of NGOs and other civil society interests • Strengthen the capacity for any existing or new multi-stakeholder structure • Raise awareness and knowledge of tourism amongst a range of stakeholders and institutions that can influence its competitiveness and sustainability 									

<ul style="list-style-type: none"> Strengthen media engagement and communication of tourism issues and actions taken 							
Issue 3: The involvement of the private sector and use of public-private partnerships							
a	Are there clear and active structures that bring together and represent private sector enterprises?						
b	Do existing private sector structures have adequate capacity to be effective?						
c	How fully is the private sector engaged in tourism governance?						
d	In general, how engaged and committed is the private sector to pursuing sustainable tourism policies?						
e	To what extent are public-private partnerships used in tourism development and management?						
f	Are conditions right for establishing PPPs and their successful functioning?						
g	Have other forms of business model and structure been encouraged in tourism?						
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> Strengthen and support private sector associations and networks Strengthen the level of engagement of the private sector in governance structures and processes Review the effectiveness and identify the challenges facing existing PPPs Identify best opportunities for PPP initiatives in tourism and provide recommendations and assistance in setting them up Consider alternative structures for private sector engagement and partnerships Build the capacity of stakeholders 							
Issue 4: The effectiveness of tourism governance at a local level							
a	Is there an effective process for involving local government structures in tourism?						
b	Is there effective coordination between national, regional and local tourism governance?						
c	Are there structures in place at a destination level that involve the private sector and other stakeholders in tourism governance and delivery?						
d	Are local communities involved in tourism governance in their areas?						
e	Are NGOs and other civil society bodies involved in local tourism governance structures?						
f	Are local level structures working effectively and what would help them improve their performance?						

g	Do those responsible locally for tourism governance have sufficient experience and skill, including in aspects of tourism sustainability?							
<p>Possible actions to address the issue and improve the situation according to the UNWTO:</p> <ul style="list-style-type: none"> • Strengthen awareness of tourism development and management issues at a local level • Improve coordination between national and local level tourism governance and action • Encourage local level tourism planning where appropriate • Assist the development and operation of multi-stakeholder governance structures for tourism within local destinations, including the involvement of the private sector and local NGOs • Work with local communities to strengthen their understanding of tourism and increase their engagement in governance • Provide capacity building for tourism stakeholder bodies at a local level, including through visits and exchanges with other areas • Improve local awareness and knowledge of sustainability issues in tourism through communication and training 								

Appendix 5. Pillar 2: Economic performance, investment and competitiveness
(UNWTO, 2013, p. 79-80)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
2.1 Measuring tourism and its contribution to the economy							
Issue 1: The quality of data collection and analysis							
a	Is there regular and comprehensive collection of data on visitor arrivals, profiles and activities?						
b	Does the collection and presentation of data adequately cover and distinguish between domestic and international visitors and purpose of visit?						
c	Is information collected on the structure and performance of the tourism sector and employment within it?						
d	What factors may be inhibiting the establishment of an effective data collection system?						
e	Is a TSA or similar analysis undertaken to estimate the economic contribution of tourism?						
f	Are the needs and requirements of a TSA understood?						
g	What factors may be inhibiting the development of a TSA?						
h	Can tourism data be sufficiently disaggregated to inform specific sustainability issues?						
j	Is data collection and analysis believed to be robust and has it been subject to external validation?						
<p>Possible actions to address the issue and improve the situation according to the UNWTO:</p> <ul style="list-style-type: none"> • Raise awareness about the importance of collecting adequate statistical data for better managing tourism and its intended effects • Strengthen commitment and coordination across government and industry on tourism data and analysis • Review and assess tourism data collection procedures and strengthen where necessary • Establish (reinforce?) a TSA procedure where relevant and feasible • Increase resources devoted to tourism and data and analysis • Provide capacity building in all aspects of tourism statistics and analysis 							

2.2 Trade, investment and the business environment							
Issue 1: Recognition and treatment of tourism in trade and investment policies and commitments							
a	Is tourism policy explicitly reflected in national policies concerning the promotion of trade and investment?						
b	Does the tourism policy take account of the trade and investment policies of the country?						
c	Has the country made GATS commitments in tourism and other relevant services sectors?						
d	Has the country made other international trade commitments and do they include tourism?						
e	Do trade commitments respect the principles of sustainable tourism in terms of impact on the environment, society and the local economy?						
f	Do policies on FDI balance the need to encourage investment in tourism with the need to respect the principles of sustainable tourism?						
g	Are visa policies and procedures conducive to encouraging tourism?						
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> • Review national trade and investment policies and ensure they take full account of tourism • Review coverage of trade and investment in tourism policies • Work on the development and scheduling of commitment under GATS and other trade negotiations to achieve maximum benefit for ST • Strengthen knowledge and capacity of policy makers and officials involved in trade negotiations relating to tourism • Ensure policies on FDI are positive but also embrace ST principles, with actions to increase linkages and local benefit • Address visa requirements and procedures 							
Issue 2: Extent of tourism investment and conduciveness of the business environment							
a	Have significant levels of investment in tourism-related infrastructure been occurring in recent years and from what sources?						
b	Have significant levels of investment in tourism facilities/business been occurring in recent years and from what sources?						
c	Have actions been taken to promote and support investment in tourism?						
d	What are seen as the main barriers for securing more investment in tourism?						
e	How available is finance for the development and operation of tourism businesses?						
f	In general, how conducive are conditions for doing business in the tourism sector and where do most problems lie?						
g	Have actions been taken to strengthen business linkages						

	within tourism and with other relevant sectors?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> • Strengthen recording and knowledge of the extent of investment in tourism • Ensure tourism needs are fully accounted for in infrastructure planning and financing • Review barriers to tourism investment and develop a programme to address them within the tourism strategy • Review and strengthen sources of finance for tourism investment • Address specific weakness affecting the business environment within the tourism sector • Work on developing business to business linkages 									
2.3 Brand, marketing and product positioning									
Issue 1: Clarity and focus of the brand and marketing plan									
a	Does the country have an established brand identity and is this well-articulated and maintained?								
b	Is there a marketing plan which identifies target markets and provides a framework for promotion?								
c	Are all key public and private stakeholders engaged in implementing the marketing plan?								
d	Is the marketing plan fully implemented and what, if any, are the barriers to this?								
e	Is the current marketing activity making full use of new technology, social media and other e-marketing opportunities?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> • Establish or strengthen brand development, articulation and dissemination • Strengthen market research as a basis for brand development and marketing planning • Ensure that there is a current marketing plan with annual action programmes identified, supported by the private sector • Address barriers to implementing the marketing plan • Improve marketing skills, including in the application of ICT, including social media and other e-marketing tactics • Consider and pursue opportunities for regional cooperation in marketing campaigns 									
Issue 2: Quality and diversity of the product offer									
a	How consistent is the quality of tourism products and services and is this improving?								
b	Are there effective systems for setting, inspecting and reporting on quality standards?								
c	Have steps been taken to identify product gaps and increase diversification?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> • Support investment and capacity building to improve quality • Establish or strengthen a quality system, with standards and inspection • Review the product offer against market expectations and trends • Strengthen action to develop and diversify the product 									
2.4 Resilience, security and risk management									
Issue 1: Level of attention paid to risk and crisis management									
a	Is risk minimisation and crisis management considered in tourism strategies and plans?								

b	Are specific measures taken to provide for the security and wellbeing of tourists?								
c	Is risk spreading and avoidance of dependency taken into account in the selection of markets and products?								
d	Is there a plan in place to handle emergencies and crises?								
<p>Possible actions to address the issue and improve the situation according to the UNWTO:</p> <ul style="list-style-type: none"> • Refer to risk and crisis management in tourism strategy and link to specific plan for this • Review security provision and information delivery for tourists • Review market and product strategies to avoid over-dependency • Support capacity building and planning for risk and crisis management 									

Appendix 6. Pillar 3: Employment, decent work and human capital (UNWTO, 2013, p. 90-91)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
3.1 Human Resources planning and working conditions							
Issue 1: The existence and scope of a Human Resources policy, plan and actions, discussed and agreed with the private sector and other stakeholders							
a	Is tourism reflected in overall national Human Resources policies and plans?						
b	Is there a discernible Human Resources policy and plan for tourism, linked to an overall Tourism Policy/Master Plan?						
c	How comprehensive is the country's HR plan and/or actions in this field?						
d	Are there trade unions or other workers' representatives active in the sector?						
e	Have bodies representing private sector tourism businesses addressed HR issues?						
f	Is there consultation and dialogue on HR planning with all stakeholder representatives?						
g	Are there incentives and initiatives for promoting employment, including to particular groups?						
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> • Develop or strengthen HR policies, plans and actions, in the context off overall tourism policies, strategies and plans • Encourage private sector trade bodies to discuss and address HR issues, including agreeing on employment standards • Encourage the formation of responsible bodies to represent the needs of employees in the tourism sector • Ensure that social dialogue is pursued as a continuous process • Consider using incentives to stimulate employment of certain kinds 							
Issue 2: Ensuring that workers' rights and conditions for decent work are met							
a	Is the tourism sector respecting workers' rights and meeting the conditions of decent work?						

b	Does legislation provide a sufficient basis for requiring and enforcing decent work in the tourism sector?								
c	How effectively are labour laws and related regulations applied in the tourism sector?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> • Undertake a review of conditions of work across the tourism sector, identifying any major problems and abuses • Ensure that labour laws, reflected in tourism legislation, provide a sufficient basis for underpinning the requirements for decent work in the sector • Review the application and enforcement of legislation and regulations • Provide clear and simple guidelines for tourism business on application of good practice with and beyond the legal requirements • Ensure that employment issues and the decent work agenda are fully covered in tourism education and training curricula, especially at managerial level 									
3.2 Skills assessment and the provision of training									
Issue 1: The level of understanding of skills gaps and training needs									
a	Has an assessment of skills gaps and training needs been carried out, covering the existing industry and future development?								
b	Is there perceived to be a lack of skills amongst current tourism workers and in what areas?								
c	Is there perceived to be a lack of available labour with necessary skills and in what areas?								
d	Is there perceived to be a lack of knowledge of sustainable tourism and of related practical skills?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> • Undertake a systematic assessment of skills gaps and training needs in all parts of the tourism sector • Identify future skills needs within the sector in the context of the tourism strategy and Human Resources plan 									
Issue 2: The availability of sufficient training and capacity building programmes, standards and institutions									
a	Has there been any systematic assessment of tourism training provision?								
b	Are tourism training institutions and courses subject to quality accreditation?								
c	Is the number, capacity and accessibility of training institutions, bodies and teachers considered sufficient for the sector's needs?								
d	Do the training institutions have sufficient resources, including qualified staff and equipment?								
e	Is the range of managerial and technical courses available at different levels appropriate for the sector's needs?								
f	Is there a system of skills standards and qualifications relevant to the needs of the tourism sector?								

g	Is tourism promoted as a career to young people, linked to training?								
h	Is sufficient training available and provide in tourism sustainability issues and related skills?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> Assess the amount of training facilities available, the level and nature of training provided to the sector and its relevance to the needs of the industry Review the resources available to training bodies to enable them to increase their capacity, the quality of training available and its accessibility across the country Review and strengthen funding mechanisms for tourism training, including the use of training levies Establish or strengthen systems of standards and qualifications Promote tourism as a career, including the training available Support development and integration of sustainability issues in tourism training courses Consider and pursue cooperation on regional standards, training facilities and exchange programmes 									
Issue 3: The level of engagement of the private sector in supporting training and capacity building									
a	Has the private sector been engaged in skills assessment design and provision of training courses?								
b	Does the private sector make sufficient provision for training and career development for their staff and the local community?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> Ensure full private sector engagement in assessment of skills and training provision Strengthen links between tourism training bodies and private enterprises Encourage an ethos of training provision within private enterprise 									

Appendix 7. Pillar 4: Poverty reduction and social inclusion (UNWTO, 2013, p. 107-108)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
4.1 An integrated approach to poverty reduction through tourism							
Issue 1: Level of commitment to pro-poor tourism							
a	Is tourism included in National Strategy Papers or in Poverty Reduction Strategy Papers (PRSP) as a vehicle for poverty reduction?						
b	Is poverty reduction an objective of tourism policy, linked to specific actions and measurable outcomes?						
c	What is the level of awareness of pro-poor issues and approaches in tourism?						
d	To what extent is the private sector committed to pro-poor tourism and working with local communities?						
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> Strengthen the specific attention given to poverty reduction and related actions in tourism policies and overall development plans, and the attention given to tourism in poverty reduction strategies and development programmes Hold awareness sessions and training events on tourism and poverty reduction Encourage the private sector to formally commit to poverty reduction and working with local communities 							
Issue 2: Adopting a strategic approach to poverty reduction through tourism at national and destination level							
a	Has there been any action at a national level to strengthen the approach to pro-poor tourism?						
b	Is there a strategy for rural tourism development, or for other types of destination with a pro-poor focus?						
c	Has there been any consideration or identification of priority destinations for pro-poor tourism initiatives?						
d	Have any particular local destinations established pro-poor tourism strategies and/or initiatives?						
e	Has an assessment been made to estimate what proportion of tourism						

	spending reaches the poor and in what ways?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> Identify actions at a national level to strengthen the pro-poor approach Formulate rural tourism strategies Identify priority destinations to pursue specific pro-poor tourism actions, in consultation with local stakeholders Conduct Value Chain Analysis in priority destinations Prepare a strategic action plan for pro-poor tourism development and interventions in one or more priority destinations 									
4.2 Strengthening pro-poor tourism initiatives									
Issue 1: Increasing income to poor communities from tourism businesses and trading									
a	Have initiatives been taken to promote employment in tourism to poor communities?								
b	How strong are the links between the tourism and agriculture (including fisheries) sector?								
c	How well developed are tourism supply chain linkages with poor communities at a local level?								
d	Are there significant amounts of informal trading by the poor in tourist areas and has this been the subject of any management?								
e	Are poor communities engaged in providing tourism facilities and visits and is there potential to strengthen or expand this?								
f	Are structures in place to provide advice and assistance to poor communities on tourism business development, operation and promotion?								
g	Is funding available for small tourism businesses through microfinance or other schemes?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> Integrate poverty reduction into policies and actions on the promotion of employment Strengthen links between the tourism and agriculture sectors Review supply chain linkages at a destination level and support schemes to strengthen engagement of poor communities in them, including supply of agricultural produce, fish and other products and services Consider initiatives to manage and improve benefits from informal trading in tourist areas Strengthen the advice and assistance available for small tourism enterprises and community based tourism projects involving poor communities, including help with business planning, feasibility assessment and access to markets 									
Issue 2: Securing wider community benefits from tourism									
a	Are poor communities benefiting from taxation and charges on tourism enterprises and visitors and could this be expanded?								
b	Is the industry engaged in voluntary giving to assist poor communities?								
c	Does the planning of new tourism infrastructure take account of impact on poor communities?								
Possible actions to address the issue and improve the situation according to the UNWTO:									

- Review the use of revenue from any tourist taxes, admissions, concessions and other charges and its use for poverty alleviation
- Encourage voluntary support for local community projects within the tourism sector
- Require all significant tourism development projects to assess their impact on poor communities and seek to maximise collateral benefits to them

4.3 The inclusion of disadvantaged groups in the tourism sector

Issue 1: Effort to engage disadvantaged groups in tourism

a	Is recognition given to the needs of disadvantaged groups in tourism policies and strategies?								
b	Are the rights and needs of disadvantaged groups covered in legislation?								
c	How well integrate are women in the tourism sector and have steps been taken to improve their position and opportunities for them?								
d	How well integrate are young people in the tourism sector and have steps been taken to improve their position and opportunities for them?								
e	How well integrate are the elderly in the tourism sector and have steps been taken to improve their position and opportunities for them?								
f	How well integrated are disabled people in the tourism sector and have steps been taken to improve their position and opportunities for them?								
g	How well integrate are ethnic minorities in the tourism sector and have steps been taken to improve their position and opportunities for them?								

Possible actions to address the issue and improve the situation according the UNWTO:

- Strengthen policies that commit to social inclusion in the tourism sector and refer specifically to gender issues and other disadvantaged groups
- Ensure tourism is fully covered by legislation against discrimination and exploitation
- Review the level of inclusion of women, young people, the elderly, disabled people and ethnic minorities in the sector
- Require tourism facilities and activities to be accessible to all as employees and users
- Pursue and support actions to strengthen and expand opportunities for disadvantaged groups in tourism

4.4 The prevention of negative social impacts

Issue 1: Effort to identify and address negative social impacts

a	Are local communities consulted about the development and operation of tourism in their areas?								
b	Are local communities engaged and empowered in decisions about the development and operation of tourism in their areas?								
c	Are the views of local communities on the impact of tourism on their livelihoods sought and monitored?								

d	Is attention paid to access to resources, including land, for local communities, in planning and managing tourism?								
e	To what extent are they believed to be issues of negative impact on resources for local communities as a result of tourism development?								
f	Is there evidence of a rise in crime and other social problems, including sexual exploitation, from tourism and is action being taken?								
g	Is the country a signatory to the ECPAT Code and is this being followed up?								
h	How aware and alert is the private sector to negative social impacts of tourism?								
<p>Possible actions to address the issue and improve the situation according to the UNWTO:</p> <ul style="list-style-type: none"> • Review requirements for consulting with, engaging and empowering local communities in tourism plans and decisions • Provide capacity building for local communities to assist them to engage effectively in tourism planning and management • Improve access to legal services for communities in securing their rights of engagement • Strengthen regulations and guidance on project impact assessment to cover social impacts • Commit to Global Code of Ethics for Tourism and the ECPAT Code and report on compliance actions • Hold awareness-raising events and workshops, on social impact issues, with participation of Tourism businesses and relevant NGOs 									

Appendix 8. Pillar 5: Sustainability of the natural and cultural environment (UNWTO, 2013, p. 126-127)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
5.1 Relating tourism to natural and cultural heritage							
Issue 1: Effective policies and actions to conserve and promote natural heritage							
a	Does the country's tourism policy and strategy/master plan cover tourism issues related to natural heritage?						
b	Do policies on natural resources cover the issues and opportunities related to tourism?						
c	How well protected are the country's natural heritage assets, including the extent and effectiveness of protected areas?						
d	Is tourism being effectively planned and managed in national parks and other natural heritage areas and sites?						
e	Is tourism included in specific policies and actions to plan and protect the coastal zone?						
f	Is there a well-established tourism product/offer related to natural heritage in the country?						
g	Overall, is the country's natural heritage supported by tourism or threatened by it?						
Possible actions to address the issue and improve the situation according to the UNWTO: <ul style="list-style-type: none"> • Strengthen coverage of natural heritage in the country's tourism policy and strategy/master plan • Strengthen recognition of tourism as an economic activity requiring attention in policies relating to natural resources • Increase the level of protection of natural heritage, including the coverage and powers of protected areas • Ensure national parks and other areas of sensitive natural heritage have management plans that include tourism and involve local stakeholders • Support tourism management plans for natural heritage areas or sites in particular need, as pilot and demonstration projects • Review and improve capacity and skills in natural heritage management and interpretation for tourism, including in guiding and use of ICT • Strengthen integrated coastal zone and marine area management, including tourism • Raise the profile of nature related tourism products and offers 							

<ul style="list-style-type: none"> Ensure all tourism development and operations minimises impact on natural heritage and biodiversity 							
Issue 2: Effective policies and actions to safeguard and promote cultural heritage							
a	Does the country's tourism policy and strategy/master plan cover tourism issues related to cultural heritage?						
b	Do policies on culture cover the issues and opportunities related to tourism?						
c	How well protected and conserved are the country's cultural heritage assets?						
d	Is tourism being effectively planned and managed at cultural heritage sites?						
e	Is there a well-established tourism product/offer related to cultural heritage in the country?						
f	Overall, is the country's cultural heritage supported by tourism or threatened by it?						
Possible actions to address the issue and improve the situation according to the UNWTO:							
<ul style="list-style-type: none"> Strengthen coverage of cultural heritage in the country's tourism policy and strategy/master plan Strengthen recognition of tourism in policies relating to culture Increase the level of protection and conservation of tangible and intangible cultural heritage Ensure that cultural heritage sites have plans that cover tourism development and management and involve local stakeholders Support tourism management plans for cultural heritage sites in particular need as pilot and demonstration projects Review and improve capacity and skills in heritage site management and interpretation for tourism, including in guiding and ICT Raise the profile of cultural tourism experiences in the country Ensure all tourism development and operations are sensitive to their impacts on cultural heritage 							
5.2 Focusing on climate change							
Issue 1: Sufficient attention to climate change in the tourism sector							
a	Is climate change and resource management fully addressed in the tourism policy and strategy/master plan?						
b	What level of awareness and concern is there about climate change and its implications for tourism?						
c	Is there sufficient technical knowledge on climate change and on how to relate this practically to tourism?						
d	Are policies and actions in place to mitigate climate change in the sector?						
e	Are policies and actions in place to help the sector adapt to the effects of climate change?						
Possible actions to address the issue and improve the situation according to the UNWTO:							
<ul style="list-style-type: none"> Strengthen coverage of climate change the country's tourism policy and strategy/master plan Improve levels of awareness on climate change 							

- Provide technical capacity building in climate change in relation to tourism planning, development and operations
- Develop and implement policies and actions in climate change mitigation and adaptation

5.3 Enhancing sustainability of tourism development and operations

Issue 1: The extent to which tourism development respects sustainability

a	Are sustainability issues, including resource constraints, taken into account in tourism plans?								
b	In general, is there considered to be a problem with the impact of tourism developments and proposals?								
c	Are individual tourism developments controlled by effective land use planning processes?								
d	Is Environmental/Sustainability Impact Assessment effectively applied to tourism developments?								
e	Are economic instruments used to influence the sustainability of tourism developments?								
f	Is advice available and given to developers on the sustainability of their projects?								

Possible actions to address the issue and improve the situation according to the UNWTO:

- Ensure tourism master plans, including area plans, reflect sustainability principles and resource constraints
- Provide capacity building and strengthen procedures on controlling and approving tourism developments
- Undertake pilot or demonstration projects on tourism area planning and management, relating to land use planning and development control
- Introduce financial incentives for STD
- Provide capacity building and advice to tourism developers on sustainability
- Prepare and disseminate development guidelines

Issue 2: The extent to which tourism operations meet sustainability standards

a	Are regulations in place and implemented concerning the environmental impact of tourism operations?								
b	In general, are tourism service providers taking steps to improve the sustainability of their operations?								
c	Are tour operators taking account of sustainability issues in the products they promote and information they provide?								
d	Are economic instruments being used to influence the sustainability of tourism operations?								
e	Are certification schemes being used to identify businesses complying with sustainability standards?								
f	Is capacity building and advice being provided and promoted to tourism businesses on enhancing								

	the sustainability of their operations?								
g	Have actions been taken to make tourists aware of sustainability issues in the country and to influence their activities?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> Clarify and where necessary strengthen environmental regulations and their equitable enforcement in the tourism sector Promote awareness of the need to address sustainability in tourism operations, through engaging with industry bodies, holding workshops and other communication activity Introduce economic instruments to encourage sustainability in operations Establish and promote use of sustainability certification in the tourism sector Introduce and promote capacity building programmes on environmental management and other aspects of sustainability for tourism businesses Prepare and disseminate guidelines and practical tools 									
5.4 Measuring and monitoring tourism impacts									
Issue 1: The extent of objective monitoring of environmental conditions and tourism impacts									
a	Have sustainability indicators for tourism and its impact been identified?								
b	How frequently is monitoring undertaken of environmental and cultural conditions generally?								
c	How frequently is monitoring undertaken on the impact of tourism development and operations?								
d	To what extent do individual tourism enterprises monitor their environmental impact?								
e	Are sufficient resources available for the development and use of indicators and monitoring?								
Possible actions to address the issue and improve the situation according to the UNWTO:									
<ul style="list-style-type: none"> Establish a set of sustainability indicators for the tourism sector for use at different levels Ensure monitoring of the condition of the natural and cultural environment is undertaken regularly Establish baseline indicators and monitoring processes for locations where significant tourism development is planned Establish systems and materials to assist tourism enterprises to benchmark and monitor their impacts Allocate financial and human resources to the use of indicators and monitoring and provide capacity building as necessary 									

Appendix 9. Global Sustainable Tourism Council Criteria and Performance Indicators (2013) for government (GSTC, 2013, p. 3-9)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
Section A: Demonstrate effective sustainable management							
A1 Sustainable destination strategy							
A1a.	Is there a multi-year destination strategy that includes a focus on sustainability and sustainable tourism and includes environmental, economic, social, cultural, quality, health, and safety issues?						
A1b.	Is there a multi-year destination plan or strategy that is up-to-date and publicly available?						
A1c.	Is there a multi-year destination plan or strategy that was developed with public participation?						
A1d.	Is there a political commitment to implement the multi-year destination plan and evidence of implementation?						
A2 Destination management organisation							
A2a.	Does an organisation have responsibility for a coordinated approach to the management of sustainable tourism?						
A2b.	Are the private sector and public sector involved in the organisation and coordination of tourism?						
A2c.	Is the tourism organisation suited to the size and scale of the destination?						
A2d.	Have individuals within the tourism organisation been assigned responsibilities for sustainable tourism?						

A2e.	Is the tourism organisation appropriately funded?									
A3 Monitoring										
A3a.	Is there an active monitoring and public reporting of environmental, economic, social, cultural, tourism, and human rights issues?									
A3b.	Is the monitoring system reviewed and evaluated periodically?									
A3c.	Are there tourism impact mitigation procedures funded and active?									
A4 Tourism seasonality management										
A4a.	Is there a specific strategy for marketing off-season events and attracting year-round visitors?									
A5 Climate change adaptation										
A5a.	Is there a current system for climate change adaptation and risk assessment?									
A5b.	Are there laws or policies to mitigate climate change and encourage technologies to mitigate climate change?									
A5c.	Is there a program to educate and raise awareness among the public, tourism enterprises, and visitors about climate change?									
A6 Inventory of tourism assets and attractions										
A6a.	Is there a current inventory and classification of tourism assets and attractions including natural and cultural sites?									
A7 Planning Regulations										
A7a.	Are there planning or zoning guidelines, regulations and/or policies that protect natural and cultural resources?									
A7b.	Are there guidelines, regulations, and/or policies that address sustainable land use, design, construction, and demolition?									
A7c.	Were planning guidelines, regulations, and/or policies created with local inputs from the public and a thorough review process?									
A7d.	Are planning guidelines, regulations, and/or policies publicly communicated and enforced?									
A8 Access for all										
A8a.	Are there policies supporting access to tourist sites and facilities, including those of natural and cultural importance, for individuals with disabilities and others who									

	have specific access requirements, where appropriate?								
A8b.	Are accessibility solutions designed to take into account the integrity of the site while making reasonable accommodation for people with disabilities?								
A9 Property acquisitions									
A9a.	Does a policy or legislation, including enforcement provisions, exist?								
A9b.	Is there a policy or legislation that considers indigenous rights, ensures public consultation and authorizes resettlement only when there is informed consent and/or reasonable compensation?								
A10 Visitor satisfaction									
A10a.	Is there a collection and public reporting of data on visitor satisfaction?								
A10b.	Does the system take action to improve visitor satisfaction based on monitoring information?								
A11 Sustainability standards									
A11a.	Is the Industry supported by a sustainable tourism certification or environmental management system?								
A11b.	Is the sustainable tourism certification or environmental management system recognised by the GSTC?								
A11c.	Is there a certain monitoring of tourism business participation in tourism certification or environmental management system?								
A11d.	Is there a publicly available list of sustainably certified or verified enterprises?								
A12 Safety and security									
A12a.	Are there on-going compulsory inspections of fire, food hygiene, and electricity safety for tourism properties?								
A12b.	Are there safety precautions such as first aid stations at beaches/tourist attraction sites?								
A12c.	Is there a system to prevent and respond to crime?								
A12d.	Is there a taxi licensing system with clear pricing and an organised taxi								

	dispatch system at points of visitor entry?									
A12e.	Is there public reporting of safety and security?									
A13 Crisis and emergency management										
A13a.	Is there a publicly available crisis and emergency response plan that considers the tourism sector?									
A13b.	Are there financial and human capitals available to implement the crisis and emergency response plan?									
A13c.	Has the crisis and emergency response plan been developed with input from the tourism private sector and includes communication procedures for during and after a crisis or emergency?									
A13d.	Does the crisis and emergency response plan provide resources and training for staff, visitors, and residents?									
A13e.	Is the crisis and emergency response plan updated on a regular basis?									
A14 Promotion										
A14a.	Do the destination promotional messages represent local communities and visitors authentically and respectfully?									
Section B: Maximise economic benefits to the host community and minimise negative impacts										
B1 Economic monitoring										
B1a.	Is there regular monitoring and reporting of visitor expenditure data, revenue per available room, employment and investment data?									
B1b.	Is there regular monitoring and reporting at least annually of direct and indirect contributions of tourism?									
B1c.	Is there collection and public reporting at least annually of tourism-related employment data, disaggregated by gender and age group?									
B2 Local career opportunities										
B2a.	Are there legislation or policies supporting equal opportunities in employment for all, including women, youth, disabled people, minorities, and other vulnerable populations?									

B2b.	Are there training programs that provide equal access to all, including women, youth, disabled people, minorities, and other vulnerable populations?									
B2c.	Are there legislation or policies supporting occupational safety for all?									
B2d.	Are there legislation or policies supporting fair wages for all, including women, youth, disabled people, minorities, and other vulnerable populations?									
B3 Public participation										
B3a.	Is there a system for involving public, private, and community stakeholders in destination management planning and decision making?									
B3b.	Are there public meeting(s) to discuss destination management issues each year?									
B4 Local community opinion										
B4a.	Is there regular collection, monitoring, recording, and public reporting of data on resident aspirations, concerns, and satisfaction with destination management?									
B4b.	Does collection, monitoring, recording, and public recording of data occur in a timely manner?									
B5 Local access										
B5a.	Are there programs to monitor, protect, and rehabilitate or restore public access by locals and domestic visitors to natural and cultural sites?									
B5b.	Is there a monitoring of behaviour and characteristics of local, domestic and foreign visitors to tourist sites and attractions?									
B6 Tourism awareness and education										
B6a.	Is there a program to raise awareness of tourism's role and potential contribution held in communities, schools, and higher education institutions?									
B7 Preventing exploitation										
B7a.	Are there laws and a program to prevent commercial, sexual, or any other form of exploitation, discrimination or harassment of residents or visitors?									

B7b.	Are laws and the program publicly communicated?									
B8 Support for community										
B8a.	Are there programs for enterprises, visitors, and the public to contribute donations to community and biodiversity conservation initiatives and/or infrastructure development?									
B9 Supporting local entrepreneurs and fair trade										
B9a.	Is there a program to support and build capacity of local and small- and medium-sized enterprises?									
B9b.	Is there a program that encourages enterprises to purchase goods and services locally?									
B9c.	Is there a program to promote and develop local sustainable products based on local nature and culture?									
B9d.	Is there a program to include local artisans, farmers, and suppliers in the tourism value chain?									
Section C: Maximise benefits to communities, visitors, and culture; minimise negative impacts										
C1 Attraction protection										
C1a.	Is there a management system to protect natural and cultural sites, including build heritage and rural and urban scenic views?									
C1b.	Is there a management system to monitor, measure, and mitigate tourism impacts on sites and attractions?									
C2 Visitor management										
C2a.	Is there an administrative mechanism responsible for implementing visitor management plans and operations?									
C3 Visitor behaviour										
C3a.	Are there cultural and environmental guidelines for visitor behaviour in sensitive sites?									
C3b.	Is there a code of practice for tour guides and tour operators?									
C4 Cultural heritage protection										
C4a.	Are there laws or regulations to protect historical and archaeological artefacts including those located under water, and evidence of their enforcement?									
C4b.	Is there a program to protect and celebrate intangible cultural									

	heritage (e.g., includes song, music, drama, skills and crafts)?									
C5 Site interpretation										
C5a.	Is there interpretive information available to visitors in tourist offices and at natural and cultural sites?									
C5b.	Is the interpretive information culturally appropriate?									
C5c.	Is the interpretive information developed with community collaboration?									
C5d.	Is the interpretive information available in languages pertinent to visitors?									
C5e.	Is the tour guide training in the use of interpretive information?									
C6 Intellectual property										
C6a.	Are there laws, regulations or programs to protect intellectual property rights of local individuals and communities?									
Section D: Maximise benefits to the environment and minimise negative impacts										
D1 Environmental risks										
D1a.	Is there a sustainability assessment of the destination within the last five years, identifying environmental risks?									
D1b.	Is there a system in place to address identified risks?									
D2 Protection of sensitive environments										
D2a.	Is there a maintained and updated inventory of sensitive and threatened wildlife and habitats?									
D2b.	Is there a management system to monitor impacts and to protect ecosystems, sensitive environments, and species?									
D2c.	Is there a system that prevents the introduction of invasive species?									
D3 Wildlife protection										
D3a.	Does the country comply with the convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)?									
D3b.	Are there regulations and standards for controlling harvesting or capture, display, sale, of plants and animals?									
D4 Greenhouse gas emissions										
D4a.	Is there a program to assist enterprises to measure, monitor,									

	minimise, and publicly report greenhouse gas emissions?								
D4b.	Is there a system to assist enterprises to mitigate greenhouse gas emissions?								
D5 Energy conservation									
D5a.	Is there a program to promote energy conservation and measure, monitor, reduce, and publicly report energy consumption?								
D5b.	Are there policies and incentives to reduce reliance on fossil fuels, improve energy efficiency, and encourage the adoption and use of renewable energy technologies?								
D6 Water Management									
D6a.	Is there a program to assist enterprises to measure, monitor, reduce, and publicly report water usage?								
D7 Water security									
D7a.	Is there a management system to ensure that water use by enterprises and water requirements of the destination community are balanced and compatible?								
D8 Water quality									
D8a.	Is there a management system to monitor and publicly report on drinking and recreational water quality?								
D8b.	Are the monitoring results publicly available?								
D8c.	Is there a system to respond in a timely manner to water quality issues?								
D9 Wastewater									
D9a.	Are there regulations for the siting, maintenance, and testing of discharge from septic tanks and wastewater treatment systems, and evidence of their enforcement?								
D9b.	Are there regulations to ensure the size and type of waste water treatment is adequate for the location, and evidence of their enforcement?								
D9c.	Is there a program to assist enterprises to effectively treat and reuse wastewater?								
D9d.	Is there a program to ensure proper treatment of wastes and safe reuse or release with minimal								

	adverse effects to local population and environment?								
D10 Solid waste reduction									
D10a.	Is there a waste collection system that maintains public records on the amount of waste generated?								
D10b.	Is there a solid waste management plan that is implemented, and has quantitative goals to minimise, and ensure safe sustainable disposal of waste that is not reused or recycled?								
D10c.	Is there a program to assist enterprises to reduce, reuse, and recycle waste?								
D10d.	Is there a program to reduce the use of bottled water by enterprises and visitors?								
D11 Light and noise pollution									
D11a.	Are there guidelines and regulations to minimise noise and light pollution?								
D11b.	Is there a program to encourage enterprises to follow guidelines and regulations to minimise noise and light pollution?								
D12 Low-impact transportation									
D12a.	Is there a program to increase the use of low-impact transportation?								
D12b.	Is there a program to make sites of visitor interest more accessible to active transportation (e.g., walking and cycling)?								

Appendix 10. Global Sustainable Tourism Council Criteria and Performance Indicators (2013) for hotels and tour operators (GSTC, 2013, p. 3-10)

1	Area of particular need/opportunity – highest priority for action/intervention	Priority for action High ↓ Low Priority for action
2	Improvement required – should also be considered for intervention/support	
3	May benefit from some improvement – but less current need for intervention	
4	Appears to be satisfactory – maintain	
5	Area of apparent strength – may provide an example to others	
X	No information available to answer the question /This could not be assessed	

Question	Comment	Priority for action					
		1	2	3	4	5	X
Section A: Demonstrate effective sustainable management							
A1 The organisation has implemented a long-term sustainability management system that is suitable to its reality and scope, and which addresses environmental, social, cultural, economic, quality, health and safety issues.							
A1a.	Is there a sustainability management system in place which is appropriate to the organisation's scale and size?						
A1b.	Does the system address environmental, social, cultural, economic, quality, health and safety issues?						
Guidance	Small organisations with small staff may have a simple system, provided it is implemented (emphasis is on performance). Larger organisations must have documented systems, formal reporting, records and training (performance is vital with sustainable management embedded within organisations management).						
A2 The organisation is in compliance with all applicable local to international legislation and regulations (including, among others, health, safety, labour and environmental aspects).							
A2a.	Does the organisation comply with all relevant legislation and regulations (including health, safety, labour and environmental)?						
A2b.	Is there an up-to-date list of legal requirements?						
Guidance	An overall register of legal requirements and documentation showing compliance with fees/conditions is desirable. Compliance with permit/license and planning conditions should be documented.						
A3							

All personnel receive periodic guidance and training regarding their roles and responsibilities with respect to environmental, social, cultural, economic, quality, health and safety issues.									
A3a.	Has all staff awareness of their roles and responsibilities with respect to environmental, social, cultural, economic, quality, health and safety issues?								
A3b.	Has staff locally required licenses/certification relevant to their duties (e.g. sewage treatment plant operator)?								
Guidance	On-the-job and formal training is provided as required to ensure awareness. Larger organisations must have formal training with materials and duty statements for critical tasks/responsibilities. Training and manuals etc. are in appropriate languages. Staff with required certifications/licenses should be supported to maintain currency/understand best practice.								
A4 Customer satisfaction, including sustainability aspects, is measured and corrective action taken.									
A4a.	Is there a complaint system in place which records customer complaints and corrective actions?								
Guidance BP	Best practice is to have proactive customer satisfaction surveys/interviews with analysis and corrective action/improvement programs.								
A5 Promotional materials are accurate and complete with regard to the organisation and its products and services, including sustainability claims. They do not promise more than is being delivered.									
A5a.	Do the marketing materials set realistic expectations and do not make false or misleading claims?								
Guidance	Images are of the actual experiences and places visited by customers. Marketing about wildlife or cultural events does not promise sightings which are not guaranteed. Claims about sustainability should be based on past performances not sustainability aspirations.								
A6. Planning, design, construction, renovation, operation and demolition of buildings and infrastructure...									
A6.1 ...comply with zoning requirements and with laws related to protected areas and heritage consideration.									
A6.1a.	Are land use and activities in compliance with local zoning and protected or heritage area laws and regulations, including any licenses and permits and/or management plans?								

Guidance	Consider all relevant social, conservation, urban, recreational, amenity and tourism planning instruments. Statutory instruments must be complied with and non-statutory instruments should be complied with except in appropriate circumstances. Instruments made after the organisation started should be complied with as far as practical.						
A6.2 ...respect the natural and cultural heritage surroundings in planning, siting, design and impact assessment.							
A6.2a.	Has siting and design considered visual amenity, materials, landscape, the assimilative capacity of the ecosystem to change and takes into account local cultural heritage conservation and presentation aims?						
A6.2b.	Have archaeological, cultural heritage, and sacred sites been disturbed (inventory of sites and steps taken to protect them)?						
A6.2c.	Has endangered (or protected??) wildlife been displaced or reproductive habitat destroyed?						
A6.2d.	Have buildings destroyed scenic amenity?						
A6.2e.	Have water courses/catchments/wetlands altered and is runoff from buildings, parking lots, and grounds channelled and filtered?						
A6.3 ...use locally appropriate sustainable practices and materials.							
A6.3a.	Does the organisation incorporate local practices, materials and crafts into structures, native plants into landscaping, and local customs into programs and operations?						
Guidance	Balance the benefit of local sourcing of materials with sustainability of the materials, including life cycle considerations.						
A6.4 ...provide access for persons with special needs, where appropriate.							
A6.4a.	Are facilities and services (including materials) accessible to persons with special needs? Is the level of accessibility clearly communicated to the customer?						
A7							

Land and water rights, and property acquisition are legal, comply with local communal and indigenous rights, including their free, prior and informed consent, and do not require involuntary resettlement.							
A7a.	Do land use/tenure and rights to activities have formal legal recognition or is there documentation of agreement by local communities and indigenous owners?						
A7b.	Have the land use and activity involved any involuntary resettlement or land acquisition?						
Guidance	Criteria mandatory for new construction, redevelopments and new activities.						
A8 Information about and interpretation of the natural surroundings, local culture, and cultural heritage is provided to customers, as well as explaining appropriate behaviour while visiting natural areas, living cultures, and cultural heritage sites.							
A8a.	Are customers aware of appropriate behaviours and have a general understanding of the local natural and cultural environment? Has the company an interpretation program with displays, guides, collateral etc?						
Guidance BP	Engage staff of the local culture and/or experts in natural/cultural heritage of the local area to present.						
Section B: Maximise social and economic benefits to the local community and minimise negative impacts							
B1 The organisation actively supports initiatives for local infrastructure and social community development including, among others, education, training, health and sanitation.							
B1a.	Is there some form of contribution to local* community for public benefit through commercial, in-kind, or pro bono engagement?						
Guidance BP	A program is developed in collaboration with community. The level of contribution should be commensurate with the organisations tourism business turnover and the economic status of the local community.						
B2 Local residents are given equal opportunity for employment including in management positions. All employees are equally offered regular training, experience and opportunities for advancement.							
B2a.	Are local residents employed, including in management positions? Are training and						

	career opportunities offered to local residents?								
Guidance BP	Employees are engaged from an existing local community. The level of local resident employment should be commensurate with the seasonality, location and economic status of the local community.								
B3 Local services and goods are purchased and offered by the organisation, following fair-trade principles.									
B3a.	Are purchases mostly from local providers and/or fair trade? Do services offered involve local businesses to the greatest extent possible?								
Guidance BP	There should be a purchasing policy which gives priority to local and fair trade suppliers that meet quality and environmentally-friendly criteria. Services and contractors etc. should be locally sourced as far as practical. Tour operators should support locally owned restaurants, services, and shops utilized on tours.								
B4 The organisation offers the means for local small entrepreneurs to develop and sell sustainable products that are based on the area's nature, history and culture (including food and beverages, crafts, performance arts, agricultural products, etc.).									
B4a.	Does the organisation provide their customers with access to local enterprises, including handcrafts, food/beverage, cultural performances, or other goods and services, to sell directly to guests, as far as practical?								
B5 A documented code of conduct for activities in indigenous and local communities has been developed and implemented with the collaboration and consent of the affected community.									
B5a.	Is there a documented code of conduct which includes the organisation's policy documents, marketing, staff induction and training material, and interpretive brochures? In developing the code, has the organisation consulted and sought consent of the local community?								
Guidance	Small organisations with few staff may have a simple approach provided it is implemented; larger organisations must have documented code of conduct.								
B6 The organisation has implemented a policy against commercial, sexual or any other form of exploitation and harassment, particularly of children, adolescents, women and minorities.									

B6a.	Is a documented policy made known to all staff and management? In developing the code, has the organisation consulted and sought consent of the local community?								
Guidance	Small organisations with few staff may have a simple policy provided it is implemented; larger organisations must have documented policy and associated staff awareness and reporting systems.								
B7 The organisation offers equal employment opportunities to women, local minorities and others, including in management positions, while restraining child labour.									
B7a.	Is the percentage of women and local minority employees on staff reflective of local demographics (both in management and non-management categories). Internal promotion of women and local minorities occurs. There is no child labour (as defined by the ILO)?								
B8 The international or national legal protection of employees is respected, and employees are paid at least a living wage.									
B8a.	Do salaries and benefits meet or exceed local, national and international regulations, (whichever are higher)?								
B8b.	Is payment made into national social security system (if available) for qualified employees?								
B8c.	Is overtime paid for hours worked beyond the established work week hours? Do working hours exceed the legal maximums or those established by the International Labour Organisation?								
B8d.	Do all employees have the right to annual paid vacation?								
B8e.	Is health insurance or the equivalent provided to all employees?								
B9 The activities of the organisation do not jeopardize the provision of basic services, such as food, water, energy, healthcare or sanitation, to neighbouring communities.									
B9a.	Were there any increase in the number of								

	incidents/reports of outages, reduced service or quality of product for the local community as compared to organisation?								
B9b.	Were there changes in energy/water/waste disposal costs as a % of community income?								
B9c.	Was there any reduction in availability of water, waste, and energy to the local community as the result of the organisation's activities?								
Guidance	The assessment of this criterion should as far as practical address the cumulative effects of all tourism on the local community as well as the individual organisation.								
B10 Tourism activity does not adversely affect local access to livelihoods, including land and aquatic resource use, rights-of-way, transport and housing.									
B10a.	Does the local community retain access to public and common areas and is able to engage in traditional, non-tourism livelihoods?								
B10b.	Do rights-of-way, transport, and housing remain accessible and affordable to local people?								
Guidance	Tourism can distort a local economy and make non-tourism livelihoods difficult to sustain, ensuring access to including land and aquatic resource use, rights-of-way, transport and housing helps to mitigate this impact.								
Section C: Maximise benefits to cultural heritage and minimise negative impacts.									
C1 The organisation follows established guidelines or a code of behaviour for visits to culturally or historically sensitive sites, in order to minimise negative visitor impact and maximise enjoyment.									
C1a.	Has the organisation adopted or has its own established guideline or code of behaviour which is annually reviewed?								
Guidance BP	There is a code based on impact assessment and monitoring.								
C2 Historical and archaeological artefacts are not sold, traded or displayed, except as permitted by local to international law.									
C2a.	Are any sales, trading or display of historical and archaeological artefacts is permitted by local to international law?								

C3							
The organisation contributes to the protection and preservation of local historical, archaeological, culturally and spiritually important properties and sites, and does not impede access to them by local residents.							
C3a.	Is there an in-kind or cash contribution to the protection and preservation of sites visited for tour operators or within the locality for accommodation?						
C3b.	Do local residents retain equitable and cost effective access to the sites?						
C4							
The organisation incorporates elements of local art, architecture, or cultural heritage in its operations, design, decoration, food, or shops; while respecting the intellectual property rights of local communities.							
C4a.	Do customers observe or experience aspects of local art, architecture and/or cultural heritage whilst staying with or on tour with the organisation?						
C4b.	Does the use of indigenous or cultural heritage design, motifs, and art respects intellectual property rights of communities and individuals?						
Guidance	Ensure local artworks/motifs and design which are embedded in materials by the organisation (e.g. logos, elements on brochures, printed on fabrics or as murals etc.) have appropriate copyright permissions. Ensure any presentation of cultural heritage is considered appropriate to by local communities (especially local indigenous cultures).						
Section D: Maximise benefits to the environment and minimise negative impacts							
D1 Conserving resources							
D1.1							
Purchasing policies favour locally appropriate and ecologically sustainable products, including building materials, capital goods, food, beverages and consumables.							
D1.1a.	Is there a written purchasing policy and actual purchases of building materials, capital goods, food, beverages and consumables clearly favours local and/or ecologically sustainable products?						
Guidance	Small organisations with few staff may have a simple policy provided it is implemented; larger organisations must have documented policy and associated staff awareness and review of local/sustainable supplies.						
D1.2							
The purchase and use of disposable and consumable goods is measured and the organisation actively seeks ways to reduce their use.							

D1.2a.	Does the purchasing policy require re-usable, returnable and recycled goods where available? Are purchases in bulk and/or avoid packaging as far as practicable?								
Guidance	There should be some form of waste management practices and for larger organisations a waste management policy/plan.								
D1.3 Energy consumption is measured, sources are indicated, and measures are adopted to minimise overall consumption, and encourage the use of renewable energy.									
D1.3a.	Is the total energy consumed, per tourist specific activity (guest-night, tourists, etc.) per source measured? What is the percentage of total energy used which is renewable versus non-renewable fuel? Is there some kind of awareness by staff and guests as to how they can minimise energy use?								
Guidance	There should be awareness by staff and guests as to how they can minimise energy use.								
D1.4 Water consumption is measured, sources are indicated, and measures are adopted to minimise overall consumption. Water sourcing is sustainable, and does not adversely affect environmental flows.									
D1.4a.	Is the total volume of water in kilolitres consumed per source per specific tourist activity measured (guest night, visitors, etc.)?								
D1.4b.	Is water supply either from a municipal/government approved source OR is there some evidence that the water supply is a sustainable source and has not previously and is unlikely to affect environmental flows?								
Guidance	The assessment should address impacts on groundwater aquifers, wetlands and watercourses. The potential for salinization of aquifers in arid and coastal situations have been considered. Where possible the cumulative impacts of tourism in the locality on water sources have been considered.								
D2 Reducing pollution									
D2.1 Greenhouse gas emissions from all sources controlled by the organisation are measured, procedures are implemented to minimise them, and offsetting remaining emissions is encouraged.									

D2.1a.	Are the total direct and indirect greenhouse gas emissions calculated as far as practical? Is the Carbon Footprint (emissions less offsets) per tourist activity or guest-night monitored? Is it increasing year on year?								
D2.1b.	Are carbon-offset mechanisms used where practical?								
D2.2 The organisation encourages its customers, staff and suppliers to reduce transportation-related greenhouse gas emissions.									
D2.2a.	Are customers, staff and suppliers aware of practical measures/opportunities to reduce transport related greenhouse gas emissions?								
D2.3 Wastewater, including gray water, is effectively treated and is only reused or released safely, with no adverse effects to the local population and the environment.									
D2.3a.	Is wastewater either disposed to a municipal or government approved treatment system?								
D2.3b.	Is there a system in place to treat and ensure no adverse effects on the local population and the environment?								
Guidance	The level of treatment and rigor of assessment should be commensurate with the sensitivity of the local environment.								
D2.4. Waste is measured, mechanisms are in place to reduce waste, and where reduction is not feasible, to re-use or recycle it. Any residual waste disposal has no adverse effect on the local population and the environment.									
D2.4a.	Is there measurement and recording of waste types and amounts disposed and the amounts and types of waste recycled?								
D2.4b.	Is waste disposal to a government run or approved landfill OR is there evidence that the landfill is managed and has no effect on the environment?								
Guidance BP	There should be a solid waste management plan which is implemented, with quantitative goals to minimise waste that is not reused or recycled.								
D2.5									

The use of harmful substances, including pesticides, paints, swimming pool disinfectants, and cleaning materials, is minimised, and substituted when available, by innocuous products or processes. All storage, use, handling, and disposal of chemicals are properly managed.							
D2.5a.	Is there a material safety data sheets (MSDS) for each chemical held/used?						
D2.5b.	Has there been a review of each chemical used to identify available alternatives which are more environmentally innocuous?						
D2.5c.	Are chemicals, especially those in bulk amounts are stored and handled in accordance with appropriate standards?						
D2.6 The organisation implements practices to minimise pollution from noise, light, runoff, erosion, ozone-depleting compounds, and air, water and soil contaminants.							
D2.6.	Is there minimal pollution from: 2.6.a. Noise 2.6.b. Light 2.6.c. Runoff 2.6.d. Erosion 2.6.e. Ozone depleting compounds 2.6.f. Air pollutants 2.6.g. Water pollutants 2.6.h. Soil contaminants?						
D3 Conserving biodiversity, ecosystems and landscapes.							
D3.1 Wildlife species are not harvested, consumed, displayed, sold, or traded, except as part of a regulated activity that ensures that their utilization is sustainable, and in compliance with local to international laws.							
D3.1a.	Is there evidence of compliance with local to international laws for any harvesting, consumption, display, sale, or trade of wildlife?						
Guidance BP	There should be a sustainable management plan developed with scientific experts which includes strategies, current and future plans and considers any other threatening process affecting the wildlife.						
D3.2 No captive wildlife is held, except for properly regulated activities, in compliance with local to international law. Living specimens of protected and wildlife species are only kept by those authorized and suitably equipped to house and care for them humanely.							

D3.2a.	Is there evidence of compliance with local to international laws for any captive wildlife?								
D3.3 The organisation takes measures to avoid the introduction of invasive alien species. Native species are used for landscaping and restoration wherever feasible, particularly in natural landscapes.									
D3.3a.	If there are weeds, feral animals, or pathogens (invasive alien species) present on site, is there an implemented program to restrict their spread and preferably control or eradicate them?								
D3.3b.	Do your operators in natural landscapes have a program in place to ensure they do not bring in alien species, nor spread them?								
D3.3c.	Does the organisation review landscaping of site and consider feasibility and use of native species?								
D3.4 The organisation supports and contributes to biodiversity conservation, including natural protected areas and areas of high biodiversity value.									
D3.4a.	What is the percentage of annual budget allocated to or in-kind support of i. natural protected areas or biodiversity conservation. – OR– ii. land restoration (hectares) –OR– iii. habitats protected or restored (hectares)?								
D3.4b.	Is there any form of environmental education in biodiversity conservation?								
D3.5 Interactions with wildlife, taking into account cumulative impacts, do not produce adverse effects on the viability and behaviour of populations in the wild. Any disturbance of natural ecosystems is minimised, rehabilitated, and there is a compensatory contribution to conservation management.									
D3.5a.	Where there are any interactions with wildlife has the organisation sought approval from government or sanction from experts to ensure there are no adverse effects?								

D3.5b.	If there is any disturbance of natural ecosystem is there a program in place to minimise impacts and if necessary, rehabilitate the disturbance?							
D3.5c.	What is the amount of any compensatory contribution (cash or in-kind) as a percentage of annual turnover or per guest?							
Guidance	(Compensatory contributions may include tour operators providing logistical support (e.g. free trips) to researchers/managers etc)							

Appendix 11. Sustainable Tourism Attitude Scale (Choi and Sirakaya, 2005) for civil society

Sustainable Tourism Attitude Scale (Choi and Sirakaya, 2005)		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Factor 1: Perceived Social Cost						
1.	Residents often feel irritated by tourism in the community					
2.	Tourists in the community disrupt quality of life					
3.	The community is overcrowded because of tourism development					
4.	Community recreational resources are overused by tourists					
5.	The quality of the environment in the community has deteriorated because of tourism					
6.	Tourism is growing too fast					
7.	The quality of life has deteriorated because of tourism					
8.	Residents do not feel comfortable or welcome in local tourism businesses					
Factor 2: Environmental Sustainability						
9.	The diversity of nature must be valued and protected					
10.	Tourism must protect the community environment					
11.	Proper tourism development requires that wildlife and natural habitats be protected at all times					
12.	Community environment must be protected now and for the future					
13.	Tourism development must promote positive environmental ethics among all parties with a stake in tourism					
14.	Tourism must be developed in harmony with the natural and cultural environment					
15.	Tourism developers should strengthen efforts for environmental conservation					

16.	Tourism must improve the environment for future generations					
17.	Regulatory environmental standards are needed to reduce the negative impacts of tourism development					

Factor 3: Long-term Planning

18.	Tourism development needs well-coordinated planning					
19.	When planning for tourism, we cannot be short-sighted					
20.	Successful management of tourism requires advanced planning					
21.	We need to take a long-term view when planning for tourism development					
22.	Tourism development plans should be continuously improved					
23.	Tourism Industry must plan for the future					
24.	Residents must be encouraged to assume leadership roles in tourism planning committees					

Factor 4: Perceived Economic Benefits

25.	Tourism is a strong economic contributor to community					
26.	Tourism benefits other industries in communities					
27.	Tourism is good for communities' economies					
28.	Tourism diversifies the local economy					
29.	Tourism creates new markets for our local products					
30.	Tourism brings new income to communities					
31.	Tourism generates substantial tax revenues for the local government					

Factor 5: Community-centred Economy

32.	Tourism businesses should hire at least one-half of their employees from within the community					
33.	Communities' residents should receive a fair share of benefits from tourism					

34.	The tourism industry should obtain at least one-half of their goods and services from within the community					
35.	Tourism Industry must contribute to community improvement funds					
36.	Communities' residents should be given more opportunities to invest in tourism development					

Factor 6: Ensuring Visitor Satisfaction

37.	Tourism businesses must monitor visitor satisfaction					
38.	Tourism industry must ensure good quality tourism experiences for visitors					
39.	It is the responsibility of tourism businesses to meet visitor needs					
40.	Community attractiveness is a core element of ecological 'appeal' for visitors					

Factor 7: Maximising Community Participation

41.	Tourism decisions must be made by all in communities regardless of a person's background					
42.	Full participation in tourism decision-making, by everyone in the community, is a must for successful tourism development					
43.	Communities' residents should have an opportunity to be involved in tourism decision-making					
44.	Sometimes, it is acceptable to exclude a community's residents from tourism development decisions					
