



Madagascar's first community-run marine protected area, 2005 SEED Winner

# Driving Conservation Through Sustainable Tourism Enterprises

Sectoral Business Condition Brief





# Executive Summary

To protect biodiversity, we need to create alternative economic opportunities for the people who depend on the world's most biodiverse ecosystems. Biodiversity is the foundation of human well-being and prosperity. At the same time, human activities are its greatest threat. In particular, biodiversity hotspots like savannahs, forests and coral reefs are under pressure due to unsustainable tourism development and the livelihood needs of low-income communities. In the past, local communities have been kept out of conservation areas and related economic opportunities, driving them deeper into poverty, and sometimes even into detrimental activities like poaching. Tourism offers concrete opportunities to include low-income communities into the value created by conservation efforts.

Sustainable tourism offers green and inclusive growth opportunities for Southern and East Africa. Tourists increasingly come to Southern and East Africa for nature-based activities that rely on abundant wildlife and attractive terrestrial, coastal and marine environments. International and national policies recognise that sustainable tourism can generate livelihood opportunities for low-income populations while conserving nature at the same time. However, sustainability is often treated as an add-on to tourism development rather than its own priority.

Enterprises that successfully combine tourism with conservation solutions depend strongly on partnerships with low-income communities. Managing these partnerships is complex, as it often involves the coordination of multiple players. Therefore, NGOs and tourism associations are often required as intermediaries.

Governments in Southern and East Africa can drive biodiversity conservation and advance sustainable tourism development by supporting enterprises and intermediaries. To do this, governments can:

- Ensure that conservation and the inclusion of low-income communities are integrated on all levels of tourism policy.
- Combine Tourism Satellite Accounts (TSAs) with Natural Capital Accounting (NCA) to inform sustainable tourism planning.
- Employ multi-stakeholder structures that engage and coordinate the interests of different actors to develop policy and enforce regulations.
- Provide start-up grants and in-kind benefits to sustainable tourism enterprises for conservation efforts that are run by or include low-income communities

## To protect biodiversity, we need to create alternative economic opportunities for the people who depend on the world's most biodiverse ecosystems

**Biodiversity is the foundation of human well-being and economic prosperity.**<sup>1,2</sup> Biodiversity is “the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems”.<sup>3</sup> Some ecosystems, such as coral reefs or primary forests, show a high level of biodiversity. They are important “hotspots” for maintaining the overall ecological balance on the planet, and we therefore have reason to protect them.<sup>4,5</sup> We rely on biodiversity for food security, human health and the provision of clean air and water. The Sustainable Development Goals (SDGs) 14 and 15 explicitly define the objectives to “conserve and sustainably use the oceans, seas and marine resources for sustainable development” and to “protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss”.<sup>6</sup>

**However, biodiversity is increasingly under pressure from human activity.** Experts estimate that the current rapid loss of biodiversity is between 1,000 and 10,000 times faster than the natural extinction rate<sup>7</sup> (see also Figure 1). Ongoing biodiversity loss in Africa is driven by a combination of human-induced factors, including land use change, overexploitation and overharvesting of species, legal and illegal logging, illegal hunting and pollution created by urbanization and industrialisation<sup>8</sup> (see also Figure 2).

**Past conservation efforts have often come at the expense of local communities.** When African national parks and reserves were created, nature conservation was based on a fortress model in which communities depending on hunting, gathering and agriculture were banned. Their rights to use wildlife for consumption were limited<sup>9</sup>. Today, these communities are often poor and lack access to employment and opportunities.<sup>10</sup>

**Poverty forms a barrier to biodiversity conservation.** Poor communities often have no means of survival other than to exploit the fragile ecosystems around them, burning forests for agriculture or poaching wildlife for income. In order to effectively conserve ecosystems, it is indispensable to create alternative livelihood opportunities for these communities.<sup>11</sup>

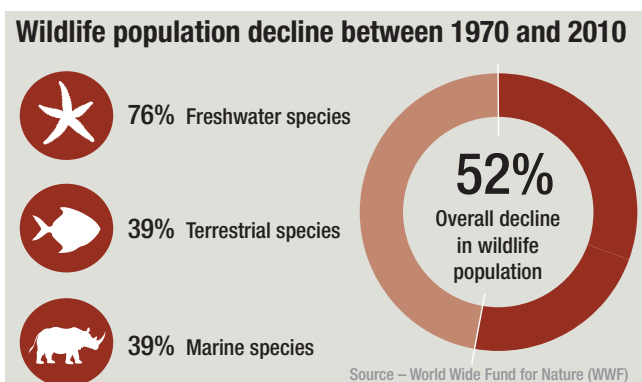


Figure 1: Wildlife population decline between 1970 and 2010

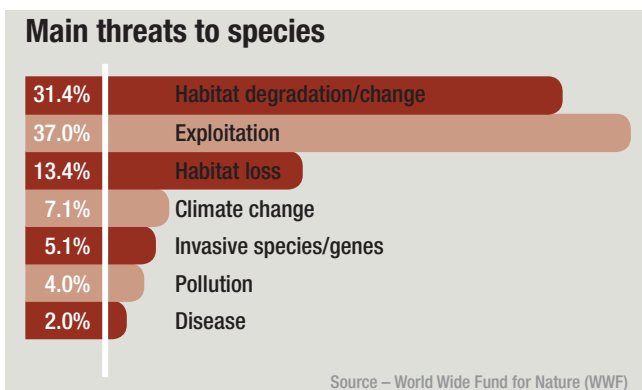


Figure 2: Main threats to species

<sup>1</sup> UNEP 2015: Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets. Retrieved 07.06.2016 from <https://www.cbd.int/doc/strategic-plan/2011-2020/Aichi-Targets-EN.pdf>.

<sup>2</sup> Secretariat of the Convention on Biological Diversity (CBD) 2014: Global Biodiversity Outlook 4. Montréal. Retrieved 07.06.2016 from <https://www.cbd.int/gbo4/>.

<sup>3</sup> CBD 2010: Linking Biodiversity Conservation and Poverty Alleviation: A State of Knowledge Review. p.10-11. Retrieved 06.07.2016 from <https://www.cbd.int/doc/publications/cbd-ts-55-en.pdf>.

<sup>4</sup> Secretariat of the Convention on Biological Diversity 2014: Global Biodiversity Outlook 4. Montréal. Retrieved 07.06.2016 from <https://www.cbd.int/gbo4/>.

<sup>5</sup> UNEP 2016: Environmental Impacts of Tourism – Global Level. Retrieved: 03.06.2016 from: <http://www.unep.org/resourceefficiency/Business/SectoralActivities/Tourism/FactsandFiguresaboutTourism/ImpactsOfTourism/EnvironmentalImpacts/EnvironmentalImpactsOfTourism-GlobalLevel/tabid/78777/Default.aspx>.

<sup>6</sup> UNEP 2015: Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets. Retrieved 07.06.2016 from <https://www.cbd.int/doc/strategic-plan/2011-2020/Aichi-Targets-EN.pdf>.

<sup>7</sup> WWF 2016: How many species are we losing? Retrieved 03.06.2016 from [http://wwf.panda.org/about\\_our\\_earth/biodiversity/biodiversity/](http://wwf.panda.org/about_our_earth/biodiversity/biodiversity/).

<sup>8</sup> Declines are typically in the range of 1 per cent loss per annum, idem.

<sup>9</sup> Van der Duim, Lamers & van Wijk (e.d.). 2015. Institutional Arrangements for conservation, development and tourism in eastern and southern Africa. Dordrecht: Springer.

<sup>10</sup> Segedin, Kara. 2016: The real reasons why people poach endangered species. Retrieved 09.06.2016 from <http://www.bbc.com/earth/story/20160310-the-difficult-truth-about-poaching>.

<sup>11</sup> idem.

## Sustainable tourism – a green growth opportunity for Eastern and Southern Africa

**The Eastern and Southern African tourism sector relies on abundant wildlife and attractive terrestrial, coastal and marine environments.**<sup>12,13</sup> Tourists come to Eastern and Southern Africa for activities such as looking at wildlife, hiking, diving, whale-watching, learning about traditional lifestyles and enjoying pristine beaches. About half of all wildlife tourism trips are booked to African countries, and wildlife tourism is growing at a rate of about 10% annually worldwide. Tourists traditionally come to see the “big five” (African Elephant, Cape Buffalo, leopard, lion and rhinoceros). Demand for newer services such as gorilla trekking in Uganda and Rwanda is also on the rise.<sup>14</sup> Tourists come to marine areas to see among others corals, dolphins, stingrays, whales, turtles and reef fish.<sup>15</sup> For island states like Mauritius, thriving coastal ecosystems are critical for meeting the aesthetic expectations of beach tourists.<sup>16</sup>

**Tourism creates economic opportunity through jobs and within the value chain.** In Kenya, Uganda, South Africa and Mauritius, the tourism sector contributes significantly to GDP and employment (see table 1). By 2023, it is estimated that tourism could create 3.8 million jobs (including 2.4 million indirect jobs) in Sub-Saharan Africa (SSA)<sup>17</sup>. Tourism employs more youth and women than represented in the workforce as a whole and provides more accessible prospects for their self-employment than other sectors.<sup>18</sup> Although precise data is not available, experts indicate that the large majority of tourism enterprises are SMMEs, especially in Kenya, Uganda and South Africa.<sup>19</sup>

Country	GDP: direct contribution (per cent of total Gross Domestic Product)	Employment: direct contribution (per cent of total employment)
Kenya	4.1	3.5 (206,500 jobs)
Uganda	4.3	3.6 (247,000 jobs)
South Africa	3.0	4.5 (679,500 jobs)
Mauritius	11.3	10.9 (60,000 jobs)

Table 1: Tourism sector's contribution to the economy in Kenya, Uganda, South Africa and Mauritius.<sup>20</sup>

**The tourism sector is uniquely positioned to support biodiversity conservation by including low-income people.** Tourism offers opportunities to include low-income people throughout the value chain through direct employment and entrepreneurship. Low-income people can provide services in accommodations and restaurants, offer activities such as hiking and diving, make and sell handicrafts, help with transportation, maintenance, construction and conservation, and produce and sell food and other products for tourist consumption.<sup>21</sup> These opportunities can make low-income communities more independent of exploiting local ecosystems.<sup>22</sup> Ideally, tourism is used to engage low-income people directly in conservation activities as illustrated by the examples in the following chapter (page 8).

12 Spenceley, Anna (Ed.) 2012: Responsible Tourism: Critical Issues for Conservation and Development. Earthscan.

13 UNWTO 2013: Sustainable Tourism Governance and Management in Coastal Areas of Africa.

14 OECD 2009: Natural Resources and Pro-Poor Growth: The Economics and Politics. Retrieved 09.06.2016 from <http://www.oecd.org/environment/environment-development/42440224.pdf>.

15 CBD 2010: Linking Biodiversity Conservation and Poverty Alleviation: A State of Knowledge Review. Retrieved 06.07.2016 from <https://www.cbd.int/doc/publications/cbd-ts-55-en.pdf>.

16 Government of Mauritius 2006: Mauritius National Biodiversity Strategy & Action Plan, 2006-2015. Retrieved 09.06.2016 from <https://www.cbd.int/doc/world/mu/mu-nbsap-01-en.pdf>.

17 The World Bank 2013: Tourism in Africa : harnessing tourism for growth and improved livelihoods. Retrieved 13.06.2016 from <http://www.worldbank.org/content/dam/Worldbank/document/Africa/Report/africa-tourism-report-2013-overview.pdf>.

18 WTTC 2014: Gender equality and youth employment. Travel & Tourism as a key employer of women and young people. Retrieved 28.06.2016 from [https://www.wttc.org/-/media/files/reports/policy\\_research/gender\\_equality\\_and\\_youth\\_employment\\_final.pdf](https://www.wttc.org/-/media/files/reports/policy_research/gender_equality_and_youth_employment_final.pdf).

19 SMME's defined as businesses with less than 250 employees.

20 WTTC. Economic Impact 2015 Kenya, Uganda, South Africa and Mauritius. Retrieved 29.06.2016 from <https://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/kenya2015.pdf>; <https://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/uganda2015.pdf>; <https://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/southafrica2015.pdf>; <https://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/mauritius2015.pdf>.

21 Tewes-Graddl, Christina, Mariska van Gaalen and Christian Pirzer 2014: Destination Mutual Benefit – A Guide to Inclusive Business in Tourism. Retrieved 09.06.2016 from <https://www.giz.de/Wirtschaft/de/downloads/giz2014-en-guide-inclusive-business-tourism.pdf>.

22 CBD 2010: Linking Biodiversity Conservation and Poverty Alleviation: A State of Knowledge Review. Retrieved 06.07.2016 from <https://www.cbd.int/doc/publications/cbd-ts-55-en.pdf>.

**The international community recognizes the importance of biodiversity conservation in the Convention on Biological Diversity (CBD) and the accompanying Aichi Targets.<sup>23</sup>** Most African countries have ratified this convention, with Mauritius taking the lead in 1992, and created a National Biodiversity Strategy and Action Plans.<sup>24</sup> These plans include a clear recognition of biodiversity as a resource for tourism. They also emphasize the need to engage local communities as partners and ensure fair distribution of benefits.<sup>25,26,27</sup>

**Policy frameworks at international and national levels also recognize the potential of sustainable tourism for conservation.** The Agenda 2030 for Sustainable Development commits Member States through SDG Target 8.9 to “devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”.<sup>28</sup> According to paragraph 130 of the Rio Declaration “The Future We Want”, Member States recognise “the need to support sustainable tourism activities and relevant capacity-building that promote environmental awareness, conserve and protect the environment, respect wildlife, flora, biodiversity, ecosystems and cultural diversity, and improve the welfare and livelihoods of local communities”.<sup>29</sup> Tourism is also identified as one of the tools to “increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources [by 2030]”, through SDG Target 14.7.<sup>30</sup>

**National tourism policies and acts, including those in Kenya, Uganda, South Africa and Mauritius, all refer to sustainable tourism development.<sup>31</sup> Yet, sustainable tourism is often treated as an add-on rather than a priority** when developing and implementing regulations and market incentives on the ground. To ensure that the tourism sector reaches its potential for green and inclusive growth, governments need to take a more holistic approach to sustainable tourism. In such an approach, regulations and incentives for conservation and community inclusion are integrated into all aspects of tourism development.

23 CBD 2016: List of Parties. Retrieved 21.06.2016 from <https://www.cbd.int/information/parties.shtml>.

24 idem.

25 Government of Mauritius 2006: Mauritius National Biodiversity Strategy & Action Plan, 2006-2015. Retrieved 09.06.2016 from <https://www.cbd.int/doc/world/mu/mu-nbsap-01-en.pdf>.

26 Government of Kenya 2000: Kenya National Biodiversity Strategy & Action Plan Retrieved 21.06.2016 from <https://www.cbd.int/doc/world/ke/ke-nbsap-01-en.pdf>.

27 Government of Uganda 2015: Uganda National Biodiversity Strategy & Action Plan 2, 2015-2015. Retrieved 21.06.2016 from <https://www.cbd.int/doc/world/ug/ug-nbsap-v2-en.pdf>.

28 UN Sustainable Development Knowledge Platform 2016: Sustainable Tourism. Retrieved 05.07.2016 from <https://sustainabledevelopment.un.org/topics/sustainabletourism>.

29 UN Sustainable Development Knowledge Platform 2016: Future We Want – Outcome Document.

Retrieved 05.07.2016 from <https://sustainabledevelopment.un.org/futurewewant.html>.

30 <https://sustainabledevelopment.un.org/topics/sustainabletourism>.

31 Uganda Tourism Policy Retrieved 08.06.2016 from [http://tourism.go.ug/index.php?option=com\\_phocadownload&view=category&id=1&Itemid=269#](http://tourism.go.ug/index.php?option=com_phocadownload&view=category&id=1&Itemid=269#); Kenya Tourism Bill 2010 Retrieved 08.06.2016 from [http://kenyalaw.org/kl/fileadmin/pdfdownloads/bills/2010/Tourism\\_Bill\\_\\_2010.pdf](http://kenyalaw.org/kl/fileadmin/pdfdownloads/bills/2010/Tourism_Bill__2010.pdf); Mauritius Tourism Authority Act 2006 Retrieved 08.06.2016 from <http://ta.gov-mu.org/English/Documents/Tourism%20Authority%20Act%20-%20updated%20-%2019%20June%202014.pdf>.

## Successful solutions are based on partnerships

It is clear that we need to protect biodiversity, which requires involvement of local, low-income communities, and that tourism offers a way to do this. To understand how to drive conservation through tourism, we need to look at what tourism enterprises are already doing on the ground, as well as who is supporting them in their work.

**Sustainable tourism enterprises are frontrunners when it comes to engaging communities in conservation.** Tourism is made up of many small enterprises. Typically, profit margins are low and competition high. Because of this, it can be challenging for enterprises to put extra time, money and effort into conservation and community engagement.

However, enterprises with foresight realise that the quality of their customers experience strongly depends on intact ecosystems, diversity of species and local communities that are doing well. As a result, they work to reduce negative impacts, commit to conservation and provide benefits for local communities. These enterprises may identify with different movements (see Box 1), but are all part of the broader movement towards sustainable tourism.

### Box 1: Sustainable tourism approaches

Conservation Tourism:	Conservation tourism turns wildlife into a local asset. <sup>32</sup>
Ecotourism:	Responsible travel to natural areas that conserves the environment and improves the welfare of local people. <sup>33</sup>
Responsible Tourism:	Tourism that maximises benefits to local communities, minimises negative social or environmental impacts and helps people conserve fragile cultures, habitats or species. <sup>34</sup>
Pro-poor Tourism:	Tourism that results in increased net benefits for the poor. <sup>35</sup>
Inclusive Tourism:	Tourism that increases business linkages between people from low-income communities and tourism-industry actors for long-lasting mutual benefit. <sup>36</sup>
Sustainable Tourism:	Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. <sup>37</sup>

<sup>32</sup> African Wildlife Foundation 2016: Conservation Tourism. Retrieved 28.06.2016 from <http://www.awf.org/economic/conservation-tourism>.

<sup>33</sup> The International Ecotourism Society (TIES) 2016: What is Ecotourism: Retrieved 09.07.2016 from <http://www.ecotourism.org/what-is-ecotourism>.

<sup>34</sup> Responsible Tourism Partnership 2002: Cape Town Declaration on Responsible Tourism Retrieved 09.07.2016 from <http://responsibletourismpartnership.org/cape-town-declaration-on-responsible-tourism/>.

<sup>35</sup> Pro Poor Tourism 2016: Retrieved 08.07.2016 from <http://www.propoortourism.info/>.

<sup>36</sup> Tewes-Gradi, Christina, Mariska van Gaalen and Christian Pirzer 2014: Destination Mutual Benefit – A Guide to Inclusive Business in Tourism. Retrieved 09.06.2016 from <https://www.giz.de/Wirtschaft/de/downloads/giz2014-en-guide-inclusive-business-tourism.pdf>.

<sup>37</sup> UNTWO 2016: Definition. Retrieved 08.07.2016 from <http://sdt.unwto.org/content/about-us-5>.

## Examples of sustainable tourism enterprises working with communities for conservation<sup>38</sup>

### Box 2: Damaraland, Namibia

In the 1980s and 1990s, Namibia faced severe droughts and rural communities struggled to survive due to having to manage agricultural practices in arid lands. In the 80,000 hectare area that later became the Torra Conservancy, elephants damaged crops and water installations and lions killed livestock. At the same time, poaching for ivory and meat was rampant in the area.<sup>39</sup>

Damaraland Camp is a luxury ecotourism enterprise, operated since 1996 by the private company Wilderness Safaris, through a joint-venture partnership with the Torra Conservancy, a community-registered trust. The community of the Torra Conservancy receives lease fees, payments for laundry services and road maintenance totalling more than USD 70,000 annually. The camp also employs around 30 people, 75 per cent of whom are women and 77 per cent of whom come from the local community. In sum, they earn the equivalent of USD 90,000 annually in local currency.<sup>40</sup>

The lease fee covers the conservancy management costs, contributes to social community projects and supports local residents with the costs of living with wildlife<sup>41</sup>. The conservancy employs its own game guards, has set aside large areas of land for wildlife and tourism and works with the government and NGOs to monitor wildlife. Populations of elephant, lion, black rhino and other wildlife have increased since the conservancy was put in place. The Torra has become one of the most successful conservancies in Namibia.<sup>42</sup>

### Box 3: Blue Ventures, Madagascar

The southwest coast of Madagascar is host to one of the West Indian Ocean's largest coral reefs, stretching across 300 kilometers of coastline. However, the reefs are also critical to the livelihood of the local and largely poor community, called the Vezo, whose economy is based entirely on fishing. Overfishing is a threat to the reef system as well as to the livelihood of the local communities.<sup>43</sup>

The Velondriake Locally Managed Marine Area (LMMA) is Madagascar's first community-run marine protected area, in which the fishing of a particular species is prohibited for a certain period of time so that the species can regenerate to healthier levels. The Velondriake LMMA is a partnership between local people, research institutes, NGOs and a commercial fishing company that focuses on marine conservation and sustainable livelihoods along the southwest coast of Madagascar.

The partnership is led by Blue Ventures (BV), a social enterprise founded in 2003 in response to research showing that the area was under threat due to detrimental fishing techniques and population pressures. BV has funded its growing marine conservation initiatives through its volunteer tourism and dive research programme, which has provided a stable business to expand efforts over the last decade, accounting for a third of BVs turnover.<sup>44</sup>

### Box 4: Watamu Community Solid Waste Management and Recycling Enterprises, Kenya

Watamu is a small, well-established resort town on the coast of Kenya of approximately 20,000 inhabitants with a number of significant coastal hotels and activity providers. It is located at the Watamu National Marine Park and Reserves, which are the oldest in East Africa and cover 229 sq. km.<sup>45</sup> In recent years, this marine protected area has struggled with increased solid waste pollution spoiling the beauty of the beaches and harming marine biodiversity, thereby damaging the tourism product.

The Watamu Marine Association (WMA) is a local management body that provides a vehicle for collaboration between stakeholders on coastal management issues and sustainable tourism opportunities. It is a voluntary association with a mission to develop community capacity to ensure the future protection of the Watamu Marine Park and Reserves and to develop partnerships to bridge the economic gap between the tourism sector and the local community. It was established in 2008, following a local stakeholder workshop led by NGOs.

In 2009, the WMA set up a community recycling initiative with support from IUCN Netherlands and the African Fund of Endangered Wildlife Kenya Ltd. Waste is collected from the beach and mangroves as well as from local hotels and restaurants. It is then either sold for recycling or turned into cook stove briquettes, biogas, construction materials and fertiliser. The initiative provides stable income for around 40 youth and women, most of whom were formerly unemployed.<sup>46</sup>

38 For more examples, refer to winners of the World Responsible Tourism Awards <http://www.responsibletravel.com/awards/winners/2015.htm>; the Tourism for Tomorrow Awards, <http://www.wttc.org/tourism-for-tomorrow-awards/>; and the Eco Warrior Awards, <http://www.ecotourismkenya.org/award/page.php?id=76>.

39 Namibia Association of CBNRM Service Organizations (NACSO). 2009: The Torra Conservancy. Retrieved 09.06.2016 from [http://www.nacso.org.na/SOC\\_profiles/torra\\_booklet.pdf](http://www.nacso.org.na/SOC_profiles/torra_booklet.pdf).

40 Tewes-Gradi, Christina, Mariska van Gaalen and Christian Pirzer 2014: Destination Mutual Benefit – A Guide to Inclusive Business in Tourism. Case Study Damaraland Retrieved 28.06.2016 from [https://issuu.com/rihbmena/docs/inclusive\\_business\\_in\\_tourism\\_damar](https://issuu.com/rihbmena/docs/inclusive_business_in_tourism_damar).

41 Van der Duim, René, Machiel Lamers and Jakomijn van Wijk (Eds.) 2015: Institutional Arrangements for conservation, development and tourism in eastern and southern Africa. Dordrecht: Springer.

42 Namibia Association of CBNRM Service Organizations (NACSO). 2009. The Torra Conservancy. Retrieved 09.06.2016 from [http://www.nacso.org.na/SOC\\_profiles/torra\\_booklet.pdf](http://www.nacso.org.na/SOC_profiles/torra_booklet.pdf).

43 SEED 2005: Madagascar's first community-run marine protected area. Retrieved 01.07.2016 from [https://www.seed.uno/images/casestudies/SEED\\_Case\\_Study\\_Blue\\_Ventures\\_Madagascar.pdf](https://www.seed.uno/images/casestudies/SEED_Case_Study_Blue_Ventures_Madagascar.pdf).

44 idem.

45 <http://watamu.biz/watamu-attractions.php?cid=3>

46 Interview Steve Trott, Watamu Tourism Association.



**To overcome challenges, sustainable tourism enterprises utilise partnerships.** Sustainable tourism enterprises face challenges that they cannot tackle alone, especially when it comes to conservation. This has two main reasons. First, the small scale and tight margins these enterprises deal with means they have limited resources to invest in public goods like environmental and community well-being. Second, biodiversity challenges that involve entire habitats and landscapes, such as polluted beaches and poaching, are on a scale too large for a single enterprise to overcome alone. Therefore, sustainable tourism enterprises increasingly build partnerships with local communities and NGOs, directly and through associations. Partnerships describe a broad range of relationships between actors, in which businesses and other organization(s) (e.g., non-governmental organisations (NGOs) or community trusts) agree to cooperate and pool their money, knowledge or other resources in order to advance their mutual interests. It is here, at the interface of collaboration, that the public sector can connect and support the efforts of sustainable tourism enterprises. Doing this requires an understanding of the main actors in these partnerships, NGOs and associations, and how they contribute to the growth of sustainable tourism enterprises.

### The role of communities:

This paper has discussed the importance of including local communities in tourism, especially those who need to exploit fragile ecosystems to survive. Including communities also benefits sustainable tourism enterprises when communities:

1. *Manage natural resources.* Over the past twenty years, communities have increasingly gained a role in the management of ecosystems with touristic value outside state-run national parks and reserves. The most common of these approaches are conservancies and LMMAs (see Box 3). In conservancies, communities monitor the land and wildlife, scout for poachers and hold livestock in designated areas.<sup>47</sup> This improves the visual appeal of these landscapes and makes the range of wildlife visible, which benefits the tourism enterprises operating in these areas.
2. *Create new activities for tourists.* Individuals from communities also start enterprises, many of which offer new activities for tourists, ranging from hiking and boat rides to learning how to cook a traditional meal. These activities can be combined with the offer of existing sustainable tourism enterprises. Hotels, for example, encourage longer stays, and tour operators offer a wide range of experiences.
3. *Provide other goods and services.* An important aspect of sustainable tourism is to source local sustainable products and services wherever possible. When local communities produce organic food, craft souvenirs or interior decoration, or apply traditional construction techniques, it enables sustainable tourism enterprises to source locally. This increases the sustainability of the enterprises and improves the authenticity of the guests' experience.

### Box 5: Community-Based Natural Resource Management (CBNRM)

Conservation efforts are traditionally focussed on natural parks and reserves, which protect biodiversity hotspots and are key tourism attractions. Public agencies such as the Uganda Wildlife Authority (UWA) and Kenya Wildlife Service (KWS) are responsible for managing these areas.<sup>48</sup> However, after it became clear that the fortress model of conservation does not work, communities were brought back to the core of conservation efforts. Across Eastern and Southern Africa, NGOs, governments, research institutions and tourism enterprises, partner with communities to implement Community-Based Natural Resource Management (CBNRM) in fragile ecosystems outside state-protected areas. Here, wildlife either threatens local communities' livelihoods, for example when lions kill livestock or elephants ruin crops, or communities rely on wildlife and fish as a source of food and income. In CBNRM, communities have land or wildlife rights and receive concessions in return for using the land sustainably by adhering to hunting quota, monitoring wildlife and scouting for poachers. The most widespread model on land is that of Namibia's conservancies, piloted in the 1990s (See Box 2). Since then, the conservancy model has spread to Kenya, where more than 140 conservancies now cover 5% of the country, benefitting more than two million people.<sup>49</sup> For marine territories, the model of Locally Managed Marine Areas (LMMAs) is gaining ground. LMMAs are areas of ocean managed by coastal communities to help protect fisheries and safeguard marine biodiversity. Both conservancies and LMMAs are important for sustainable tourism enterprises, because they provide a platform framework to engage local communities and to partner for conservation purposes (see Box 3).

<sup>47</sup> Restrictions on livestock are important, as safari tourists come for wildlife, not domesticated animals.

### The role of NGOs:

NGOs specialize in working on conservation and collaborating with communities. They support sustainable tourism enterprises when they:

1. *Facilitate partnership agreements.* Developing partnership agreements can be a drawn-out process because it involves many stakeholders who are often new to the process.<sup>50</sup> NGOs use their experience with community participation to make sure these agreements work for conservation in the long run. This benefits sustainable tourism enterprises by preventing avoidable conflicts that would cost additional time and resources that are already scarce. For example, the success of Damaraland Camp (see Box 2) relied heavily on negotiations facilitated by a government economist, the local NGO Integrated Rural Development and Nature Conservation (IRDNC) and the Legal Assistance Centre.<sup>51</sup>
2. *Mediate conflicts.* In the case that conflicts do arise, partnerships between tourism enterprises and communities require ongoing mediation. A lack of financial and governance transparency issues can lead to conflicts within communities and between communities and businesses. Further, communities are not homogeneous, but are made up of individuals with each their own interests and motivations. There may be generational conflicts, for example where youth are more willing to take business risks than elders, but the latter are the formal representatives in a partnership.<sup>52</sup> NGOs can serve as a neutral third party and use their expertise and networks to find solutions and ensure that agreements remain intact, thereby helping communities and enterprises to keep benefiting from their cooperation.

3. *Build capacities.* NGOs offer support for local communities to enter tourism value chains. This supports sustainable tourism enterprises when community members become better at conservation, gain skills for employment, are more successful as tourism entrepreneurs and raise the quality of their products and services.

### The role of industry associations:

Associations give voice to and coordinate private industry members with a common interest, which can be a segment (e.g. hotels, restaurants or ecotourism enterprises) or a geographical destination (e.g. a city or a beach destination). The work of destination-based associations improves the quality of the destination, which in turn benefits the growth of all of the enterprises in that destination. Associations benefit sustainable tourism enterprises when they:

1. *Identify conservation priorities and coordinate implementation.* Enterprises pool resources to tackle conservation challenges that affect all members. As a result, associations may an awareness campaign among local fishermen about avoiding the capture of turtles, or develop a code of conduct for members and their guests that point out which behaviour may have negative impact on conservation goals (i.e. buying and selling souvenirs from endangered species). This is a cost-effective way for enterprises to address conservation issues that impact their business.
2. *Build capacities for individuals from low-income communities to make them ready to work in tourism.* Furthermore, when local communities develop their own enterprises, associations help them to connect their services to the rest of the tourism sector. For example, Ecotourism Kenya supports the integration of community-based ecotourism enterprises into Kenya's mainstream tourism industry through their Enterprise Development Program.<sup>53</sup> This work helps sustainable tourism enterprises who want to employ people from low-income communities or collaborate with them by hiring their services.

48 Kenya Wildlife Conservancies Association. Retrieved 01.07.2016 from <http://kwckkenya.com/>.

49 UWA 2013: Strategic Plan 2013-2018. Retrieved 01.07.2016 from [http://www.ugandawildlife.org/images/pdfs/general\\_management\\_plans/UWA\\_Strategic\\_plan\\_2013-2018.pdf](http://www.ugandawildlife.org/images/pdfs/general_management_plans/UWA_Strategic_plan_2013-2018.pdf); KWS 2012: Strategic Plan 2012-2017. Retrieved 01.07.2016 from <http://www.kws.go.ke/content/strategic-plans>.

50 [http://www.nacso.org.na/SOC\\_profiles/torra\\_booklet.pdf](http://www.nacso.org.na/SOC_profiles/torra_booklet.pdf)

51 NACSO. 2009. The Torra Conservancy. Retrieved 09.06.2016 from [http://www.nacso.org.na/SOC\\_profiles/torra\\_booklet.pdf](http://www.nacso.org.na/SOC_profiles/torra_booklet.pdf).

52 Van der Duim, Renè, Machiel Lamers and Jakomijn van Wijk (Eds.) 2015: Institutional Arrangements for conservation, development and tourism in eastern and southern Africa. Dordrecht: Springer.

53 Ecotourism Kenya 2016: Enterprise Development. Retrieved 08.07.2016 from <http://www.ecotourismkenya.org/page.php?id=4>

3. *Advocate for sustainability in tourism on local and national levels.* Associations represent their members' interests when dealing with local and national policymakers. Sustainable tourism enterprises can use this as a platform to advocate for sustainable tourism development. For example, a destination-based association may engage in discussions with a local municipality on how to develop and enforce waste regulations.

Throughout the 1990s and 2000s, international donors have funded NGOs in their work, which often requires other parties such as legal advisors to support the process. In recent years, funding has declined, which impairs the work of NGOs in their facilitating role.<sup>54</sup> Associations that represent small enterprises that are run by or work a lot with local communities also often struggle financially because their members run on very tight margins. To support the growth of sustainable tourism enterprises, governments should collaborate with these intermediaries and support them in their work.

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<sup>54</sup> Idem.

## In order to mainstream sustainable tourism solutions for biodiversity, conservation governments have to support tourism enterprises and intermediaries that involve low-income communities in conservation.

Collaboration between companies, communities and other stakeholders is necessary to manage complex ecosystems with a tourism perspective, but costly to organize. The public sector can scale up successful solutions by actively supporting the tourism enterprises and intermediaries that work to include low-income communities in conservation.

**Ensure that conservation and the inclusion of low-income communities are integrated on all levels of tourism policy.** Sustainable tourism, including conservation and community inclusion, is often treated as an add-on rather than an integrated strategy for development of the sector. For example, in the National Tourism Sector Strategy (NTSS) of South Africa, protecting natural resources is only considered in a “responsible tourism” sub-section of policy, which focuses on individual tourism businesses. In the sub-sections on policy strategy and tourism growth and development<sup>55</sup>, measures relating to environmental protection and community inclusion remain unmentioned.<sup>56</sup> Moving sustainability centre stage, as seen in the example of Uganda below, can help to attract funding, because it shows how the sector will help to achieve national and international sustainable development goals.

Guiding the development and management of tourism is most effectively done at a local destination level, based on the pursuit of agreed strategies and action plans. When effective destination-based tourism associations already exist, for example the Watamu Tourism Association in Kenya, local tourism officers should engage with these. This requires decentralisation and devolution policies and actions, as well as improvement of local governance capacity and community engagement structures. Where destination-based tourism associations are lacking, local tourism officers should support their development. The UNWTO can provide the technical support needed to develop local tourism associations.

### Box 6: Aligning policies with Sustainable Development Goals in Uganda

In recent years, the Ugandan government has completed a full overhaul of its tourism-related policies, merging the departments of wildlife and tourism into the Ministry of Tourism, Wildlife, and Antiquities and aligning policies and programs with the national Vision 2040 and SDGs.<sup>57</sup> The general objective of the Ugandan Tourism Policy is now directly related to poverty reduction and the protection of the environment.<sup>58</sup> Currently, the UNDP supports the creation of a multi-stakeholder platform for inclusive business in tourism in Uganda that aims to impact 50,000-70,000 end beneficiaries by creating sustainable livelihood opportunities in the sector.<sup>59</sup>

Combine Tourism Satellite Accounts (TSAs) with Natural Capital Accounting (NCA) to inform sustainable tourism planning. Countries compile TSAs to monitor tourism growth indicators such as the number of arrivals and tourism’s contribution to GDP and employment. NCA, or Ecosystem Accounting (EA), is an emerging method to monitor environmental uses and pressures of economy activity, thereby making the costs of environmental degradation and the benefits of conservation explicit. It can support the delivery of the SDGs, specifically Target 15.9, which calls for “ecosystem and biodiversity values to be integrated into national and local planning, development process, poverty reduction strategies and accounts”.<sup>60,61</sup> The central framework for NCA is the System of Environmental and Economic Accounts (SEEA), which is being piloted in seven countries including Mauritius and South Africa.<sup>62,63</sup> NCA can also show where biodiversity hotspots overlap with low-income communities. Although NCA tools are in an early stage, combining TSAs and NCA tools in the future would provide an integrated dataset of the contribution

55 “Cluster 1: Policy, Strategy, Regulations, Governance, and monitoring and evaluation” and “Cluster 2.2: Tourism Growth and Development – Supply”

56 Republic of South Africa 2010: National Tourism Sector Strategy. Retrieved 08.07.2016 from <http://www.tourism.gov.za/AboutINDT/Branches1/Knowledge/Documents/National%20Tourism%20Sector%20Strategy.pdf>.

57 Interview Vivian Lyazi, Principle Tourism Officer, Ministry for Tourism, Wildlife and Antiquities, Uganda. 58 Uganda Tourism Policy Retrieved 08.06.2016 from [http://tourism.go.ug/index.php?option=com\\_phocadownload&view=category&id=1&Itemid=269](http://tourism.go.ug/index.php?option=com_phocadownload&view=category&id=1&Itemid=269).

59 UNDP Ecosystem mapping study, internal document.

60 WAVES 2016: Policy Briefing: Natural capital accounting and the Sustainable Development Goals. Retrieved 08.07.2016 from [https://www.wavespartnership.org/sites/waves/files/kc/WAVES\\_NCA-andSDGs\\_Brief%20final%20web.pdf](https://www.wavespartnership.org/sites/waves/files/kc/WAVES_NCA-andSDGs_Brief%20final%20web.pdf).

61 UN Sustainable Development Knowledge Platform 2016: Goal 15. Retrieved 08.07.2016 from <https://sustainabledevelopment.un.org/sdg15>.

62 Food and Agriculture Organization of the United Nations (FAO), European Commission (EC), OECD, UN, WB 2014: The System of Environmental-Economic Accounting 2012 –Central Framework. Retrieved 08.07.2016 from <http://ec.europa.eu/eurostat/documents/3859598/5936709/KS-01-14-120-EN.PDF>.

63 UN Statistics Division 2016: SEEA Experimental Ecosystem Accounting. Retrieved 11.07.2016 from [http://unstats.un.org/unsd/envaccounting/eea\\_project/default.asp](http://unstats.un.org/unsd/envaccounting/eea_project/default.asp).

of tourism to the economy, the environmental uses and pressures of tourism activities and links between biodiversity and poverty.<sup>64</sup> This data can help to identify which geographical areas should be prioritised when involving low-income people in conservation through tourism, for example by funding community-managed conservation areas through Payments for Ecosystem Services (PES) (See box 8).

#### **Box 7: Laying foundations to combine Tourism Satellite Accounts with Natural Capital Accounting.**

Mauritius was one of seven pilot countries where the SEEA framework was tested by the Ministry of Environment and Sustainable Development. The Ministry gathered data that shows where biodiversity hotspots coincide with high levels of poverty, as well as data on the energy efficiency of hotels and restaurants.<sup>65</sup> The Ministry of Tourism and External Communication compiles the TSA in collaboration with the statistics department of the Ministry of Finance and Economic Development.<sup>66</sup> These Ministries could work to combine this data as a basis for sustainable tourism planning. For example, they could provide technical support to hotels with high numbers of guests but with low energy efficiency. Further, they could target the development of new tourism products towards areas with high biodiversity and high poverty rates.

#### **Box 8: Payments for Ecosystems Services (PES)**

PES are payments to farmers or landowners who have agreed to take certain actions to manage their land or watersheds to provide an ecological service. PES are based on the premise that ecosystem services have quantifiable economic value, and that this value can be used to invite investment in restoration and maintenance efforts. Ecotourism operators paying communities concession fees for conservation, as seen in the example of Damaraland in Box 2, can be seen as a form of PES. The concept of PES is still in early stages. Yet, as PES gains recognition, showing that concession fees in conservancies are a form of PES can help policy makers to attract additional funding for these conservancies. This is especially important in light of the decline in donor funding for tourism development.<sup>67</sup>

**Work through multi-stakeholder structures that engage and coordinate between the interests of different actors, for policy development and enforcement of regulations.** This can be done by attending meetings of tourism-related associations, as in the example of conservancies in Namibia below. In Kenya, the KWS can work through its partnership with the Kenya Wildlife Conservancies Association (KWCA) to support the enforcement of conservation backed by the Kenya Wildlife Conservation and Management Act 2013 as well as understand the needs of KWCA members for further government support. Another link could be created if an officer of the regulatory authority of the Kenyan Ministry of Tourism would attend meetings of the Kenya Tourism Federation (KTF), the umbrella body of the sector. It brings together seven key associations, which include: the associations of Kenya Hotel Keepers and Caterers, Pubs and Restaurants, Tour Operators, Travel Agents and Air Operators; Ecotourism Kenya and the Mombasa and Coast Tourist Association. KTF has been actively supporting and advocating sustainability. Attending their meetings would enable the regulatory authority to understand which policies and regulations can support their sustainability efforts.

64 FAO, EC, OECD, UN, WB. 2014. The System of Environmental-Economic Accounting 2012 –Central Framework. Retrieved 08.07.2016 from <http://ec.europa.eu/eurostat/documents/3859598/5936709/KS-01-14-120-EN.PDF>.

65 Government of Mauritius Environment-Economic Accounts, 2002 – 2009 Summary. Retrieved 11.07.2016 from <http://statsmauritius.govmu.org/English/Pages/envi0209.pdf>.

66 Government of Mauritius. The Tourism Satellite Account (TSA) Retrieved 11.07.2016 from <http://statsmauritius.govmu.org/English/StatsbySubj/Documents/Tourism/2010%20TSA%20report-%20Final.pdf>.

67 FAO, EC, OECD, UN, WB. 2014. The System of Environmental-Economic Accounting 2012 –Central

Framework. Retrieved 11.07.2016 from [http://unstats.un.org/unsd/envaccounting/eea\\_project/default.asp](http://unstats.un.org/unsd/envaccounting/eea_project/default.asp).

#### Box 9: Policy as a foundation for tourism conservation partnerships in Namibia

In Namibia, the Nature Conservation Amendment Act (1996) made provisions for members of rural communities to establish conservancies. This gave them recognised rights and responsibilities over the management of wildlife and natural resources in agreed areas of land. As a result, communities were able to establish their own ecotourism enterprises. They also gained authority to negotiate terms of agreement with private sector tourism operators that secure clear environmental and social benefits.<sup>68</sup> These partnership agreements are facilitated by Community Based Natural Resource Management (CBNRM) NGOs that are coordinated by the Namibia Association of CBNRM Support Organisations (NACSO). NACSO provides a number of services (i.e. training, planning/coordination, advocacy and policy development, grant-making, natural resource management advice, fundraising, research, conflict resolution, business advice and M&E) to conservancies and NACSO members.<sup>69</sup> Representatives of the Namibian Ministry of Environment and Tourism (MET) attend NACSO meetings and use the forum to communicate and coordinate with the broader CBNRM – NGO community.<sup>70</sup>

**Provide start-up grants for sustainable tourism enterprises run by or including low-income communities in conservation.** Individuals who form low-income communities are unlikely to have the financial resources to start their own business. For other start-ups, working with low-income communities can be cost-intensive because people may need additional training. Providing start-up grants to both types of business helps level the playing field. The Watamu Community Solid Waste Management and Recycling Enterprises in Kenya was supported by a grant from IUCN Netherlands and serves as a good practice example for community waste management in coastal tourism areas (Box 4). Grants can come from international donors, but also from governments derived through financing mechanisms such as conservation fees as in the example of Belize below.

#### Box 10: Funding grants through conservation fees in Belize

In 1996, the Protected Areas Conservation Trust (PACT) was established in Belize to provide funding for the conservation, awareness, sustainable development and management of protected areas. In excess of US\$1.75 million has been disbursed (1997–2004) through more than 70 grants to over 30 organizations. Funds are raised by a compulsory US\$3.75 conservation fee charged to visitors on their departure from Belize. PACT also receives 20 per cent of the cruise ship passenger head tax and of the recreational license and concession fees in protected areas. Corporations and individuals also donate voluntarily to PACT.<sup>71</sup>

**Provide in-kind incentives for sustainable tourism enterprises run by or benefitting low-income communities in conservation.** For example, governments can support these enterprises by offering free or subsidised marketing. In Kenya, the Kenya Tourism Board could market the conservation enterprises, which are often community-private sector partnerships in conservancies, as a distinct type of enterprise in the framework of their Magical Kenya marketing campaign. Other instruments could include free training, or recognition through awards or certification. Incentives can also be used to mainstream sustainability in general, for example through conditional government sourcing.

In South Africa, as part of its Broad-Based Black Economic Empowerment (B-BBEE) policy, the government only contracts business hotels with a high B-BBEE score. The same principle could be used by only contracting businesses that have triple-bottom-line sustainability with certification as a proxy. Government departments of Tourism can work with Chief Procurement Officers and the Sustainable Tourism Certification Alliance Africa (The Alliance) to develop such sourcing mechanisms.<sup>72</sup> Aside from certification, this multi-stakeholder platform engages business development providers, tourism boards and ministries to develop sustainable tourism through marketing and impact assessment.

68 idem.

69 USAID 2008: Integrated Community Based Natural Resource Management (CBNRM) for Economic Impact, Local Governance and Environmental Sustainability. Retrieved 12.07.2016 from [http://pdf.usaid.gov/pdf\\_docs/Pdaci1977.pdf](http://pdf.usaid.gov/pdf_docs/Pdaci1977.pdf).

70 idem.

71 UNWTO 2005: Making Tourism More Sustainable – A Guide for Policy Makers. Retrieved 04.06.2016 from <http://www.unep.fr/shared/publications/pdf/DTx0592xPA-TourismPolicyEN.pdf>.

72 Sustainable Tourism Certification Alliance Africa. Retrieved 12.07.2016 from <http://www.sustainabletourismalliance.net/>.

### Box 11: Government financing of certification to encourage hotels to mainstream sustainability practices in the Seychelles

The Seychelles Sustainable Tourism Label (SSTL) is a sustainable tourism management and certification programme. It encourages hotels in Seychelles to mainstream sustainability practices into their operations with the aim of safeguarding the biodiversity and culture of the country. In order to be certified by the SSTL, a hotel needs to demonstrate that it has adopted a minimum number of sustainable business practices, some of which are requirements while others are optional.<sup>73</sup> The Seychelles Ministry of Tourism took the lead to develop the label and is also a member of The Alliance.

### Box 12: Costa Rica's use of incentives and branding to become a leading ecotourism destination

Costa Rica is widely recognised as the world's leading example of a successful ecotourism destination.<sup>74</sup> The foundation is a vast system of national parks and reserves, covering more than 25% of the country's land mass.<sup>75</sup> In 1985, the government of Costa Rica passed the Law of Incentives for Tourism Development, which provided new incentives for the tourism industry including exonerations on import, local and income taxes to investors in hotels, transportation services, travel agencies and restaurants. Incentives were made conditional and linked to the use of national suppliers, creation of direct and indirect employment, effects on regional development and modernisation and diversification of the tourism offer, as examples.<sup>76</sup> This boosted the growth of the industry while ensuring that benefits remain in the country.

The Costa Rican Tourism Board, responsible for marketing Costa Rica as an international destination, set up the Certification for Sustainable Tourism Program, a voluntary certification program open to all hotels, lodges, inns and resorts, in 1997. Membership fees are used to finance park protection and create additional employment opportunities for local community members.<sup>77</sup>

## Conclusion

Sustainable tourism is a green growth opportunity for Southern and Eastern Africa. To safeguard nature as a resource for this sector, governments need to ensure that low-income communities are included in the conservation of wildlife and landscapes essential to the tourism product. To do this, governments need to support enterprises and intermediaries that create synergies between tourism, conservation and community participation.

<sup>73</sup> Seychelles Tourism Board 2016: Seychelles Sustainable Tourism Label certifies three hotels. Retrieved 12.07.2016 from <http://www.seychelles.travel/news/1674-seychelles-sustainable-tourism-label-certifies-three-hotels>.

<sup>74</sup> Honey, Martha 1999: Ecotourism and Sustainable Development: Who Owns Paradise?. Island Press; 1 edition, Washington, D.C. pp. 128–181.

<sup>75</sup> Wikipedia.org 2016: List of National Parks of Costa Rica. Retrieved 12.07.2016 from [https://en.wikipedia.org/wiki/List\\_of\\_national\\_parks\\_of\\_Costa\\_Rica](https://en.wikipedia.org/wiki/List_of_national_parks_of_Costa_Rica).

<sup>76</sup> Miller, Andrew 2012: Ecotourism development in Costa Rica: the search for Oro Verde. Lexington Books.

<sup>77</sup> Costa Rica Tourism Board 2016: Government Programs. Retrieved 12.07.2016 from <http://www.govisitcostarica.com/travellinfo/government-programs/cst-program.asp>.

## Acronyms

B-BBEE - Broad-Based Black Economic Empowerment	NCA - Natural Capital Accounting
BV - Blue Ventures	NGO - Non-Governmental Organisation
CBD - Convention on Biological Diversity	NTSS - National Tourism Sector Strategy
CBNRM - Community-Based Natural Resource Management	PACT - Protected Areas Conservation Trust
DMO - Destination Management Organisation	PES - Payments for Ecosystem Services
GDP - Gross Domestic Product	SEEA - System of Environmental and Economic Accounts
IUCN - International Union for Conservation of Nature	SDGs - Sustainable Development Goals
KWCA - Kenya Wildlife Conservancies Association	SMMEs - Small, Medium and Micro Enterprises
KWS - Kenya Wildlife Service	SSA - Sub-Saharan Africa
KTF - Kenya Tourism Federation	TSA - Tourism Satellite Account
LMMA - Locally Managed Marine Area	UNEP - United Nations Environment Programme
MET - Ministry of Environment and Tourism, Namibia	UNDP - United Nations Development Programme
NACSO - Namibian Association of CBNRM Support Organisations	UWA - Uganda Wildlife Authority
	UNWTO - United Nations World Tourism Organisation
	WMA - Watamu Marine Association



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## About SEED

SEED is a global partnership for action on sustainable development and the green economy. Founded by the United Nations Environment Programme, the United Nations Development Programme and the International Union for Conservation of Nature at the 2002 World Summit on Sustainable Development in Johannesburg, SEED supports innovative small scale and locally driven enterprises around the globe which integrate social and environmental benefits into their business model. SEED is hosted by adelphi research gGmbH, based in Berlin, Germany. adelphi research is a leading think tank for policy analysis and strategy consulting. The institution offers creative solutions and services regarding global environment and development challenges for policy, business, and civil society communities.

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Endeava's mission is to inspire and support enterprise solutions to the world's most pressing problems: making poverty a thing of the past and preserving ecosystems for the future. In our projects, we build, share, and apply knowledge to develop, implement and grow inclusive business models. As an independent institute, we work closely with partners from all sectors. The people at Endeava share a passion for positive change and inspiring collaboration.

## About SWITCH Africa Green

The overall objective of SWITCH Africa Green (SAG) is to support 6 countries in Africa to achieve sustainable development by engaging in transition towards an inclusive green economy, based on sustainable consumption and production patterns, while generating growth, creating decent jobs and reducing poverty. The objective will be achieved through support to private sector led inclusive green growth. SAG is implemented by the United Nations Environment Programme with the assistance of the European Union. Other project partners are the United Nations Development Programme and the United Nations Office for Project Services. The overall objective of SEED's multi-country project under SAG "Promoting Eco-Entrepreneurship in Africa" is to potentiate and accelerate a green and inclusive economy and foster an enabling environment for eco-entrepreneurship and sustainable consumption and production so as to provide a SWITCH Africa Green response to Africa's goal of sustainable development.

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