Guideline
for Organizing Workshops
to Green the
Tourism Value Chain

Content

1 Introduction

1.1 Why this guideline?

Tourism businesses are usually not used to jointly discuss and agree on measures contributing to sustainable tourism development at destination level. They either act as individuals (own initiative of private businesses for "green tourism") or try to implement random measures in their businesses (like energy saving bulbs or waste segregation). Comprehensive concepts, especially including different tourism products could both create synergies and strengthen the overall image of a destination.

This guideline aims to provide a tool which accelerates such developments by coming up with a destination wide greening policy. This is complemented by implementation steps where different tourism businesses and their suppliers are asked to cooperate.

However, the focal question is how to motivate and stimulate different and competing tourism businesses to discuss and agree on greening policies while taking into account that

- they have to invest time which is a challenge, especially for smaller enterprises

- they will meet their competitors and will disclose information about their business

- they will possibly also meet representatives from the public sector with whom they often have rather distant or even bad encounters with.

Basically, there are two answers for convincing tourism businesses to participate

- by making them understand that they can benefit from any activity which strengthens the positive destination image and hence perception of tourists (which usually results in increasing arrivals, extension of stay, raised expenses of tourists)

- only through participation are they able to actively help shape the process in the interest of their own business.

Thus sophisticated expectations and demands of the consumer (tourist) side at destination level (either by destination management body or other driving forces like forerunning, innovative tourism businesses) is created. This will, in the long run, strengthen the market position of a destination and hence reduce the price competition with other tourism destinations.

However, public and private tourism stakeholders will only agree to participate if the workshop process and expected results are clearly communicated. And finally it is also of decisive importance that a given and proven structure enables tourism stakeholders to achieve results within a shortest possible timeframe. It should not be forgotten that an announced Greening the Tourism Value Chain (GTVC) Workshop in general may be met with negative expectations especially from Small and Medium Enterprises (SMEs) for three reasons:

- they may have made negative experiences before with unstructured tourism meetings

- they might fear that greening measures could reduce the comfort level of the guests in their establishment and are costly, by no means saving money

- that greening measures will at first require investments, additional work and in the long term more human and financial resources which they might not be able to recoup

This guideline intends to present a way how to

- mobilize local stakeholders to cooperate at destination level

- jointly and strategically discuss and agree on measures for greening the tourism value chains at destination level

- achieve agreed results with least amount of time spent (two days only) and to agree on activities and their way forward.

Greening the Tourism Value Chain Workshop					
Cooperation	Target Orient-ed Discussion	Destination Approach	Understand-ing of Win-Win Situation	Action Plan	Common Policy and Initial Activi-ties
Get in touch	*Identify common objectives*	*Strategic view*	*See the benefit for each*	*Agree on mea-sures*	*Agree on first steps*
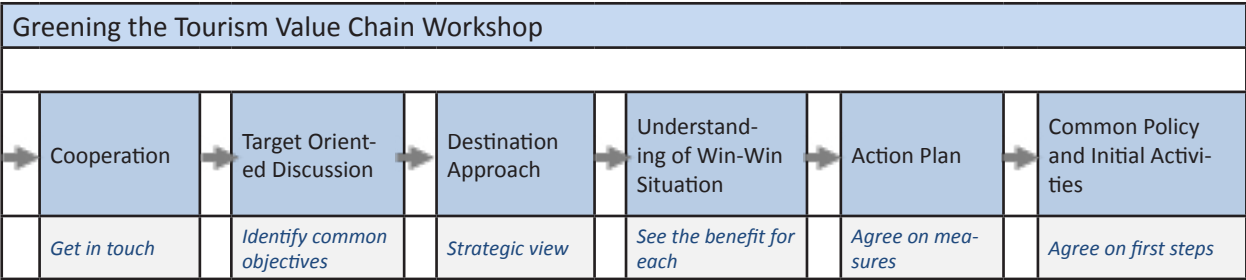
1.2 Background

This guideline was developed in the framework of three projects implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

- Promotion of Green Economic Development (ProGED) Project, the Philippines

- Sustainable Regional Economic Growth and Investment Program (SREGIP), Indonesia

- Regional Economic Integration of Laos into ASEAN, Trade and Entrepreneurship Development (RELATED) Project, Laos.

The three projects jointly embarked on developing a Training-of-Trainers (TOT) for program partners and other stakeholders on how to prepare for, conduct and follow-up on workshops to Green Value Chains with special emphasis on the tourism sector. All three are involved in tourism related activities and have as underlying development concept the Value Chain Promotion methodology. Greening of Value Chains aims to improve the competitiveness of enterprises through the adoption of climate smart and environment friendly strategies. The TOT methodology on Greening Tourism Value Chains has been developed, pilot tested in the Philippines and further improved through the actual application in Indonesia and also, to a certain extent in Laos (by participation of trainees from Laos in the Negros Occidental training and workshop in the Philippines). The learnings and experiences from the TOT sessions in the Philippines and in Indonesia are processed into a GIZ TOT concept which is explained in the first part of this guideline (see training of moderators).

With ProGED taking the lead, the three projects engaged a Consultant to advice and coach the three projects on Greening Value Chains with special emphasis on Tourism Development and Resource Efficiency along the experiences gained during the joint 15 months of the assignment. However, although stakeholders from Laos participated in the Tourism Value Chain Greening training in Bacolod, Negros Occidental, it has not yet been decided how to apply this approach in Laos at the time of writing.

The Guideline provides a tool that will take further shape as it is adapted to other destinations in future.

1.3 For whom is the guideline?

Main target groups are decision makers in tourism at destination management level, be it organizations, institutions or individual destination managers at regional or even national level. The guideline also aims at moderators from the destination who should be enabled to guide the decision making process and those who play a certain and continuous role in tourism in the respective destination.

Main target groups are tourism stakeholders (both public and private), especially those from tourism businesses, for example

- accommodation

- transport

or activities like

- scuba diving

- or hiking trips

or related sectors (to tourism) such as

- agriculture (e.g. agrotourism, supply services for hotels and restaurants, associations like for organic farming etc.)

- natural (e.g. national parks or other protected areas)

- and cultural heritage (e.g. historic sites and monuments of tourism relevance, museums, event locations etc.).

1.4 Who is eligible to assume responsibility for the training and workshop?

It could be a local organization, association or in exceptional cases also a tourism business that takes the lead in fostering cooperation solutions for new greening measures in tourism at destination level. A minimum requirement is that the initiating body is able and authorized or at least accepted to act on behalf of a greater number of stakeholders or a product based group of tourism stakeholders within a destination.

If it is not the tourism association or a destination management agency that takes the lead, it is recommended to seek commitment from tourism stakeholders (both public and private) and agree on roles prior to the workshop.

This could be through a first preparatory meeting with key tourism actors of the destination or a questionnaire for exploring the opportunities.

Development partners and development projects can play an important role in

- kickstarting the development towards greening tourism by stimulating local partners to engage themselves and to assume leadership in greening themes along the tourism value chain

- bridging the gap which usually exists between the private sector in tourism and public entities in greening (e.g. tourism administrations)

- simplifying existing efforts (tourism masterplans or other development plans in many cases mention sustainability in tourism which often do not show how to design, start and implement green tourism value chains)

- supporting local stakeholders in developing an agenda for the greening process (see this guideline)

- establishing international links and contacts in providing practical examples and establishing contacts to tourism destinations who already made their experiences with a stakeholder based strategy for hands on development of greening tourism value chains.

Collaboration between Lead Agency and Moderators

The guideline aims to support moderators in preparing for a workshop to green the tourism value chain. It sets out key activities to be undertaken and questions to be addressed to collect sufficient baseline information and mobilize the right stakeholders. The ultimate aim is to moderate a workshop that results in an action plan to green the tourism value chain that is supported by the workshop participants and is taken forward by a lead agency.

Role of Moderators

The role of a moderator starts in the preparatory phase with the invitation to conduct the workshop. The first step is to clarify tasks and aim of moderation with the organizer: who is organizing what and for which purpose. Based on the agreements with the organizer (lead agency), the moderator develops an appropriate workshop design and methodology to run the planned activity with confidence.

In preparing for the moderation role, the moderators will familiarize themselves with the theme or subject matter and try to get to know and understand the participants and their background.

In moderating the workshop, moderators have to be neutral. Their task is to guide the discussion between the workshop participants in such a way that 'development' is viewed from different perspectives. The main objective of the workshop is to green the tourism value chain. Thus it must look for ways to sustainably manage the destination in which different tourism products are offered. "More" is not always "a better tourist experience" or "more sustainable". As such, it is the task of the moderators to identify and reaffirm with the participants especially those suggestions that optimize the experience of the targeted market of travelers and optimize current capacities.

Role of Lead Agency

As moderator it is important to emphasize the role of the lead agency to take charge of taking the output of the Greening the Tourism Value Chain Workshop to the next level and guide the implementation of the action plans. The lead agency is preferably the entity that serves as coordinating agency of the value chain. Each of the participants in the workshop has a role to play in the implementation of the final action plans. The lead agency should ensure that different stakeholders are taking up their roles.

The lead agency follows up on the implementation of the action plans. It will ensure that stakeholders will meet again to share what each respective group has done.

The last session of the workshop should therefore conclude with the "Way Forward or Next Steps". This session is preferably led by the lead partner (e.g. destination management agency) to express support and willingness to carry forward the process that has started in the workshop session. It is crucial to discuss this concluding activity of the workshop prior to the event to ensure that the lead agency is ready to take over the responsibility.

1.5   How should this guideline be used?

The guideline has been developed with the background experience of two training events and workshops on the topic of greening the tourism value chain at destination level. The events were conducted in 2014 and 2015 in the Philippines (Bacolod, Negros Occidental) and in Indonesia (Lombok, West Nusa Tenggara). Another workshop is planned to be conducted in Laos at a later stage.

In both workshops it appeared that there was a significant demand from participants to also raise general tourism related topics in their respective destinations. Although this required some additional time at the beginning of the workshops some important links to the greening discussion were identified. It also appeared that the terminology in tourism or related greening issues were sometimes not very clear or even misunderstood by participants.

The fear that such general discussion at the beginning of the workshop would carry the risk to drift off from the topic, to lose time and, at the end of the day, not to come to the planned concrete and implementable results also did not turn out correct.

Hence it is an important role of the moderator to both follow the proposed approach of this guideline. At least at the beginning of the workshop, allow for discussions. They should plan for activities in support of general tourism issues at destination level. The guideline should be inspirational. Local destination management agencies are invited to improve and enrich the process with their own background and experience. Since the steps described in this guideline have proven to be effective it is recommended to deviate from the recommended agenda only in special cases.

Since the proposed procedure provides both a clear strategy and terminology it is recommended that the working steps should be followed as described in order to achieve best possible results in a time conscious and efficient manner.

2 Overview on Training and Workshop

The stakeholder workshop for greening tourism value chains needs to be moderated. It is best to put into practice through local or regional tourism experts. Hence this guideline deals with two components

- how to guide through the initial workshop to orient and train the moderators and

- the workshop proper including preparation and tools.

2.1 Component 1 : Training of Moderators

The training component requires three (3) days and should be carried out as close to the workshop as possible. Normally, depending on the group size of the tourism workshop, three to five (3-5) moderators would be sufficient to support the conduct of a stakeholder workshop.

A first and fundamentally important step is the right understanding and correct use of terms related to tourism and environmental themes by the future moderators of the upcoming workshop. This knowledge will be delivered through group exercises, presentations and discussions. It is also highly advisable that all moderators should have jointly visited and discussed a practical example (business) where good and probably also less favorable greening practices can be identified. Hence a field trip should be arranged to a local business enterprise which is not too far from the venue.

The last day of the training serves for preparatory work such as preparation of information or working material.

Overview on training procedure:

Day 1	Introduction to training and tools, exposure visit
Day 2	Practical exercises with workshop tools
Day 3	Preparatory work for the upcoming workshop
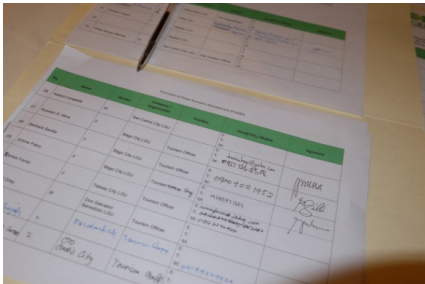
2.2 Component 2 : Tourism Workshop

The tourism stakeholder workshop should be conducted not only for leading tourism service providers but also for different product offers related to tourism (such as souvenir producers), public tourism stakeholders and, if available, also NGOs who are active in fields relevant to tourism (like protected areas, waste reduction etc.).

The workshop aims to

- create awareness on greening needs and options in tourism

- jointly identify greening potential along the tourism value chain at destination level and

- agree on steps to implement appropriate measures.

It therefore consists of several parts. They include understanding of basic terms, analysis of the own tourism situation in the respective destination (Day 1), discussion, highlighting and prioritization of activity fields and activities and defining greening measures for one or more tourism products (Day 2).

It is recommended to request information, opinions and expectations on the workshop and specific needs and information already in advance. Participants may be contacted one or two (1-2) months before the workshop starts.

A further important aspect is the selection of the venue. It should be easily accessible (not too long travel distances since some participants may have to go back to their offices after the workshop session). And it also should act as showcase for greening measures. This will allow a guided tour or learning visit for all workshop participants in order to stimulate the discussion on greening options and potential for further improvement.
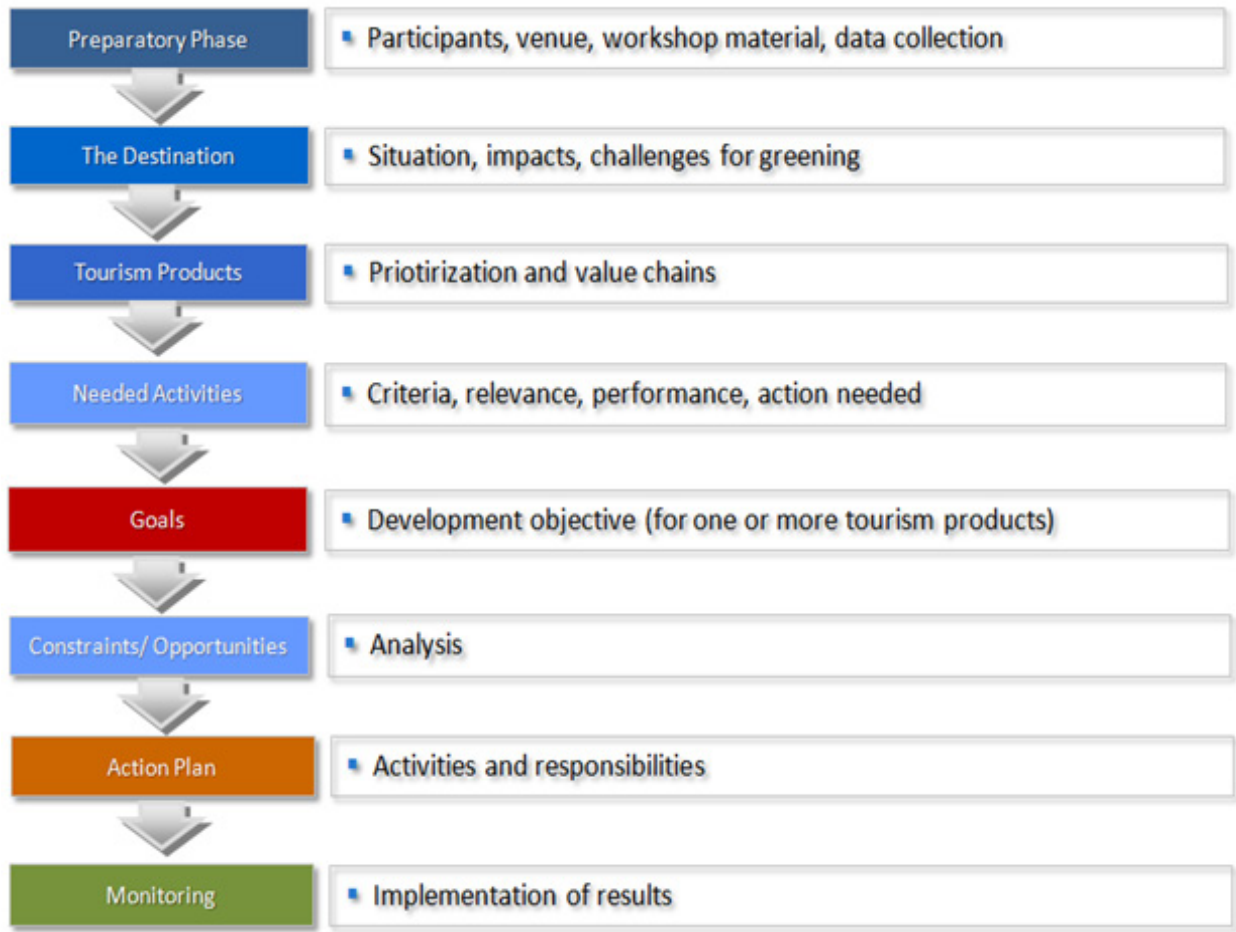
Brief overview on workshop schedule

Day 4	Understanding and discussion or agreement on the situation in the destination
Day 5	Defining activities and action plan
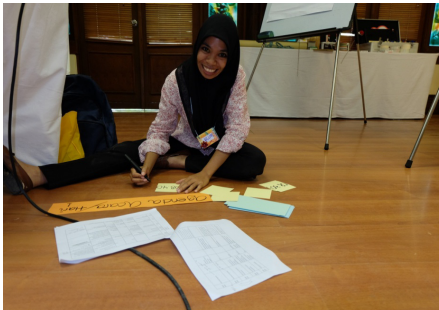
2.3 Recommended schedule of the workshop

The illustration below briefly shows the content of the workshop on greening the tourism value chain

Preparatory Phase	• Participants, venue, workshop material, data collection
The Destination	• Situation, impacts, challenges for greening
Tourism Products	• Priotirization and value chains
Needed Activities	• Criteria, relevance, performance, action needed
Goals	• Development objective (for one or more tourism products)
Constraints/ Opportunities	• Analysis
Action Plan	• Activities and responsibilities
Monitoring	• Implementation of results

2.4 What else should be considered?

At first it should be ensured that there is a key person (local coordinator) working on this assignment who knows the destination and speaks the local language. This person should embody the initiative and act as main driving force behind it.

It is also particularly important to consider existing similar activities in the destination (or at regional and national level) in order to avoid duplication and to address the risk to create a conflict of interest. In case individual activities by tourism businesses or related associations, existing environmental or sustainable tourism labels such as certified companies in the destination, activities of NGOs like environmental or cultural such as cultural heritage preservation, waste reduction, energy or water saving, nature conservation etc. or international development partner organizations are existing, they should at least be contacted and asked to participate, for instance to act as resource persons to present their greening measures during the workshop. In case producers of green technologies are identified (solar heating, waste recycling etc.) they could be invited to present their products at an appropriate area in the workshop venue.

Two other aspects also should be taken into consideration. One idea is to scan websites of other tourism destinations (worldwide) which are promoting sustainable tourism to provide an overview on what is available and possible. However, special attention should be paid to real sustainable products in tourism

which are bookable (not only general declarations of intend) which clearly point out the added value which thereby results/ is promised to tourists.

Further it is recommended (before contacting stakeholders and starting with preparatory work) that the lead partner or the local destination management body collects general information about sustainable tourism and takes a look at what is currently discussed in this field like news and press releases, awards, new trends and products, technologies etc.

The overview below shows a first selection of information sources on sustainable tourism in the web

www.unwto.org	UN World Tourism Organization: definition of sustainable tourism, world responsible tourism program
www.wttc.org	World Travel and Tourism Council: forum for travel and tourism businesses
www.gstcouncil.org	Global Sustainable Tourism Council: criteria for different tourism levels
www.ecotourism.org	The International Ecotourism Society: focusing on ecotourism andnature based tourism
www.green-key.org	Green Key focuses on hotel certification
www.tripadvisory.co.uk/GreenLeaders	Ecofriendly hotels and B&Bs
www.blueflag.org	Green beach destinations
www.iasaev.org	Association for sustainable aviation
www.rainforest-alliance.org	Agriculture, forestry, tourism
www.wwf.org	World Wide Fund for Nature: nature conservation
www.transportenvironment.org	Initiative for sustainable transport
www.cleanshipping.org	Global environmental shipping coalition
www.ipcc.ch	International Panel on Climate Change
www.se4all.org	Sustainable energy

2.5   And finally …

In many cases contact directories of tourism stakeholders in a destination are either not available or not updated.

Hence the preparation of such a comprehensive list with actors in tourism classified by functions would be a valuable first tool for further activities.

For example, following contacts should be collected or updated

National level	Ministry for Tourism or Department or Ministry in charge for tourism
	Tourism organization in charge for promoting the country in source markets
	Tourism associations like hotel and restaurant association of the country
	NGOs with linkages to the tourism sector like nature conservation
Regional level	(If any) Ministry for Tourism or Department or Ministry in charge for tourism
	Tourism business associations
	NGOs
Local level	Municipality, department or person in charge for tourism
	Tourism business associations
	Training institutions, universities
	NGOs
Private sector	Trip planning and organization: travel agency, tour operator
	Accommodation (hotel, hostel, private or family owned guest house)
	All inclusive holiday resorts
	Food and beverages (restaurant, café, snack bar, catering service etc.)
	Activities (sports like scuba diving, parasailing, climbing, hiking)
	Excursions and sightseeing tours
	Health and wellness
	Transport (bus, boat, car, motorcycle, bicycle for hire etc.)
	Festival and events (artist groups, event organizers)
	Shopping (textiles, souvenir shops etc.)
	Attractions or sites, administrations of monuments and protected areas
	Information and service or tourist information centers
Others	Media like travel journalists, website owners or operators, PR agencies)

3 Component 1 : Training of Moderators

3.1   How to prepare the training?

Selection of trainees

The selection of suitable trainees is a first and essential step in the preparation of the training. The trainees will be the main moderators of Component 2, the actual workshop. Trainees should be familiar with the tourism situation at destination level and may even play a certain role in tourism, be it an organization or association, administration or a tourism business.

However, trainees should at least fulfill the following requirements

- have a tourism or environment background

- good knowledge about the current tourism situation in the destination

- being neutral to commercial interests of a certain tourism service provider

- good communication and moderation skills

- language skills

- analytical skills.

It has to be decided in each individual case whether trainees should be contracted on a fee base or through voluntary commitment. The latter is (if possible) preferable, since voluntary engagement usually increases identification with the assignment. Moderators from tourism and destination management agencies, organizations, ministries etc. should generally not receive an additional payment since such activities usually are already belonging to their professional duties.

A second point to consider is the idea to invite specific trainees that could support in the rollout of similar participative planning processes to green tourism value chains in other destinations.

3.2   Preparation of material

The following material should be prepared prior to the training

- a training toolkit showing the procedure and tools (see descriptions further on in the workshop component)

- a brief summary on basic tourism related facts at destination level.

3.3 Selection of the venue

The venue of the training should be at the same location as for the workshop. Following criteria should be considered

- maximum distance from main administrative center should not be much more than about 30 minutes driving distance

- room facilities which allow for different room settings (training: 10-15 persons, workshop 25-60 persons) , not necessarily a common conference room

- accommodation for trainees or participants who live too far away

- conference equipment provided (one beamer, screen, microphones)

- lunch, dinner, coffee, tea, snacks and fresh fruits, local orregional produce should be offered

- wireless internet services

- one (1) technician who would be available throughout the training and workshop

- own environmental engagement or projects like promoting local products and supplies, energy or water saving, waste reduction, environment friendly architecture

- no harmful products offered such as shark fin soup or jetski hire.

Additional sustainability criteria that can be considered in selecting a venue are found in Annex 4.

3.4 Identification of sites for the learning visit

The moderation team together with the 'key person' (local coordinator) identifies one (1) or two (2) sites that could be visited by the group of trainees and the workshop participants.

Learning visits encourage a dialogue between trainors and trainees on what is considered as sustainable tourism development. These visits aim to increase understanding of local opportunities for greening the tourism value chain. Such learning visits could also provide a learning opportunity for the enterprise visited.

To optimize this mutual learning process and prior to the actual visit, the 'key person' is advised to discuss the main interest of the learning visit. It should be especially pointed out   that a feedback to the enterprise after the visit is expected. The trainees could use the learnings from the visit in the workshop to sensitize local participants by way of a presentation of findings resulting from the trainees' assessment. Alternatively, the presentation could be given to the enterprise directly.

Checklist how to engage with a business for mutual learning purposes

- ☐ Site visit should not take longer than half a day
- ☐ Business should have serious ambitions in greening its tourism products
- ☐ It is not necessary that the whole business is green or that all measures are perfectly implemented (space for own findings and discussions, recommendations by trainees)
- ☐ Business should allow to take pictures
- ☐ Measures should be visible at least in one of the following fields: waste, energy, water, natural resources, local supply

- ☐ Competent staff should be available (guided tour and to answer questions of trainees)
- ☐ Trainees should be prepared to also ask critical questions (are measures as sustainable as they appear?)
- ☐ After the visit: discuss findings step by step (see fields mentioned above)
- ☐ Prepare a power point presentation about findings and send it as feedback back to the business visited
- ☐ If business agrees: prepare a poster of findings and reaction of business and present it in the stakeholder workshop.

## 3.5 Recommended procedure for the training of moderators

Component 1: Training of Trainees	Explanations
Day 1	
Registration	Trainees are asked to fill out meta cards (what do you expect, three terms describing the destination)
Welcome	Representatives of local leading institution (e.g. governor)
Introduction of Training Team	Representatives of coordinating body
Introduction of Trainees	Each introducing his or her neighbor with meta cards, comments and three more sentences explanation by the introduced person
Training Program	Overview (poster, brief, not to detailed explanation by Power Point presentation)
Mapping of Holiday Experience	One or two (1-2) own holiday experiences presented by trainees, group discussion or how they could be segregated into value chain parts
Tourism Definitions and Terminology	Can be arranged as quiz or Q&A (see Annex 1 : Glossary)
Steps in Greening Tourism Products	Basic structure can be shown on a permanent poster at the wall (for a sample presentation see Annex 2)
Destination Mapping	(for example see Annex 2)
Market of Travelers	(for example see Annex 2)
Destination Appraisal	(for example see Annex 2)
Learning Visit	Tourism business or business linked to tourism such as supplier in the destination where greening measures are visible and can be demonstrated

Day 2	
Reflection on Exposure Visit[1]	Group discussion on observations (environmental/ greening key issues, summary on pin boards)
Greening SMEs	(for example see Annex 2)
Defining Tourism Products[2]	(for example see Annex 2)
Mapping the Tourism VC[2]	(for example see Annex 2)
Hotspot Analysis	(for example see Annex 2)
Strategic Objective Setting	(for example see Annex 2)
The Destination's Strategic Directions	(for example see Annex 2)
Process of Formulating Objectives	(for example see Annex 2)
Identification of Constraints, Opportunities and Action Planning	(for example see Annex 2)
Feedback Session	
Presentation of Moderation Plan	(for example see Annex 2)
Division of Tasks for Workshop	
Day 3	
Individual preparation	
Running through program and simulation	

[1] do process with participants thoroughly as this is the moment to really discuss 'what is green and what is sustainable' and what not! (Results of the discussion should be summarized and sent to the business visited)

[2] can also be considered for Day 1, depending on the logistical arrangements needed for the learning visit

The individual steps are explained in detail in the following chapter.
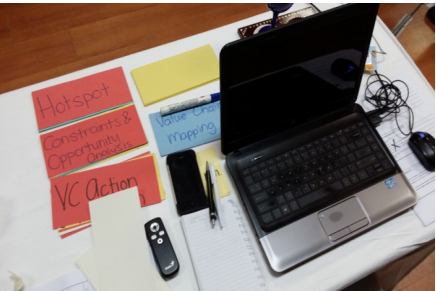
4   Component 2 : Workshop

4.1   How to prepare the workshop?

First questions to be considered for the workshop in the preparatory phase are

- who will be organizing the workshop and which budgets are needed or available?

- who should join the workshop?

- where should the workshop be organized and what materials need to be prepared?

- who will be the inviting body and who should do the official opening?

All these questions are essential for the success of the workshop and should be clarified at an early stage before proceeding with the other preparatory work.

4.2   Checklist preparatory phase

4.2.1   Workshop participants

☐ Political leaders available for patronage or welcome speech?

☐ Stakeholders of all relevant tourism sectors considered?

☐ Participants from all relevant tourism regions of the destination?

☐ Participants (from private, public and civil society organizations, academe) with professional knowledge from all relevant themes (hotspot and destination vulnerability analyses)?

☐ Decision making level (private and public) willing to join the workshop?

☐ Destination management level stakeholders agreed to participate?

Note: the more participants from the private sector, the better! (at least 50 percent private business should be targeted)

4.2.2   Invitations

☐ Invitation letter clearly explaining aim and expected outcome of the workshop?

☐ Addressees asked to submit their recommendations or themes in the context of GTVCs?

☐ Framework conditions clearly described (travel expenses, meals, logistics etc.)?

☐ Request for confirmation to participate in the workshop?

Note: Invitations should be sent out latest two to three (2-3) weeks before workshop date. A final reminder and request for confirmation should be sent out at least three (3) working days before workshop starts. Phone calls might be made one (1) day before the workshop.

4.2.3   Venue

☐ Location easily accessible from most important tourism regions of the destination?

☐ Any activities in the field of greening like energy, waste, water saving, nature etc.?

☐ Enough accommodation facilities available?

☐ Size of meeting room sufficient for 30 - 60 people?

☐ Conference technology (sound system, microphones, pin boards etc.) available?

☐ Can kitchen handle 30 - 60 people and accommodate specific food preferences?

Note: "usual" business hotel not necessarily appropriate. The venue should, if possible, be part of the learning experience, preferably a green hotel.

4.2.4   Preparation of material

☐ Workshop Program

☐ Moderation Plan

☐ Workshop Mechanics (copy of workshop templates on Manila paper for pin boards)

☐ Tourism map of the destination (minimum 0.8x1.00 m), black and white copy sufficient

☐ 5 layers transparent paper (same size as above)

☐ Summary, Overview on basic tourism data such as statistics, plans, best practices

☐ Document folder for existing studies, masterplans etc. related to tourism.

☐ Other materials such as GIZ project material, promotion material of local service providers such as organic food, energy efficiency etc.

4.2.5   Participants

☐ List of workshop invitees with contact details and function for distribution during the workshop

☐ Signed certificate of attendance for participants

☐ Form for billing of travel costs if reimbursed

☐ Summary of most outstanding / interesting recommendations and expectations from participants.

4.2.6   Other matters

☐ Workshop banner with official logos, e.g. as paper print to avoid plastic

☐ Pinboards, flipcharts (stand) and moderation kit (meta cards, colour markers, pins, tape)

☐ Poster overview on tools and linkages between them

4.2.7   Data collection (preparation, information during the workshop)

☐ Studies, masterplans, policies, branding and PR regarding tourism, tourism value chains and sustainable tourism engagement in the destination (including environment related policies, regulations), hazard maps

☐ Tourism businesses: type, specialization, size, sustainability issues if any

☐ Tourism statistics: arrivals, average stay, expenditures per day, origin, travel motivation

☐ Tourism attractions: nature, culture, on land, inland, caves etc.) or marine like diving, water sports etc.

☐ Maps: information on ecology or nature protected areas

☐ Brief overview on available tourism products with known high environmental impacts such as jetski

☐ Branding, marketing initiatives concerning green tourism.

Note: to be presented by local tourism destination management representatives to workshop participants (power point presentation)

4.2.8   Short video

☐ If possible a short movie for workshop opening could be prepared showing the destination, products, stakeholders and greening issues (two to five (2-5) minutes, smartphone cam is sufficient)
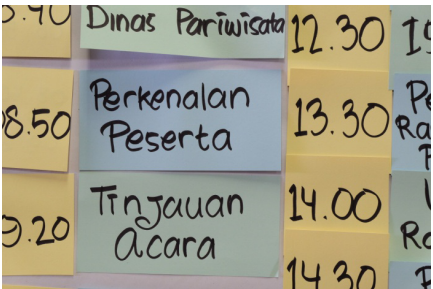
4.3 Workshop tools

4.3.1 General remarks

The workshop tools below were developed and tested successfully with stakeholders in the Philippines and in Indonesia. They set the framework for a target oriented discussion which in both cases ended up in an action plan with agreed steps on what should be undertaken in greening the tourism value chain in these destinations. Hence it is strongly recommended not to change the steps described below in terms of their content or sequence.

Participants of the workshop should have a wide range of experiences and a professional background in tourism. Everybody participating should be involved since all knowledge about the destination should be shared (task of the moderators). In case other information as the one described below are available, it should also be considered if there is a link to greening of tourism value chains.

Due to limited time, workshop participants may be divided into smaller groups. If this is considered, group participants should be organized according to their professional background per location within the destination or specific theme. However when splitting up in groups extra time should be considered for reporting back to the other groups.

The steps described below build upon and complement each other. Their sequence should therefore always be followed. It is recommended for the facilitator to always summarize the outcome of the prior step and to use it as jump off point for the introduction to the upcoming session.

4.3.2 Overview on tools and workshop steps

The workshop also consists of

- presentations like understanding the terminology tourism destination, existing tourism development directions, local facts and figures on market etc.
- one or more learning visits like a guided tour to learn about existing green business practices, complemented with presentations and an evaluation by workshop participants to appreciate what can be done to green businesses and for sustainable tourism development. See Annex 6: Tool to Support Processing of Learning Visits.

5 How to green existing tourism products?

5.1 Part 1 : Baseline

First the tourism destination and its tourism components need to be understood by the workshop participants. Focal questions in this regard are: what attracts tourists to visit our destination? Which services do they expect? And how do the main value chain parts (such as accommodation, transport, guiding, shopping etc.) of these services look like?

What is a value chain?	Example
A value chain in tourism comprises all activities and elements (value and non value adding) which are needed to offer a tourism product.	*To build a house with beds inside would not be enough to accommodate guests. Trained staff, food and beverages, a general concept (product design), cleaning, supply services (like maintenance). Also marketing and distribution are needed. In addition greening measures can add value to the product by saving energy, water, wastewater, waste etc. They also attract new target groups who are willing to pay more for better quality and enhanced visitor experience.*

Usually a destination has much more to offer than just accommodation, transport and guiding or shopping. It could be nature, activities like hiking, services like wellness treatment or events of interest for tourists. In any case there needs to be a certain tourism infrastructure (entry points like harbors, airports, roads, trails, museums etc.) and several attractions (beautiful beaches, natural forests, specific species or cultural heritage sites). It furthermore has to be clarified which tourism products are most important for the destination in terms of income generation.

Tourism destinations also may have undeveloped tourism potentials like natural areas or historical sites which could be visited. Nearly all destinations have to deal with weaknesses and bottlenecks for tourism development such as too much traffic, noise and air pollution, dump sites etc. All this information has to be collected at destination level for further evaluation of greening options. This step is called "Destination Mapping".

Destination Mapping in Lombok/ Indonesia

What is a destination?	Example
The place where tourists travel to and where they spend their holidays is called destination. Thus, the question on what a destination is, very much depends on the perception of the tourist. A destination can range from a small place up to a whole continent.	*Travel catalogues often only show All Inclusive Resorts of a certain country without even mentioning where it is located. The destination is sold by the name and services of the resort and the country or even part of the world (like "Southeast Asia" or "Caribbean") where it is located. A destination also can be a route (long distance cycling routes in Europe), a cruise tour or even a whole continent ("Explore Europe in one week").*

What is a tourism product?	Example
A tourism product is a combination of services which are closely interrelated with the aim to sell it at a certain price to the end consumer (tourist). It ranges from small scale (such as bus trip with beverages) up to an all inclusive holiday. The tourism product like all other products needs to be developed, marketed and distributed. However, there is a significant difference, products like a toothpaste or a car can be stored while the tourism product has to be "sold" while it is produced.	*An excursion arranged by a hotel requires for example a brochure with relevant information, office administration and management, a bus which has to be in a good and safe condition (maintenance), a bus driver, a tour guide, snacks and drinks, lunch or dinner and entrance fees, for example for a museum or archaeological site. Combined, all these components can be sold as one product for a fixed price (such as a "full day cultural heritage tour") which usually should be cheaper (due to better conditions with suppliers) than if tourists would buy each single part by themselves.*

5.2   Part 2 : Analysis

The analysis comprises two perspectives: a product focused exploration which includes a hotspot analysis in order to figure out which optional greening measures are possible at product level. Secondly a destination wise evaluation which is called destination appraisal will enable participants to discuss what can be done at destination level.

Hotspot Analysis

Most activities within the tourism value chain have certain impacts to the environment. Tourism requires transport (consumption of fossil energy, soil sealing through infrastructure like roads and hotels, noise and air pollution), accommodation (energy, waste, wastewater, soil sealing and often also destruction of indigenous plants and cutting of trees for hotel areas), supply (like fishery, agriculture and use of water and pesticides etc.) and other services or infrastructure facilities which have more or less impacts on the environment.

Hotspot Analysis Lombok, Indonesia

Why a hotspot analysis?	Example
The aim of the Hotspot Analysis is to identify and classify environmental impacts of different parts within a tourism value chain like transport, accommodation, restaurant, activities. *To be able to identify greening options it is important to understand the linkages between the individual parts of the value chain in tourism, their environmental impacts and to which extent they cause negative effects. This can be very different from place to place since it is depending on the main focus of the tourism offer of a destination.*	*In a hot spot analysis it appears that increasing traffic in a destination causes noise pollution and high emissions. Both have environmental impacts but also could spoil the attractiveness of a destination where holiday seekers like to relax and enjoy nature. Lacking regulation and awareness could be the reason or it is possible also due to the fact that soft mobility is not supported and promoted by the local government. A concept, PR campaign and tax incentives could be opportunities to solve the problem.*

Destination Appraisal

The destination features are determining the success of tourism in a region. These include attractions, market orientation, transport infrastructure, business environment and the ecological and social environment. All are fundamental basics for success in private businesses.

For tourism the ecological and social environment in a destination is of outstanding importance.
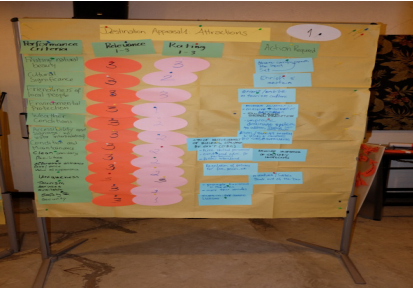
Destination Appraisal Negros Occidental, Philippines

Why a destination appraisal?	Example
The aim of a destination appraisal is to find out which relevance each feature has for the success of tourism in a destination and how it should be rated in terms of its progress. If the relevance is high and the development of a certain feature is low it clearly indicates that an action needs to be undertaken to improve the specific feature.	*If a destination has unique natural sites like coastal forests, coral reefs etc. but does not promote them to target groups which are requesting this attraction such unique potential might be spoiled by other tourism developments such as sun, beach and fun tourism (incl. harmful activities like spearfishing, jetski driving, banana boat riding etc.). Hence, greening measures in such a case would require a market research study (e.g. ecotourism) and a target oriented promotion concept.*

5.3 Part 3 : Identifying Strategies

Strategic Objective for Value Chain

The strategic objective guides and coordinates private and public investment decisions, public support services as well as it justifies regulation. This serves a common interest of all actors in the destination – tourists, tourism service providers, other enterprises, the local population, policy makers and the public interest at large.

The following aspects are to be considered

- the timeline (timeframe)

- markets (definition which markets will be targeted)

- tourism products or product lines (a specific product like a nature tour or a product line like active tourism)

- growth objective (sales growth per annum)

- key strategies (greening strategies, to be considered: existing strategies like master plan etc.)

- indicators and targets (like new green jobs, green tourism growth per year etc.).

The challenge is to clearly evaluate how these aspects are linked to the environmental aspects as mentioned above (energy, water, waste, transport, safety and natural resources management). The focal questions are whether products could be improved, diversified or needed new product addition.

The strategic objective should be formulated as a narrative statement.

Action Planning

In order to agree on activities and to do the planning on what measures are to be implemented (and by whom) it is useful to sort activities according to the specific functions (parts) of the tourism value chain versus the destination. The latter provides a list of activities that could be further detailed in an action plan by destination managers. The action planning process for the value chain starts with bringing in all the activities identified in the Hotspot Analysis per function of the value chain. These are specific interventions to support the greening of the tourism value chain. The next step is to reassess the functions of the value chain and identify additional constraints and opportunities that need to or could be addressed to support the upgrading of the tourism value chain in general in line with the strategic objective as identified in the step prior to action planning. The action plan should be very clear about what needs to be done and how (including priorities, who is in charge and what is going to be implemented in which timeframe and with which outputs).

During the formulation of the activities indicators for later evaluation should be defined. The whole process is ideally supported by active engagement of the media to report on workshop results and continuous publication on the implementation status.
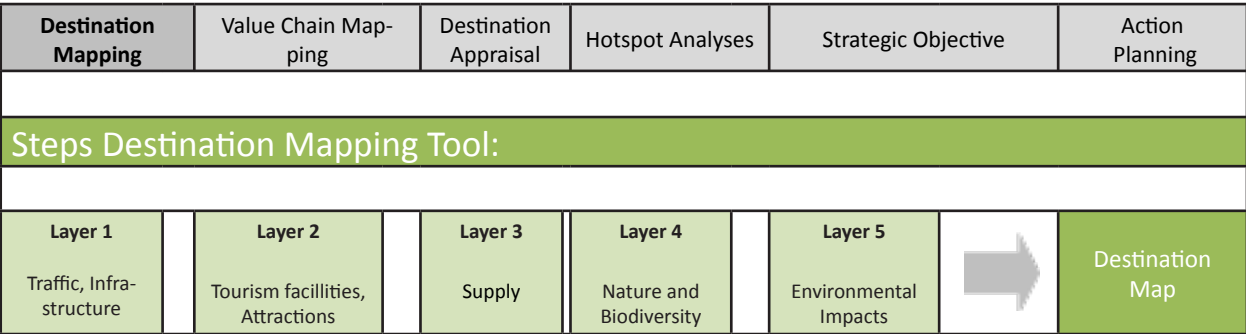
5.4 Way Forward

The last session of the workshop should conclude with a session on the "Way Forward: Next Steps". This session should be led by the key partner or lead agency to express support and willingness to carry forward the process that has started in the workshop session.

The Workshop Mechanics can be enhanced based on the lead agency's inputs and requirements. These involve considerations in specifying steps of the implementation of activities, indicating relevance to greening measures, possibly even assessing risks and formulating assumptions, formulating expected outputs and partners involved.

6 Checklist Workshop Tools (both for Training and the Workshop)

6.1 Destination Mapping

Destination Mapping	Value Chain Mapping	Destination Appraisal	Hotspot Analyses	Strategic Objective	Action Planning

| Steps Destination Mapping Tool: |

Layer 1	Layer 2	Layer 3	Layer 4	Layer 5		Destination Map
Traffic, Infrastructure	Tourism facillities, Attractions	Supply	Nature and Biodiversity	Environmental Impacts	→	

Background

A tourism destination is the area where tourists are travelling to (not necessarily administrative borders). The destination might look very different in the view of tourism target groups (scuba divers, business tourists, cultural tourists. It should be assessed not only from the viewpoint of stakeholders in the destination but also from the perspective of different target groups as well.

Session Objectives

Only for fact finding and collection of information, no analysis yet!

Task	
Collect information about current situation of the tourism destination	Other relevant data
- traffic and accessibility - tourism infrastructure and attractions - supply - nature and biodiversity - environmental impacts	- key visitor statistics - existing plans and policies - marketing tools
Result	
✓ Map with layers (transparent paper)	✓ Flip chart
Visualizing the tourism situation as described above, each information one layer (transparent paper)	Sheet with overview on relevant tourism data

Preparation (prior to session start)

☐ Basic data collection during field work including historical, political and risk factors that might influence greening the tourism value chain

☐ Printed map of the tourism destination (black and white is sufficient, minimum 0.80 x 1.00 m)

☐ Five layers of transparent paper be taped on top of the map

☐ Different colours of markers and stickers available

☐ Flip chart sheets prepared (table and key headings)

Information about

☐ visitor statistics, target groups, source markets, travel motivation, average expenditures

☐ tourism stakeholders, existing policies and strategies, existing marketing tools

Methodology

Activity	Background	Estimated Timeframe
Introduction	Moderator (trainee) explains title and objective of the activity. They show the outline map of the destination and invite the participants to define the different layers of their tourism destination one by one. The moderator invites for inputs from the group by prompting the key questions per layer, and marks the inputs from the participants on the map.	5 minutes
Layer 1: Traffic and Accessibility	First transparent layer will highlight - Main entry points of tourists (waterways, air etc.) - Access roads between attractions (car, bus, waterways, air etc., with distances in time and kilometers) - Infrastructure like piers, harbor, airport, railway, anchorages, hiking trails etc. - Areas with high, medium, low, no traffic density	15 minutes
	Key Questions for Layer 1 - Which are the entry points for tourists to the destination? - How do tourists move? - Which infrastructure is available? - Where are the areas most visited by visitors?	

Layer 2: Tourism Infrastructure and Attractions	Second transparent layer will highlight ▪ Location of tourism businesses by type, such as hotel, restaurant, dive center, different coloured dots for business types, different size of dots for rather small or large companies ▪ Tourism centers: areas of rather dense tourism use ▪ Single tourist attractions: cultural sites such as old churches, caves, dive spots etc. ▪ Main tourist sites and activities like dive spots, motorbike or bus tours, nature experience, village and community tourism, mice tourism etc.	15 minutes
	Key Questions for Layer 2 ▪ Where are the tourism attractions? ▪ Which activities are related?	
Layer 3: Supply	Third transparent layer will highlight ▪ Suppliers e.g. agriculture, fishery, souvenir, furniture, construction, location, trade relationships ▪ Green products: type, location	10 minutes
	Key Questions for Layer 3 ▪ Who and where are the main suppliers for the tourism industry? ▪ What do they offer?	
Layer 4: Nature and Biodiversity	Fourth transparent layer will highlight ▪ Beautiful and unspoiled landscapes, vegetation, species, coastline with coral reefs etc. ▪ Natural heritage such as unique geological formations ▪ Protected Areas	10 minutes
	Key Question for Layer 4 ▪ Which role does nature play in tourist offers?	
Layer 5: Environmental Impacts	Fifths transparent layer will highlight ▪ Dumpsites, landfills and areas with waste in the landscape (beaches, along roads etc.) ▪ Sewage plants or areas where sewage is drained into ▪ Pollution such as air, noise ▪ Carbon dioxide emissions (marking of areas which apparently are causing a negative carbon footprint due to use of fossil fuel for electricity consumption, traffic and destruction of carbon sinks through deforestation etc.). If possible also kind or source of emissions ▪ Other impacts like natural hazard prone areas, erosion, endangered species (including reason, if possible)	10 minutes
	Key Questions 5 ▪ Where are the main environmental impacts by and negative influences to tourism in our destination?	

Participants share facts on other relevant tourism data	Other relevant tourism data (if possible) ▪ Visitor statistics: arrivals per year, country of origin, target group profiles, duration of stay, main target groups by activity or travel motivation, source markets, demand, average daily expenditures per tourist or target group, tourism stakeholders (including participating women groups; under which function or what capacity), average energy and water consumption, sewage, waste, carbon dioxide emissions per tourist or per overnight stay (without flights), average turnover per tourist and type of services like accommodation, food, wellness, active or diving, sightseeing tours, business ▪ Overview marketing tools and destination in the web such as Tripadvisor, Lonely Planet, scuba diving websites ▪ Policies, strategies in terms of tourism development and marketing, both regional and national level	15 minutes
Closure of this session by facilitator	Summary of contributions and highlighting of new and unexpected findings, transition to the next working theme ("Value Chain Mapping")	15 minutes
	Total time	about 1.5 hrs

Material needed

▪ Printed map of destination on canvas
▪ Layers of transparent paper for different themes
▪ Different colour markers
▪ Stickers
▪ Tape
▪ Pinboards with paper
▪ Meta cards

6.2 Tourism Value Chain Mapping : Evaluation of Product Lines

Destination Mapping	Value Chain Mapping	Destination Appraisal	Hotspot Analyses	Strategic Objective	Action Planning

Steps Tourism Value Chain Mapping Tool:

Identify key functions	Identify key tourism businesses	Identify supporting service providers		Value chain map

Background

Identify the tourism value chains or product lines by mapping out the different functions of the value chain and specify the operators in the value chain and support service providers to the value chain.

Session Objectives

Data collection and mapping of one or different value chains (product lines)

Task	
Identify most prominent tourism products available in the destination	Criteria for mapping
▪ Mapping out the main product lines of the destination	▪ Main tourism product lines are validated by participants ▪ Representatives of this tourism value chain are participating in workshop
Key questions to guide discussion	
▪ What are the key markets for the specific product line? ▪ What are the key tourism services sold to tourists? ▪ Which operators are selling these services to tourists? ▪ Which support service providers supply these operators? ▪ What public and private institutions have resources (programs and projects) that support the development of the specified tourism services? ▪ What is the role of women versus men in delivering these services and products? And, are there existing programs or projects providing capacity building for women?	
Process	
Preparatory and introductory activity (as in Lombok): This process requires the 'project partners' to determine the specific 'product line' to be greened beforehand, so that invitations can be sent out to representatives of this specific product line. Prepare a pinboard with Manila paper that outlines the 'generic' tourism value chain of the tourism product or destination to focus the workshop discussion. Prepare headings for key functions 'marketing', 'transport', 'accommodation', 'F&B' and 'activities' (on white chevron shape meta cards) and divide the Manila paper in two, with a horizontal line dividing the operators (up) and the enablers (down). Upon arrival, participants of the workshop could be asked to fill out a metacard with the name of their company or organisation (light yellow rectangular metacard for operators of the value chain and dark yellow rectangular meta cards for enablers). With the support of a moderator, they place the cards on the pinboard by themselves as an operator or enabler to the value chain. At the beginning of the value chain mapping session, the 'workshop value chain' representing all participants attending the workshop can be presented back to the group. This process allows the participants to identify their role or position in the value chain. The presented value chain can be further built upon with support from the participants. Guiding ques-	

tions to be considered are same as above.
Alternative process (as in Negros Oriental)
Present the value chain maps of different tourism product lines identified by the preparatory team (preferably on a pinboard, using the standard Value Links format).
Further enhance these maps with the support of the participants by inviting them to provide more input regarding functions, operators and support service providers (also called enablers).
Add where possible the numbers of operators represented in each of the functions of the value chain.

Result
✓ Tourism Value Chain Map(s)

Preparation (prior to session start, refer to Workshop Mechanics: Workshop 3)

	1 pinboard per value chain
	Initial tourism value chain maps of main product lines as identified by project partners
	Reference material with data (tourism arrivals, type of businesses and numbers etc)
	Meta cards (white chevron shape, light yellow and dark rectangular)
	Colour markers and pins

Steps Product Line Evaluation Tool:

Product lines	Income increase potential	Greening potential		Assessment

Background

Finding out which product lines (tourism value chains) are most important for the destination and defining their potential regarding income increase and greening.

Session Objectives

Evaluation of different product lines and selection of a product line to green if this is not already predetermined by the project partners, as in case of Bacolod experience.

Task	
Support the selection of tourism product(s) which are most important, have most potential for greening	Criteria for measuring the success and key questions to ask:
▪ Definition of main product lines: validate the tourism value chain(s) as mapped out	▪ Potential income increase ▪ Greening potential ▪ Consider other criteria relevant for the location?

Process	
▪ Pin down agreed name of different identified product lines versus criteria to which you would want the participants to assess the product lines. ▪ If necessary, define the potential income increase to the overall income generation potential for the destination and its tourism stakeholders or to a specific group of stakeholders. Determine if a separate criteria needs to be considered to assess for example the potential for women participation in the different business activities. ▪ With regard to the greening potential consider the potential to reduce Greenhouse Gas (GHG) emissions, protect the ecosystem and human health, mitigate human impacts on nature, promote sustainable consumption and production and achieve the 'Triple Bottom Line' or 3 Ps (Profit, People and Planet). ▪ Other criteria that could be relevant for the location? These could include gender (see above under potential income increase) or participation of specific groups of (potential) operators, employment and other criteria that fit the vision of the tourism destination and specific tourism product. ▪ Invite each of the participants to give their vote to the one product that (a) has biggest potential income generation potential (1 vote) and (b) has the highest greening potential (1 vote). ▪ Count votes per product line, recognize the one product line that received the most votes and verify that this is indeed the product line that the participants want to further discuss for its income generation and greening potential	

Result	
✓ Product, tourism value chain	
with highest potential	

Preparation (prior to session start, refer to Workshop Mechanics: Workshop 2)

☐ 1 pinboard with title 'Potential of Product Lines'

☐ List of main product lines (left column) versus identified selection criteria (as title of columns to the right)

☐ Meta cards

☐ Colour markers and pins

6.3   Destination Appraisal

Destination Mapping	Value Chain Mapping	**Destination Appraisal**	Hotspot Analyses	Strategic Objective	Action Planning

Steps Destination Appraisal Tool:

Performance Criteria		Relevance 1-3		Rating 1-3			Definition of Required Action

Background

Consider different dimension criteria that define the sustainability of a destination and evaluate them regarding their general relevance, current performance and action needed.

Session Objectives

Data collection and analyses, classification (Destination)

Task	
Assess five destination dimensions by determining the relevance and quality ratings of their performance indicators	Identify actions required to improve on the performance indicators
▪ Attractions ▪ Market orientation ▪ Transport infrastructure ▪ Business environment ▪ Ecological and social environment	▪ Strengthening and improvements or negative impacts, restrictions? Measures to strengthen or restrict further development?

Process	
▪ Define the scope of the destination based on the identified tourism product. For example define the geographical boundaries where the performance criteria are applied on.	

Result	
✓ Initial actions, activities	
For sustainable tourism development at destination level	

Preparation (prior to session start, refer to Workshop Mechanics: Workshop 4)

☐ 5 pinboards with titles (as described in the table above)

☐ List performance criteria and include headings for relevance, rating and action required

☐ Meta cards

☐ Colour markers and pins

Methodology

Activity	Background	Estimated timeframe
Introduction by facilitator	▪ title and the objective of the activity ▪ introduction to the flow of the process, referring back to the earlier session in which the tourism product lines where mapped out and prioritized, and some initial assessments were done on the potentials to green the tourism value chain. This session is specifically assessing the destination and looking at ways to make destination management more sustainable: sustainability of destinations is a mixture of knowing what the tourists need, offering mature tourism products, providing the right business environment as well as ensuring inclusiveness for different sectors of society and preserving nature's capital.	5 minutes
Per each dimension	▪ participants consider the relevance of each of the performance criteria for the destination, in which 1 is not so relevant, 2 relevant to 3 very relevant ▪ participants are asked to rate the performance: to what extent the destination is doing not so well (1), somehow ok (2) or very well (3) ▪ In the case a certain performance criteria's relevance is considered very high (3) and its rating is rather poor (1 or 2) the participants are invited to formulate an action point or different activities to enhance the performance. ▪ In case the relevance is considered low (1 or maybe 2) it may be decided not to prioritize activities at this point, and thus no actions will be formulated	15 minutes per dimension (75 minutes total)
Description of Dimensions	▪ Attractions refer to availability and readiness of attractions in the destination to capture tourists and let them stay longer (i.e. accessible, clean bathroom, natural pristine beauty, in good condition, friendly people, etc.) ▪ Market orientation refers to getting information on what the market trends are and targeting the right markets (i.e. conduct of market surveys; collection of guest data; printing of maps and brochures, establishing tourism office, branding, online portal, selling at international travel fairs, etc.) ▪ Transport infrastructure refers to accessibility of the destination (i.e. airport, airport facilities, ground transport, clean terminals, waiting lounges, seaport, road infrastructure, availability of car rental, etc.) ▪ Business environment refers to framework conditions for doing business (easy to get business permits and licenses, implementation of tourism standards, land use regulations, investment incentives, absence of corruption, etc.)	

	▪ Ecological and social environment refer to the impact of tourism to the environment and community (i.e. biodiversity protection, condition of coral reefs, pollution of rivers and lakes, community relations, involvement of Indigenous Peoples, etc.)	
	▪ To close this session, the facilitator thanks the participants and mentions that the output (the prioritized actions per dimension to enhance the sustainable management of the destination) will have to be integrated into the action planning process at the end of the workshop	5 minutes
	Total time	about 1.5 hrs

6.4 Value Chain Analysis: Hotspot Tool and Further Analysis

Destination Mapping	Value Chain Mapping	Destination Appraisal	Hotspot Analyses	Strategic Objective	Action Planning

Steps Hotspot Analysis Tool:

Selected Tourism Sector and Hotspots		Rating Impact on Environment		Constraints			Opportunities

Background

Determining the impact of the value chain on the environment, looking at selected resource categories.

Session Objectives

To identify key hotspots per function of the value chain to prioritize in greening the specific tourism product

Preparation (prior to session start, refer to Workshop Mechanics: Workshop 5)

☐ 5 pinboards with titles (one per function of the value chain)

☐ List resource categories and include headings for relevance, rating and action required

☐ Meta cards

☐ Colour markers and pins

Task	
Identify constraints in addressing the Hotspots of the Value Chain per function	Identify opportunities in addressing the Hotspots of the Value Chain per function
▪ marketing	▪ marketing
▪ transport	▪ transport
▪ accommodation	▪ accommodation
▪ food and beverage (F&B)	▪ food and beverage (F&B)
▪ activities	▪ activities
Result	
✓ **Overview Hotspot Analyses**	
Prioritized hotspots with specific constraints/opportunities to be address per function of the value chain that can be carried over to the Action Planning Session	

Methodology

Activity	Background	Estimated Timeframe
Introduction by facilitator	▪ title and the objective of the activity ▪ flow of the process, referring back to the earlier session in which a specific tourism product was mapped out, ▪ Inform the participants that operation of businesses in the different functions in the value chains may have negative impact on the environment and will be detrimental, if not addressed. Impact to the environment can be determined by looking at how different resource categories are used or affected by business operations. Key resource categories include	5 minutes
Description of Resources Categories	▪ Material consumption: type of raw materials used; volume of materials; where the raw materials are sourced; recycling, upcycling initiatives ▪ Energy consumption: equipment used; duration of use; fuels used; efficiency initiatives; RE initiatives ▪ Water consumption: volume used; water saving initiatives ▪ GHG emissions: equipment used; duration of use; fuel efficiency initiatives ▪ Waste management: volume of waste; types of waste; recycling, upcycling initiatives ▪ Water pollution: volume used; types of contaminants; recycling and treatment initiatives ▪ Land (pollution, erosion): level of toxicity of solid and water waste; natural resource management initiatives ▪ Biodiversity: level of toxicity of solid and water waste; natural resource management initiatives; specific impacts to certain species	

| Process | ▪ Prioritization of relevance of hotspots for specific sector of a particular tourism product

 ▪ The facilitator invites the participants to consider the relevance of each of the 'resource' categories per sector, in which 1 is not so relevant, 2 relevant to 3 very relevant and possibly also "X" if participants don't know or are unsure or have no common opinion).

 ▪ Based on the scoring, the facilitator supports a decision to prioritize the sector to focus on in depth discussion on strategy development and action planning

 ▪ This session can be done as a breakout session, according to function. If there are not enough people per function, related functions can be merged to form groups with manageable number of participants. If this is done as a breakout group, give time for groups to present their outputs and give others the chance to comment.

 ▪ Conclude the session by explaining that the issues will be carried over to the Constraint and Opportunities Analysis so that they are addressed accordingly during the Action Planning Session. | 25 minutes |

Steps for Further Value Chain Analysis:

Background

Depending on the interest of the project partners, there might be a need to do further analysis on the value chain. Aside from an overall constraint and analysis of the value chain that will follow after the development objective has been determined, this could include a gender analysis or a conflict analysis.

Session Objective

To identify issues pertaining to gender and conflict that may affect the competitiveness of the sector

Methodology

- Explain the objective of the session and show template for Workshop 5

- Inform participants that most people may not see any gender issue but as a development tool, Value Chain Analysis ensures that gender issues are mainstreamed in the analysis. Also inform the participants that questions related to conflict are also included to ensure that the voices of the different sectors are heard, potential conflicts are prevented and existing conflicts do not escalate.

- Refer to the template and use the following guide questions

- Based on the role of men and women as captured from the VC Map, who is predominantly active in terms of control over business and access to services

- Is there conflict in the use of resources

- Are there conflicts that impact your VC

This session usually follows the methodology (breakout or plenary) used during Hotspot Analysis.

Resources Needed

- Powerpoint presentation on mechanics and templates
- LCD projector and screen
- Board for Manila paper
- Pins (masking tape)
- Meta cards

6.5 Strategic Objective Tool

Destination Mapping	Value Chain Mapping	Destination Appraisal	Hotspot Analyses	Strategic Objective	Action Planning

Steps Strategic Objective Tool:

Timeline	Product	Market	Growth Objective	Key Strategies		Indicators

Energy
Water
Waste
Transport
Supply
Natural Resources Management

Improvement of products?

New products?

What can be done in which fields under which conditions and with biggest output, environmental <u>and</u> economic?

Diversification of products?

Background

Definition of a strategic development objective for a specific tourism product and its related value chain.

Session Objectives

Agreement on priorities and strategy that should guide further development of tourism product

Task	
Support the formulation of objectives for the selected product line(s)	Criteria for measuring the success
- Timeline - Markets - Product Description - Growth Objective - Key Strategies - Indicators	- How many years? - Domestic, international, both? - Greening and competitiveness - Increase of income, employment - Inclusiveness: gender, conflict sensitivity - Environmental sustainability: number of new or innovative green products, greening activities, accreditations, resilience?

Result
✓ Strategic development objective

for a specific tourism product and its related value chain

Preparation (prior to session start, refer to Workshop Mechanics: Workshop 6)

☐ 1 pinboard per product selected with title 'Strategic Objectives'

☐ List strategy criteria (left column), objectives (middle) and indicators right

☐ Meta cards (oval and angular)

☐ Colour markers

Methodology

Activity	Background	Estimated Timeframe
Introduction by facilitator	- Title and the objective of the activity - flow of the process, referring back to the earlier sessions in which the tourism destination and its products have been identified and prioritized - explanation that this session focuses on the formulation of a strategic objective to guide the process from analyses to action planning for greening the tourism value chain	5 minutes
Discussion, defining the six (6) elements of the strategic objective	Timeline: refers to the time period that the group will work together towards achieving an agreed target. Here, they must look at relevant documents/plans (ie duration of current administration; tourism council plans and programs). It is advisable to make this around two to three (2 to 3) years so that the group has enough time to adjust working together but not too long to not see the light at the end of the tunnel. The tourism sector is also a very dynamic sector thus trends and market preferences may change often, thus the need to adjust accordingly.	15 minutes

	▪ Markets: looking at the parameters of sustainability, participants need to reconsider whom to target, what types of visitors to target. This is very important as the type of market to target will determine what products to offer and prioritize for product development. Ask participants to recall the presentation on Tourism Facts and Figures to take note of the potential markets.		
	▪ Product: as mentioned in the previous parameter, tourism products will depend on the market that the participants would want to capture. Ask participants to recall the abundant resources of the area as described during the destination mapping exercise and during Workshop 1 (Identification of Tourism Attractions, Products and Markets).		
	▪ Growth strategy: as espoused by Green Economic Development, economic growth should be balanced with ecological growth and social equity. Growth objectives of the sector, while taking into account income of the players, must also take into account environmental preservation and inclusiveness. Ask participants to recall the presentation on GED where there is a call to shift development paradigm towards that which reduces GHG, protects the ecosystem, mitigates human impact to the environment and promotes sustainable production and employment.		
	▪ Key strategies refer to plan of actions that the participants can take to be able to achieve its targeted growth objective. Ask participants to recall the National Tourism Development Plan (NTDP) strategies of governance and tourism workforce (human resource development), access and connectivity and product development. Participants may add greening as a strategy to address the ecological balance.		
	▪ Indicators and targets: a famous management tenet says "You cannot manage what you cannot measure". It is very important then to identify parameters to measure if the sector is already moving towards the direction where the group agreed the sector will go. Examples shown are tourist receipts (indicative of good product offers), number of MSMEs going green (indicative of efforts to reduce emission, protect ecosystem, promote sustainable productions), public and private investment in tourism (indicative that accessibility and infrastructure is taken care of), etc.		
Sorting	▪ Write down these six (6) elements of the strategic objective on meta cards and pin these onto the pinboard	5 minutes	
Closure by facilitator	▪ Highlighting that the output (the strategic development objective for the specific tourism value chain) will guide the next steps of the workshop in which the constraints that will hinder the achievement of the strategic objective and the opportunities for greening the tourism product will be identified to meet the formulated strategic objectives as set in this workshop. ▪ Put paper with strategic objective on the wall	5 minutes	
	Total time	0.30 hrs	

Material needed

- ▪ 1 pinboard with paper
- ▪ Meta cards
- ▪ Pins
- ▪ Markers

6.6   Action Plan

6.6.1   Constraints and Opportunities

Destination Mapping	Value Chain Mapping	Destination Appraisal	Hotspot Analyses	Strategic Objective	Action Planning

Steps Constraints and Opportunity Analysis Tool:					
Upgrading Constraints	Upgrading Opportunities	Greening Constraints	Greening Opportunities	⇨	Areas for VC Upgrading
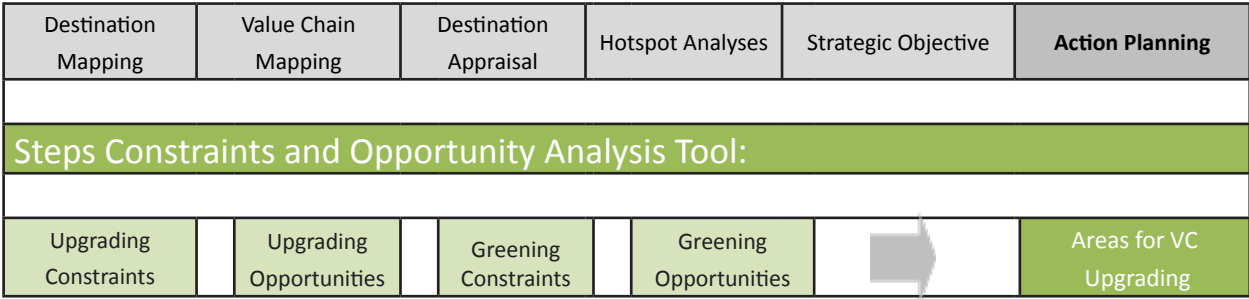
Background

Before action planning can take place to develop the tourism value chain, the participants should jointly identify other constraints and opportunities that need to be addressed to reach the agreed strategic objective and optimize the implementation of the key strategies.

Session Objectives

Identify a list of constraints and opportunities to upgrade and green the tourism value chain.

Material needed

- ▪ Refer to Workshop Mechanics (Workshop 7)
- ▪ 1 pinboard with paper per function of the value chain
- ▪ Meta cards
- ▪ Pins
- ▪ Markers

Methodology

Activity	Background	Estimated Timeframe
Group work, discussion on constraints and opportunities	▪ Per sector (or group of service providers in the tourism value chain) of a specific tourism product ▪ Transfer those prioritized constraints/opportunities identified in the Hotspot Analyses (and possibly the Gender and Conflict Analysis) and Destination Appraisal to the template ▪ Identify additional constraints in the sector that could hinder the realization of the strategic objective for the sector ▪ List opportunities that can be put to good use in addressing constraints to help achieve the strategic objective of the tourism value chain	45 minutes
By facilitator	▪ To close this session, the facilitator thanks the participants and mentions that the output (the identified constraints and opportunities to address the upgrading needs per function of the specific tourism value chain) will lead to the next step, the action planning process. ▪ Leave output on pinboard, so that relevant constraints can be transported to action planning pin board	5 minutes
	Total time	about 1 hour 20 minutes

6.6.2 Action Planning Process

Destination Mapping	Value Chain Mapping	Destination Appraisal	Hotspot Analyses	Strategic Objective	**Action Planning**

Steps Action Planning Tool:

Actions required	Activities needed	Identify Key Actors	Responsibilities	Timeframe Measures	Resources		**Agreement**
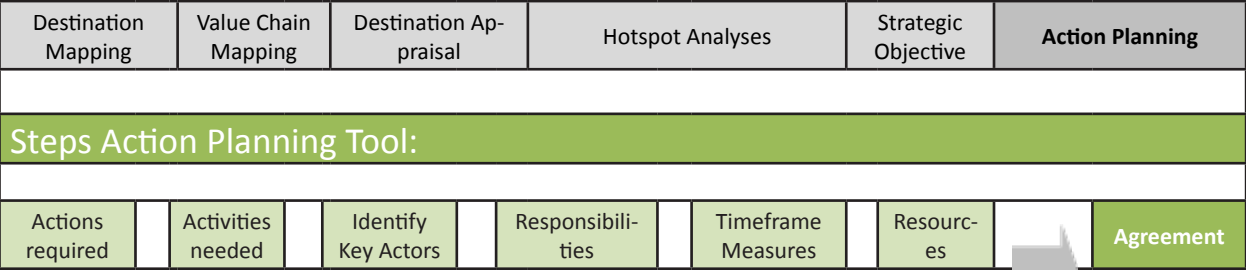
Background

One action plan per sector of a specific tourism value chain to green the tourism value chain and the destination as a whole

Session Objectives

Agreement on Steps, resources and responsibilities, time plan

Task	

Identify strategies, activities and responsibilities	Key questions
▪ Identify key strategies ▪ Define specific activities ▪ Agree on responsible agencies, stakeholders for implementation to address the identified hotspots, constraints ▪ Optimize the opportunities in the different sectors of the tourism value chain	▪ What? ▪ Productivity and Efficiency ▪ Access to Market ▪ Access to Finance ▪ Enabling Environment ▪ How? ▪ Who? ▪ With which resource? ▪ When?
Result	
✓ Action plan	

An action plan per sector of a specific tourism value chain and for destination management

✓ Presentation

A participant per sector action plan volunteering to present the action plan (with support of the facilitator)

Preparation (prior to session start, refer to Workshop Mechanics: Workshop 8)

☐ 1 pinboard per function of the value chain and dimension of the destination

☐ List

☐ Meta cards (oval and angular)

☐ Colour markers

Methodology

Activity	Background	Estimated Timeframe
Introduction by Facilitator	▪ title and objective of the activity ▪ flow of the process, referring back to the earlier session in which the key constraints and opportunities were listed down per tourism product, per sector	5 minutes
Identification of Strategy and Activities per Sector	▪ The facilitator brings the participants back to the objective of the value chain approach – to upgrade the value chain (achieve strategic objective agreed by all) by addressing the constraints and tapping opportunities, which include changing current practices to more environment friendly and sustainable ones, as well as looking at participation of more sectors in society and increasing income of stakeholders, thereby in the end ensuring sustainable development. ▪ To start the actual action planning, the facilitator takes the meta cards from the 'constraint and opportunity analyses' per function of the value chain and the destination analysis, pins these into the first two columns of the pinboard for action planning. Then the facilitator invites the participants to identify a strategy and related activities to address this constraint. The action planning will take place per tourism product, per sector, per constraint, per hotspot and focus on the identification of key strategy and related activities ▪ Strategies: determine the key strategies together with the participants, possibly by also referring to the key strategies supported by the lead agencies, the specific project (for example GIZ SREGIP's key strategies include "Policies and Framework Conditions", "Cooperation and Partnerships", "Business Services" and "Innovation and Technology" with gender sensitivity as cross-cutting theme) and greening strategies such as waste management, water management, energy management, supply management, transport management and natural resource management ▪ Activities: determine together with the participants how to implement the specific strategies. For instance if gender sensitivity is a priority for the lead agency, consider how the gender lens can be applied for specific solutions, actions (like strengthening business linkages – look into gender equality in composition of business groups, access and control of resources by women, strengthening negotiating position of men and women in associations found in the VC or innovation and technology design of new or innovative services take into account the needs and capacities of men and women). ▪ Responsible private sector agency and government agency and identify lead responsible agency to initiate the action and accountable for follow up ▪ Collaborators as in potential contributors in terms of mandate, manpower and resources	1 hour and 45 minutes
Closure	▪ Clarification by facilitator that the Action Plan to green the tourism value chain is the key product of this workshop ▪ The next step of the event is to present the action plan to a wider group of stakeholders to validate the identified constraints, the related strategies and activities. The ultimate aim for that session is to gain a buy-in from a wider group of stakeholders to implement the action plan. ▪ Facilitator invites a participant to volunteer in presenting the output to a wider group of stakeholders (time defined as according to workshop program) or as determined by the lead agency for implementation of the action plan	10 minutes
	Total time	about 2 hrs

Annex 1 : Glossary

Day 1: Training Exercise on Tourism Definitions and Terminology

This part of the training can be arranged as quiz

Two groups compete with each other. Each group gets 25 cards with tourism terms and a brief explanation on the back. All cards are turned around so that the term and the explanation are not visible. One group starts asking the other group about a term which is written on the first card. If one group is not able to explain the requested term in the sense as it is described on the card in a satisfactory way they have to give one of their own cards to the other group. The game stops after 20 minutes. The group with the most cards within this timeframe is the winner.

Proposed glossary for the game

Tourism planning and conception	
Brand and Image	The aim of a brand or image is to identify a product and to differentiate it from its competitors. A brand or image usually appears in the mind of the customer
Carrying Capacity	The amount of tourists a destination can handle.
Consumer Demand	Demand for a specific product, service, price, quality etc.
Costing	The process of itemizing and calculating all costs the tour operator will pay on a given tour. Costing is usually the function of the operations manager
Customized Tour	A tour designed to fit the specific needs of a particular target market (e.g. nationalities, children, seniors, people with disabilities)
Destination	A destination in the travel industry can be any location, city, area, country or even wider region which can be marketed as a single entity for tourists. It is not only determined geographically. It contains a set of specific characters (e.g. cross border cultural routes), a resort (especially allinclusive resorts) or even a whole continent (e.g. "Europe" for many Asian tourists). Important: a tourism destination exists in the perception of the customer ("brand character") with the aim to stimulate their booking decision.
Destination Management Company (DMC)	DMC is a company that provides on-the-scene meetings assistance for corporations and associations
Destination Marketing Organization (DMO)	DMO is a category of membership of the National Tour Association which includes state or provincial tourism offices, convention and visitors bureaus, and chambers of commerce which promote a city, region, or state as a travel destination
Destination Management	To manage all stakeholders and attractions in the way that the tourist will be motivated to visit the destination and gets a clear image of the offers and the uniqueness which they can expect
Direct Spending	Money that goes directly from a tourist into the economy of the destination
Group Tour	A prearranged, prepaid travel program for a group usually including all components. Also see packaged tour
Guided Tour	A local sightseeing trip conducted by a guide
High Season	The period of the year when occupancy or usage of a hotel or attraction is normally at the highest. High usage invariably means higher prices for rooms or admission. Also referred to as onseason or peak season
Hub and Spoke Tours	Tours which utilize a central destination with side trips of varying length to nearby destinations
Inbound Tour	Group of travelers whose trip originated in another city or country

Inbound Tour Operator	Company specializing in domestic tours for foreign visitors in the strictest sense. Can also be used interchangeably with receptive operator
Incidentals	Charges incurred by participants of a tour, but are not included in the tour price
Inclusive Tour	Tour in which all specific elements – transportation, airfare, hotels, transfers, and other costs – are offered for a flat rate. An inclusive tour does not necessarily cover all costs such as personal items and telephone
Load Factor	Average number of seats occupied, e.g. motorcoach or air
Low Season	That time of the year at any given destination when tourist traffic, and often rates, are at their lowest. Also referred to as offpeak or offseason
Marketing	Activities involved in developing product, price, distribution and promotional mixes that meet and satisfy the needs of the customer
Market Niche / Market Share	Small section of market most likely to be persuaded to buy product or service
Market Segment	The concept of dividing a market in parts
Minimum Charge	The amount that each customer must pay no matter what is consumed. For example: a two-drink minimum in a club
Outbound Operator	A company which takes groups from a given city or country to another city or country
Package Tour	A combination of several travel components provided by different suppliers, which are sold to the consumer as a single product at a single price, additional services might be offered for extra charge
Port of Entry	Point at which persons enter a country where customs and immigration services exist
Pricing	Decisionmaking process of ascertaining what price to charge for a given tour, once total costs are known. Pricing involves determining the markup, studying the competition, and evaluating the tour value for the price to be charged; function performed by the operations manager
Product Positioning	Image of a product in the market relative to that of a competitors product and other products offered in the same or similar business
Promotion	Often mixed up with marketing, the aim is to communicate advantages of the product for the potential customer in order to generate a buying decision
Public Relations (PR)	Not to be mixed up with promotion. PR needs clear and actual messages, target group is the media, promotion is no news and not liked by the media.
Service Provider in Tourism	Anybody who provides services, either individually (e.g. tour guide) or company based (e.g. restaurant)
Source Market	Countries or regions where tourists come from, different mentality leads to different behavior and expectations, also important: tourists from different countries have different levels of accessibility to destinations
Target Group	Consumer profile based on socioeconomic criteria or special interest, clearly defines specific facts like demand and ambitions, expenditures
Tour Guide	A person qualified to conduct tours of specific localities or attractions (many reliable guides are licensed)
Tourism Infrastructure	Any kind of facilities needed for tourism (roads, airports, power and water supply, waste and sewage management etc.
Tourism Marketing	Includes market research and observation in order to be able to offer target group oriented products and be competitive also regarding the price
Tourism Master Plan	Long term tourism strategy defining potential and development aims in a specific frame of time, including target groups, investments, responsibilities, budgets needed etc.

Tourism Promotion	Creation of an image of a certain destination, product or attraction and promoting it according to the demand of different source markets or target groups (same attraction can be promoted in a very different way)
Tourism Study	A document which usually illustrates constraints and development potential
Tourism Value Chain	Explaining combination of elements which are needed to create and market a tourism product in a profitable way
Tour Operator	Develops and sells packages and single services to clients either in home country or abroad, a person or company which creates or markets inclusive tours and sub-contracts with suppliers to create a package. Most tour operators sell through travel agents or directly to clients
Tour Option	Any component of a package tour that is not included in the package price, but may be purchased as an added feature to extend the length of the package or enhance the trip
Travel Agency	A person or firm qualified to arrange for all travel components, "Consultant" for tourists, offers products of tour operators or other service providers (e.g. airline, train or bus tickets)
Variable Cost	A cost that changes according to how many people take a tour, such as motor-coach expenses

Transport	
Carrier	Transportation company such as an airline, motorcoach, cruise line, or railroad which carries passengers or cargo
Intermediate Carrier	A carrier that transports a passenger or piece of baggage as part of an interline movement, but on which neither the point of origin or destination is located
On-Demand Public Transportation	Transportation services, such as taxicabs that do not have regular schedules
Transfer	Local transportation, sometimes including porterage, as from one carrier terminal to another, from terminal to a hotel, or from a hotel to an attraction

Accommodation	
Average Room Rate	The total guest room revenue for a given period divided by the number of rooms occupied for the same period. Since it can be related to investment, this statistic is frequently used as a measure of economic feasibility.
Bed and Breakfast (B&B)	Overnight accommodations usually in a private home or boarding house
Block	A number of rooms, beds, seats, or space reserved in advance, usually by wholesalers, tour operators, or receptive operators who intend to sell them as components of tour packages
Camp Site	An area which is designated for overnight stays in tents or motor caravan, providing often also certain infrastructure (e.g. restroom, laundry facilities) and services (e.g. shop, restaurant)
Concessionaire	A firm which, under contract rights, operates for another party (in many cases, a government agency) food and beverage services, lodging facilities, and other services onsite at an attraction
Guest House	Private home where the owner lives in an entirely separate area within the property, different definitions in different countries!
Hostel	Budgetoriented, sharedroom ("dormitory") accommodation that accepts individual travelers (typically backpackers) or groups for shortterm stays
Hotel	Minimum of six (6) rooms with attached private bathrooms with breakfast and usually also restaurant service, may offer additional services (e.g. laundry, gym, swimming pool, conference facilities etc.). Hotels are often marked with stars (1-5) which, however, have no international standard

Hotel Classification	There is no official classification or worldwide accepted rating system for hotels, but the following definitions are generally understood. Budget or Tourist: Budget hotels/motels are reasonably priced accommodations. In general, they provide a room with a bed and bath, TV set, and telephone, as well as free parking. They usually do not have room service or a restaurant. Moderate: Offer on-site restaurants, bars, and perhaps conference rooms, as well as the basic services Deluxe: A top-grade hotel with all rooms usually having a private bath. The public rooms and services are provided and a high standard of decor and services maintained. First Class and Luxury: Many First Class, Luxury hotels exist in large cities, offering a number of special services to the business, leisure traveler. They offer first-rate restaurants, banquet and conference rooms, valet service, room service cable TV and complimentary morning news
No Show	Guest with confirmed reservations who does not arrive and has not canceled
Off-Peak	A period in which a hotel or attraction is not in its busiest season
Occupancy	The percentage of available rooms occupied for a given period. It is computed by dividing the number of rooms occupied for a period by the number of rooms available for the same period
Resort	A hotel, motel or condominium complex located in an area associated with recreation and leisure, such as the mountains or the seashore. Normally offer facilities for sports and recreational activities

Attraction / Activity	
Adventure Tourism	Has to do with activity in nature, such as trekking, sport (i.e. paragliding etc.). A tour designed around an adventurous activity such as rafting or hiking, focuses on specific landscapes and challenges (i.e. distance, difficulty etc.)
Cultural Heritage tour	Tour along or within cultural heritage sites (including single buildings), often also promoted as theme tour
Ecotour	A tour designed to focus on preserving the environment of environmentally sensitive areas
Educational Tour	Tour designed around an educational activity, such as studying art
Ethnic Tour	Tour designed for people usually of the same heritage traveling to their native origin or to a destination with ethnic relevance
Heritage Tourism	Tourism based on cultural, religious and natural resources in a destination
Hiking Trail	A long walk or walking tour
Nature Tour	Tour along or within a specific ecosystem, also along nature trails (with or without visitor interpretation facilities)
Pilgrimage Tourism	Journey to and around religious places (not only visit of)
Religious Tourism	Visiting of holy sites
Special Event Tour	A tour designed around a particular event
Special Interest Tour	A tour designed to appeal to clients with a curiosity or concern about a specific subject. Most special interest tours provide an expert tour leader and usually visit places or events only relevant to that interest
Special Interest Nature Tour	Tour for specific target groups (i.e. birdwatchers)
Themed Tour	A tour designed around a specific theme such as fall foliage, also a special interest tour

Tourism Attraction	A natural or manmade facility, location, or activity which offers items of specific interest to tourists
Visitor Guiding	Leading visitors through a destination (i.e. by signs, apps)
Visitor Information	Informing visitors about distances, overview on ways, viewpoints, distances, level of difficulty etc.
Visitor Interpretation	Explanations about nature, landscape or cultural heritage
General	
Tourist	Person who temporarily leaves their home place even for one day (day tourists) or longer period for manifold reasons (i.e. relaxation, new experience, visit of relatives, health and wellness, religion, business, conference and trade fair)
Tourism Product	A combination of services which are sold to tourists for a lower price as they would be able to book individually (e.g. one week trekking in Nepal)
Ecotourism	Nature, "ecology" based tourism, mostly in nature protected areas, in some cases very specialized (i.e. birdwatchers)
Sustainable Tourism	Respecting nature (flora and fauna, landscape and ecosystems including biodiversity), natural resources (water, air, soil) including waste management, climate change adaptation and mitigation measures, labor conditions, income and disadvantaged groups
Responsible Tourism	A little bit old fashioned term with mainly social background (in addition to former "green tourism"), today understood as "sustainable tourism"

Annex 2 : Samples

Steps in Greening Tourism Products
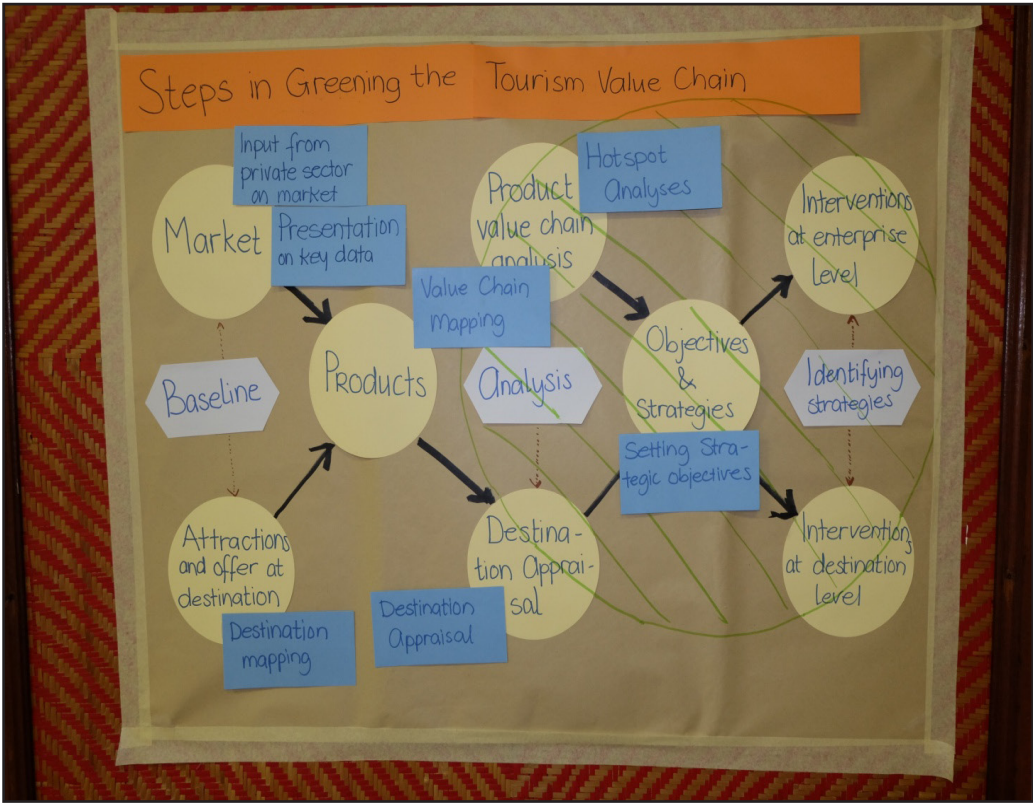
Destination Mapping

Market of Travelers

Typical tourist profiles found in many Philippine destinations

Korean Market	European & US Markets	Filipino Market
Young (20-35 years)	Middle aged (35-55 y)	Young (20-45 years)
Visit duration: 3 days	Visit duration: 7 days	Visit duration: 4.2 days
Av. Group size: 4.7 pax	Av. Group size: 2 pax	Av. Group size: 13 pax
Package Tour	Self-organized	Self-organized
Beach holiday	Leisure	Leisure
Sight-seeing	Dive holiday	VFR
Season: Jan-March	Season: Nov-Feb	Season: year round

Destination Appraisal

Destination Appraisal 5: Ecological & Social Environment

Performance Criteria	Relevance 1-3	Rating 1-3	Status quo / Action required
	▪	✔✔✔	
Condition of ecosystems			
Protection of species			
Urban sprawl			
Land pollution			
Air, noise and/or light pollution			
Land, beach, coral erosion			
Waste management (cleanliness)			
Sewage treatment			
Availability of drinking water			
Climate change adaptation measures			
Community relations			

Destination Appraisal   GIZ Moderator Training Greening the Tourism Value Chain   7

Greening SMEs
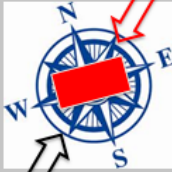
Defining Tourism Products

Tourism products identified in Lombok

- Beach tourism/Spa
  Transfers, accommodation, food, entertainment
- Cultural tourism
  Transfers, entrance fees, food/ beverages, crafts?
- MICE tourism
  Transfers, accommodation, food/ beverages, meetings, excursions
- Cruise/Yachting
  Transfers, food/ beverages,shopping, excursions
- Honeymoon

- ➢ Mostly local and international source market
- ➢ Mostly local/international source market
- ➢ Mostly local source market
- ➢ Mostly international source market

Defining Tourism Products   GIZ Moderator Training Greening the Tourism Value Chain   6

Mapping the Tourism VC

Strategic Objective Setting

Hotspot Analysis

The Destination's Strategic Directions

Process of Formulating Objectives

Identification of Constraints, Opportunities and Action Planning

Presentation of Moderation Plan

Annex 3 : Proposal for the Workshop Program

Brief structure recommended (to be developed with local team)

Day 1

- Registration
- Opening
- Organizational matters
- Self introduction and expectations, experiences in greening, sustainable tourism of participants
- Input on Sustainable Destinations, Market of Travellers and Tourism Products
- Workshop: Sustainable Tourism Destination
- Learning visit and get together

Day 2

- Evaluation learning visit
- Input on Greening Businesses
- Workshop: Hotspots and potential for greening
- Workshop: Preparation of action plan (development of objectives, identification of upgrading constraints, strategies and specific activities)
- Discussion of action plan
- Agreement on further procedure (way forward; next steps)
- Debriefing
- Closing
- Photo session

Annex 4 : Proposed Sustainability Criteria for Selection of the Venue

☐ Any kind of greening measures implemented (value chain of the venue)?

☐ Greening measures visible to show participants?

☐ Comprehensive sustainability concept?

☐ Greening, sustainability in communication and promotion visible?

☐ Green, sustainable products?

☐ Any awards, certification (labels)?

☐ Support, own engagement in green, sustainable activities, projects beyond own business?

☐ Greening measures at least planned?

Annex 5 : List of Recommended Workshop Participants

National level institutions

☐ Ministry (or department in charge for tourism)

☐ National tourism organization, association (promoting the country in source markets)

☐ Tourism business associations

☐ NGOs

Regional level (such as district)

☐ Administration in charge for tourism

☐ Tourism business associations

☐ NGOs

☐ ….

Municipal level

☐ Municipality, department or person in charge for tourism

☐ Tourism business associations

☐ NGOs

Tourism businesses

☐ Travel agency

☐ Tour operator

☐ Accommodation sector (hotel, hostel, private)

☐ Food and beverages (restaurant, snack bar, catering etc.)

☐ Activities (sports like scuba diving, parasailing, climbing)

☐ Excursions and sightseeing tours

☐ Health and Wellness

☐ Transport sector (bus, boat, ferry, car, motorcycle, bicycle)

☐ Events (managers, organizers)

☐ Shopping (for example souvenirs)

☐ Tourist attractions, sites (administrations monuments and sites, info, and interpretation centers)

☐ . . . (?)

Annex 6 : Tool to Support Processing of Learning Visit

Session Objectives

During this session, the participants will be given an opportunity to…

- Reflect on the observations of the learning visit to a tourism establishment that has introduced green measures and
- Familiarize themselves with the six (6) greening strategies that can be identified as key areas for greening tourism enterprises in the tourism value chain

Expected Result

- An overview of different greening measures that could be considered or adopted by the operators of enterprises within the tourism value chain
- Greening measures of the business enterprises visited, rated by the participants

Process

Steps	Time

PREPARATION (Prior to Session Start)
 	
Organize a learning visit to a business that has introduced greening measures in its operations. Brief the appointed guide of the business on the specific learning interest of the group of participants (measures to green a tourism business).
 	
For workshop, prepare a poster paper per greening strategy. Consider adding colourful pictures per poster paper referring to the specific greening strategy
 	
   • Energy management
 	
   • Water management
 	
   • Waste management
 	
   • Supply management
 	
   • Transport management
 	
   • Natural resource management	

ACTUAL SESSION	
• The facilitator introduces the activity: its title and the objective of the activity. The facilitator shows the six (6) empty poster papers with headings according to the six greening strategies and introduces the six (6) greening strategies briefly. • The facilitator requests for six (6) volunteers to pick up some different coloured markers and position themselves at one of the pin boards, ready to note down the inputs from fellow participants.	10
• The facilitator invites the participants to reflect on the learning visit to the business and make them call out the green measures that they observed or were introduced to. These observations are written down on the pinboard of the respective greening strategy.	50
• The facilitator invites the participants to rate the different identified measures: what convinced them most? The facilitator marks these measures with green (most convincing) and red (not convincing) dot stickers.	10
• To close this session, the facilitator thanks the participants and mentions that the outputs (six (6) poster papers with observed greening measures per strategy) will remain on the wall for easy reference and inclusion of other measures over the course of the workshop.	5
TOTAL TIME	about 1 hour and 15 min

Link to the Next Session

The next speaker for the first topic (and the other topics) can refer back to the six (6) greening strategies on the wall, and can invite participants to add even more greening measures while the workshop progresses.

Materials

- Six (6) pinboards with paper (if not enough pin boards, poster paper can be put on wall)
- Different colours markers
- Stickers
- Tape
- Meta cards

Physical Arrangement

- The wall space must be big enough to accommodate six (6) different poster papers
- No need for tables

Annex 7 : Sample (Summary) Lombok Workshop

Workshop on Greening the Tourism Value Chain Lombok

Lombok, February 25 – 26, 2015

Program Day 1

Time	Activity
08.00-08.30	Registration
08.30-08.40	Opening speech by GIZ
08.40-08.50	Welcome speech by Culture & Tourism Head Office of NTB
08.50-09.20	Introduction of participant
09.20-09.30	Workshop overview
09.30-09.45	Coffee Break
09.45-10.15	Sustainable Tourism Destinations Presentation
10.15-10.45	Lombok's Strategic Tourism Development Presentation
10.45-11.00	Q & A Session
11.00-12.30	Destination Mapping
12.30-13.30	Lunch Break

Time	Activity
13.30-14.00	Tourism Value Chain Mapping
14.00-14.30	Validation & enhancment of Tourism Value Chain Map
14.30-16.00	Destination Appraisal
16.00-18.00	Learning visit at Kila Senggigi Beach Hotel
1800	Dinner

Program Day 2

Time	Activity
08.00-08.30	Registration
08.30-09.00	Recap day 1(learning visit)
09.00-09.30	Green Business Presentation (Perama Tour &Travel)
09.30-09.45	Q & A Session
09.45-10.30	Hot Spot Analysis
10.30-11.00	Development of Strategic Objective
11.00-12.00	Identification of Constraints & Opportunities
12.00-13.00	Lunch Break
13.00-14.15	Development of the Action Plan
14.15-15.00	Action Plan Presentation
15.00-15.15	Next Step
15.15-15.35	Closing

Welcome Speech

Head of Culture & Tourism Office NTB

Mr. Faozal emphasized that Lombok is beautiful, has untouched nature to offer, is quiet; and has a great potential. But it is not clean and safe. He underlined that Lombok's people need to work together, be one community and improve the promotion of the place.

Some of the issues he addressed include:

- Nice destination video, but having a closer look on Lombok there are many issues and expectation raised in the video are not met;
- Cleaning at Bangsal harbour which should be community based;
- Sewage and unlicensed businesses at 3 Gilis;
- Overprizing at attractions, e.g. entrance fee at Sendang Gile Waterfall in Senaru;
- Trees in the forest are cut down for banana plantations, to be sold to tourists once they are grown – there is something wrong; this is not sustainable;
- Pushy and aggressive sellers (bad behavior of local sellers);
- Chinese products flood the local market, locals don't know how to differentiate between local and Chinese products and do not recognize the value of their own products.

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Expectations raised by Participants

- To increase the support and participation from all tourism stakeholders;
- To have the same vision and framework to develop the tourism sector;
- To improve communication among the tourism stakeholders ;
- All tourism stakeholders follow the defined vision;
- To improve networking;
- To improve coordination and cooperation between public and private sector;
- To see new opportunities for activities toward 'greening'
- To raise the waste issue to the public sector;
- To get practical samples on 'how to do' rather than theory.

Identification of Tourism Destinations, Attractions and Products

Destination	Attraction	Product	Market
Lombok	3 Gilis	Diving	AUS, EU, SEA
Lombok	Mount Rinjani	Trekking	DOMESTIC, SIN, EU
Lombok	Senggigi Beach	MICE/ Honeymoon	DOMESTIC, AUS, KOREA
Lombok	Kuta Beach	Surfing	AUS, JAP
Lombok	Mayura Park	Culture	DOMESTIC, EU

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TOURISM DESTINATION ANALYSIS — Market Orientation

Criteria	Relevance 1-3	Rating 1-3	Action
	■	✓✓✓	
Hotel / guest data collected	3	3	-
Tourist satisfaction survey	3	2	Set up a reliable survey institution/independent; Regular surveys, increase frequency;
Source market survey conducted	3	2	Annual survey (min.)
Products developed (for specific target groups)	3	2	Product diversification based on market needs;
Destination branding	3	1	Regional Tourism Forum to accelerate the process; develop icon for branding;
Explored different promotional tools (like fairs, commercials)	2	1	Link & match (according to the survey result);
Online presence (destination portal with booking option, social media)	3	2	Updated information (Management);
Management of tourist information office	3	2	Increase number of personnel and improve management quality;
Brochures and maps	3	2	Budget support and private sector involvement;
Mobile marketing application	3	1	Participation of all, strengthen the human resources and increase budget

HOT SPOT ANALYSIS

Identification of issues and related risks in each category that are relevant and important in the Value Chain functions (Climate proofing of the Value Chain).

Hot Spot	Risks	Relevance of these risks (0-3)	Constraints	Opportunity

HOT SPOT ANALYSIS — Accommodation & Food and Beverage

Hot Spot	Risks	Relevance of these risks (0-3)	Constraints	Opportunity
Energy management	Energy consumption	3	Availability of electrical power	Solar Power Supply, Micro Hydro Power Supply;
Air pollution	Water consumption	3	Lack of water resources; installation/distribution of water from PDAM (public water)	Water treatment plant is available (for hotel property above 4 ha with IPAL system)
	Water pollution	3	Community/farmers awareness by using pesticide; Household waste water	Regulation is available
Waste Management	Solid waste	3	Community awareness Infrastructure Waste management	Waste into fertilizer; education; regulation; 3R; waste bank
Transport Infrastructure	GHG emissions	1	Governor decree about GHG is not integrated yet to some related government offices	Governor decree about GHG is available
	Air pollution			
Supply	Local supply	3	Supply from outside Lombok; Distribution chain is too long	MoU between Hotel & Farmer; Pilot micro project
Natural Resource Management	Biodiversity depletion	3	Awareness to conserve indigenous plants	Regulation about organic is available
	Land (pollution, erosion, soil sealing)		Land conversion, poaching; chemical usage; illegal mining; illegal logging	

TOURISM DEVELOPMENT — STRATEGIC OBJECTIVE

Given the result of the Analysis the participants formulated the Strategic Objective

STRATEGIC OBJETIVE ELEMENTS	
Timeline	2015 -2017
Markets	Domestic, SIN, Malaysia, AUS, U, UAE, China
Tourism Product	Diving, Trekking, Surfing, culture, MICE/Honeymoon, religious
Growth Objective	Length of stay (based on market), number of visitors; occupancy rate 70 %
Key Strategies	Improve accessibility; improve Length of stay (esp. Australians); Access to new markets; Keep the safety and security of visitor & investor; Environment management;
Indicators and Targets	Length of stay has increased; Airline load factor; number of jobs had increased; number of visitor from China has increased; number of crimes has decreased; the waste volume has decreased; hotel room occupancy has increased;

Tourism Value Chain Action Planning

Based on the results of the Constraints and Opportunities Analysis of the Destination, participants developed the ACTION PLAN which addressed the constraints identified in order to reach the set strategic objective,

Action Plan Green Tourism Value Chain

Accommodation and Food & Beverages (1)

Strategy/activity	Responsible agency (private)	Responsible agency (government)	Time	Resources
Tourism VC Function: Accommodation and Food & Beverage				
Resource Efficiency Program	Lombok Hotel Association(LHA), Hotel & Restaurant Association and City Hotel Association	GIZ, Mining & Energy Office	Q I - 2015	Consultant; Budget
Sustainable Finance	All tourism associations	GIZ and Bank NTB	Q I - 2015	
Guarantee of power supply	All tourism associations	GIZ, BAPP NTB, Governor of NTB	Q II - 2015	Power Plant (private investment)