My workbook
for

Integrating Business Skills into Ecotourism Operations

Training Workshop
17 - 21 January 2010 Cambodia

IUCN

IUCN | National Committee of The Netherlands

Mekong Tourism

MARSH
MMC MARSH MERCER KROLL
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lonely planet

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Organized by:

IUCN Business and Biodiversity Programme

The Business and Biodiversity Programme seeks to enhance IUCN interface with business. The purpose is to engage the corporate world in the pursuit of biodiversity nature conservation. We do so by increasing businesses' understanding of the conservation imperative and of the business opportunities in nature conservation. We help businesses contain their environmental footprint and enhance their positive contribution to the environment, notably to sustaining ecosystems, the biodiversity they contain, and the values and services they provide. To this end, we encourage and support businesses to develop and follow good practice in biodiversity management, we work for raising biodiversity performance standards across the different sectors of the economy, and we catalyze productive relationships among members of the business and conservation communities based on trust derived from the delivery of measurable outcomes. We also help finding solutions for specific conservation problems in a development context, drawing on IUCN's convening role and backed by high quality conservation science. In this way, we help companies to avoid or effectively manage biodiversity risks associated with their operations as a measure of reducing costs and sustaining profitable operations.

IUCN National Committee of the Netherlands

The members of the World Conservation Union (IUCN) established in the Netherlands are united in the IUCN National Committee of the Netherlands (IUCN NL). The Dutch state and 35 organisations and institutions constitute the Committee. IUCN NL is a bridge between social organizations, the government, business and science and focuses on all kinds of subjects pertaining to the struggle against the loss in biodiversity. In collaboration with the same partners IUCN NL applies this knowledge to come to a constructive Dutch contribution to solving global issues in the fields of nature and the environment. IUCN NL also sets up projects in which the Dutch share in the increase (or reduction) of biodiversity is studied. IUCN NL also provides financial support to social organizations – mainly in developing countries – that focus on the conservation of nature and the improvement of the environment in relation to poverty reduction.

About this Training Workshop:

Project coordination:
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Project implementation:
Maria Ana Borges, IUCN
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Instructors:
Brien Chan, Marsh; Mason Florence, Mekong Tourism Office; Hamish Keith, Exotissimo; Va Moeurn, Mlup Baitong; Trevor Piper, SNV; Nick Ray, Lonely Planet;

Logistics:
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Funding:
IUCN National Committee of the Netherlands

Contents

1. Introduction

Many conservation organisations see tourism as one of the sectors with the greatest potential for linking conservation to economic development. However, as conservation organisations have little experience in tourism and marketing, tourism products and services often fail the market test. There is therefore the need to inject some expertise in the many projects that build conservation strategies on tourism development. This training will bring together conservation organisations and tourism professionals as a first step to making ecotourism development market-viable. The objective is to provide your organisation with an insight into the tourism reality so that your tourism project can become a successful tool for conservation.

This training workshop is structured into five themes:

- ▪ *Making the most of the market context* **– Mason Florence, Mekong Tourism Office:**
  The tourism industry is composed of a multitude of actors that operate at different scales from local to regional and global. These players offer a multitude of facilities and experiences that cater to a varied client-base. The aim of this session is to provide participants with a better understanding of the tourism industry in the region and how it is set up.

- ▪ *Focusing on Health, Safety and customer care* **– Brien Chan, MARSH:**
  Safety is not something that can be advertised as a benefit when providing a tourism product. It is an essential condition expected by consumers that can be costly to a business when things go wrong. This theme will draw upon the regulatory environment of the tourism industry as concerns health and safety to better inform tourism product design.

- ▪ *Ensuring sustainability* **– Maria Ana Borges, IUCN:**
  The participants, being representatives of conservation organizations have considerable knowledge of sustainability issues. However, this short session will provide an overview of the main criteria for the sustainable development of any tourism business.

- ▪ *Exploring the ecotourism potential of a site* **– Hamish Keith, Exotissimo:**
  The tourism industry is demand driven; hence it is not immediately obvious to determine which products, services or locations will succeed in the industry. This first theme will provide conservation organisations with a better understanding of the market requirements that make a destination interesting and a product commercially viable.

- ▪ *Marketing your ecotourism business* **– Nick Ray, Lonely Planet:**
  Tapping into the right channels for marketing a tourism product is one of the key elements in a viable tourism venture. This last theme will give an overview of the marketing process from product development, to targeting the right market segments and distribution through mainstream channels.

Within each theme, time will be allocated for a short presentation, individual work and group work. During the presentation, each instructor will also introduce the "checklist for success" related to the topic addressed. During the exercise which will follow each of the presentations, the participants will be asked to review their tourism idea in light of the information received (and in particular the checklist).

2.   The agenda

Arrival – 17 January

Time	Event
14:30	**Transfer to Kirirom Resort from Phnom Penh International Airport**
17:00	**Arrival and check-in**
18:00	**Transfer to Kirirom for remaining participants and instructors**
19:00	**Dinner**
20:00	**Registration and reimbursements for travel**

Day one – 18 January

Time	Event	Content	Facilitator/ Trainer
07:00	*Breakfast*		
08:00	*Session 1* **Welcome, opening and introductions**	Welcome. Giulia will introduce the training and programme. Participants will present themselves.	IUCN – Giulia Carbone
08:45	*Session 2* **Visualizing our ecotourism businesses/projects**	All the participants individually will visualize their tourism product and create a map.	IUCN – Giulia Carbone
09:45	*Coffee & tea*		
10:00	*Session 3* **Making the most of the market context**	Mason will introduce the topic, including examples and illustrations, and focusing on practical steps related to the market context. Individual and group work/discussion.	Mason Florence – Mekong Tourism Office
12:00	*Lunch*		
13:30	*Session 4* **Focusing on health, safety and customer care**	Brien will introduce the topic, including examples and illustrations, and focusing on practical steps related to health and safety. Individual and group work/discussion.	Brien Chan - MARSH
15:30	*Coffee & tea*		
16:00	*Session 5* **Ensuring sustainability**	Maria Ana will introduce the topic, including examples and illustrations, and focusing on practical steps related to sustainability. Individual and group work/discussion.	Maria Ana Borges - IUCN
18:00	*End of Session*		
19:00	*Dinner*		

Day two – 19 January

Time	Event	Content	Facilitator/ Trainer
07:00	*Breakfast*		
08:00	*Session 6* **Welcome to day two**	Giulia will introduce the programme for day two.	IUCN – Giulia Carbone
08:15	*Session 7* **Exploring the ecotourism potential of sites**	Hamish will introduce the topic, including examples and illustrations, and focusing on practical steps related to the tourism potential of a site. Individual and group work/discussion.	Hamish Keith - Exotissimo
10:30	*Coffee & tea*		
10:45	*Session 8* **Marketing your ecotourism business**	Nick will introduce the topic, including examples and illustrations, and focusing on practical steps related to the marketing issues. Individual and group work/discussion.	Nick Ray – Lonely Planet & Trevor Piper, SNV
12:00	*Lunch*		
13:30	*Session 9* **Marketing (continued)**	*Continued from above.*	Same as above
15:30	*Coffee & tea*		
16:00	*Session 10* **Touring our ideas**	Participants will go back to their visual representations, incorporate changes and post these on the wall. They will then be free to tour the gallery, network and give feedback to other participants	IUCN – Giulia Carbone
18:00	*End of Session*		
19:00	*Dinner*		

Day three – 20 January

Time	Event	Content	Facilitator/ Trainer
07:00	*Breakfast and Checkout of Kirirom*		
08:00	*Departure for site visit in Chambok CBET*		
08:25	*Arrival & welcome from community*		
08:35	**Introduction to Chambok CBET (The presentation for the field trip can be found in Appendix VII)**	Introduction by Head of Community and presentation from Mlup Baitong covering the following topics: 1. Development of CBET in Chambok (background to the idea, practical information about how this was set up…) 2. What are the resources for tourism development in Chambok? 3. How many people have been involved	Mlup Baitong, Chambok community

		in the project (who are the stakeholders)?
		4. What is the benefit sharing mechanism?
		5. Challenges and lessons learned in developing and running Chambok CBET?
		6. Marketing: marketing plan, information on reaching the market, marketing materials…
		7. Information on Customer care and safety, including sanitation and waste management
		8. Sustainability and biodiversity conservation

| Time	Event		Facilitator
09:30	Guided visit to the village. The guide will give detail about different factors mentioned in the presentation and explain what is available to tourists. Here the participants will have the opportunity to ask questions to their guide and community members.		Community guides
10:30	**Group 1:** The first group will go trekking to the 35 meter waterfall, which is 3km walk from the visitor center and will take approximately 45 minutes.	**Group 2:** The second group will visit a new site: Peam Levea. Here they will have the opportunity to go on a trail around the pond (still being developed), trek to the mountain (200 m), or swim in the pond.	Community guides
13:00	*Lunch organised by community*		
14:00	**Group 1 & 2 swap visits**		
17:00	*End of Session & check into homestays at Chambok*		
18:00	*Dinner and evening entertainment provided by the community*		

Day four – 21 January

Time	Event	Content	Facilitator/ Trainer
07:00	*Breakfast*		
08:00	*Session 11* **Debrief on site visit**	Plenary discussion about the field visit.	IUCN – Giulia Carbone
10:15	*Coffee & tea*		
10:45	*Session 12* **What did we learn in the last three days?**	Activity around what was learned during the training and feedback to the organizers. Closing.	IUCN – Giulia Carbone
12:30	*Lunch*		
15:00	*Departure for Phnom Penh*		

3.   My tourism business

Here are some examples to give you inspiration for drawing your tourism business.

Think about the location, the way to access the project site, the major conservation threats in the project area, the type of tourism services you want to offer, as well as the stakeholders involved, what their role is, how many community members take part in the tourism activity and any other information that you deem relevant.
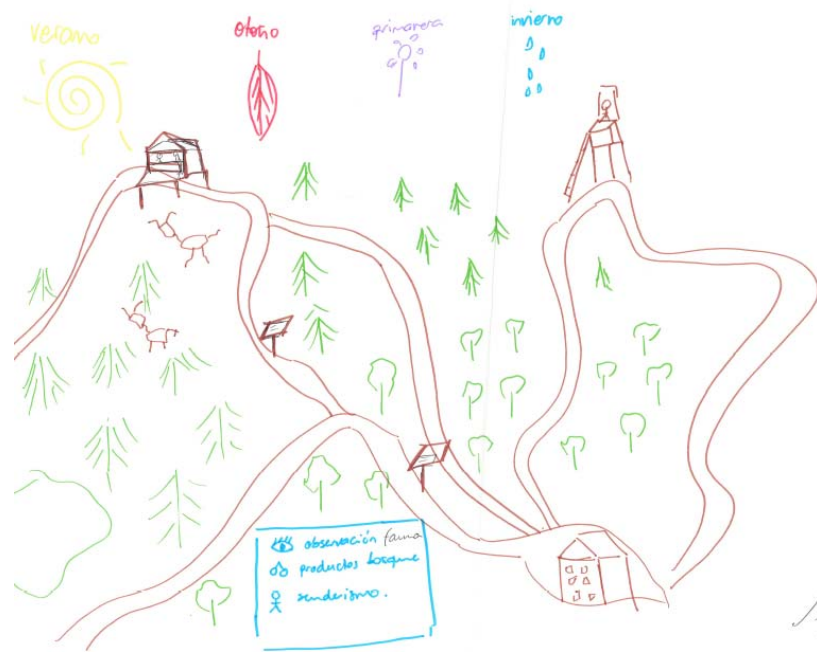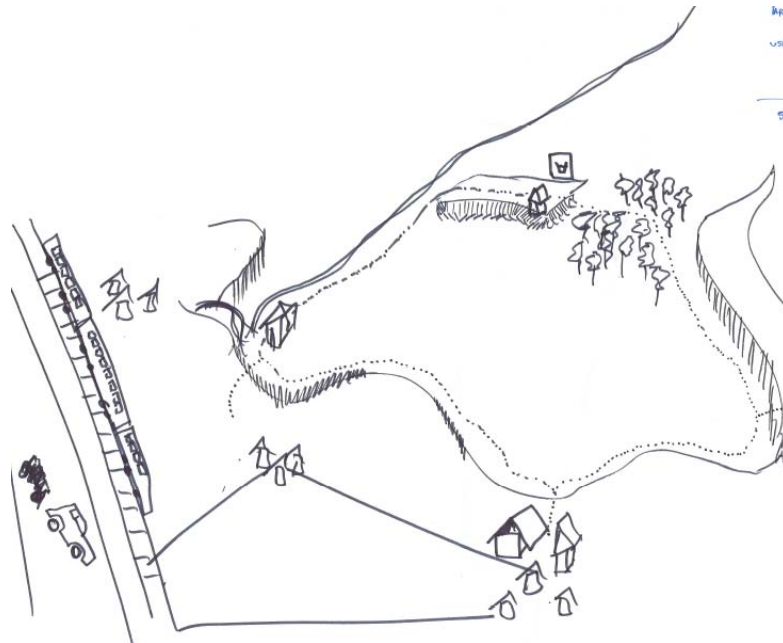
4.   Making the most of the market context

4.1   Introduction

The basis of developing the necessary business abilities to utilize in any ecotourism operation lies in gaining an understanding of how the tourism industry machine works. First and foremost this demands an understanding of who the key stakeholders in the industry are, what their respective roles are, and how each of the main players correlate to one another. In recent years the importance of Public-Private Partnerships (PPP) has come to the forefront of the tourism trade and now, more than ever, there is a clear need for industry-wide cooperation toward the common goal of thriving in an ever-competitive environment. Beyond the Public and Private sectors, there is also a strong need to engage with chief industry players in the development world, the mass media, and finally with tourism consumers. Before one can truly begin to market eco-tourism products they must first identify whom they are marketing to so that they may begin to establish true partnerships of their own.

The presentation for this session are available in Appendix I.

4.2   Checklist

Key points for success	YES/NO	Notes
Whos-who?: Know your region's tourism stakeholders. Who are the key players?		
Awareness: Learn about different forms of PPP and how/where they are being used (both within your region and worldwide).		
Case Studies: Review various case studies of PPP.		
Limitations: Learn about the implications of regulations/limitations on PPP.		
Opportunities: Learn the processes to identify PPP opportunities and the key elements that go into a PPP pre-feasibility study.		
Money Matters: Learn the elements to effectively structure the financing for PPP arrangements.		
Understanding: Understand how PPP can be designed so that they stimulate the development of the local private sector and encourage local economic development.		
Skills: Develop skills to effectively manage and communicate with the stakeholders to a PPP, including consumers and the media.		
Relationships: Establish and nurture relationships with fellow regional stakeholders in the tourism industry.		
Plan of Action: Develop a detailed and personalized strategic *Action Plan* that will help you reach your goals.		

4.3 Additional thoughts and actions

5.   Safety in ecotourism products

5.1   Introduction

Every day, the tourism & hospitality industries face a new and growing world of risk. Today's challenges not only include dealing with economic uncertainty and the correlating rising costs of doing business, technology advances, green development, and globalization but also treating and preserving value in a highly competitive environment, navigating the wave of new regulations, and motivating and taking care of employees and customers.

Safety and health are vital to providing quality in sustainable tourism and hospitality operations. More than any other economic activity, the success or failure of a tourism destination depends on being able to provide a safe and healthy environment for visitors and customers. This presentation represents the result of some multinational corporations studies and the best industrial practices from risk control and management perspectives. It examines planning considerations at the national and local levels for NGOs beginning to work on tourism and becoming more professional and successful in such business.

During this session you will brainstorm with your fellow participants about the key health and safety issues necessary for a sound ecotourism business. These can be noted in the checklist below and can be seen as an addition on the checklist provided.

The presentation and and a set of audit sheets for this session are available in Appendix II & VI.

5.2   Brainstorming session

Health and Safety aspects mentioned:

5.3   Checklists

Note that the checklists below are not exhaustive and should be adapted to suit individual businesses.

Some questions to consider	My thoughts
Congestion (lack of) near the Property	
Does entering or exiting the property frequently create internal or external impacts on traffic?	
Do large events create internal or external impacts on traffic?	
Is adequate parking is provided on property to prevent overflow into adjacent properties and streets	
Is "reciprocity parking" and shuttles available with other properties?	
Do vendors have separate access	
Health and Safety measures at the Property	
Are there surveillance cameras in areas accessible to the general public (parking lots, entry, lobby)	
Are rooms equipped with electronic/smart cards and room safes?	
Is outdoor safety lighting complete?	
Are visitors are provided with general information about safety measures for local hazards? (javalina, rattlesnakes, scorpions)	
Is there a staff training program to handle basic emergency incidents?	
Is there a health and safety incident reporting policy	
Is there a daily incident report?	
Are there security patrols for common areas, hallways, parking areas?	
Is there a program in place for the responsible service of alcohol?	
Is there an annual familiarization/awareness tour of the property by local fire and police?	
Are basic first aid equipment and supplies available for guests?	
Are defibrillators available?	
Is there a major emergency incident policy?	
Are there annual, on-site emergency response drills	
Is there an annual risk management inspection (physical property)	
Are paramedics / ambulance services on-call?	

Additional checklist provided by Angie Hills and Chris Thompson, UKFTO

Actions Necessary	Check
Health & safety policy o Discuss internally and gain commitment to introduce health & safety into your business. o Agree and document your organizations commitment to health & safety.	
Distribution of policy Circulate health & safety policy to all staff and suppliers with and agreed time scale for implementation.	
Guidelines / Standards Identify and document the guidelines that you are going use to measure the health & safety standards in your business against.	
Responsibility o Who is going to be responsible for health & safety within your organisation? o Document their role and responsibilities ensuring that their objectives are compatible with the requirements of your business.	
Suppliers expectation o Notify all suppliers of your organisation's expectations with regards to health & safety. o Issue all suppliers with your code of practice.	
Training Agree and deliver training programmes to the relevant staff that are going to be involved in the process of managing, implementing and monitoring the health & safety standards of your business.	
Data Capture /Record keeping Identify and document the management of data process in order to ensure that information can be processed efficiently and safety defects/issues identified and eradicated.	
Licence Do you need a licence to operate? o UK o Destination What are the licensing criteria in the destination? How do you apply?	
Agency representation Is it a requirement that you need a destination partner (Agent)?	
Public Liability Insurance Do you have correct insurance, does it cover 3rd parties?	
Destination & Facility Fact finding What elements are included in tour excursion, etc? o Accommodation o Food o Swimming o Transportation o Sporting activity – Trekking, white water rafting, etc	
Assessment of H&S risks For each element an assessment of safety & health risks should be conducted – who by? o External Specialist appointed by you o An appropriately qualified person from your organisation	

Conduct Risk Assessments Conduct and document risk assessments on all aspects tour/ excursion.	

Issue reporting
Report Issues identified and recommendations for eradication to:
  o   Your organisation
  o Supplier	

Customer Safety and Health Literature
Prepare appropriate health & safety literature and distribute to customers:
  o   What information should be pre departure?
  o On arrival?	

5.4   Additional thoughts and actions

6.   Ensuring Sustainability

6.1   Introduction

The participants, being representatives of conservation organisations have considerable knowledge of sustainability issues. However, a short session will provide an overview of the main criteria for the sustainable development of any tourism business. This session will also highlight tools for monitoring impacts and guidelines for sustainable tourism development.

This session will:
-    Give an overview key sustainability criteria to take into account when developing tourism
-    Explain how to integrate sustainability into all parts of the business from planning to operations and decision-making
-    Make reference to tools and guidelines available for sustainable tourism development and monitoring

The presentation for this session is available in Appendix III.

6.2   Additional thoughts and actions

6.3   Global Sustainable Tourism Criteria Checklist

Global Sustainable Tourism Criteria	Met	Partially met	Not met	N/A	Not clear
A. Demonstrate effective sustainable management.					
A.1. The company has implemented a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, sociocultural, quality, health, and safety issues.					
A.2. The company is in compliance with all relevant international or local legislation and regulations (including, among others, health, safety, labour, and environmental aspects).					
A.3. All personnel receive periodic training regarding their role in the management of environmental, socio-cultural, health, and safety practices.					
A.4. Customer satisfaction is measured and corrective action taken where appropriate.					
A.5. Promotional materials are accurate and complete and do not promise more than can be delivered by the business.					
A.6. Design and construction of buildings and infrastructure:					
A.6.1. comply with local zoning and protected or heritage area requirements;					
A.6.2. respect the natural or cultural heritage surroundings in siting, design, impact assessment, and land rights and acquisition;					
A.6.3 use locally appropriate principles of sustainable construction;					
A.6.4 provide access for persons with special needs.					
A.7. Information about and interpretation of the natural surroundings, local culture, and cultural heritage is provided to customers, as well as explaining appropriate behaviour while visiting natural areas, living cultures, and cultural heritage sites.					
B. Maximize social and economic benefits to the local community and minimize negative impacts.					
B.1. The company actively supports initiatives for social and infrastructure community development including, among others, education, health, and sanitation.					
B.2. Local residents are employed, including in management positions. Training is offered as necessary.					
B.3. Local and fair-trade services and goods are purchased by the business, where available.					
B.4. The company offers the means for local small entrepreneurs to develop and sell					

sustainable products that are based on the area's nature, history, and culture (including food and drink, crafts, performance arts, agricultural products, etc.).				
B.5. A code of conduct for activities in indigenous and local communities has been developed, with the consent of and in collaboration with the community.				
B.6. The company has implemented a policy against commercial exploitation, particularly of children and adolescents, including sexual exploitation.				
B.7. The company is equitable in hiring women and local minorities, including in management positions, while restraining child labour.				
B.8. The international or national legal protection of employees is respected, and employees are paid a living wage.				
B.9. The activities of the company do not jeopardize the provision of basic services, such as water, energy, or sanitation, to neighbouring communities.				
C. Maximize benefits to cultural heritage and minimize negative impacts.				
C.1. The company follows established guidelines or a code of behavior for visits to culturally or historically sensitive sites, in order to minimize visitor impact and maximize enjoyment.				
C.2. Historical and archeological artifacts are not sold, traded, or displayed, except as permitted by law.				
C.3. The business contributes to the protection of local historical, archeological, culturally, and spiritually important properties and sites, and does not impede access to them by local residents.				
C.4 The business uses elements of local art, architecture, or cultural heritage in its operations, design, decoration, food, or shops; while respecting the intellectual property rights of local communities.				
D. Maximize benefits to the environment and minimize negative impacts.				
D.1. Conserving resources				
D.1.1. Purchasing policy favours environmentally friendly products for building materials, capital goods, food, and consumables.				
D.1.2. The purchase of disposable and consumable goods is measured, and the business actively seeks ways to reduce their use.				
D.1.3. Energy consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted, while encouraging the use of renewable energy.				

D.1.4. Water consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted.					
D.2. Reducing pollution					
D.2.1. Greenhouse gas emissions from all sources controlled by the business are measured, and procedures are implemented to reduce and offset them as a way to achieve climate neutrality.					
D.2.2. Wastewater, including gray water, is treated effectively and reused where possible.					
D.2.3. A solid waste management plan is implemented, with quantitative goals to minimize waste that is not reused or recycled.					
D.2.4. The use of harmful substances, including pesticides, paints, swimming pool disinfectants, and cleaning materials, is minimized; substituted, when available, by innocuous products; and all chemical use is properly managed.					
D.2.5. The business implements practices to reduce pollution from noise, light, runoff, erosion, ozone-depleting compounds, and air and soil contaminants.					
D.3. Conserving biodiversity, ecosystems, and landscapes					
D.3.1. Wildlife species are only harvested from the wild, consumed, displayed, sold, or internationally traded, as part of a regulated activity that ensures that their utilization is sustainable.					
D.3.2. No captive wildlife is held, except for properly regulated activities, and living specimens of protected wildlife species are only kept by those authorized and suitably equipped to house and care for them.					
D.3.3. The business uses native species for landscaping and restoration, and takes measures to avoid the introduction of invasive alien species.					
D.3.4. The business contributes to the support of biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.					
D.3.5. Interactions with wildlife must not produce adverse effects on the viability of populations in the wild; and any disturbance of natural ecosystems is minimized, rehabilitated, and there is a compensatory contribution to conservation management.					
TOTAL SCORE (how many in each category?)					

7. The ecotourism potential of a site

7.1. Introduction

Ecotourism is an extraordinary tool for conservation, a support mechanism for poverty alleviation, and can act as a driver of sustainable development if carefully conceived, well managed and strictly controlled. However, it is often used as a 'marketing tool' for unscrupulous operators and providers ready to make a quick buck.

The tourism industry is demand driven and often complex with numerous small enterprises needing to come together to form a whole package; hence it is not immediately obvious to determine which products, services or locations will succeed in the industry. There are several crucial questions you have to ask in order to find out whether your particular product idea will be successful.

The presentation for this session is available in Appendix IV.

7.2 Checklist & exercise

KEY POINTS FOR SUCCESS

A) Ensure your site has genuine value for tourists.
B) Ensure tourism is wanted or will be accepted by the host community.
C) Ensure your site is able to accommodate your project and its full potential.
D) Ensure your product is viable and sustainable.

Items to be checked	How does this apply to by ecotourism business?
Your Product • Have you identified genuine tourist appeal? • Identify and highlight your USP's • Will the appeal/USPs stand the test of time? • Will people come back? • Will people tell their friends and recommend your experience?	
Your Site • Can people get to you? Can they find you? • Where will people stay? • Are their adequate facilities? • Waste management? Water supply? Can the site handle the tourist you will bring? • Will your visitors affect the eco-system? What is the environmental impact? • What is the cultural impact?	

Your Team • What are your skills and motivation? • Can you find the people you need to make it all work? • Do you have a workflow system? • Make sure you have a training plan? • Will it all work when you/NGO leave?	
The Host Community • Are your dependent on a host community • Does the host community want tourism • Do they understand the project and all its consequences? • Have you identified community leaders? • Will the benefits reach the community? • Establish communication channels • Set a timetable. • Arrange meetings, prepare literature, communicate.	
Your Business plan • What is your target market? Do people want your product • Have you done your market research? • Identify your Distribution channels and talk to distributors and partners. • Have you identified all income streams?	
The Future • Where do you expect/imagine your project will be in 1, 2, 5 and ten years? • Plan for the future with/without you. • What happens if you are copied? • What are the consequence of increasing tourism beyond your expectations? • What possible variables could change your vision? Plan for as many as you can?	

7.3   Additional thoughts and actions

8.   Tourism marketing

8.1   Introduction

Marketing is the key to the success or failure of your business. Everything else we have discussed is relevant – unique product, great value for money, accessibility, safety, hygiene – but none of these factors will attract visitors if you don't effectively market the business.

The key to successful marketing is knowledge. Knowledge is power in the tourism business. Firstly know your product and the unique selling points. Secondly, know your competition, what they do and what sets your business apart from them. Thirdly, know your market and to whom your product will appeal. With this knowledge in place, you are in a strong position to embark on an effective marketing campaign.

There are many marketing tools in the world of new media. A website is very important to your success, as it is working for you 24/7 all over the world. Linked to your website are important social media, such as a blog, a Facebook presence and a Twitter account. The more internet presence your business enjoys, the more chance that potential visitors will find you.

More traditional promotional materials such as leaflets and flyers are also important, but as with the website they must be produced to a high standard. Once you have the website and promotional material, it is time to get others to help you with your marketing, including contacting leading guidebook publishers, major tour operators and travel agents in your region, and popular ecotourism or responsible tourism websites.

In a global world, you need to ensure you have a global standard of marketing materials. Effective marketing may mean the difference between the success and failure of your business.

8.2   Checklist

A brief guide for success in marketing your product
1. Know your product. What makes your product special? Why should tourists come to visit? What is the unique selling point? In what ways is it ecofriendly, responsible, sustainable or pro-poor? Is it easy to access? Is it good value?
2. Know your competition. Who has similar products in your country and region and how do they compare with your product? Value for money, ease of access, entertainment value?
3. Know your market. Is it aimed at domestic or international visitors? It is aimed at long-term travellers or short-term tourists? Be realistic about this based on ease of access and value for money.
4. Complete a SWOT analysis (Strengths/Weaknesses + Opportunities/Threats). An essential before launching a marketing campaign. Be honest and self-critical in the SWOT analysis in order to help the future success of your product.
5. Design a website for the product. Find an experienced web designer to ensure a good look and high visibility among search engines like Google. Involve a native English speaker to ensure the text is well written. Source good photos, but make sure they load quickly. Promote the website via other relevant websites (Facebook, Twitter, Trip Advisor, Lonely Planet, etc).
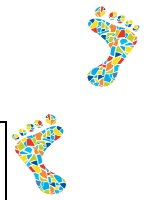
6. Include a Blog as Part of the Website .
Blogging is now an important part of the social media world and many people in travel and tourism write blogs or follow blogs. Having a blog increases your website's visibility on search engines, as it ensures the website has regular fresh content. It doesn't have to be a daily blog, but it should be updated frequently.

7. Design leaflets and flyers for the product.
Find an experienced graphic designer to prepare attractive leaflets and flyers for the product. Distribute them in tourism offices, travel agents, guesthouses and hotels, restaurants, bars and other relevant outlets. Also distribute them in major transit centres in the region and overseas tourist offices if relevant.

8. Contact the guidebooks.
Contact Lonely Planet, Rough Guide, Footprint, Frommers, Fodors, Bradt, Moon and other leading guidebook companies to request a listing. Give detailed information on the project and invite their researchers to come and visit. Contacting guidebooks does not guarantee a listing, but it means they know about the project. If you don't contact them, they might not find about you. Also contact local and regional publications such as local listings magazines and online guides like Travelfish.

9. Contact Tour Operators and Travel Agents.
Contact tour operators and travel agents in the country to let them know about the project. Make sure you have all your promotional material (see 5 & 6) ready so that the project looks professional. This material should include distances and journey times so they can potentially plan to include it in itineraries if interested. Discuss pricing and commissions up front, as these are private businesses and will want to make a profit.

10. Contact Ecotourism and Responsible Tourism websites.
Contact local, regional and international websites promoting ecotourism, responsible tourism and sustainable tourism. Request a link to your website and request a recommended listing if possible.

11. Consider attending travel shows, adventure shows or ecotourism forums.
Look at the annual calendar of travel-related shows and see if there are any that might be relevant to your product. This can be a very costly exercise, so be smart and focus on what might bring immediate benefit. Generally, it is better to leave trade fairs to the big players due to cost, but some of the specialist fairs might be practical.

12, Issue regular press releases about new activities and developments.
Make contacts with local newspapers and magazines, or regional and international ones if you have the opportunity, and keep them informed about new developments. Many newspapers and magazines need short pieces of news to fill their weekly travel sections and will gladly take a interesting piece like a *nib* (news in brief). Also contact free press release websites, as this is a good way to get further exposure for your product in cyberspace. www.prlog.org or www.prfree.com are examples.

8.3   Tips for the different promotional tools

Brought to you by Ronald Sanabria, Rainforest Alliance

Brochures
- The brochure has a clear message for your target audience.
- It sells your business.
- You have a clearly defined distribution plan – no use having a brochure without a way to distribute it.
- You have looked into hiring a professional designer (it is often well worth the money).
- The brochure has graphics and a theme in unity with the other promotional materials in order to give your brand recognition and help your campaign have an impact.
- The components follow in a logical manner and it is written for the reader's point of view.
- It attracts and holds the attention of your target market so that they keep on reading.
- It includes useful information that will not become outdated so that your reader will want to keep the brochure.
- The brochure ends with an action – tell your reader what he/she should do.

Website
- The site sends a clear message to your target audience
- It sells your business and generates potential clients.
- Information is included that would make clients want to come back to the site.
- There are options to request more information and make reservations.
- Reservation policies and payment terms are included
- Some client testimonials are featured to show that your company is open to receiving their opinions.
- There is a space for comments.
- Site, like brochure, should have graphic and theme unity with your other promotional materials.
- It is user-friendly – set up for quick, easy downloading, not too saturated with graphics or other elements and containing enough information for the reader to be able to make informed decisions.

Green tips for brochure and Web site
- Include information about what kinds of environmentally and socially sound practices you use.
- If you are certified, the appropriate seal is prominently featured.
- Use environmentally friendly paper (for your brochures and printed materials).

Commercial relationship with tour operators
- You are prepared for tour operators' inspections.
- You show them all types of rooms as well as the other areas of your hotel.
- You talk about the services that you offer (Internet, tours, etc.).
- A complete information package is prepared.
- You discuss commission up front.
- You always answer their e-mails!

Trade shows

These are important as a way to keep up the relationship with your clients, to see what your competitors are doing, and to find tour operators for possible sales.

- When you choose a trade show, you do so by considering your target market (by geographic region, tourism specialty, etc.) and through researching the show on the Internet.
- Appointments are made appointments with wholesalers who will be attending.
- Take sufficient quantities of your business cards, promotional materials and a document with rates, policies, etc.
- Participate with a chamber of tourism or partner organizations to reduce costs.

Green tips for commercial relationships and trade shows

- Talk to the operators about your efforts in sustainability.
- If you have a certification seal, tell them about it.

8.4 Additional thoughts and actions

9.   Some extra tips

9.1   Guidebooks and tourism – some advice.

Brought to you by Tom Hall, Travel Editor, Lonely Planet

Increasing numbers of travellers carry a guidebook with them when on the road. In more developing tourism markets, a higher proportion of visitors will view a guidebook as an essential companion.

The key guidebook brands are Lonely Planet, Rough Guides, Dorling Kindersley, Frommer's, Fodor's and Bradt. Michelin and Routard are popular French-language guidebook lists.

Most guidebooks, including the ones listed above, are updated between once a year and once every four years. The majority are updated every two or three years. They are updated by an author visiting that country and checking the listings, as well as looking for fresh updates.

Lonely Planet authors - and writers for most of the other titles listed above - visit everywhere that's listed in the guides. They don't stay in every hotel as this would take months, but they do verify everything first-hand. They also seek out knowledgeable locals who can fill them in on what's been going on in the village, town or city they're in. This may mean they end up picking your brains about the best places to eat, sleep and party!

Guidebook companies have become increasingly aware over the past few years of the importance of sustainable tourism, both to the destinations themselves and to travellers. Lonely Planet published 'Greendexes' an increasing number of its titles. This is an index of organisations that are working in a sustainable fashion. It can include tours, attractions, hotels and community projects. Other guidebooks have other initiatives.

Different guidebooks have different ways of considering businesses for inclusion. At Lonely Planet, we have a team of people dedicated to handling feedback from travellers and enquiries from businesses. The Talk2Us team receive up to 1000 letters or emails a week, so can't respond to everything. However, everything that does come in is directed to the editorial team working on the title and passed on to the author. Much of this forms the basis of the work an author carries out in a destination. (talk2us@lonelyplanet.com.au)

Entry into Lonely Planet guides is entirely at the discretion of our authors. It's their call. Lonely Planet guides also don't accept advertising, and our authors do not accept freebies or gifts in exchange for inclusion or positive coverage. Most other guides have similar standards.
If you would like to see your project included in a guidebook, the best thing to do is to look on the publisher's website for guidance and send in information this way. You can do this electronically or in printed form. Word-of-mouth is also an excellent way to get known. This spreads by you offering as strong a product as you can!

Remember also that many publishers also include guidebook content on their websites and even on mobile phones. It can feel like a tough process to get into a guidebook, especially in a competitive market, but the rewards are greater exposure and an unbiased recommendation.

9.2   Recommendations for a successful ecotourism programme.

Brought to you by Tietse Stelma, TUI Travel

Things to consider regarding the tourism industry when developing a successful community-based ecotourism programme:

1. Local employment
A programme that creates employment and development opportunities for the local population promotes sustainability. Consider the costs involved in training local employees in providing tourism services. This includes customer service, cultural considerations and language.
Tour operators love to use local guides and employees, but their language and customer service skills need to be excellent. A high percentage of customer complaints are due to inexperienced tour guides and employees.

2. Cultural interaction and learning
Does the programme promote cultural interaction? Bringing cultures closer can promote peace and understanding, and will enrich a tourism experience. Make sure the interaction is genuine and genuinely benefits the local population. 'Staged' cultural interaction will diminish the attractiveness of the programme.

Learning about culture, the region, the local population and history will also add to the attractiveness of the programme for customers.

3. Protection of environment and wildlife
How will the programme affect the environment and wildlife in the long term? Taking on a new destination or programme means an investment for the tour operator, and long-term sustainability is therefore important.

4. Balance between people and environment
Any program that creates imbalance between people and the environment is destined to fail. So, considering the balance between local population, the environment, landowners and visitors is a key to success.

5. Impact on climate change
The tourism industry is proactively involved in reducing its contribution to climate change. Clearly define the impact the programme will have on carbon emissions – for example, a rainforest lodge may make tourism more profitable than logging, which helps prevent deforestation.

6. Work with tour operators
Consult established tour operators and ensure there is market demand for your programme. Use them, work with them and make sure wholesale rates and block allocations are available.
Beware, however, of exclusive agreements, as 'having all your eggs in one basket' may not always be best in the long term.

7. Value and price
Create a clear market position. Who does the programme target: the quality/niche or the budget/mass market? Be careful of using price as a tool to attract business, as it often erodes quality.

However, the programme still needs to be affordable. Do some market research on what price the market can carry and include in this the tour operator margins.

Adding mandatory conservation contributions to the holiday price can be a good tool to earmark some income for conservation without making the price unaffordable. For example, the holiday price may be XXX + a 'conservation contribution'. The price includes a margin for the tour operator, while the mandatory contribution is separate, with 100% going to conservation.

8. USP (unique selling point)
What differentiates the programme from other similar programmes? Clearly and succinctly define and communicate the sustainable development aspects of the programme.

9. Food
Food is often a key to a successful tourism experience. A high percentage of complaints concern the lack of quality food in resorts.

10. Accessibility
Building an eco-lodge in the middle of the rainforest may be a great idea, but accessibility for visitors is important. How will they get there? How long will it take? What is the cost of getting there? Is getting there safe (airline safety requirements)? Are there other things to see and do in the area? Can it easily be included in a tour of the region?

11. Health & safety
Consider the health & safety expectations and requirements of the target market. H&S standards are often higher in developed countries, so due diligence, training and maintenance of H&S is important. For example, four people riding on a motorbike is accepted behaviour in Vietnam, but definitely not in the UK... and therefore not for customers from the UK.

12. How will it respond to tourism growth?
With 2 billion international travellers predicted in 2025, how will the programme respond to this growth?

9.3   Health and Safety Audit

Brought to you by Janet Griffiths, Safety in Asia

	GENERAL SAFETY	YES	NO	N/A
	Corridors, Lifts and stairways			
1	Are there any badly fitted carpets (Trip hazards):			
a)	Along the corridors?	☐	☐	☐
b)	On the stairs?	☐	☐	☐
c)	Entrances to meeting rooms?	☐	☐	☐
2	Are corridors lit at all times (Either by natural daylight and /or lighting?	☐	☐	☐
3	Is there emergency lighting provided to illuminate			
a)	All corridors	☐	☐	☐
b)	Stairways	☐	☐	☐
c)	Exits	☐	☐	☐
4	Is the emergency lighting system working and are logs kept?	☐	☐	☐
5	Please state the number of lifts available for guests	☐	☐	☐
6	Is the lift car at floor level when stopped?	☐	☐	☐
7	Is there an alarm button, safety instructions inside the lift?	☐	☐	☐
8	Does the person answering the alarm call speak English?	☐	☐	☐
9	Is there signage outside the lift on EVERY floor that states			
a)	Do not use in case of fire	☐	☐	☐
b)	Children must be accompanied when using lift	☐	☐	☐
c)	No smoking in the lift	☐	☐	☐
	Bedrooms/Bathrooms			
10	Is all furniture clean sturdy and secure? (Good condition)	☐	☐	☐
11	Are hairdryers provided?	☐	☐	☐
12	If YES are they wired in the bedroom, bathroom /in a safe place?	☐	☐	☐
13	What type of lock is installed on bedroom doors?	☐	☐	☐
14	If key lock how many spare keys are there?	☐	☐	☐
a)	If more than 1 key who is responsible for the keys?	☐	☐	☐
15	Are shower heads clean and free from dust and sediment?	☐	☐	☐
16	Are toilet seats/lids/basins clean and free from cracks?	☐	☐	☐
	Baby Cots			
17	Are cots in good condition, stable and free from sharp edges?	☐	☐	☐
a)	Is the cot wood, metal, travel cot?	☐	☐	☐
18	Is the distance between the bars less than 10 cms?	☐	☐	☐
19	Does the cot have wheels? If YES is there a locking device?	☐	☐	☐
20	Are there any gaps between the mattress and base structure	☐	☐	☐
21	Does the distance from the mattress to the top of the cot encourage a child to climb?	☐	☐	☐
22	Is the mattress covered in PVC? (Should be)	☐	☐	☐

	GENERAL SAFETY	YES	NO	N/A
	Indoor Children facilities/kids club/corner			
23	If there is a children club/area is it supervised at all times?	☐	☐	☐
24	Do staffs have qualifications in childcare?	☐	☐	☐
25	Is the area in a safe location and away from hazards?	☐	☐	☐
26	Do any full length glass windows have warning strips?	☐	☐	☐
27	Are windows locked and inaccessible to children?	☐	☐	☐
28	Are all low lying plugs covered with safety covers	☐	☐	☐
29	Are there separate toilets, If YES	☐	☐	☐
a)	Are they clean and well maintained?	☐	☐	☐
b)	Locking devices disabled?	☐	☐	☐
30	Are their smoke detectors in the room?	☐	☐	☐
31	Can the fire alarm be heard in the room?	☐	☐	☐
32	Are emergency procedures documented and in operation?	☐	☐	☐
33	Are any hazardous substances being used scissors, spray paint etc?	☐	☐	☐
34	If so are they stored in a locked cupboard out of way of children?	☐	☐	☐
	Medical Facilities			
35	Are there on site medical facilities?	☐	☐	☐
36	Is there a trained nurse/doctor in residence?	☐	☐	☐
37	Are any other staffs trained in first aid?	☐	☐	☐
38	In the case of Emergency how long is the travel time to nearest doctor or hospital. Will doctor come to the hotel?	☐	☐	☐
	Guest Security			
39	Is security provided and if so is it 24 hours?	☐	☐	☐
40	Are security personnel employed by the hotel or outsourced?	☐	☐	☐
41	Are security staffs vetted?	☐	☐	☐
42	Are there regular security patrols?	☐	☐	☐
a)	Around the hotel, guestrooms, corridors?	☐	☐	☐
b)	Hotel grounds	☐	☐	☐
c)	High risk rooms (Kitchen, stores, laundry, engineering)	☐	☐	☐
43	How many security guards on duty at any one time?	☐	☐	☐
44	Are they in radio walker talkie contact?	☐	☐	☐
45	Are security cameras used throughout the property?	☐	☐	☐
46	Are staff trained for identifying possible terrorist attacks- please state			
	Transport			
47	Does the hotel provide transport for guests?	☐	☐	☐
48	Is the transport owned by the hotel or outside source?	☐	☐	☐
49	Do they have public liability insurance to transport guests?	☐	☐	☐

50	Are vehicles and drivers regularly tested by licenses authorities?	☐	☐	☐
51	Are they regularly maintained?	☐	☐	☐
52	Do drivers hold appropriate licenses?	☐	☐	☐
53	Do the vehicles have seatbelts?	☐	☐	☐

For a complete set of H&S Audits see Appendix VI.

10.   List of relevant resources

Regional resources

Potjana Suansri, A tool kit for monitoring community based tourism
http://www.lib.buu.ac.th/acq/contents4/E65174.pdf [last accessed 10/01/10]

SNV Asia Pro-Poor Sustainable Tourism Network & SNV Vietnam (2007) A tool kit for monitoring community based tourism:
http://www.snvworld.org/en/Documents/Knowledge%20Publications/A%20toolkit%20for%20monit oring%20and%20managing%20community-based%20tourism.pdf [last accessed 10/01/10]

Stay Another day – an initiative promoting sustainable tourism projects in Laos, Vietnam and Cambodia. http://www.stay-another-day.org [last accessed 10/01/10]

Cambodia:

An article on Phu Long nature reserve and Building Community Institutions for the Development and Management of Pro-poor Nature-based Tourism, an area supported by Exotisismo
http://www.thiennhien.net/news/181/ARTICLE/8036/2009-03-11.html

Making a Difference in Cambodia – projects supported by Exotisismo
http://www.exotissimo.com/exotravel/we-support-exotissimo-cambodia [last accessed 10/01/10]

SNV (2010), Tourism in Cambodia
http://www.snvworld.org/EN/COUNTRIES/CAMBODIA/OURWORK/Pages/tourism.aspx

Laos:

Akha Experience: http://www.ecotourismlaos.com [last accessed 10/01/10]

Orchid Trek: http://laos.exotissimo.com/adventure/daytrips/orchid-trek-vientiane/ &
http://www.vientianeorchidees.com/liens.php [last accessed 10/01/10]

Thailand:

The elephant mahout Project near Pattaya in Thailand: http://www.theelephantmahoutproject.com/ [last accessed 10/01/10]

Trees For Life Project in Chiang Mai, Thailand: http://thailand.exotissimo.com/travel/daytrips/trees-for-life-half-day-with-lunch/http://tree-for-life.blogspot.com/ [last accessed 10/01/10]

Mae kampong village in North Thailand balancing on the edge between mainstream and sustainable tourism http://www.mae-kampong.com [last accessed 10/01/10]

Andaman Discovery; Sustainable tourism company based in Phang Nga province in south Thailand: http://www.andamandiscoveries.com [last accessed 10/01/10]

Koh Pra Thong: Sustainable tourism and eco focused tourism projects in Kho Phra Thong in south Thailand: http://www.kohphrathong.com [last accessed 10/01/10]

Vietnam:

An article on tourism development in Sapa, Vietnam
http://www.tourism-master.nl/2009/10/25/ethnic-tourism-in-sapa-vietnam-expansion-or-preservation/ [last accessed 10/01/10]

Ecotourism Potential/ Sustainable tourism

CELB, CORAL and TOI (2007), A practical guide to good practice: Managing environmental impacts in the marine recreation sector. Available from: http://www.toinitiative.org/fileadmin/docs/publications/MarineRecreationGuide.pdf [last accessed 10/01/10]

CREM and Rainforest Alliance (2007), Toolkit for Tour Operators. Toolkit to Develop and Promote Sustainable Tourism in Latin America. Available from: http://www.rainforest-alliance.org/tourism.cfm?id=toolkit_operators [last accessed 10/01/10]

Denman, R. (2001) Guidelines for community-based ecotourism development. WWF International. Available from: http://www.icrtourism.org/Publications/WWF1eng.pdf [lastaccessed 10/01/10]

International Centre for Responsible Tourism: www.icrtourism.org [last accessed 10/01/10]

IUCN Business and Biodiversity Programme Tourism Work: http://www.iucn.org/about/work/programmes/business/bbp_our_work/tourism/ [last accessed 10/01/10]

IUCN (2006), The visitor experience challenge. PARKS 16(2). Protected Areas Programme. Available from: http://cmsdata.iucn.org/downloads/parks_16_2.pdf [last accessed 10/01/10]

IUCN (2008), Biodiversity: My hotel in action – A guide to the sustainable use of biological resources. Partners: IUCN, ACCOR hotels, TRAFFIC, IHRA. http://cmsdata.iucn.org/downloads/iucn_hotel_guide_final.pdf [last accessed 10/01/10]

Global Sustainable Tourism Criteria: www.sustainabletourismcriteria.org [last accessed 10/01/10]

Guitierrez, E., Lamoureux, K., Matus, S., and Sebunya, K. (2005), Linking communities, tourism and conservation: A Tourism assessment process. Conservation International and The George Washington University. Available from: http://www.gwutourism.org/images_comm/TAPmanual_2meg.pdf [last accessed 10/01/10]

Pro-Poor Tourism Initiative (PPT): www.propoortourism.org.uk [last accessed 10/01/10]

Québec Declaration on Ecotourism. Available from: http://www.unwto.org/sdt/IYE/IYE/quebec/anglais/quebec-eng.pdf [last accessed 10/01/10]

Rainforest Alliance. Toolkits for Small and Medium Enterprises. Available from: http://www.rainforest-alliance.org/tourism.cfm?id=toolkit [last accessed 10/01/10]

Secretariat of the CBD (2007), Managing tourism & biodiversity – User's manual on the CBD guidelines on biodiversity and tourism development. CBD and UNEP.Available from: http://www.cbd.int/doc/programmes/tourism/tourism-manual-en.pdf?bcsi_scan_F3293F689D82B9C2=aOv1xJ5EpThlObYRPA3CgbPpRQ0LAAAAcDtlAA==&bcsi_scan_filename=tourism-manual-en.pdf [last accessed 10/01/10]

Sweeting, J.E.N. and Rosenfeld, A. (2003), A practical guide to good practice: Managing environmental and social issues in the accommodation sector. The Center for Environmental Leadership in Business and Tour Operators Initiative. Available from: http://www.toinitiative.org/fileadmin/docs/publications/HotelGuideEnglish.pdf [last accessed 10/01/10]

Travelife (2006), Supplier sustainability handbook. Available from: http://www.its4travel.com/handbooks/Travelife%20Handbook%20PDF%20English%2006%20P.pdf [last accessed 10/01/10]

UNEP (2007), Tourism and mountains: a practical guide to managing the environmental and social impacts of mountain tours. UNEP, Conservation International and Tour Operators Initiative. Available from: http://www.toinitiative.org/fileadmin/docs/publications/mountainguide.pdf?bcsi_scan_F3293F689D82B9C2=0&bcsi_scan_filename=mountainguide.pdf [last accessed 10/01/10]

UNWTO and UNEP (2002), World Ecotourism Summit – Final Report. Available from: http://www.gdrc.org/uem/eco-tour/Final-Report-WES-Eng.pdf [last accessed 10/01/10]

WCPA tourism resources: http://www.iucn.org/about/union/commissions/wcpa/wcpa_puball/wcpa_pubsubject/wcpa_tourismpub/ [last accessed 10/01/10]

Marketing

Facebook: www.facebook.com (Social media site for networking and promotion.)

Font, X. and Carey, B. (2005), Marketing sustainable tourism products. United Nations Environment Programme and Region of Tuscany.Available from: http://www.unep.fr/shared/publications/pdf/WEBx0010xPA-MarketingTourism.pdf [last accessed 10/01/10]

Lonely Planet: www.lonelyplanet.com (Including the Thorn Tree community, the Planet Wheeler Foundation.and the Code Green) [last accessed 10/01/10]

Rainforest Alliance (2008), El a b c del mercadeo de turismo sostenible. In Spanish only. Available from: http://www.rainforest-alliance.org/tourism/documents/abc_marketing.pdf [last accessed 10/01/10]

Responsible Travel: www.responsibletravel.com [last accessed 10/01/10]

Trip Advisor: www.tripadvisor.com (Recommended hotels, restaurants and travel experiences.)

Twitter: www.twitter.com (Social media site for those keeping in touch via tweets.)

Safety

European Agency for Safety and Heath at work: http://osha.europa.eu/en
British Standards Agency: www.BSIgroup.com
Federation of Tour Operators: www.fto.co.uk
Food Standards Agency: www.food.gov.uk

Other websites that may be of interest

Center on Ecotourism and
Sustainable Development (CESD):   www.ecotourismcesd.org
Conservation International: www.conservation.org
Discovery Initiatives: www.discoveryinitiatives.co.uk
IUCN BBP Programme: www.iucn.org/business
IUCN Netherlands: www.iucn.nl
GTZ Tourism   www.gtz.de/en/themen/uebergreifende-
                                     themen/11009.htm
Rainforest Alliance: www.rainforest-alliance.org
The International Center for
Responsible Tourism: www.icrtourism.org
SNV World Tourism: www.snvworld.org/en/ourwork/Pages/tourism.aspx
The International Ecotourism Society (TIES):   www.ecotourism.org
The nature conservancy: www.nature.org
The Travel Foundation UK: www.thetravelfoundation.org.uk
World Tourism Directory: www.worldtourismdirectory.com
World Tourism Organisation: www.unwto.org

Setting up other Biodiversity based businesses

Bishop, J. et al (2008), Building Biodiversity business. http://data.iucn.org/dbtw-wpd/edocs/2008-002.pdf [last accessed 10/01/10]

IUCN (2009), The Time for Biodiversity Business (series of three publications: (i) Case studies of biodiveristy businesses in IUCN membership; (ii) Lessons learned report (iii) Training manual for developing small businesses). Available from: http://www.iucn.org/about/work/programmes/business/bbp_our_work/biobusiness/ [last accessed 10/01/10]

11. About the instructors

Mason Florence

A native New Yorker, Mason Florence has spent much of the past 20 years travelling around Asia as a writer, photographer, tour leader, lecturer and travel consultant. Based in Japan from 1990 to 2002 he worked as a Kyoto-based photo-journalist for *The Japan Times* newspaper and author/photographer for the *Lonely Planet* travel guidebook series covering Japan, Vietnam and South East Asia. In 2003 Mason relocated to Bangkok, Thailand where he opened Gallery F-Stop, Thailand's first photo-dedicated art space, and later founded the monthly travel magazine *Bangkok 101*. In 2008 Mason became the Executive Director of the Mekong Tourism Coordinating Office (MTCO), an organisation tasked with the marketing and promotion of tourism of the six-nation Greater Mekong Sub-region (GMS) - and fostering its development - as a single destination under the 'Mekong Tourism' brand.

Brien Chan

Brien Chan is a Managing Consultant providing casualty and property risk control and management services for the Asia region in Marsh Risk Consulting of Marsh Hong Kong since 2002. He started his risk consulting career in 1997 and he joined Mattel Ltd. as the Global Manufacturing Principle (GMP) Manager in 2000. At that time, he was responsible for an extensive environmental, health and safety management, social accountability and business continuity risk management.

He has solid experience in providing due diligence, health & safety monitoring, employee benefits, health assurance, food security, fire & life safety, fleet safety, pandemics preparedness and general & contractual liabilities assessment for hospitality industry sector including hotels, motels, airline catering, golf clubs, resorts, gyms, residential club houses.

In addition, he also provides Behaviour Risk Improvement training to hospitality and transportation industrial sectors in assisting the corporate companies to develop a working environment that encourages safety and establishes a positive culture by applying behavioural science fundamentals with human error reduction strategies.

Hamish Keith

Hamish has worked in the travel industry for over twenty years. After completing his studies in the UK and working in the Finance Industry in London for a couple of years went travelling in Asia where he has lived ever since. Starting as a tour leader for companies such as Exodus, World Expeditions and Geographic Expeditions he went on to become a travel entrepreneur setting up several travel companies in Thailand before joining The Exotissimo Travel Group.

His specialist field is adventure travel and some of his early start-ups such as The Wild Planet and Spice Roads Cycle Tours have gone on to become successful businesses and leaders in their field. In 2002 he was asked to join Exotissimo as a partner in a new venture in Thailand.

He opened the Exotissimo Thailand office in 2003 in Bangkok with four staff and successfully grew the operation to a USD 10 million-a-year business with over 60 staff and operations offices in Bangkok, Chiang Mai and Phuket. In 2007 he became Director of Business Development for the Exotissimo Travel Group and is still Managing Director of Exotissimo Thailand.

Nick Ray

Nick Ray has worked in the Mekong region for more than a decade now. He has written or contributed to more than 30 guidebooks over the last decade for the world's leading travel publisher Lonely Planet. Titles include Cambodia, Vietnam, Southeast Asia on a Shoestring, Cycling Vietnam, Laos & Cambodia and Indonesia, as well as some far-flung destinations in Africa such as Uganda and Rwanda. Nick also writes for leading magazines and newspapers in the UK, including The Sunday Times, The Times, Wanderlust and BBC History. He also authored the Cambodia chapters for 'The Guide to Responsible Tourism in Cambodia, Laos and Vietnam'.

Away from writing, Nick has also worked as a Tour Leader and Tour Lecturer for many leading travel companies, including British Museum Traveller, Chief Executives Organisation, Cox & Kings, Audley Travel and others in the UK and US. More locally, he also works as a company advisor to locally-owned, locally-operated travel company Hanuman.

Finally, Nick also works in the film and television business when not involved in travel. He was the Location Manager on Tomb Raider in Cambodia back in 2000 and has worked as Line Producer on several major shows in the region, including the Top Gear Vietnam special in 2008 and Around the World in 80 Treasures for the BBC.

Giulia Carbone

Giulia Carbone is Programme Officer with the IUCN's Business and Biodiversity Programme since April 2006. Her work focuses in particular on the tourism and cement sectors.

Previously, Giulia has worked for 8 years for the UN Environment Programme where she was the coordinator of UNEP's tourism work and in particular she led the Tour Operators' Initiative.

Giulia is Italian-Armenian, and has obtained a Master of Science from the London School of Economics in Marine Policy (1993) and a Masters in Environmental Engineering from the Turin Polytechnic (1991), a Bachelor of Arts in Economics, from the University of California, Santa Barbara, USA (1990), and a Laurea in Geography, from the Università di Genova, Italy (1997).

Maria Ana Borges

Maria Ana Borges is a Junior Professional Associate with IUCN's Business and Biodiversity Programme since July 2008. Her work focuses on expanding BBP's portfolio within the tourism industry as well as working with other business sectors in becoming more sustainable. Prior to IUCN, Maria Ana did an internship with UNEP's Economics and Trade Branch. She also worked in hotel management from 2004 until 2006. Her academic background is in Ecology (BSc (Honours) from the University of Edinburgh) and Ecotourism (MSc from Napier University). Her experiences have taken her to several different countries sparking her interest in sustainable tourism management and community development as well as in the role of business in these.

Stefanie Boomsma

Stefanie Boomsma is a Junior Professional Associate with IUCN NL's Tourism and Biodiversity Program since September 2009. Her current focus is on the Training workshop *'Integrating Business Skills into Ecotourism Operations'.* Prior to IUCN NL, Stefanie did an internship with Sandals and Beaches Resort and Spa at Turks and Caicos Islands. Her academic background is in Facility Management (Bsc) and Leisure, Tourism and Environment (Msc) at the Wageningen University in the Netherlands. During her travels in Nepal and South Africa she came in contact with several community-based ecotourism projects and she want to specialise further into these subjects.

12. Supporting organizations

The Mekong Tourism Coordinating Office (MTCO), located in Bangkok, Thailand, was set up with seed funding from the GMS Tourism Working Group which represents the six national governments in the Greater Mekong Sub-region. The MTCO has two primary functions:

1) Development – To co-ordinate sustainable pro-poor tourism development projects in the Mekong in line with the United Nations Millennium Development Goals, and **2) Marketing** – To promote the Mekong region as a single travel and tourism destination.

This is the MTCO's industry Web site, which is aimed at industry, government and educational personnel interested in tourism to the Mekong region. The marketing website – ExploreMekong.org – is for consumers and travel agents seeking travel-specific information and ideas about visiting the Mekong region. For more information visit: www.mekongtourism.org

MARSH

MARSH   MERCER   KROLL
GUY CARPENTER   OLIVER WYMAN

Marsh **-** the world's leading insurance broker - has been established in the Asia region for more than 30 years. Currently with offices spread across 12 countries in Asia, Marsh provides the commercial sector with risk quantification, analysis services and traditional insurance products.

In Asia, Marsh is particularly strong in the following specialty practices:
- Asia Client Services – China, Japan, Korea & Taiwan
- Aviation & Aerospace
- FINPRO – Professional Liability, Corporate Governance, Director & Officer Liability, IPO
- Infrastructure
- PEMA – Private Equity & Mergers & Acquisitions
- Marine & Energy
- Technology
- Trade Credit, Political & Terrorism Risks

On a global basis and in Asia, Marsh places more business than other insurance brokers in many sectors. We have experts permanently stationed in the region, in each practice listed above, to provide our Asia-based clients with cutting edge risk management solutions, tools and advice. For more information visit: www.marsh-asia.com

Exotissimo Travel was formed in 1993 and is now recognised as one of the top inbound tour operators in Southeast Asia and Indochina. Exotissimo specialises in providing high quality services and unique experiences for travel companies and individuals from all over the world. Our client list includes respected names such as Audley Travel, Geographic Expeditions, Talisman and Voyages du Monde. We are also a Virtuoso On-Site, a distinction that reflects our leadership and 17 years experience in the Asia travel sector.

Today Exotissimo has 16 offices and over 500 full-time staff working from our destination based offices in Vietnam, Myanmar, Laos, Cambodia, Thailand and Indonesia. We have a strong commitment to responsible, sustainable travel and developing initiatives that promote these practices. We work closely with local communities and NGOs throughout the region to create and support tourism projects that promote the preservation of Southeast Asia's biodiversity, cultural heritage and natural resources. For more information visit: www.exotissimo.com

Fresh from an epic journey across Europe, Asia and Australia in 1972, Tony and Maureen Wheeler sat at their kitchen table stapling together notes. The first Lonely Planet guidebook, *Across Asia on the Cheap*, was born.

Travelers snapped up the guides. Inspired by their success, the Wheelers began publishing books to Southeast Asia, India and beyond. Demand was prodigious, and the Wheelers expanded the business rapidly to keep up. Over the years, Lonely Planet extended its coverage to every country and into the virtual world via lonelyplanet.com and the Thorn Tree message board.

As Lonely Planet became a globally loved brand, Tony and Maureen received several offers for the company. But it wasn't until 2007 that they found a partner whom they trusted to remain true to Lonely Planet's principles. In October of that year, BBC Worldwide acquired a 75% share in Lonely Planet, pledging to uphold Lonely Planet's commitment to independent travel, trustworthy advice and editorial independence.

Today, Lonely Planet has offices in Melbourne, London and Oakland, with over 500 staff members and 300 authors. Tony and Maureen are still actively involved with Lonely Planet. They're travelling more often than ever, and they're devoting their spare time to charitable projects. And the company is still driven by the philosophy in *Across Asia on the Cheap*: 'All you've got to do is decide to go and the hardest part is over. So go!'For more information visit: www.lonelyplanet.com

13. Convening organizations

The Business and Biodiversity Programme seeks to enhance IUCN interface with business. The purpose is to engage the corporate world in the pursuit of biodiversity nature conservation. We do so by increasing businesses' understanding of the conservation imperative and of the business opportunities in nature conservation.

We help businesses contain their environmental footprint and enhance their positive contribution to the environment, notably to sustaining ecosystems, the biodiversity they contain, and the values and services they provide. To this end, we encourage and support businesses to develop and follow good practice in biodiversity management, we work for raising biodiversity performance standards across the different sectors of the economy, and we catalyze productive relationships among members of the business and conservation communities based on trust derived from the delivery of measurable outcomes.

We also help finding solutions for specific conservation problems in a development context, drawing on IUCN's convening role and backed by high quality conservation science. In this way, we help companies to avoid or effectively manage biodiversity risks associated with their operations as a measure of reducing costs and sustaining profitable operations. For more information visit:
 www.iucn.org/business

The members of the World Conservation Union (IUCN) established in the Netherlands are united in the IUCN National Committee of the Netherlands (IUCN NL). The Dutch state and 35 organizations and institutions constitute the Committee.
IUCN NL is a bridge between social organizations, the government, business and science and focuses on all kinds of subjects pertaining to the struggle against the loss in biodiversity. In collaboration with the same partners IUCN NL applies this knowledge to come to a constructive Dutch contribution to solving global issues in the fields of nature and the environment.

IUCN NL also sets up projects in which the Dutch share in the increase (or reduction) of biodiversity is studied. IUCN NL also provides financial support to social organizations – mainly in developing countries – that focus on the conservation of nature and the improvement of the environment in relation to poverty reduction. For more information visit: www.nciucn.nl

14. Contacts

In the table below you can make notes of the people you met during this learning opportunity and in what way they might be useful for your tourism business idea.

Organisation and contact person	Subjects and actions

Organisation and contact person	Subjects and actions

APPENDIX I – Making the most of the market context by Mason Florence, Mekong Tourism Office

***

My notes on the presentation

Integrating Business Skills into Ecotourism Operations

Making the Most of the Market Context

18 January 2010 – Kirirom Resort, Cambodia

Mason Florence / Executive Director

Mekong Tourism Coordinating Office (MTCO)

MTCO role...

The MTCO is tasked with the marketing and promotion of Tourism for one of the world's most dynamic and alluring destinations, that is the six-nation Greater Mekong Sub-region (GMS) and fostering its development as a single destination under the 'Mekong Tourism' brand.

The Members

CAMBODIA CHINA LAOS

MYANMAR THAILAND VIETNAM

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1. Marketing and Product Development: Foster the development of multi-country tourism by stimulating demand from appropriate high-yield markets and products through joint promotional activities.

Cruising on the Mekong

Mekong Special Interests
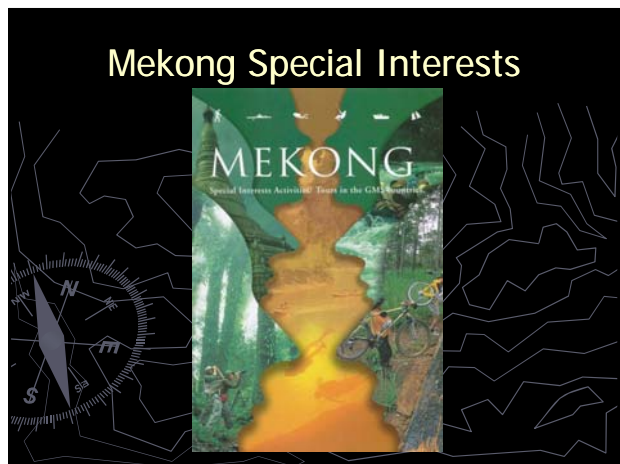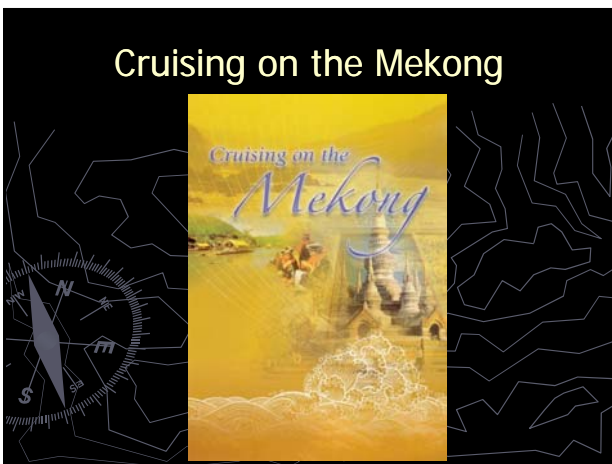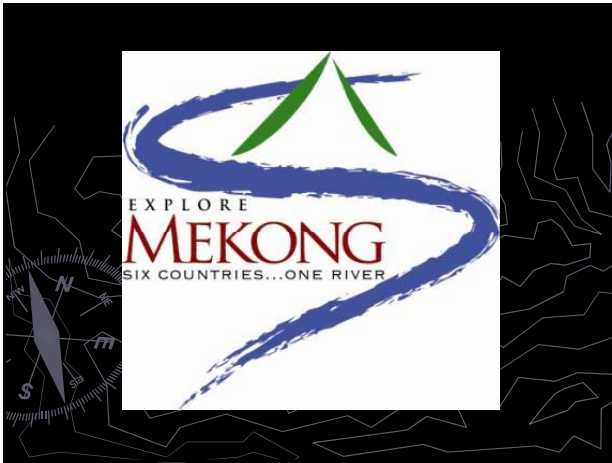
2. Human Resource Development: Upgrade the skills of tourism leaders and tourism trainers to ensure that the strategy can be implemented and that qualified staff is in place to manage tourism demand.

3. Heritage Conservation and Social Impact Management: Promote higher standards in the management of natural and cultural resources for conservation and tourism purposes, and enhance measures to manage the negative social impact of tourism.

4. Pro-poor and Equitable Distribution of Benefits: Help reduce the incidence of poverty and increase rural incomes.

5. Facilitating the Movement of Tourists: Identify and reduce impediments to travel to and within the region.

6. Tourism-related Infrastructure Development: Jointly plan and develop tourism infrastructure with a view to ensuring a wider distribution of tourism benefits and supporting pro-poor tourism development in designated priority zones.

7. Private Sector Participation: Encourage private sector participation and partnerships in planning, investment, marketing and human resource development in the tourism sector

Tourism is a Globally Competitive Business

By 2020 Tourism Demand will DOUBLE
Expenditure Expected to be > US$1 Trillion
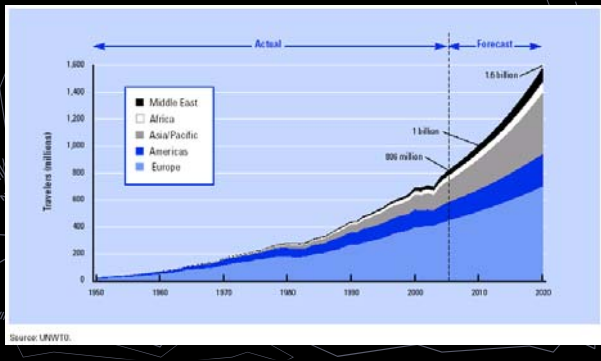
Arrival Forecasts

TOURISM PARTNERSHIPS
- Public Sector
- Private Sector
- Development World / NGOs
- Media
- Consumers

PUBLIC SECTOR
- Governmental Organizations
- Ministry of Tourism (marketing & development)
- Other Ministries / Gov't Agencies

PRIVATE SECTOR
- All travel service providers
- Travel Companies
- Hotels
- Airlines

DEVELOPMENT WORLD / NGOs

- Governmental Aid Organizations
- NGOs
- Community-based operators

Development Partners

MEDIA

- Local – Regional – International
- Newspapers/Magazines
- Radio
- TV
- Websites/Blogs
- Travel Guidebooks

Vietnam, Cambodia, Laos & the Greater Mekong
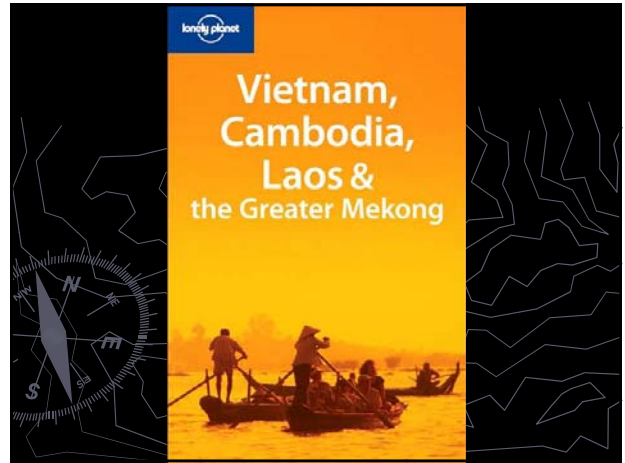
CONSUMERS

- Backpackers
- Flash-packers
- Group Tourists
- FIT
- Adventure Seekers
- Culture Vultures
- Foodies
- Specialty Tourists

All regional stakeholders share common problems in the area of socio-economic development, environmental and socio-cultural sustainability.

All regional stakeholders share similar tourism assets and markets many of whom undertake multiple country visits when they come.

Competition between stakeholders is not a good move as this will reduce the overall size of the tourism cake for each resulting in a lose-lose outcome for all.

It's a far better move to work within a complimentary multi-country tourism destination marketing framework that builds a bigger tourism cake for all for a win-win outcome.

Thank You.

For further enquiries, contact:
Mason Florence
Executive Director
Mekong Tourism Coordinating Office
Tel: +662 612 4150-1 Fax: +662 612 4152
Email: mason@mekongtourism.org

APPENDIX II – Focusing on Health, Safety and Customer Care by Brien Chan, MARSH

***

My notes on the presentation

Slide 1

MARSH

MARSH MERCER KROLL
GUY CARPENTER OLIVER WYMAN

January 2010

Integrating Business Skills into Ecotourism Operations – Focusing on Health, Safety and Customer Care from Risk Management Perspectives

Brien Chan, Workforce Strategies Practice Leader,

Marsh Risk Consulting, Asia

www.marsh.com.hk

Slide 2

Global Hospitality Risk Report

"**Every day, the hospitality and gaming industry faces a new and growing world of risk. Pressures from the marketplace and the global political landscape only add to perennial issues from labor shortages and food safety to construction risks, the emphasis on "going green" and skyrocketing operating costs.**"

"**This year will be no different.**"
Janice L. Schnabel, Managing Director
Global Hospitality Risk Report – 2008

Marsh   1

Slide 3

Customers Groups, Expectations & Risk Perception

- Silvery Economy (Japan, HK, Taiwan, Sing'p, Korea, etc.)
- School Excursion, (quasi-)Governmental Bodies Exchange
- Adventurer (land-crusers), Backpacker, Individual Tours, Budget Travel
- LOHAS – Life Styles from Health & Sustainability; Minimalism
- Gap Year, Slow Travel, Volunteer, Working (WHS), Studying…
- Young-generation (1977-94); X-game (extreme action sports)
- Transborder; Cross Culture => Ethical Tourism
- Responsible Travel
- *Safety & Security*

Marsh   2

Slide 4
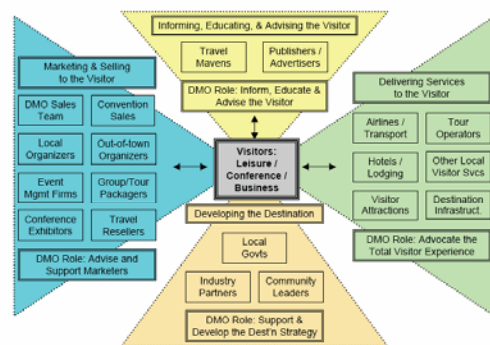
Figure ES-2. Key Roles and Relationships From a Visitor-Centric View
(Report of the 2008 Futures Study)

Marsh   3

Can your organization find the right incentives?

- 19% percent of the adults in the U.S., or 41 million people make purchasing decisions based on their personal, social and environmental values (Lifestyles of Health and Sustainability Consumers, LOHAS, 2009)

- 61% of Americans believe their travel experience is better when their destination preserves its unique natural, historic, and cultural sites. (TIA and National Geographic Traveler 2003)

- 76% of consumers would switch brands if a company were associated with a good cause, when price and quality are equal. (TripAdvisor, 2007).

- Certification systems, market campaigns, and corporate champions are driving a major shift in global corporate accountability on social and environmental issues. (Michael E. Conroy, 2008)

Other Risk Issues might include:

- Property damage (fire, security)
- Business continuity
- Occupational health and safety
- General Liability
- Research and development
- Pollution
- Reputation/Branding
- Natural hazards
- Pandemics & Infectious Diseases (SARS, Swine Flu)

- Intellectual property
- Contract works (services providers)
- Mergers and Acquisitions
- Construction Cost (green bldgs)
- Interruptions to power supply
- Key person
- Cost of insurance
- Food Security
- Employee Liability (agents)
- Compliance
- Professional Indemnity (ethical)

Why Risk Management?

The major aims for businesses in managing risk are to...

Contain and reduce costs

- Protect future earnings and reputation (local communities relationship)
- Ensure governance and compliance

… and the organizations who achieve this are ***very good*** at managing risk.

Purpose and Rationale

Risk Management Process
A corporate function to manage risks associated with the operations

Risk Retention with Knowledge	Risk Retention with Knowledge
Risk Transfer by Adequate Insurance	Risk Transfer by Adequate Insurance
Risk Retention WITHOUT KNOWLEDGE	Risk Avoidance and Risk Reduction
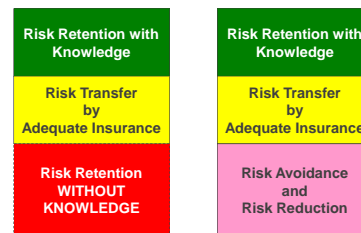
Difference between with and without a complete picture of risk exposures

Risk Management Process
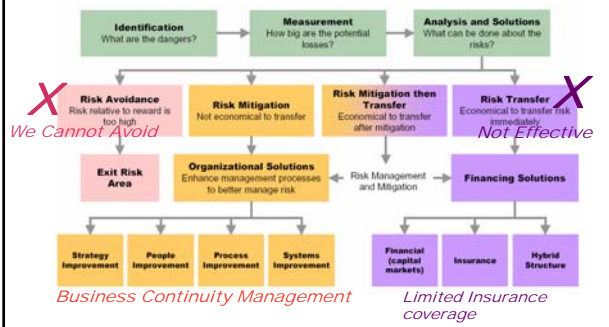
Employee Liability – Safety & Health

- Poor accident records & environmental incidents
- Court cases/litigation plus people awareness
- Increase in post-accident management / rehabilitation cost
- Stringent regulations on employee well-being protection
  – H&S, social accountable, *contractor management*
- Hard insurance market on employee compensation - construction, fleet operations and healthcare workers
- Good corporate citizen requirements

How can they do that?

Are they CRAZY??

Balancing Act??

Where is my hand?

Total Cost of Risk

Direct Losses

Indirect and Consequential Losses

(Hidden Costs of Accidents)

Workforce Strategies

WFS

Pre & Post Accident Mgt
Behavior Risk Improvement
Absence Management
Stress Management
Employee Management
Claim Root Cost Analysis
Diagonsics

HEALTH

Chemical Safety Management
Ergonomics Risk Assessment
Industrial Hygiene Monitoring
Indoor Air Quality Survey

ENVIRONMENTAL

Compliance Audit
Due Diligence
Environmental Assessment
Asbestos Management

WORKPLACE SAFETY

Operational Audit
Construction Safety
Life Safety Audit
Process Safety Audit
System Safety
Fleet Safety Audit
Incident Investigation
Safety Management Training

Workplace Management

- **Prevention** - Focus on management programs, aimed at Reducing the Likelihood of Losses
- **Protection** - Focus on hardware systems, construction, aimed at Minimizing the Severity of losses

Workplace Safety & Health Management Elements

Leadership & Administration	Health Controls
Management Training	Engineering/Change Management
Periodic Inspections	Personal Communications
Task Analysis and S.O.P.	Group Communications
Incident Investigation	General Safety/Health Promotion
Task Observation	Employment Practices
Emergency Preparedness	Procurement Controls
Preventive Maintenance	Off - The - Job Safety Promotion
General Safety Rules	Employee training
Special Permit Procedures	
Incident Analysis	
Ergonomics	
Personal Protective Equipment	

Operational Control

Proactive & Reactive Measures

- **Proactive monitoring of compliance**
  - **routine basis, independent of any event**
  - **monitoring may be required by regulations**
    - **daily equipment checks**
    - **periodic review of hot-work permits**
- **Reactive monitoring of accidents or incidents**
  - **in response to an event or trigger**
    - **accident investigation**
    - **monitoring in response to a complaint**

Management System – check balance

- **Occupational Health & Safety Audits**
  - Safety Management System Audit - Regulatory
  - OHSAS 18001 Audit - Voluntary
- **Risk Assessments**
  - Plant/equipment
  - Manual handling
  - Noise
  - Hazardous substances
- **Policy & procedure development**
- **Accident investigation**

Marsh | 20

Employee Liabilities Risk Management

Four key elements drive your workers' compensation costs

Improved performance in these areas will save you

Safety Management
Implement effective management systems
Reduce claims incidence and severity

Injury Management
Develop an injury prevention strategy
Lower claims cost
Lower indirect costs

Claim Management
Access technical skill
Reduce claim duration
Reduce claim cost

Insurance Management
Establish financial management procedures
Apply cost effective policy structures
Ensure policies are rated properly
Reduce premium spend

Marsh | 21

General Liability

- Life Safety –Third Party Liability (TPL)
- Housekeeping – Property Damage (PD) & TPL
- Fire Protection – PD
- Electrical Safety – PD
- Physical Security – TPL & PD
- Infrastructure Inspection & Maintenance – PI, PD, TPL
- Emergency Response & Planning – TPL
- Image & Reputation - Uninsured

Marsh | 22

Assessment of Liability

- Statutory duty / liability
- Contractual duty / liability
- Common Law duty / liability
- Contributory Negligence
- Legal Liability v. Policy Liability

Marsh | 23

Case Studies - Lack of Caution Sign

Recommendation:

It is a common best practice for pools that are less than 8 feet deep and/or at shallow areas of pools to post a sign stating "No Diving" or "Diving Prohibited".

Case Studies - Risk of Slip and Fall

Recommendations:

• Putting anti-slip or slip resistant floor mats or apply appropriate anti-slip coatings to areas of smooth flooring which may become wet
• Marking nosing of steps using anti-slip coating
• Providing handrails at a useable level (for children and adults)
• Displaying signs warning of risk of slipping when appropriate

Tear and Wear of Equipment – Outdoor Playground

Recommendations:

Frequent inspections should be scheduled to prevent injuries caused by sharp points, corners and edges, pinch crush and shearing points, protrusions or projections that could develop as a result of wear and tear, and damage on the equipment.

The Club should engage a certified playground inspector to conduct regular maintenance and renovate all play apparatus.

Safety Instruction (Local Language)

Recommendations:

Currently, most notices in the club (e.g. swimming pool) are written in both English and Chinese. The Club may consider adding Chinese Safety Instructions.

Slide 28

Warning Sign – Spa Pool

Recommendations:
It is a common practice to conspicuously post a Spa Pool Warning Sign in the immediate vicinity of the spa pool stating the following:

• Persons who suffering from heart disease, diabetes, high or low blood pressure, should be prohibited from using the spa pool.
• Do not use while under the influence of alcohol, anticoagulants, antihistamines, vasoconstrictors, vasodilators, stimulants, hypnotics, narcotics or tranquilizers.
• Long exposure may result in nausea, dizziness or fainting.
• Help can be obtained by using the telephone for contacting on-duty staff.
• The club may consider adopting or adapting the common practice.

Slide 29

Risk Exposures & Liabilities

Property Loss Exposures				
Business Interruption Loss Exposures				
Golf Club	**Country Club**	**Marina Club**	**Food & Beverage**	**Spa**
Liability Loss Exposures				
• Third Parties Liability • Public Safety • Contract Mgt • Golf Cart Accidents • Grass Cutting	• Property Liability • Automobile Liability • Public Safety • Environmental Liability (Sewer/Wastes)	• Property Liability • Watercraft Liability • Environmental Liability (oil spill)	• Services Liability (Food Poisoning) • Workplace Safety	• Property Liability • Professional Liability • Public Safety

Slide 30

Fleet Safety

Slide 31

Oh! My God…..

Can you spell?

Seeing is Believing

We never want to see….

Asia/Pacific fatality rates

	Year	Road fatalities	Deaths per 100,000 pop)	Motor vehicles per 1000 pop)	Deaths per 10,000 motor vehicles	GNP per capita (US$)
China	1995	71,495	6	23	26	868
India	1995	59,927	6	31	20	378
Thailand	1996	16,782	28	294	10	2,761
Korea (Rep)	1996	12,653	28	263	11	n/a
Indonesia	1995	10,990	6	73	8	1,124
Malaysia	1996	6,304	31	362	9	4,775
Vietnam	1996	5,581	7	70	11	319
Turkey	1996	5,428	9	83	11	3,179
Pakistan	1996	4,288	3	18	17	484
Bangladesh	1996	2,041	2	4	45	362
Sri Lanka	1995	1,916	11	42	25	808

Asia & Pacific Region
Deaths per 10,000 motor vehicles

Country	Value
Tonga	52.1
Bangladesh	44.5
Myanmar	36.7
Mongolia	30.2
China	26.1
Papua New Guinea	25.0
Sri Lanka	24.9
India	20.3
Pakistan	17.4
Vietnam	10.6
Korea, Republic of	10.6
Turkey	10.5
Fiji	9.9
Thailand	9.5
Malaysia	8.5
Laos	7.9
Indonesia	7.6
HongKong	5.1
Bhutan	4.3
Brunei Darassalam	3.9
Singapore	3.5
Cambodia	3.4
Phillipines	2.4
Taiwan	2.1

Fleet Safety Management
System Perspective

1. Management

2. Operational Environments

4. Vehicle

3. Driver

5. Incident Reporting and Analysis

Questions?

MARSH

MARSH MERCER KROLL
GUY CARPENTER OLIVER WYMAN

Appendix III – Ensuring sustainability by Maria Ana Borges, IUCN

***

My notes on the presentation

Slide 1

IUCN

Integrating Business Skills into Ecotourism Operations

Ensuring Sustainability

By Maria Ana Borges, Project Officer, IUCN with input from Catalina Etcheverry, Tourism Sustainability Council

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Slide 2

IUCN

Overview

- Sustainable tourism
- Tools for achieving sustainability in tourism
- The Global Sustainable Tourism Criteria
- The Tourism Sustainability Council
- Travel Trends

Slide 3

IUCN

Sustainable Tourism

Ecotourism

Nature tourism

Community-based tourism

Rural tourism

Wildlife tourism

Adventure tourism

High volume/ mass tourism

Slide 4

IUCN
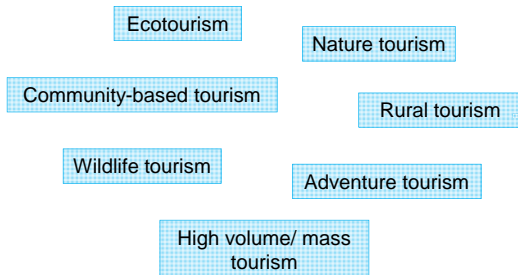
Sustainability in Tourism

- Environmental
  - Minimimal impacts on local biodiversity
  - Responsible procurement
  - Sustainable use of resources (water, energy…)
  - Waste reduction
  - Environmental education
- Social
  - Empowerment of local people (e.g employment conditions, gender considerations, prevention of child exploitation)
  - Protection of cultural heritage
- Economic
  - Improvement to local livelihoods as well as increase of foreign exchange earnings at the destination level
  - Enhancement of local biodiversity

Sustainable Tourism

"Sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation."

(UNWTO, 2004)

The Global Sustainable Tourism Criteria: Background

- Numerous tools exist for measuring sustainability & all are based on sets of criteria
- Coalition of over 40 organisations to establish baseline criteria
- Founded by Rainforest Alliance, UNEP, UNF and UNWTO to promote a common understanding of sustainable tourism
- More than 60 existing certification and voluntary sets of criteria revised
- Extensive consultation with sustainability experts, the tourism industry and other relevant stakeholders
- Considered the "*minimum standard that any tourism business should aspire to reach in order to protect and sustain the world's natural and cultural resources while ensuring tourism meets its potential as a tool for poverty alleviation*".

The Global Sustainable Tourism Criteria

A set of 37 criteria intended to frame the main components of sustainable tourism

These are organized around the four pillars of sustainable tourism:

- effective sustainability planning
- maximizing social and economic benefits to the local community
- reduction of negative impacts to cultural heritage
- reduction of negative impacts to environmental heritage

The Global Sustainable Tourism Criteria

Example 1:

A. Demonstrate effective sustainable management

A.6. Design and construction of buildings and infrastructure

A.7. Information about and interpretation of the natural surroundings, local culture, and cultural heritage is provided to customers, as well as explaining appropriate behavior while visiting natural areas, living cultures, and cultural heritage sites.

The Global Sustainable Tourism Criteria

Example 2:

B. Maximize social and economic benefits to the local community and minimize negative impacts

B.1.The company actively supports initiatives for social and infrastructure community development including, among others, education, health, and sanitation.

B.3. Local and fair-trade services and goods are purchased by the business, where available.

B.6. The company has implemented a policy against commercial exploitation particularly of children and adolescents, including sexual exploitation

---

The Global Sustainable Tourism Criteria

Example 3:

C. Maximize benefits to cultural heritage and minimize negative impacts

C.1.The company follows established guidelines or a code of behavior for visits to culturally or historically sensitive sites, in order to minimize visitor impact and maximize enjoyment.

C.3.The business contributes to the protection of local historical, archeological, culturally, and spiritually important properties and sites, and does not impede access to them by local residents.

The Global Sustainable Tourism Criteria

Example 4:

D. Maximize benefits to the environment and minimize negative impacts.

D.1.Conserving resources
　　D.1.3. Energy consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted, while encouraging the use of renewable energy.

D.2.Reducing pollution
　　D.2.1.Greenhouse gas emissions from all sources controlled by the business are measured, and procedures are implemented to reduce and offset them as a way to achieve climate neutrality.

Indicators for the GSTC

- Synthesis of indicators from existing sustainable tourism initiatives
- Provide GSTC users sample indicator sets to be adapted to meet their specific objectives
- Balanced, measurable and comprehensive coverage of 4 sustainable tourism pillars
- Not all-encompassing and should be supplemented by other management tools
- All indicators are either process or performance based

Slide 13

![IUCN]

Examples of Indicators for the GSTC

Criteria	Potential Indicators
A.7. Information about and interpretation of the natural surroundings, local culture, and cultural heritage is provided to customers, as well as **explaining appropriate behavior while visiting natural areas, living cultures, and cultural** heritage sites.	Company has Interpretation program (y/n); Company has delivery mechanism for interpretations (i.e., collateral, tour guide, podcast) (y/n); # Staff training programs in interpretation for tourism; Interpretive materials are accurate (y/n); Cumulative scale (for example): 0 – No information compiled or distributed; 5 – Information assembled and provided to all customers; 8 – Local inhabitants involved in development of materials and guidelines; 10 – Local inhabitants lead or guide customers
B.1The company **actively supports initiatives for social and infrastructure community development including, among others, education, health, and** sanitation.	Percentage of annual gross income contributed to local* community for public benefit through commercial, in-kind, or pro bono engagement; Plan developed in collaboration with community (y/n)
C.1 The company **follows established guidelines or a code of behaviour for visits** to culturally or historically sensitive sites, in order to minimize visitor impact and maximize enjoyment	Company policy includes established guideline or code of behaviour; Changes in site based on annual assessment.
D1.3 Energy consumption should be **measured, sources indicated, and measures to decrease overall consumption should be adopted, while encouraging the use** of **renewable energy.**	Total energy consumed per tourist specific activity (guest-night, tourists, etc) per source or divided renewable versus non-renewable fuel; Percentage of total energy from renewable sources; Monetary investment in energy saving devices/technologies and renewable energies as a percentage of total energy costs/investments or total turnover

13

Slide 14

![IUCN]

Use of the GSTC

- Hotel Chains
  - e.g. Intercontinental
- Travel distributors
  - e.g. Travelocity, Expedia
- Governments
  - e.g. Egypt, Vietnam, Thailand
- Financial institutions
  - e.g. IDB

Figure credit (bottom left): Helena Rey de Assis in UNEP & MEEDDM (2009). *A Three-Year Journey for Sustainable Tourism.* **p. 19**

14

Slide 15

![IUCN]

Tourism Sustainability Council

A global membership council "to foster the increased knowledge and understanding of sustainable tourism practices and the adoption of universal sustainable tourism principles"

Status & Next Steps:
- Formalizing the organization's legal registration and membership process
- Establishing the accreditation programme through a consultation process with regional certification programmes
- Developing market access tools for sustainable tourism products and businesses certified by TSC accredited programmes
- Developing education and training curricula
- Raising awareness through media outreach

Slide 16

![IUCN]

Travel Trends

- **Increased consumer awareness –** 84% of Expedia customers are interested in sustainable hotels and willing to pay 5% more; and in a recent Travelocity survey, 59% of respondents stated a "green" rating would have at least some influence in their hotel selection in 2009
- **Changing lifestyles –** A Lonely Planet survey to 24,500 travelers showed that 90% would travel in a low-impact way and seek 'added value' to their travel experience in the future, recent research into consumers' travel intentions showed that they are 303% more likely to take an environmentally friendly holiday in the next three years (TUI Travel).
- **Industry –** Tourism **c**ompanies are seeking advice on identifying internationally recognized sustainable tourism criteria
- **Media –** There is increased attention to issues of sustainability and tourism

For more information visit:

- IUCN BBP work on tourism - http://iucn.org/about/work/programmes/business/bbp_our_work/tourism/
- UNEP on Sustainable tourism - http://www.unep.fr/scp/tourism/sustain/
- UN World Tourism Organization - www.unwto.org
- Global Sustainable Tourism Criteria - www.sustainabletourismcriteria.org
- Tourism Sustainability Council – website under construction *see* GSTC website for more information

Contacts:

- About the GSTC & TSC: Erika Harms eharms@unfoundation.org & Catalina Etcheverry cetcheverry@unfoundation.org
- IUCN BBP: Giulia Carbone giulia.carbone@iucn.org &Maria Ana Borges mariaana.borges@iucn.org
- IUCN NL: Stefanie Boomsma stefanie.boomsma@iucn.nl

Thank you!
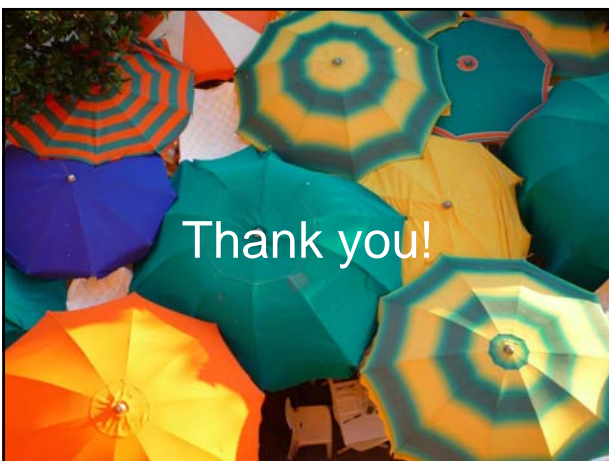
APPENDIX IV – Exploring the ecotourism potential of a site by Hamish Keith, Exotissimo

***

My notes on the presentation

Integrating Business Skills into ecotourism operations

EXPLORING THE ECOTOURISM POTENTIAL OF A SITE

Presented by:

Hamish Keith

EXOTISSIMO
TRAVEL
Vietnam · Thailand · Cambodia · Laos · Myanmar · Indonesia

KEY COMPONENTS

- THE EXPERIENCE
- THE SITE
- THE HOST COMMUNITY
- YOU & YOUR TEAM
- YOUR BUSINESS PLAN

THE EXPERIENCE:

'Every organisation has a sustainable travel tab on its website and everyone is finding a way to plant a tree or give back in some way. But the opportunity exists in not how to travel and give but how to create an experience that is both travel and responsible in its very essence.'

From PURE Life Experiences

The Experience

- Are you delivering a valuable experience?
  - What is experiential travel?
  - What does the consumer get out of it?

- What are your USPs?
  - How will you differentiate your product?

- Does it have the 'stickiness factor'?
  - How long will the novelty last? e.g. Akha Experience

- Will it attract repeat visitors?
  - Factors to consider: Variety of experiences available, desire of clients to see progress, etc
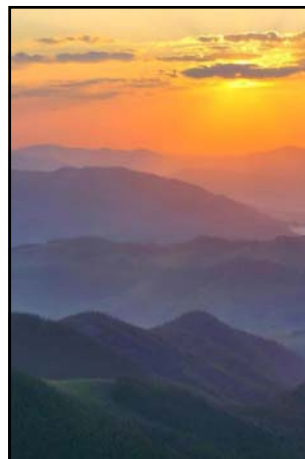
THE SITE

"Involve people in the destination, the culture, the place with all its deficiencies and let them discover the beauty, the friends, the meaning that you have found"

Bernd Kolb, Riad Arayela

The Site

•What's the Story?
  -An enticing story results in an enticing experience

•Location, location, location
  -Can people get there? Where will they stay?

•Are their adequate facilities?
  -Waste management, water supply
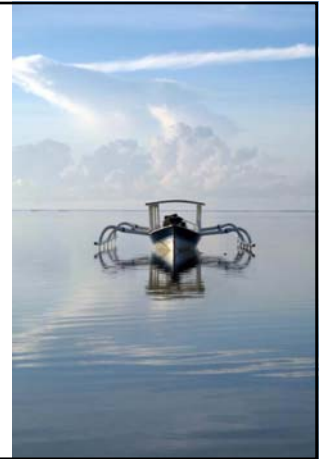
THE PROJECT AND THE ENVIRONMENT

•Will your visitors affect the eco-system?

•What is the environmental impact?

•Can your project contribute to Biodiversity conservation?

•Can your project contribute to Cultural conservation?

THE HOST COMMUNITY

"A nation's culture resides in the hearts and in the soul of its people."
Mohatma Gandhi

The Host Community

•Does it benefit the local community?
  -How? Look beyond financial benefit

•How are the benefits shared?
  -What is the split between you and the community?
  - What is the split within the community?

•What are possible negative impacts?
  -Cultural Pollution
  -Creating culture of dependency
  -Diminished income streams rather than increased

The Host Community

•Do the locals really want tourism?
  -Their enthusiasm will impact the customer experience

•What will be their participation level?
  -How much will it intrude on their daily lives?
  -Are local non-participants supportive?

•What happens if you fail?
  -What financial and psychological impacts will it have on the locals?

YOU & YOUR TEAM

" Coming together is a beginning, keeping together is progress., working together is success."

Henry Ford

You & Your Team

•What are your skills and motivation?
  - Are you the key player?
  - Are you in it for the longhaul?

•Can you find the people you need to make it all work?
  - Where will you find your staff?
  - Do you have a workflow system?
  - Make sure you have a training plan?

•Factor in time and budgets for training.

YOUR BUSINESS PLAN:

"A business has to be involving, it has to be fun, and it has to exercise your creative instincts. It also has to make money."

Richard Branson

Your Business Plan

- •Do a market survey to determine who your clients are
  - -
- •Is your product interesting for different markets?
  - -Applicable to Asian tourists as well as western?
  - -
- •Create an Organizational chart

- •Do a SWOT Analysis

- •Test your product in advance and adjust if necessary.

Your Business Plan

- •Identify Distribution Channels
  - -How and where are you going to sell your product?
  - - Who can you partner with to help sell?

- •Will it make a profit? Create a Profit + Loss analysis
  - -Don't assume that bringing in tourists equates to profit
  - -Have you identified all possible income streams?

- •Competition Analysis
  - -Who are your competitors?
  - -What is the potential for future 'copycat' competitors?

WHAT REALLY WORKS

"I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed."

Michael Jordan

What Really Works?

- Understanding the trends
  - Being ahead of the curve
  - Deliver what people want

- Originality
  - New idea or new twist on a popular option
  - Being in the right place at the right time

- Be Flexible
  - Keep trying new things

- A Clear Vision
  - Know your goals and make sure they are realistic
  - Set a mission statement and communicate to all parties

EXOTISSIMO
TRAVEL
Vietnam · Cambodia · Laos · Myanmar · Thailand · Indonesia

Thank You !

Any Questions ?

APPENDIX V – Marketing your ecotourism business by Nick Ray, Lonely Planet and Trevor Piper, SNV Cambodia

***

My notes on the presentations

Ideas for Marketing an Ecotourism Business

Presented by Nick Ray,
Author, Lonely Planet

lonely planet

Know Your Product

- What makes your product special?
- Why should tourists come to visit?
- What is the unique selling point?
- In what ways is it ecofriendly, responsible, sustainable or pro-poor?
- Is it easy to access for visitors?
- Is it good value for money?

Know Your Competition

- Who offers similar products in your country and region?
- How do they compare with your product?
- Are they good value for money?
- What is the experiential value on offer?
- Are they easy to access?

Know Your Market

- Is the business aimed at domestic or international visitors?
- Is the business aimed at long-term travellers or short-term tourists?
- Be realistic about this based on ease of access for the visitor, the experience for the visitor and value for money.

Complete a SWOT Analysis

- Identify the Strengths/Weaknesses
- Identify the Opportunities/Threats
- Complete this before launching a marketing campaign.
- Be self-critical in the SWOT analysis in order to help the future success of your product.
- AIDA: Attention, interest, desire, action

Designing a Website

- Find an experienced web designer to ensure a good look and high visibility among search engines like Google.
- Involve a native English speaker to ensure the text is well written.
- Source good photos, but make sure they load quickly.
- Promote the website via other relevant websites (Facebook, Twitter, Trip Advisor, Lonely Planet).

Start a Blog with the Website

- Blogging is now an important part of the social media world and many people in travel and tourism write blogs or follow blogs.
- Having a blog increases your website's visibility on search engines, as it ensures the website has regular fresh content.
- It doesn't have to be a daily blog, but it should be updated frequently.

Design Leaflets and Flyers

- Find an experienced graphic designer to prepare attractive leaflets and flyers for the business.
- Distribute them in tourism offices, travel agents, guesthouses and hotels, restaurants, bars and other relevant places.
- Also distribute them in major transit centres in the region and overseas tourist offices if relevant.

Contact the Guidebooks

- Contact Lonely Planet, Rough Guide, Footprint, Frommers, Fodors, Bradt, Moon and other leading guidebook companies to request a listing.
- Give detailed information on the project and invite their researchers to come and visit.
- Contacting guidebooks does not guarantee a listing, but it means they know about the project.
- If you don't contact them, they might not find about you.
- Contact local listings magazines and online guides like Travelfish.

Contact Tour Operators and Travel Agents

- Contact tour operators and travel agents in the country to let them know about the product.
- Make sure you have all your promotional material ready so that the project looks professional.
- This material should include distances and journey times so they can include it in itineraries.
- Discuss pricing and commissions up front, as these are private businesses and will want to make a profit out of the experience.

Contact Ecotourism and Responsible Tourism websites

- Contact local, regional and international websites promoting ecotourism, responsible tourism and sustainable tourism.
- Request a link to your website.
- Request a recommended listing if possible.
- Consider signing up as a partner so they can promote your business online.

Travel Shows, Adventure Shows or Ecotourism Forums

- Look at the annual calendar of travel-related shows and see if there are any that might be relevant to your product.
- This can be a very costly exercise, so be smart and focus on what might bring immediate benefit.
- Generally, it is better to leave trade fairs to the big players due to cost, but some of the specialist fairs might be practical.

Communicate New Activities and Developments

- Make contacts with local newspapers and magazines, or regional and international ones if you have the opportunity, and keep them informed about new developments.
- Many newspapers and magazines need short pieces of news to fill their weekly travel sections and will gladly take a interesting piece like a *nib* (news in brief).
- Also contact free press release websites, as this is a good way to get further exposure for your product in cyberspace. www.prlog.org or www.prfree.com are examples.

The Power of Word of Mouth

- Word of mouth publicity is some of the best you can get and it's free.
- A satisfied customer will tell friends and family about the experience and may post on the internet via Trip Advisor.
- An unhappy customer will tell more people and will certainly post on the internet.
- Maintaining happy customers is a very important element of your marketing plan.

Marketing Your Ecotourism Business

- Marketing is the key to the success or failure of your business. Everything else we have discussed is relevant – unique product, great value for money, accessibility, safety, hygiene – but none of these factors will attract visitors if you don't effectively market the business.
- The key to successful marketing is knowledge. Knowledge is power in the tourism business. Firstly know your product and the unique selling points. Secondly, know your competition, what they do and what sets your business apart from them. Thirdly, know your market and to whom your product will appeal. With this knowledge in place, you are in a strong position to embark on an effective marketing campaign.
- There are many marketing tools in the world of new media. A website is very important to your success, as it is working for you 24/7 all over the world. Linked to your website are important social media, such as a blog, a Facebook presence and a Twitter account. The more internet presence your business enjoys, the more chance that potential visitors will find you.
- More traditional promotional materials such as leaflets and flyers are also important, but as with the website they must be produced to a high standard. Once you have the website and promotional material, it is time to get others to help you with your marketing, including contacting leading guidebook publishers, major tour operators and travel agents in your region, and popular ecotourism or responsible tourism websites.
- In a global world, you need to ensure you have a global standard of marketing materials. Effective marketing may mean the difference between the success and failure of your business.

Marketing The Mekong Discovery Trail

Trevor Piper
Pro-Poor Sustainable Tourism Sector Leader, Cambodia

SNV

Connecting People's Capacities

SNV Netherlands Development Organisation

- Capacity-building organisation
- Poverty alleviation through:
  - creating production, income and employment opportunities
  - access to basic services
- Emphasis on governance and inclusive development
- 1,600 professionals in 32 countries
- Five regions of the world – Asia, Balkans, West and Central Africa, East and Southern Africa, Latin America
- Works with private, government, and NGO actors
- A mix of process-oriented and technical expertise
- A strong local presence
- Nine strategic areas of work

SNV

Title   2

Connecting People's Capacities

SNV and Tourism

- SNV works in tourism in 20 countries of the 32 we work in worldwide
- 65 tourism advisers/100 advisers involved

STEP Partnership
- Tripartite partnership UNWTO/SNV/STEP Foundation
- 7 mechanisms poverty reduction, not just CBT
- 16 projects in 15 countries
- SNV advisors have UNWTO/STEP representative role

- Largest tourism programmes for SNV in Asia
- "Pro-Poor Sustainable Tourism"

- Two strategic choices 2010-2012:
  - Destination development and management
  - Corporate Social Responsibility

SNV

Title   3

Connecting People's Capacities

Mekong Discovery TRAIL

ផ្លូវទេសចរណាមេគង្គ

River life adventures
in Northeast Cambodia

SNV

Title   4

Connecting People's Capacities

The Main objectives of the project

- Alleviate poverty and diversify rural incomes
- Conservation of the Dolphin and protection of cultural and natural heritage
- Build capacity of provincial stakeholders
- Diversify Cambodian tourism product and to expand the international image of Cambodia
- Increase visitor numbers, length of stay and revenue
- Support development of upper market tourism infrastructure
- Expend project scope to Lao PDR

Potential ecotourism areas
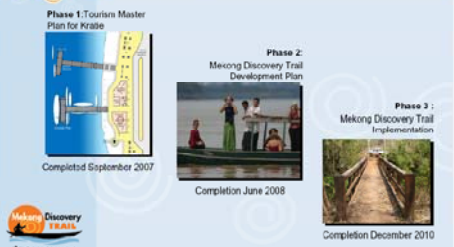
MDT Project Phases

Phase 1:Tourism Master Plan for Krabe

Completed September 2007

Phase 2: Mekong Discovery Trail Development Plan

Completion June 2008

Phase 3 : Mekong Discovery Trail Implementation

Completion December 2010

Target Markets

Target Markets — Current Markets Segments

1. International Group Tours
2. FIT Hard Adventure Seekers
3. FIT Soft Adventure Seekers
4. Expatriates in GMS
5. Volunteer Tourisms
6. Regional – neighbouring Asian Countries
7. Specialist / Niche Markets – bird watchers, fishing
8. Domestic Families
9. Domestic Education Markets
10. Locals
11. High End

Market Orientation/Product Orientation

- Which are you?
- Did you develop your product or identify your market 1st?
- If you don't identify your market first how do you know who your product should appeal to?

The Mekong River Discovery Trail

- Series of local and regional attractions are connected with a themed visitor route and marketed as a package.
- smaller trails linked to major provincial centres.
- encourage visitors to stay longer on the major centers and allow them to venture out into surrounding villages

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Promotional Materials

Community challenges and solutions

Challenge
- Increasing the overall tourism pie to provide benefits to the poor

Solutions
- start development from the locations that have or are able to attract critical mass of visitors

Challenge
- Business concepts lacking

Solution
- attract right type of investors

Community challenges and solutions

Challenge

- economic feasibility of CBT sites generally missing

Solution

- prioritize CBT sites with economic feasibility
- link with national tour operators to ensure greater success in exposure to reduce reliance on small, individual marketing and promotional efforts, and to pilot the creation of successful community/private sector partnerships

SNV

Connecting People's Capacities

Success Factors

- Marketing and branding:
  - ➤ Logo and website
  - ➤ Guidebook launched to the private sector and tourists, resulting in increase in length of stay by 1 night
- Famtour and the guidebook have gained the interest of the private sector
  - ➤ Trail was clearly featured and marketed by 12 tour operators at the end of 2008. Additional 6 tour operators are exploring opportunities in the region.
- Potential investors are attracted to the destination due to 1) the itineraries developed, 2) base created through the capacity building activities, 3) interest raised by the marketing and promotional activities.

SNV

Connecting People's Capacities

APPENDIX VI –Audit forms by Janet Griffiths, Safety in Asia

FIRE SAFETY CHECK		YES	NO	N/A
1	Is there an electrical fire alarm system located in the building?	☐	☐	☐
1.1	If NO, state the system provided	☐	☐	☐
2	Are there sufficient fire call points? (pull stations)	☐	☐	☐
3	Is the system serviced at least annually?	☐	☐	☐
3.1	On what date did the installation / service company last make a certificated maintenance check of the fire alarm system? - Date:	☐	☐	☐
4	Is the fire alarm system tested on a regular basis by the supplier, including audibility tests throughout the building testing each call point? (Note, the minimum FTO requirement is at least once a month)	☐	☐	☐
5	Is advice given to guests and staff regarding the testing and sounding of the alarm?	☐	☐	☐
6	Are evacuation drills carried out?	☐	☐	☐
6.1	The date of last evacuation drill was on:			
7	Is the fire alarm a single or two stages or phased system?	☐	☐	☐
7.1	If a Two Stage system, what time delay is allowed for investigation?	☐	☐	☐
8	Can the fire brigade respond within 30 minutes?	☐	☐	☐
9	Are there fire alarms sounders, bells / siren, klaxons or other? State the type	☐	☐	☐
10	Are there sufficient sounders?	☐	☐	☐
11	Are the alarm sounders all of the same type?	☐	☐	☐
12	Does the fire alarm system have standby power supplied by batteries and a charger?	☐	☐	☐
13	Is there a public address (PA) system?	☐	☐	☐
13.1	If YES, is the PA system automatically linked to the fire alarm system and part of the fire procedure?	☐	☐	☐
	Fire Alarm Panel and Detection			
14	Is there a 24 hour manned reception so that immediate response can be given in the event of fire alarm activation?	☐	☐	☐
15	Is the fire alarm indicator panel adequately located and in a position where it can be heard? State where	☐	☐	☐
16	Does the fire control panel incorporate easily understood zone information?	☐	☐	☐
17	Does the fire alarm panel provide 'zone' or 'detector / call point' indication? - Zoned: - Addressable:	☐	☐	☐
18	Are there any smoke detectors sited in the following areas:			
	- Rooms/Villas: ☐ Domestic ☐ Wired	☐	☐	☐
	-Corridors: ☐ Domestic ☐ Wired	☐	☐	☐
	-Main Public Areas: ☐ Domestic ☐ Wired	☐	☐	☐

19	Are there any heat detectors provided in the following areas:		☐	☐	☐
	- Boiler Room:	☐ Domestic ☐ Wired	☐	☐	☐
	- Kitchens:	☐ Domestic ☐ Wired	☐	☐	☐
	- Laundry:	☐ Domestic ☐ Wired	☐	☐	☐
	Sprinkler System				
20	Is there a sprinkler system?		☐	☐	☐
20.1	If YES, is it 'Partial' or 'Total'?		☐	☐	☐
21	Is the system Wet, Dry or Alternate?		☐	☐	☐
22	Is there evidence of regular maintenance by an approved supplier?		☐	☐	☐
	Fire Team				
23	Does the hotel have their own Fire Team?		☐	☐	☐
23.1	If NO, does a local regulation require that the hotel does have a fire team?		☐	☐	☐
	Means of Escape				
24	Are stairways open ventilated and free from any risk of smoke logging?		☐	☐	☐
25	Are the corridors and walkways open air ventilated and free of any risk of smoke logging?		☐	☐	☐
26	Do **all** emergency stairway(s) arrive at open air via a risk-free area at ground level? i.e.. Not back via Reception, Kitchen or other risk areas.		☐	☐	☐
26.1	If NO, how many do not arrive at open air, or are via a risk area?		☐	☐	☐
27	From the base of the staircase is the longest travel distance to open air less than 35m?		☐	☐	☐
28	Are the numbers of stairway(s) sufficient? (not more than 35m between staircases)		☐	☐	☐
29	Are their positions acceptable?		☐	☐	☐
30	If only one escape stairway, are the basement risk rooms separated from the stairway by self-closing fire doors to a 60 minute standard?		☐	☐	☐
31	Are handrails installed on stairways? If YES, is the height of the handrails more than 1.2m?		☐	☐	☐
32	Are all escape routes (stairways, corridors, exit doors) free for immediate escape?		☐	☐	☐
	- Not Obstructed:				
	- Not Locked:				
33	Are there two or more staircases?		☐	☐	☐
	Exit Doors and Escape Routes				
34	Are Fire Exits unobstructed externally?		☐	☐	☐
35	Are all Fire Exit doors clearly signed externally "KEEP CLEAR FIRE EXIT DOOR"		☐	☐	☐
36	Are all exit(s) free to open without the use of a key?		☐	☐	☐
37	Are escape routes to exits kept clear of obstructions?		☐	☐	☐
38	Are final exit doors free of electronic locking devices and keys-in-boxes?		☐	☐	☐
39	Do exit doors occupied by more than 40 people open in the direction of a quick exit		☐	☐	☐

	Risk Room Fire Separation			
40	Are adequate fire doors fitted to all the following risk rooms?			
	- Kitchens:	☐	☐	☐
	- Laundry:	☐	☐	☐
	- Boiler Room:	☐	☐	☐
	- Electrical Switch Rooms:	☐	☐	☐
	- Cleaners' Stores:	☐	☐	☐
41	If risk rooms are located <u>in the building</u> e.g. boiler room, kitchen/laundry etc, are the rooms separated (structurally) from the main guest accommodation by fire resisting materials?	☐	☐	☐
42	Is the basement area adequately separated (structurally) from the main guest accommodation by fire resisting materials?	☐	☐	☐
	Risk Room Fire Separation			
43	Are all dining rooms, function rooms, store rooms or any area possibly used by an arsonist closed and locked soon after use, definitely from last evening until early morning hours?	☐	☐	☐
44	Are all corridor dead ends less than 10 meters?	☐	☐	☐
44.1	If NO, indicate maximum length of any in metres	☐	☐	☐
45	Are corridors 20 metres or more in length sub-divided by self closing smoke stop doors?	☐	☐	☐
45.1	Are doors and passageways possibly mistaken for exits identified with a sign reading "NOT AN EXIT"	☐	☐	☐
	Protection of Stairways			
46	Are fire doors protecting the main stairway shut at night?	☐	☐	☐
47	Are fire doors protecting the emergency stairway(s) shut at night?	☐	☐	☐
	Are fire doors protecting stairways effectively self-closing against their 'chock ups'?	☐	☐	☐
48	Are any fire doors held open on electro-magnetic catches operated by adjacent smoke detectors connected to the fire alarm system?	☐	☐	☐
49	Are all double fire doors fitted with overhead selector devices if necessary?	☐	☐	☐
	Fire Extinguishers, Hose Reels and Hydrants			
50	Are there fire extinguishers in the following locations?			
	- Corridors (at intervals of no more than 25m):	☐	☐	☐
	- Public Areas:	☐	☐	☐
	- Risk Rooms (Kitchen, Laundry, Boiler Room, Generator Room, Cleaners Store)	☐	☐	☐
	- Children's Club:	☐	☐	☐
50.1	If YES, are they positioned NO MORE than 1m high from the ground?	☐	☐	☐
51	Are fire blankets available in the main kitchen?	☐	☐	☐
52	Are hose reels / hydrants available on site?	☐	☐	☐

52.1	Are hose reels:	☐	☐	☐
	- Automatic - i.e. the water is automatically turned on when pulled off?	☐	☐	☐
	- Manual - i.e. requires the operator to pull the hose out and turn on water?	☐	☐	☐
53	Are the hose reel cabinets clear from obstructions in ALL areas?	☐	☐	☐
54	Are risers fitted?	☐	☐	☐
	If YES, state whether Wet or Dry			
55	Do the fire extinguishers tagged to indicate the last checking date?	☐	☐	☐
56	Has there been a maintenance check in the last twelve months to extinguishers and fire hoses?	☐	☐	☐
56.1	If YES, view a certificate of worthiness / other suitable documentation	☐	☐	☐
	Emergency Lighting			
57	Is emergency lighting provided to illuminate:			
	- The main stairway:	☐	☐	☐
	- The emergency escape routes:	☐	☐	☐
	- Corridors:	☐	☐	☐
	- Other Stairways:	☐	☐	☐
	- Exits:	☐	☐	☐
58	Has maintenance been carried out within the last twelve months?	☐	☐	☐
59	Is emergency lighting powered from:			
	- Generator:	☐	☐	☐
	- Trickle Charging batteries:	☐	☐	☐
	- UPS:	☐	☐	☐
60	Does the system appear to be operational?	☐	☐	☐
	Exit and Directional Signage			
61	Is the route within the emergency exit stairway(s) clearly signed?	☐	☐	☐
62	Is the route within the emergency exit stairway(s) clearly signed to the final door exit?	☐	☐	☐
63	Is the final exit door(s) identified as an exit?	☐	☐	☐
64	Is there more than one exit from the following?			
	- Corridors:	☐	☐	☐
	- Stairways:	☐	☐	☐
	- Lounge / Bar:	☐	☐	☐
	- Restaurant / Dining Area:	☐	☐	☐
	- Other risk areas:	☐	☐	☐
	Main or Emergency Staircase Enclose Risk - Obstructions etc			
65	Are they any storerooms within the stairs enclosure?	☐	☐	☐
65.1	If Yes, are rooms fitted with 30 minute fire resisting doors?	☐	☐	☐
66	Are the corridors free from obstructions including furniture sited or stored in them?	☐	☐	☐
67	Are the stairways free from obstructions including furniture sited or stored in them?	☐	☐	☐

	Emergency Procedures - Staff Fire Training			
68	Is there a written fire emergency procedure plan in operation in the hotel?	☐	☐	☐
69	Is fire safety training carried out at least:			
	- Twice a year for day shift staff (Please provide evidence of this)	☐	☐	☐
	- Four times a year for night shift staff (Please provide evidence of this)	☐	☐	☐
69.1	Who provides the fire training?	☐	☐	☐
70	State the date when last training took place	☐	☐	☐
71	Are regular patrols made of the property at night time?	☐	☐	☐
	Electrical Risks			
72	Is there electrical appliances in the rooms ?	☐	☐	☐
72.1	If YES, do the electrics automatically disconnect when guests leave the room?	☐	☐	☐
73	Are the following areas free from defective plugs, sockets, loose wires			
	or exposed electrical wires?			
	- Corridors:	☐	☐	☐
	- Guest Rooms	☐	☐	☐
	- Risk Rooms and other areas:	☐	☐	☐
74	Are the electrical circuits (and appliances) regularly checked by:	☐	☐	☐
	Qualified electrical contractor?	☐	☐	☐
74.1	Are defects immediately rectified?	☐	☐	☐
75	Is there a fuse box / main cut off switch to isolate each bedroom / villa / bungalow?	☐	☐	☐
	Supermarkets / Shops			
76	Are there any shops, boutiques, or beauty salons within or under the property?	☐	☐	☐
76.1	If YES, are they adequately separated from the guest accommodation?	☐	☐	☐
77	If there is any form of fire detection provided in the shops?	☐	☐	☐
77.1	Are these staff trained in fire/evacuation safety ?			
	Disco/Nightclubs			
	Is there a disco/nightclub or other entertainment area ?	☐	☐	☐
	If YES state location	☐	☐	☐
	If YES is it internal or external to hotel?	☐	☐	☐
	Are their sufficient fire escapes and directional exit signs?	☐	☐	☐
	Is there emergency lighting and smoke detectors in place?	☐	☐	☐
	Is the area connected to the fire alarm?	☐	☐	☐
	Are suitably trained staff/security guards available during opening hours ?	☐	☐	☐
	Heating and Air Conditioning			
78	Is air conditioning installed?	☐	☐	☐
78.1	If YES, is it:			
	- From self-contained units:	☐	☐	☐

	- From a re-circulated central system linked to other parts of the building:	☐	☐	☐
	If RE-CIRCULATED, is there a damper mechanism linked to the fire alarm	☐	☐	☐
	system and does the system shut down on the activation of the fire alarm			
	to prevent spread?	☐	☐	☐
	Fire Instruction Notices			
79	Are fire safety instructions (with route maps) located at:			
	- On the back of the guest room doors:	☐	☐	☐
	- In Corridors:	☐	☐	☐
	- In Public Rooms:	☐	☐	☐
	- At Reception:	☐	☐	☐
	Guest Rooms			
80	Are Guest room doors of a satisfactory standard to resist the spread			
	of fire and / or smoke, taking all other risk factors into account?	☐	☐	☐
81	Are the doors self-closing?	☐	☐	☐
	Lift Safety			
82	Are there effective arrangements for releasing guests shut in lifts?	☐	☐	☐
83	Do lifts return to the ground floor and become inoperable when the alarm sounds?	☐	☐	☐
84	Is emergency lighting provided to all lift areas?	☐	☐	☐
	Kitchen			
85	Are the cooker hoods de-greased regularly?	☐	☐	☐
86	If not mains gas, are safety procedures adequate for the storage / use of LPG?	☐	☐	☐
87	Are gas shut off points provided and clearly identified?	☐	☐	☐
88	Is an automatic fire suppression system provided for the cooker hood area?	☐	☐	☐
	Boiler Room			
89	Is the boiler room fitted with a fuel shut-off?	☐	☐	☐
90	Is the boiler room provided with automatic fire protection, e.g.. Kill fire units?	☐	☐	☐
	Physically Challenged Guests			
91	Does the hotel have a policy for accommodating disabled guests?	☐	☐	☐
92	Are disabled guests located on lower floors and near to exits?	☐	☐	☐
	External Risks			
93	Are there any external fire risks which could effect the property, i.e. close	☐	☐	☐
	proximity of other buildings or high risks, disused buildings, forests or	☐	☐	☐
	large areas of dry vegetation?	☐	☐	☐

	HYGIENE	YES	NO	N/A
	Management Controls			
1	Is there a documented management structure defining food hygiene responsibilities?	☐	☐	☐
2	Are staff aware of their food hygiene responsibilities?	☐	☐	☐
3	Is there documented evidence of regular management audits and implementation of corrective action?	☐	☐	☐
4	Is there a documented plan of action, to be followed in the event of any illness Occurring in which contaminated food may be the cause ?	☐	☐	☐
	Food Controls - Receipt of Delivery			
5	Does the hotel have a system of assessing suppliers?	☐	☐	☐
6	Is the delivery reception area kept clean and free from contamination?	☐	☐	☐
7	Are goods inspected on arrival for contamination, damage, shelf-life and temperature?	☐	☐	☐
8	Are documented controls and corrective procedures in place and adequate?	☐	☐	☐
9	Are frozen and chilled goods transferred to appropriate storage promptly?	☐	☐	☐
	Food Controls - Dry Storage			
10	Are dry stores clean, well lit, cool and dry?	☐	☐	☐
11	Are all foods within date codes and stock rotation procedures followed?	☐	☐	☐
	Food Controls - Frozen Storage			
12	Are freezers clean and maintained in good working order ?	☐	☐	☐
13	Are all frozen foods covered, within date code and stock rotation procedures followed?	☐	☐	☐
14	Are frozen food temperatures monitored and recorded at least 3 times daily?	☐	☐	☐
15	Are freezers maintaining food temperatures at or below - 18 degrees Celsius?	☐	☐	☐
16	CHECK: are the freezer seals clean, with no debris or food stuffs attached?	☐	☐	☐
	Food Controls - Refrigerated Storage			
17	Are refrigerators clean and maintained in good working order?	☐	☐	☐
18	Are all refrigerated foods covered, within date code and stock rotation procedures followed?	☐	☐	☐
19	Are refrigerated temperatures monitored and recorded at least 3 times daily?	☐	☐	☐
20	Are refrigerators maintaining food temperatures at or below 8 degrees Celsius?	☐	☐	☐
	Food Controls - General Storage			
21	Are all foods stored in clean food graded containers with lids?	☐	☐	☐
22	Are raw and cooked food items stored separately with no risk of cross contamination?	☐	☐	☐
23	Are all foods in storage fit for human consumption?	☐	☐	☐
24	Are documented procedures for refrigerators and freezer breakdown in place and implemented?	☐	☐	☐
25	Are all foods stored off the floor and in hygienic locations?	☐	☐	☐
	Food Controls - Preparation			
26	Are product separation and cross contamination procedures in place and maintained? i.e separate preparation areas, chopping boards/handling etc	☐	☐	☐

27	Is high risk food kept free from risk of contamination and at a safe temperature?	☐	☐	☐
	Food controls - Defrosting			
28	Are documented procedures for defrosting in place and maintained?	☐	☐	☐
29	Are frozen foods being defrosted correctly?	☐	☐	☐
	Food Controls - Cooking / Reheating			
30	Are temperatures of cooked and reheated foods monitored and recorded?	☐	☐	☐
31	Does the temperature of cooked and reheated food exceed 75 degrees Celsius?	☐	☐	☐
	Food Controls - Cooling			
32	Are documented procedures for the cooling of food in place and maintained?	☐	☐	☐
33	Are foods being cooled correctly?	☐	☐	☐
34	Are documented procedures for the blast chilling and for blast freezing of food in place and maintained?	☐	☐	☐
35	Are foods being blast chilled and / or blast frozen correctly?	☐	☐	☐
	Food Controls - Service			
36	Are service areas adequate with food protected from contamination?	☐	☐	☐
37	Are documented procedures for the hot and cold holding of food in place and maintained?	☐	☐	☐
38	Are hot holding units maintaining food above 63 degrees Celsius?	☐	☐	☐
39	Are cold holding units maintaining food below 8 degrees Celsius?	☐	☐	☐
40	Are hot foods removed from display after 2 hours and cold food removed from display after 4 hours?	☐	☐	☐
	Food Controls - Thermometers			
41	Are there sufficient thermometers available?	☐	☐	☐
42	Are thermometers used and records kept?	☐	☐	☐
43	Are antiseptic wipes available?	☐	☐	☐
	Food Controls - Water and Ice			
44	Is the quality of water monitored and recorded where appropriate corrective action taken?	☐	☐	☐
45	Is the quality of ice monitored and recorded?	☐	☐	☐
	Premises Control – Waste			
46	Are all refuse areas clean and in good state of repair?	☐	☐	☐
47	Are waste containers clean and pest proof?	☐	☐	☐
48	Is refuse controlled to avoid accumulations?	☐	☐	☐
	Premises Control - Pest Control			
49	Is there a pest control programmed in place including provision for eradication of infestations?	☐	☐	☐
50	Are the premises free from pests? (This includes stray animals)	☐	☐	☐
51	Are the premises adequately proofed against pests?	☐	☐	☐
52	Are records available for inspections, sightings and controls?	☐	☐	☐
53	Are electric fly killers clean, maintained and sited correctly?	☐	☐	☐

	Premises Control - Structure			
54	Is the layout designed to minimize contamination risks?	☐	☐	☐
55	Are the walls, floors and ceilings maintained in a good state of repair and capable of being kept clean?	☐	☐	☐
56	Is the lighting effective within the hotel?	☐	☐	☐
57	Are glass light fittings protected in case of breakage?	☐	☐	☐
58	Is ventilation effective within the hotel?	☐	☐	☐
59	Is drainage effective and kept clean?	☐	☐	☐
60	Are separate hands washing facilities provided?	☐	☐	☐
61	Are hand basins provided with full amenities?	☐	☐	☐
	Premises Control - Equipment			
62	Is equipment maintained in a good state of repair and capable of being kept clean?	☐	☐	☐
63	Are separate facilities available for washing food and equipment?	☐	☐	☐
64	Is the area around mixers, slicers, choppers and hand saws uncluttered and without slip and fall hazards?	☐	☐	☐
65	Have anti-slip mats or duck boards been provided in front of ranges, other similar work or serving stations (including portable stoves, grills etc)?	☐	☐	☐
66	Are fans and other rotating equipment less than 215cm from the ground equipped with guards with smaller than 13mm gaps?	☐	☐	☐
67	Is all electrical food processing equipment connected securely with no defective plugs Or wiring	☐	☐	☐
68	Has equipment been installed in an area where the operator cannot accidentally bump into it?	☐	☐	☐
69	Have employees been trained on how to use all equipment safely; Chopping, slicing, mixing or meat sawing machines?	☐	☐	☐
70	If NO, is signage showing instructions for use displayed clearly/ signage showing to be used by authorized persons only ?	☐	☐	☐
	Premises - Cleaning			
71	Is there a documented cleaning program in place?	☐	☐	☐
72	Is the structure maintained in a clean condition?	☐	☐	☐
73	Is all equipment maintained in a clean condition?	☐	☐	☐
74	Are suitable cleaning chemicals in use?	☐	☐	☐
75	Are chemicals and cleaning equipment stored away from food?	☐	☐	☐
76	Is cleaning equipment kept clean and well maintained?	☐	☐	☐
	Premises – Training			
77	Have all food handling staff received appropriate food hygiene training?	☐	☐	☐
78	Is there documented training program in place?	☐	☐	☐
79	Are training records available?	☐	☐	☐
	Premises - General			
80	Are staff toilets and changing rooms kept clean and in good order?	☐	☐	☐

		YES	NO	N/A
81	Are hand wash basins provided with full facilities within designated staff toilets?	☐	☐	☐
82	Are sufficient first aid facilities available?	☐	☐	☐
83	Are staff following correct hand washing procedures?	☐	☐	☐
84	Are food handling staff wearing clean and adequate protective clothing?	☐	☐	☐
85	Are food handing staff observing good personal hygiene practices?	☐	☐	☐
86	Is slip resistance footwear worn by kitchen staff?	☐	☐	☐

	Restaurant	YES	NO	N/A
1	Do full length glass doors/partitions have identifying warning strips or stickers at: - 1.5m (adults eye level) 0.8m (Childs eye level)	☐	☐	☐
2	Are the eating areas and the following items clean and in good condition? (tables, linen, cutlery, crockery, condiments, sauce containers)	☐	☐	☐
3	Are high chairs provided?	☐	☐	☐
3.1	If YES, are they are on wheels? (not recommended) are they lockable ?	☐	☐	☐
	Are harnesses Fitted ? (Now required)	☐	☐	☐
4	Are they well constructed and stable (without sharp edges)?	☐	☐	☐
5	Are they clean and well maintained?	☐	☐	☐
6	Is the storage area for equipment clean, tidy and in an organized manner?	☐	☐	☐
7	Is the storage area of supplies limited to a safe height?	☐	☐	☐
8	Are detergents, solvents and other chemicals stored, or otherwise kept away from food storage, preparation and service areas?	☐	☐	☐
9	Are floors that are being mopped blocked off to guests and other employees?	☐	☐	☐
	If NO, is warning signage placed in affected areas?	☐	☐	☐
10	Have anti-slip mats being provided in front of serving stations? (Recommended)	☐	☐	☐
	Are floors in all areas kept clean at all times?	☐	☐	☐
11	Is there a buffet service?	☐	☐	☐
12	Are all food and beverage items stored in plastic containers clearly marked as to their contents i.e. Milk, Orange, Lemon Juice etc	☐	☐	☐
13	Are fans and other similar rotating equipment at least 2.15m above ground level?	☐	☐	☐
	If NO, are they equipped with guards with smaller than 13mm gaps?	☐	☐	☐
14	Are hair regulations being adhered to? (See SOPs)	☐	☐	☐
15	Are all food processing machines disconnected prior to being disassembled and cleaned?	☐	☐	☐
16	Are the glasses and cups stored up side down?	☐	☐	☐
17	Have employees been instructed to wear low heeled, closed toe and heel shoes Made of leather with non-slip soles such as neoprene?	☐	☐	☐
18	Do all electrical plug sockets have safety covers on them?	☐	☐	☐
19	Are there sufficient electrical outlets so cords for appliances don't have to cross traffic areas?	☐	☐	☐
20	Are breaker panels, fire extinguishers or fire exits unobstructed and free from equipment, chairs and tables, rolling tables etc?	☐	☐	☐
21	Are there sufficient hand washing stations in the service areas for employees?	☐	☐	☐
22	Is there an available First Aid kit in this restaurant?	☐	☐	☐
23	Are ice bins provided with a cover?	☐	☐	☐
24	Are ice bin covers being closed at all times?	☐	☐	☐
25	Does the employee use ice scoops?	☐	☐	☐

#		YES	NO	N/A
26	Is glassware routinely checked for breakage (small cracks) and contamination?	☐	☐	☐
27	is there sufficient storage facilities so that glass racks, utensils and equipment do not have to be stored on floors?	☐	☐	☐
28	Are there sufficient hand trucks, carts and dollies available?	☐	☐	☐
	If YES, are they in good repair?	☐	☐	☐
29	Does this restaurant provide children's cutlery?	☐	☐	☐
	If NO, are the utensils being used by children safe?	☐	☐	☐
30	Have the employees in this restaurant received instructions regarding the use of Fire Extinguishers?	☐	☐	☐
31	Are the Fire Extinguishers labeled correctly and all in working order?	☐	☐	☐
32	Are there Fire Extinguishers mounted near the areas where the flaming dishes are served?	☐	☐	☐
	If NO, how many meters to the nearest Fire Extinguishers?	☐	☐	☐
33	Do the service employees routinely advise the guests about hot items such as plates and coffee as these items are served?	☐	☐	☐
34	Have Room Service employees been instructed to remove dishes, glasses and utensils left in corridors, elevator landings and elevators on the return trips?	☐	☐	☐

	SWIMMING POOLS	YES	NO	N/A
1	Are there any underwater rocks, steep slopes or hidden ledges below the surface?	☐	☐	☐
2	Pool surround- are they are any diving possibilities?	☐	☐	☐
3	Is there a bar in the pool or within 5 meters of the pool?	☐	☐	☐
4	Are drinks around the pool served in plastic containers?	☐	☐	☐
5	Are their sufficient depth markings present? (i.e. every 3m)	☐	☐	☐
6	Are they visible-not faded?	☐	☐	☐
7	Are the 10cm/2in in size - at largest point?	☐	☐	☐
8	What is the min/maximum depth of the pool state	☐	☐	☐
9	Are they any obvious sudden changes in depth? If Yes	☐	☐	☐
b)	Are they highlighted/marked and visible above and underwater?	☐	☐	☐
	i.e. barriers, buoyed lines additional depth markings?	☐	☐	☐
10	Is there **prominently** displayed **"Pictorial"** NO DIVING signs?	☐	☐	☐
11	If yes are they visible and International standard?	☐	☐	☐
12	Is there sufficient signage?	☐	☐	☐
13	Is there a notice showing pool rules - is it prominent?	☐	☐	☐
14	Does it display opening hours, no night swimming, children must be supervised	☐	☐	☐
15	Is the pool supervised by a lifeguard at all times during opening hours?	☐	☐	☐
	If NO Is there a sign saying no lifeguard on duty?	☐	☐	☐
16	Is there Lifesaving equipment around the pool?	☐	☐	☐
17	Is there resuscitation equipment available within 5 mins of the poolside?	☐	☐	☐
18	Are staff trained in how to use this equipment?	☐	☐	☐
19	Is the pool surround, Non Slip	☐	☐	☐
20	Are there any cracked or broken tiles?	☐	☐	☐

21	Is the pool water clear - can you see the bottom?	☐	☐	☐
22	How often is the pool cleaned?	☐	☐	☐
23	Are twice daily records of chemical dosing kept? (View)	☐	☐	☐
24	Do pool access steps (Not ladders) have their edges highlighted?	☐	☐	☐
25	Is the plant/pump room securely locked at all times?	☐	☐	☐
b)	No unauthorized access sign?	☐	☐	☐
26	Is the pool lit at night? Is it closed?	☐	☐	☐
27	If closed how it is closed off? Signs, rope barriers etc	☐	☐	☐
28	Are all pool fixtures and fittings in place, secure and working (i.e. no broken lights filter caps off etc)	☐	☐	☐
29	Is there adequate means of access and egress to the pool?	☐	☐	☐
30	Is there a children pool? If Yes	☐	☐	☐
b)	Is it separate from the main pool? If Yes	☐	☐	☐
c)	Is the distance from the main pool at least 3m?	☐	☐	☐
d)	If part of the main pool is there a impenetrable unclimbed barrier separating the children pool from the main pool?	☐	☐	☐
e)	Is the barrier 800 mm or above? Unclimbed Describe structure	☐	☐	☐
	WATER TESTING			
31	Are maintenance records for pumping filtration systems kept?	☐	☐	☐
32	View /Test Pool water records/inspection Chlorine Level (0.5-1.5PPM)	☐	☐	☐
	pH level (7-8)	☐	☐	☐
	Recreational Facilities			
33	What types of recreational facilities are available? Minigolf, Tennis, Squash, Golf, Fitness Centre Sauna, Spa Cycling…other			
34	Is the equipment all in good working order?	☐	☐	☐
35	Are there instructions on how to use all equipment?	☐	☐	☐
36	Are appropriate warnings/supervisors in place where necessary?	☐	☐	☐
37	Does all facilities have notices showing opening hours, use of equipment and disclaimer that persons use at own risk when unsupervised recreations?	☐	☐	☐
38	Are they clearly visible?	☐	☐	☐
39	For indoor activities are there fire alarms, smoke detectors in place?	☐	☐	☐
40	Are Fire Exits well signposted?	☐	☐	☐
41	Are there any loose wires, poor connections or tripping hazards?	☐	☐	☐

APPENDIX VII – Chambok CBET by Va Moeurn, Mlup Baitong

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My notes on the presentation

An Experience on CBET
Development & Management
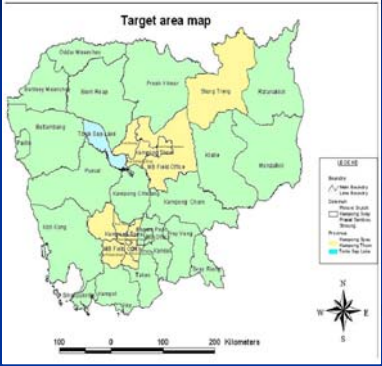
by Mr. Va Moeurn
The Executive Director of Mlup Baitong
January 20, 2010

About Mlup Baitong

MLUP BAITONG BACKGROUND

- Mlup Baitong means Green Shade
- Established in 1998 as a project of a British NGO, to address the problem of deforestation
- Became independent in January 2001
- Currently employs around 45 fulltime staff and 10 Cambodian and foreign volunteers
- Currently works in 3 provinces, K. Speu, K. Thom, and Stung Treng with the main office in P. Penh and 5 sub-office in the provinces

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MB MAINF TARGET AREAS

Target area map

THEMATIC FOCUS AREAS

- Based on its most successful interventions Mlup Baitong has committed itself in its Strategic Plan 2010-2015 to concentrate on four thematic areas:
  - Community Environmental Education through CEAT
  - Forest management through Community Forestry;
  - Sustainable natural resource management through Community Based Eco-tourism.
  - Community Livelihood improvement through SHG
- Climate change is being considered a new thematic area.

ABOUT CHAMBOK CBET

CHAMBOK CBET LOCATION

It is located in the remote jungle area of northeastern border of Kirirom National Park in Chambok Commune, Phnom Sruich district, Kampong Speu province

TOURIST ATTRACTION

PROJECT BACKGROUND

- Low agricultural yields and limited farm land,
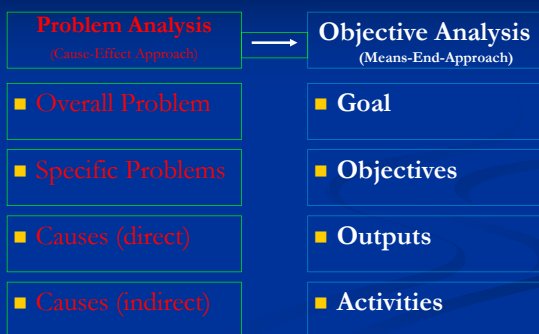- Around 94% of the Chambok households are engaged in a wide range of forest extraction activities in this area.
- These activities include timber cutting, charcoal and fuel wood production, non-timber forest product collection and wildlife hunting.
- These activities were uncontrolled, led to rapid deforestation and severe degradation of wildlife resources.
- From these problems Mlup Baitong has to find ways to address

SITUATIONAL ANALYSIS

SWOT	Positive	Negative
Internal	Strength	Weakness
External	Opportunity	Threat

- Internal Factors: staff, skills, experience, money,...
- External Factors: international trend, donor trend, government policy, stakeholders involvement, infrastructure, geography, security, population, economy, disaster, ...
- Balancing: the positive > negative factors
- Making decision: Yes

PROJECT ANALYSIS

Problem Analysis (Cause-Effect Approach)	→	Objective Analysis (Means-End-Approach)
■ Overall Problem		■ Goal
■ Specific Problems		■ Objectives
■ Causes (direct)		■ Outputs
■ Causes (indirect)		■ Activities

LOG FRAME MATRIX

	Indicator	MoV	Assumption
Goal			
Objectives			
Outputs			
Activities	Resources:		

PROJECT ESTABLISHMENT

- In 2002, Mlup Baitong initiated the establishment of a CBET Project in Chambok
- A CBET Management Committee and its bylaw, rules, and regulation for governing the site established.
- The construction of all necessary infrastructures and facilities began
- Trainings on basic skills for operating ecotourism services were provided
- The project was officially opened to the public in 2003.
- Around 20,000 visitors come to Chambok in 2009.
- The project site covers more than 800 hectares of forest and benefited to around 500 households of 9 villages

PROJECT GOAL AND OBJECTIVES

<u>Project goal:</u> To empower the people of Chambok to actively participate in sustainable management of natural resources in the site for their livelihood development and poverty reduction.

<u>Project Objectives:</u>

- Educating local people and visitors about environmental conservation.
- Protecting forests and natural resources,
- Providing income generating alternatives to poor and forest-products-dependent families in the community.

PROJECT DESCRIPTION

The Chambok CBET Project is divided into five main components:

- Construction, renovation and maintenance of infrastructure and facilities.
- Building the capacity of the CBET Management Committee (MC) members and service providers.
- Establishment and marketing of income generation services
- Keeping the eco-tourism site environmentally friendly
- Formation of Women SHG and the development of micro-businesses.

PROJECT DURATION AND RESOURCES

- The project has been implemented for a ten-year period from 2002 to 2010.
- The total project investment was around $256,000.
- All project costs have been funded by foreign donors including Oxfam Novib, SCIAF, OGB, KNCF, ADB, Blacksmith Institute, Canada Fund, McKnight Foundation, UNDP/EC SGP, IUCN NL and other donations.
- However, the government contributed some support to the building of roads and land mine clearance, while tour companies assisted with advertisement.
- the community members contributed their labors.

PEOPLE INVOLVED

- One foreign volunteer from Japan (for 1.5 year) as an expert.
- MB's staff as implementer
- Counterpart from MoE as liaison with MoE
- The MoE, Kirirom National Park and Local Authorities as administrative support
- Community members as service providers and the project beneficiaries
- Tour companies as stakeholders and beneficiaries

MANAGEMENT & BENEFIT SHARING MECHANISMS

- CBET Management Committee (CBETMC) established
- CBET bylaw & MC regulation set up
- Tourism Service Policies set up
- Benefit sharing policy and other policies set up and regularly reviewed
- Recognition from relevant government institutions unofficially approved
- Participatory decision making taken into consideration

MARKETING

- Sign boards for the project site installed.
- Chambok CBET website established.
- Cooperation agreement with several tour companies made.
- Chambok Leaflets produced and distributed to relevant agencies
- Advertisement through several magazines published
- Presentation about Chambok Eco-tourism products often conducted through tourism networks and tourism events.
- Chambok Eco-tourism products regularly reviewed and improved.
- Study visits from relevant stakeholders coordinated/ hosted

SAFETY FOR VISITORS

- Direction & education sign boards installed.
- Tourist guides provided.
- First aid training provided to CBETMC members and tourist guides.
- Some first aid materials available.
- Site cleaning up and waste management policies produced and disseminated
- Site cleaning up and waste collection activities regularly conducted.
- Food preparation and sanitation training conducted.
- Forest site patrols regularly conducted

OUTCOMES, CHALLENGES & LESSONS LEARNT

OUTCOMES AND IMPACTS

- The surrounding forest and its resources have been well protected
- CBET members, service providers, community members, and visitors have significantly improved their knowledge and behaviors toward environment
- Community livelihoods have been improved
- The Chambok CBET has been recognized by the MoT as a leading/model of CBET in Cambodia
- A lot of delegations have visited and learnt from good practices of the Chambok CBET
- A case study of the good practice of Chambok CBET was selected by the UNDP and widely published
- The Chambok CBET has got several awards

OUTCOMES AND IMPACTS (cont.)

- Non-timber forest resources have become more abundant benefiting the 500 households
- The villagers also get income from selling agricultural and other local products.
- 300 people (200 are women) have been employed in ecotourism services on a rotational basis.
- In 2009, the total revenue generated by the community amounted to around 20,000 USD.
- Chambok CBET is recognized by the Ministry of Tourism as a unique example in Cambodia.
- 40 national and international delegations visited the site between January 2007 and June 2009.

CHALLENGES & HOW THEY WERE OVERCOME

- Low level of education among villagers. MB has spent a large amount of time & repeatedly building capacities of the MC members.
- Difficulty in convincing villagers, MC members and local authorities and tourists to adapt to the innovative approaches and procedures. MB has continued to raise awareness of nature conservation
- Difficulty in protecting the forest in and around the site from illegal cutting, hunting, forest fires, forestland encroachment, and clearance. MB has continued to work hard to raise awareness and cooperation with all stakeholders to set up effective mechanisms.
- Staff capacity and changes. Continue building their capacities.
- Budget constraint.

SUSTAINABILITY

- The forest in the project site and its resources have been well protected
- CBET members, service providers, and community members have significantly improved their knowledge and skills on tourism service management.
- The ownership of the CBETMC has significantly improved and it is expected to be able to run the site by themselves by the end of 2010.
- The net incomes generated is at least equal to the expenditures.

LESSONS LEARNT

- An appropriate CBET Management Committee (MC), its bylaws, and regulation for governing the project have to be clearly established through a participatory approach.
- Capacity building for MC and tourism service providers has to be conducted repeatedly.
- Equitable involvement and benefit sharing among community members have to be carefully taken into account during project implementation. This approach has encouraged community members' participation, support and cooperation in avoiding internal conflicts.

Thank You for Your Attention !