

# Tourism

HEBA AZIZ  
EDITH SZIVAS



## I. INTRODUCTION

The tourism economy is one of the largest economic sectors in the world; it ranks fourth in terms of global exports after fuel, chemicals, and automotive products, with an industry value of US\$1 trillion a year (UNEP, 2011). The tourism economy generates 5% of world gross domestic product (GDP), and it makes up 6-7% of total employment. International tourism accounts for 30% of the world's exports of commercial services or 6% of total exports; 935 million international tourists were recorded in 2010. In over 150 countries, tourism is one of the top five export earners, and in 60 it is the number one. It is the main source of foreign exchange for one-third of the developing countries and one-half of the less developed countries (UNWTO, 2010).

In the 1950s, tourism was the preferred sector of the world economy – termed the ‘smokeless industry’ and considered to be the most environmentally sensitive when compared to manufacturing and mining at the time. This favourable position did not last long and by the mid 1990s, policy and academic discussions focused on the impact of tourism on the environment, society, culture, and the economy. The rapid growth in both international and domestic travel coupled with trends to travel further and over shorter periods of time have led to the excessive use of energy intensive transportation, excessive consumption of water, and excessive generation of waste, making the tourism sector a target of heavy criticism.

According to a 2008 report by the United Nations World Tourism Organization (UNWTO) and the United Nations Environment Program (UNEP) on climate change and tourism, the sector's contribution to global greenhouse gas (GHG) emissions is almost 5%. Given tourism's contribution to global GDP and employment, questions are being raised about promoting more sustainable forms of tourism economically, culturally, and environmentally. Tourism contributes positively to diversifying and revitalizing local economies. Through tourism, cultural and natural assets become a source of financial gain, which provides a strong motivation for conservation. However, these benefits are overshadowed in many cases by poor economic, environmental, and social concerns.



The concept of a green economy introduced by UNEP does not replace sustainable development. In fact, there is now a growing recognition that achieving sustainable patterns of development rests almost entirely on greening the economy. Therefore, we view sustainable tourism development as a by-product of green tourism.

Discussions on sustainable or green tourism have often presented ecotourism and small-scale, low-intensity tourism as the way forward. By extension, there was a significant silence imposed on the effects of large-scale resorts and mass tourism, which continue to dominate the international travel and tourism industry.

Therefore, a clear distinction should be made between the concepts of ecotourism and sustainable tourism. According to UNEP (2011), “the term ecotourism refers to a segment within the tourism sector with a focus on environmental activities; while sustainability principles should apply to all types of tourism activities; operations, establishments and projects, including conventional and alternative forms.”

The UNWTO ecotourism summit in 2002 has caused a controversy as supporters of sustainable development believed that it was important to address sustainable tourism as opposed to ecotourism solely. Those who were wary of addressing large-scale tourism argued that bringing all large industry

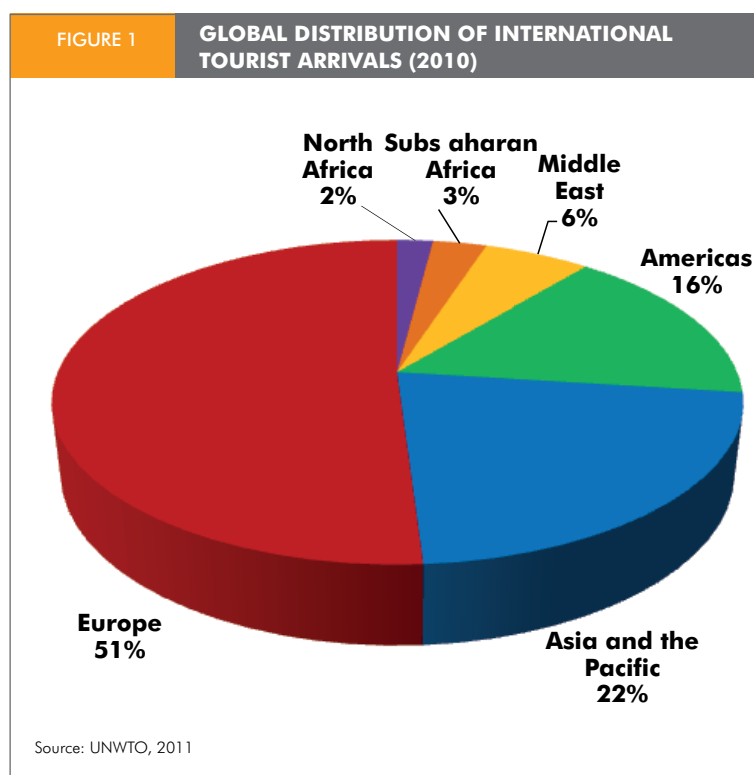
players to the table was not practical, while small-scale ecotourism was an easy target.

The Earth Summit Rio +20 is to be held in Brazil in June 2012. Government departments in charge of the environmental portfolio are currently drafting reports highlighting the progress achieved in sustainable development over the past 20 years.

The two main themes of Rio+20 are: (1) the green economy in the context of poverty eradication and sustainable development, and (2) the institutional framework for sustainable development focusing mainly on the role of UNEP and the World Commission on Sustainable Development. These two issues are of relevance to the tourism sector. Sustainability and poverty eradication have been discussed since Rio 1992 and Johannesburg 2002; in the last decade or more the green economy has also been a subject of numerous discussions and debates at conferences, workshops, and seminars. The array of terminology and concepts introduced has left the tourism sector as well as government environmental agencies unclear as to what to adopt and how.

There is currently a growing trend in many countries to set up separate ministries or departments of tourism within government cabinets, charged with ensuring that the social, cultural, and environmental effects of tourism are positive. These tourism ministries however do not have the authority to regulate the use of energy, water, or construction since these matters fall under the jurisdiction of other government agencies. Therefore, tourism ministries remain unable for the most part to effectively deploy relevant policy measures to ensure the sustainability of tourism. The political and organizational framework for institutionalizing green tourism presents a challenge on the national as well as the international level.

This report was drafted during exceptional times in the Arab world, which was inspirational at times and limiting at others in terms of accessing data and case studies from different countries. This chapter addresses policy makers and seeks to highlight areas of concern and needed action relevant to the greening of the tourism economy. It draws on a number of case studies from the region and reflects views of a number of industry leaders.



## II. CURRENT TRENDS IN TOURISM

According to UNWTO (2011), the Middle East and North Africa (MENA) in 2010 received 6% and 2% of all international tourist arrivals, respectively, as indicated in Figure 1.

According to UNWTO, the Middle East received 60 million international tourist arrivals in 2010. The region experienced rapid growth (14.2%), albeit on depressed figures in 2009. International tourist arrivals were supported by strong intra-regional travel, which was boosted by high oil prices. Africa received 49 million international tourist arrivals in 2010, which corresponds to a 6.4% growth. Tourism there was boosted by the exposure created by the FIFA World Football Cup in South Africa.

International tourist arrivals to North Africa in 2010 grew by 6.2% relative to 2009. To put it in context, globally international tourist arrivals grew by almost 7%, following the exceptional decline of 4% in 2009. This indicates particularly strong growth for the MENA region. According to UNWTO, the 2009 share of international tourism to GDP ranged from 25.7% in Lebanon to 0.2% in Algeria. The contribution of tourism to GDP is also high in the case of Jordan (16.7%),

## BASATA ECO-LODGE: A WIN-WIN-WIN MODEL FOR PEOPLE, THE ENVIRONMENT, AND TOURISM

Basata is one of the first eco-lodges in Egypt, located on the eastern coast of the Sinai Peninsula between the cities of Taba and Nuweiba on the Red Sea's Gulf of Aqaba. Basata offers its own brand of eco-tourism by creating harmony among people, the environment, and tourism. For 25 years, Basata has evolved and adapted to the needs of its guests, while staying true to its mission of protecting the environment and contributing to local community development.

Environmental sustainability practices have been built into the development and operation of Basata, encompassing construction, energy and water use, solid waste management, food production, and ecosystem protection. The owners of Basata have made a conscious choice to adopt ecological architectural design and the use of natural building materials in harmony with the Sinai landscape. Guest houses and buildings are designed and constructed using indigenous building materials by Egyptian architects and workers using traditional methods and reflecting traditional architecture. Only materials that are biodegradable such as bamboo, clay, and natural stones, are utilized. Higher cost construction that relies on heavy construction equipment and the import of materials over long distances has been avoided. Energy consumption is kept to a minimum; Air conditioning is not used, nor is any other form of artificial cooling. Natural

wind patterns provide cooling. Landscaping is kept to a minimum and restricted to native flora, if any, to preserve the character of the desert, reduce water consumption, and prevent agrochemicals pollution.

There are several aspects to efficient water use and management. The water cycle is explained to guests so that they may become partners in water conservation. Water-saving taps are used. On average, each Basata guest uses 70 liters of water per day, compared to an average of 500 liters per guest per day at most conventional hotels. Organic waste and excess food are fed to animals in Basata's farm. Waste from the animals is then used as a natural fertilizer for the plants in Basata's greenhouse and it is also a component in building material. The greenhouse employs organic method to grow tomatoes, eggplants, cucumbers, melons, and peppers. When harvest is abundant, fresh produce is sold to local hotels. All recyclable, non-organic waste materials are picked up by Hemaya, a local non-governmental organization founded by Basata's owner, and then taken to the solid waste transfer station in Nuweiba, where it is further sorted and sent to Cairo for recycling. To minimize power consumption, energy-saving lighting is used. Solar thermal heaters provide hot water. Electricity is only used in public areas and in some guest houses to meet basic needs. Refrigerators are not used in guest houses, nor are television sets, air conditioners, or

Morocco (9.8%), Tunisia (9.6%), and Bahrain (9.0%). The share of international tourism receipts in total exports in 2009 was highest in Lebanon (33%), followed by Jordan (28.5%), Morocco (26.3%), Egypt (22.1%), and Syria (19%). The lowest contribution of tourism to export earnings in 2009 was reported by Libya (0.2%). In terms of employment, tourism is estimated to have contributed 3% and 6% of total employment in the Middle East and North Africa, respectively, in 2010 (WTTC, 2011).

### **Tourism development trajectory**

The Arab world is blessed with rich cultural and natural attractions and a favourable climate for most parts of the year. The region has been well known as a destination for cultural tourism for centuries. In recent times, countries in the region have embarked on the diversification of their

tourism to include various other forms. In Arab countries today, tourism spans meetings, incentives, conferences, and events (MICE), medicine and wellness, sports and adventure, and ecotourism.

As a region known primarily for its cultural heritage, tourism has since the middle of the last century been focused primarily on cultural heritage particularly in destinations such as Egypt, Jordan, Lebanon, Morocco, Syria, and Tunisia. Today, tourism in the Arab world is split between traditional and cultural destinations that have long formed the backbone of the tourism industry in terms of arrivals, market share, and development projects, and new tourism products and services, primarily in destinations such as Abu Dhabi, Dubai, Oman, Qatar, and Saudi Arabia. The region is also witnessing the growth of cruise tourism with new destinations to Oman, for example, being added to cruise ship routes.



electric entertainment devices.

To facilitate its integration with the local Bedouin communities in Sinai, Basata opened its doors for local commerce, social services, and education. This is accomplished through Hemaya, the non-governmental organization. Hemaya has initiated environmental projects for solid waste management system, ocean preservation, and renewable energy for local communities in Nuweiba and other towns, which have generated sustainable income and employment opportunities. In addition, Hemaya continues to contribute to socio-economic

development through educational, cultural, and health care projects, some of which target women.

The NGO Hemaya has succeeded, through Basata, in developing community projects that protect the culture and the environment throughout the region on a larger scale by collaborating with various authorities and local communities. Basata would not have become a model for economic, social, and environmental sustainability, had it not been for its enduring green philosophy of maintaining respect for the local culture and natural environment.

*Al-Bia Wal-Tanmia (Environment & Development) magazine*

The need for economic diversification, job creation, and foreign exchange made tourism a prime economic sector for many Arab countries. A significant change towards a more mass based tourism development approach was also instigated by political developments in the region. Egypt, for example, has sought after the return of Sinai to maintain a permanent presence in the peninsula and has thus encouraged the development of coastal towns like Sharm el Sheikh and Taba. Similar types of developments started also in Aqaba and in the Dead Sea region in Jordan.

The majority of tourism infrastructure in countries of the Gulf Cooperation Council (GCC) depends on large-scale iconic, resort-based projects such as the Jumeirah properties with its flagship Burj Al Arab and Madinat Jumeirah, the Palm, Downtown Dubai with its flagship property Burj Khalifa, and Dubai Land (pending). Many of

them are mixed use projects but they are still a pull factor for the growing tourism industry in the region. Qatar has coined itself as the Meetings, Incentives, Conventions and Exhibitions (MICE) destination, now expecting mega growth in preparation for the FIFA 2022 tournament. Abu Dhabi has positioned itself as the capital of culture in the GCC, with its flagship project Saadiyat Island becoming an integrated tourism complex (ITC) offering unique collection of world class museums. There are also some unique projects based on natural desert landscapes. Oman is another destination with a rich natural and cultural heritage and is now expecting the completion of major resort projects by 2012, including Jebel Sefa in the greater Muscat area, Salalah Beach, and an eco-resort in the Soda Island.

The current trend of tourism development in a number of leading destinations in Arab countries

is focused on integrated tourism centers (ITC), with conventional large-scale grouping of hotels, second homes, marinas, and golf courses. ITCs are large-scale 200,000 m<sup>2</sup> developments usually located on coastal areas and dedicated to tourism and real estate development. ITCs are popular forms of development in countries of the GCC, along the Red Sea in Egypt, in the Gulf of Aqaba in Jordan, and along the southern Mediterranean coast of Morocco and Tunisia. Oman and Bahrain have also adopted this model. Governments have allowed foreign ownership within these models of development in either a freehold or a usufruct mode. The preference for this type of development is supported by the need to provide nodes of development that spearhead regional development and create employment opportunities for the large number of unemployed youth. Due to their large scale, ITCs act as catalysts for regional development; some of them have their own schools, workers' accommodation, and service centers.

An integrated tourism center would often contain marinas, golf courses, real estate, hotels, and retail stores. For example, in the Sultanate of Oman, the regulations for development restrict building to no more 30% of the total area and do not permit the residential component to exceed 50% of the total built up area. Oman has a number of ITCs, including the Wave Project, Jebel Seef, Salalah Beach Resort, Bar al Jissah Resort. Popular ITC destinations in Egypt include El Gouna, Port

Ghaleb, and Marsa Alam in Egypt along the coast of the Red Sea.

ITCs are developed by major investment corporations and in many cases in partnerships with governments. These types of large-scale developments have become the subject of much criticism because of their impacts on the environment and society. ITCs are large consumers of energy and water and large generators of waste, and they seldom invest in alternative energy or in carbon neutral projects. Their effects on marine ecosystems are not fully assessed. What is lacking is the commitment of governments to impose environmental regulations and green business models that would encourage ITCs to invest in green infrastructure. Large-scale tourism developments have the economies of scale and the resources to invest in alternative energy, waste recycling, and other green initiatives, if a business case or incentive scheme were presented.

One of the main concerns of ITCs or other similar large-scale developments in Arab countries is golf courses, whose maintenance requires significant amounts of water. Golf destinations are resource-intensive, requiring labor and significant amounts of natural resources to maintain them. It is estimated that 9.5 billion litres of water are used to irrigate the world's golf courses per day, equivalent to the daily needs of 80% of the global population (UNEP, 2011). In addition, golf courses use excessive amounts of pesticides that



cause toxic contamination of ground water and the environment.

According to a 2008 report by the consultancy KPMG, the golf industry across Europe, the Middle East, and Africa (EMA) has generated US\$76 billion in revenue in 2006, supporting almost half a million jobs. The golf economy consists of six key segments, namely, golf facility operations, golf course capital investment, golf supplies, golf tournaments and endorsements, golf tourism, and golf real estate. Golf tourism accounts for 12.9% of the direct revenue from the golf economy and 13.4% of total employment in the golf economy in the EMA region.

The Arab region is known for its scarce water resources and rising water demand to meet the needs of rapid economic growth. In drawing attention to this scarce resource, a 2008 report by the Arab Forum for Environment and Development (AFED) has stated that “a particularly striking example of the conflict that exists between rapid economic development and scarce water resources is the recent boom in the construction of golf courses in certain parts of the region. In fact, most of the current and planned golf courses are in Egypt and the Gulf region, particularly the United Arab Emirates, where water resources are already low, even by regional standards. Expansion of water-intensive projects like grass golf courses cannot go on unchecked, especially with meager investments to develop sustainable desalination technologies. There are plans to increase the sixteen golf courses operating in the GCC countries now to 40 in the near future. In most cases, golf courses in the region are irrigated with desalinated seawater, treated effluent or a combination of both. A 2008 report released by the international consultants KPMG estimated the use of water for each golf course in the region at an average of 1.16 million cubic meters per year, reaching 1.3 million cubic meters in Dubai, enough to cover the water consumption of 15,000 inhabitants.”

### III. BARRIERS TO GREEN TOURISM

#### A. Lack of governmental coordination

Promoting more sustainable patterns of tourism requires a sophisticated level of coordination on political, regulatory and operational levels,



Al Maha Resort and Spa in Dubai is an example of a private sector green initiative as outlined on the resort's website. Located on the Dubai Desert Conservation Reserve, the hotel is a unique luxury destination. However, given its proximity to protected land, the resort has gone

beyond the usual green measures. “Since its inception and its opening in 1999, Al Maha has led the region's conservation efforts. With large scale habitat rehabilitation programs, including the propagation of over 6,000 indigenous trees, shrubs, and grass, and the re-introduction of the regions' first free-roaming herds of endangered Oryx and many other indigenous wildlife species, Al Maha is an ever-growing haven of protection for the many large and small mammal and bird species of Arabia.”

Source: Al Maha—Dubai Conservation, 2011 (<http://www.al-maha.com/dubaiconservation>)

among government authorities, particularly given the multiple linkages with transportation, water, energy, and waste management sectors. Unfortunately, the commitment to intra-governmental cooperation and coordination is lacking in Arab countries. Given that tourism is a cross cutting sector, integrated policymaking is a necessary requirement for coordinated policies that promote the development and implementation of sustainable and green tourism.

#### B. Weak institutional capacity

A key challenge within the tourism sector is to improve the institutional capacity of governments to ensure the adoption of appropriate strategies and plans. It is the role of governments to develop the institutional framework for tourism by introducing the right regulations, coordination mechanisms, and incentive measures, disseminating best practices, and promoting public-private partnerships. Tourism authorities are left to coordinate not only with other government agencies, but also with multiple operators and providers of tourism products and services. This requires cooperation and coordination between government agencies, the private sector, industry associations, and non-governmental organizations. It is a challenging task for tourism authorities to

## DUBAI FESTIVAL CITY HOTELS: ENERGY EFFICIENT LANDMARK

InterContinental & Crowne Plaza hotels in Dubai Festival City comprise 814 rooms, with over 2 kilometers of static external façade lights and more than 35,000 indoor light points. The existing lighting installation was inefficient, causing high maintenance costs, high rates of heat release from lit lamps, and high energy consumption.

To identify opportunities for switching to energy saving solutions, Philips performed a lighting audit at the premises. The audit results have revealed that the old installation could be replaced with a more efficient lighting system that would ensure long term safety, while preserving the ambience of the rooms and corridors by using the appropriate lamp for the right application.

For interior lighting, a direct replacement with light-emitted diode (LED), CFL I, and energy saving halogen lamps was offered based on the application requirements and location (burning hours, light levels, and dimming needs). This solution has reduced heat generation, which in turn reduced the cooling load, and has improved the quality of light especially in the corridors. Maintenance costs have become minimal due to the long lifetime of the new lighting installation, particularly the LED technology.

Likewise, a feasibility study of outdoor lighting demonstrated that maintenance-free LED I Color Accent is the perfect alternative to the cold cathode tubes. Flexibility of control, provided via an easy plug & play



system, allows playing any color-changing effect in line with the type of event taking place on the premises.

InterContinental and Crowne Plaza in Dubai Festival City are setting the benchmark for one of the region's best practices in green technology. Aiming to reduce their carbon footprint, the hotels are expected to cut down their CO<sub>2</sub> emission by almost 2 million kg/year and achieve an 80% reduction in the energy costs incurred by lighting.

[http://test.lighting.philips.com/me\\_en/projects/intercontinentalandcrowneplazahotels.wpd](http://test.lighting.philips.com/me_en/projects/intercontinentalandcrowneplazahotels.wpd)

manage and organize operations efficiently when the institutional capacity is lacking.

### **C. Lack of regulations and monitoring**

The absence of binding regulations and the lack of monitoring are principal barriers to making a transition to a green tourism sector. Green initiatives in the Arab tourism sector are currently almost entirely voluntary because Arab governments are unable or unwilling to promulgate necessary regulatory standards to make this transition.

### **D. Ineffective environmental impact assessment**

Environmental impact assessment (EIA) studies

are an important tool available for governments to evaluate the environmental effects of tourism. However, the manner in which EIA studies are administered in the Arab region diminishes their effectiveness. Currently, EIA studies are conducted on a project-by-project basis, making it difficult to actually assess the cumulative impacts of tourism activities on the environment and the economy. EIAs for tourism projects are often commissioned by developers and conducted by environmental consultancy firms. Such firms are often licensed and qualified by the government environmental agency, which also sets the terms of reference for the EIA study. There is however an obvious case of a conflict of interest as the investor is the party responsible for making the consultancy fee payments. In addition, there is often a lack of expertise within government agencies entrusted



with reviewing the EIAs and making further recommendations for action, if any. It is important to review the process of commissioning EIAs and to adopt a more comprehensive regional approach for areas earmarked for tourism development.

### **E. Private sector domination**

Tourism is predominantly a private sector activity. Government agencies are not effectively involved in tourism operations, i.e. bringing tourists into the country, accommodating them, or organising their destination tours except on a rather limited scale. Therefore, a compelling business case needs to be made for green tourism, supported by government incentives. The absence of incentives and business case arguments makes the greening of the tourism sector rather difficult. Moreover, the commitment made to green the economy on both national and international levels should be reflective of the will and the ability of the private sector to implement them.

### **F. Lack of incentives**

In order to support regulations, market incentives can play a critical part in greening tourism. In Arab countries there are limited investment incentives that favour developers who adopt green practices such as alternative energy solutions or advanced waste management systems. Investment incentives are focused on cheap rental value for land or usufruct, tax holidays, rights of profit repatriation, and rights of ownership. Conditions for development rarely stipulate any environmental measures and are mainly focused on completion periods, proportion of real estate to hotels, and built up areas versus open space. Governments not only fail to provide incentives for tourism developers to green the sector, but in many cases subsidise electricity, water, and fuel, leading to overuse and unchecked behaviour.

### **G. Industry practices**

The tourism industry faces a number of environmental challenges, namely, high rates of greenhouse gas (GHG) emissions, water consumption, waste generation, ecosystem degradation, and related social implications. A globally averaged tourist journey generates an estimated 0.25 ton of CO<sub>2</sub> (UNWTO and

UNEP, 2008). It is estimated that the industry currently contributes 5% of total global GHG emissions, 75% of which originates from tourist transport and 21% from accommodation. GHG emissions from tourism are expected to grow by a factor of 2-3 under a “business-as-usual” scenario. Water consumption in tourism is another area of concern, particularly in regions characterised by water scarcity. Direct water use in tourism varies between 100 and 2000 litres per guest per night with a tendency for larger resort star hotels to use more water than smaller scale accommodation establishments. For example, luxury tourists in Europe consume 880 litres of freshwater per day while average tourists consume 300 litres per day compared to 241 litres per day in residential consumption (UNEP, 2011). In terms of solid waste an international tourist is responsible for generating approximately 1 kg of solid waste per day.



Green Globe is frequently cited as one of the most widely applied for-profit, global certification schemes. Green Globe is a “structured assessment of the sustainability performance of travel and tourism businesses and their supply chain partners.”

Green Globe sustainability criteria consist of “337 compliance indicators applied to 41 individual sustainability criteria. The applicable indicators vary by type of certification, geographical area as well as local factors.” These standards are reviewed and updated twice annually. They cover the following areas: sustainable management, socioeconomic, cultural heritage, and environmental categories. Green Globe also supplies its own accredited auditors who include “professional environmental or sustainability consultants who have undergone Green Globe Certification training,” although a “third-party independent auditor is appointed to work with clients on-site” during the process. The Green Globe seal has been applied to more than 100 properties in all regions of the world. A Green Globe certified business has the rights to display its logo as well as access to marketing and promotional services.

Source: Green Globe, 2011 (<http://www.greenglobe.com/introduction>)

## LEBANON MOUNTAIN TRAIL



The Lebanon Mountain Trail (LMT) provides a unique hiking experience combining walking, exploration and adventure. LMT extends from Qbaiyat in the north to Marjaayoun in the south — a 400 km trek through pathways and rural tracks across more than 70 mountain villages and towns. Hikers can either cover any part of the trail for one, two or more days, or thread their way through the whole trail, north to south.

Funded by the U.S. Agency for International Development (USAID) and implemented by ECODIT, the project started in 2007. The LMT involves environmental, economic, and social aspects that showcase Lebanon as a new destination for alternative tourism. It also contributes to the preservation of the natural heritage of Lebanon's countryside, helps discover villages marked by scenic settings and unrivalled traditions, and supports nature reserve management because it passes through three reserves: Al Shouf Cedar Nature Reserve, Ehden Cedar Reserve, and Tannourine Cedar Reserve .

On the other hand, the Trail shall help to expand economic opportunities in villages and create jobs for local inhabitants. Hikers will need the services of local guides, lodge in guesthouses owned by villagers and purchase country products, thus supporting light artisanal handicrafts. The Trail traverses some villages known for being the birthplaces of renowned poets and writers. It further promotes awareness of heritage sites and the need to preserve them.

At the onset of an LMT journey, hikers gathered in the

northern town of Qbaiyat to start their adventure towards Tachea village, some twenty km away from Qbaiyat. They were equipped with all the necessary gear, snacks and water supply. They relied on a schedule specifying the timing and locations of start, rest and arrival.

They set on their long journey which was to take them from one village to another across green mountains, stretching planes, and forests scented with flower fragrance. The whole trail through the mountains of Lebanon abounds with captivating landscape with rivers, brooks, springs, plants, migratory birds, and wild animals, let alone historic ruins including temples and castles.

They go on until they reach the guesthouse where they spend the night. The family in the house chats with them about their day's adventure. They enjoy the hospitality that characterizes the Lebanese, and sit to a table full of savory traditional Lebanese dishes and home-made sweets that give them some calories after a long active day.

Reaching Tachea village the following day, the group had completed one of the 24 sections of the hike through the Lebanon Mountain Trail. It is a fascinating adventure which is necessary for the completion of the work which started in 2006 to map out the course and set its activities. The work is still in place and is expected to eventually place LMT in a prominent position on the international ecotourism map.

*Al-Bia wal-Tanmia (Environment & Development) magazine*  
[www.lebanontrail.org](http://www.lebanontrail.org)

## H. Consumer demand

Tourists' demand for sustainable practices appears to have increased in recent years, although data does not suggest that consumers are actively seeking information on sustainable practices. Studies reveal that consumers have a level of awareness and willingness to support green initiatives, although this does not necessarily indicate serious commitment. In a survey of 1,000 users of the travel site Trip Advisor, 38% reported that "environmentally friendliness" played a role in their travel decisions, and 34% were willing to pay more for an environmentally responsible hotel. While perhaps willing to pay more, 62% of respondents in the CMI survey did not pay extra in order to decrease their 'footprint' on their most recent trip. While environmental sustainability was listed as an important criteria in selecting a travel destination, 53% of the respondents listed "desirability to explore" as the top criteria, followed by location, price, and proximity to family and friends; sustainability ranked 6th (CMI, 2011).

It is quite obvious that it would be insufficient to leave the greening of the tourism sector solely in the hands of tourists. Luxury hotel group practices related to procurement and the provision of services lead to exuberant amounts of waste. Importing water bottles, fresh flowers, in-room amenities, are justified by hotel operators on grounds of consumer expectations. Therefore, understanding the behaviour of high net worth individuals (HNWI) will play a major role in the successful implementation of green initiatives.

## IV. ENABLING CONDITIONS FOR GREENING THE TOURISM SECTOR

### A. Ecotourism

The green tourist economy has often been championed through ecotourism. The International Ecotourism Society (TIES) defines eco-tourism as: "Responsible travel to natural areas that conserves the environment and improves the wellbeing of local people" (TIES, 1990). Ecotourism plays a significant role in nature conservation and in supporting local economies by stabilizing communities in their locality and halting internal migration from rural

to urban centres, hence contributing positively to the eradication of poverty. The Royal Society for the Conservation of Nature (RSCN) in Jordan exemplifies this trend by marrying local economic development, tourism ventures, and nature conservation.

However, ecotourism currently accounts for only a relatively small proportion of the tourism industry. UNWTO (2010) estimates that ecotourism represents 3-7% of the global tourism market. Ecotourism is promoted through small and medium sized locally owned organizations, and exists in remote rural or environmentally sensitive areas. By virtue of its dependence on the physical environment, it is committed to the preservation of the environment. The main factor constraining ecotourism development is the lack of access to capital (UNEP, 2011). It is therefore important for international organizations and governments to facilitate financial flows to this small but important market niche.

### B. Quality assurance

The existing quality assurance and licensing schemes are sufficiently broad to accommodate greening regulations. A good example is the hotel classification system in the Emirate of Abu Dhabi, where points are awarded for environmental measures. According to the point system currently adopted by the Abu Dhabi Tourism Authority, carrying out a minimum of four activities that have a positive impact on the environment such as the reduction in GHG emissions, energy efficiency, waste management (recycling), water management,





and noise pollution reduction earns the hotel 5 points towards their classification. Similarly, licensing schemes could also incorporate alternative energy sources for hotels or similar establishments.

### **C. Finance**

The availability of capital to finance green tourism initiatives is the key to successful introduction and implementation of a green tourism economy. This includes investment in infrastructure, including alternative energy sources, waste management, and water efficiency, which are needed to spearhead private sector investment in sustainable green tourism. This could take the shape of a public-private partnership (PPP) where the government joins forces with the private sector to provide such infrastructure facilities. In many developing countries, investment in green projects is classified as “non-productive assets” resulting in higher interest rates and lower investments (UNEP, 2011). An investment of 0.2% of global GDP in green initiatives for the tourism industry between now and 2050 will ensure significant benefits such as the reduction in water consumption by 18%, energy use by 44%, and CO<sub>2</sub> emissions by 52% compared to the business as usual scenario (UNEP, 2011). These findings by UNEP confirm that successful implementation of green initiatives requires government intervention and should not be left to voluntary corporate programs.

### **D. Government initiatives and recognition schemes**

A number of Arab countries have established environmental awards to encourage research and

to recognize efforts in environmental protection. The Zayed Prize for the environment (recognized as one of the most valuable environmental awards), and the Sultan Qaboos Prize for Environmental Preservation awarded through the United Nations Educational, Scientific, and Cultural Organization (UNESCO) are notable examples. A number of initiatives focusing on hospitality and tourism were recently launched in the region. The Dubai Green Tourism Award granted by the Dubai Department for Tourism and Commerce Marketing (DTCM) is designed to encourage investment in sustainable management practices among its members - the hotels of Dubai. The award recognizes tourism establishment that observe green practices: increasing resource efficiencies, reducing and reusing treated wastewater, preventing waste from the source, influencing the supply chain to reduce unnecessary packaging, using double-sided paper when printing or copying, and avoiding the use of products that have hazardous properties.

### **E. International organizations**

International organizations including the United Nations Environment Program (UNEP), the United Nations World Tourism Organization (UNWTO), and the United States Agency for International Development (USAID), among others, offer opportunities for nation states to push forward the green tourism agenda by spearheading green projects and offering capacity building and consulting. For example, a number of government agencies in Egypt, including the Tourism Development Authority and the Egyptian Environmental Affairs Authority, have partnered with USAID in the design of a

green tourism policy for the Red Sea. The Red Sea program is aimed at expanding educational opportunities, redefining zoning regulations, and promoting environmentally sound practices among the different stakeholders (USAID, 2006). Another global initiative is the launch by UNWTO of the hotel energy solutions project, including a portal that shares techniques for improving energy efficiency.

### **F. Commitment by industry**

The wide range of private operators that form the backbone of the tourism industry are now showing more commitment to make significant green changes in their operations. They are driven by the need to fulfill international obligations, meet consumer expectations, and above all to reap financial gains. The growing awareness of the demand for green tourism products and services, whether in the form of modes of transportation, hospitality, or leisure and recreation, has forced large corporations to take practical measures to improve their environmental performance and also to disclose their sustainability policies. Whatever the motives are, it offers governments a vehicle to secure private sector commitment to transitioning to a green tourism sector. Nakheel, the real estate developer in Dubai, is the force behind Dubai's most iconic building projects including the Palm Islands, The World, and The Universe Islands. Some of these developments off the coast of Dubai are human-made islands and have thus raised serious environmental concerns because of the significant amount of sea dredging and the resulting disruption to marine habitats and species. In response, Nakheel has launched a sustainability initiative known as Blue Communities with a budget of US\$136 million (500 million Emirati Dirham or AED) to enhance the coastal ecosystem. This initiative, however, was one of the first victims of the economic downturn, and initially lacked concrete focus on solving specific problems created by the local coastal developments.

### **G. Corporate social responsibility (CSR) and supply chain**

Corporate social responsibility (CSR) is a management and organizational tool in corporate structure used to assist corporations in taking sustainability actions. The World Bank defines

CSR as “the commitment of businesses to contribute to sustainable economic development—working with employees, their families, the local community, and society at large to improve the quality of life, in ways that are good for business and good for development” (World Bank, 2004). The hope is that CSR and the underlying commitment it embodies will forge tighter bonds between stakeholders and make otherwise altruistic behaviors part of corporate standard operational practices.

The potential for utilizing CSR to bridge the gap between small-scale ecotourism projects and large-scale sustainable developments is yet to be explored. Aziz and Bontenbal (2011) recommended a twinning scheme between large corporations on one hand, be they developers or management corporations, and small and medium-size enterprises (SME) on the other hand, be they community tourism projects, ecotourism enterprises, farms, or handicrafts providers. The goal of the twinning scheme is to allow technology transfer and training that facilitate the application and cross-fertilization of green tourism principles. This kind of partnership could also be a way forward for ensuring the implementation of green tourism projects across the supply chain. Twinning could take place not only within the hospitality and tourism sectors, but may also include farms and handicrafts centers.

### **H. Environmental certification schemes**

Environmental certification has become a widely implemented tool for regulating the environmental impacts of many industries. An effective certification scheme could act as a guide, directing organizations to use their resources more efficiently while exercising minimum impact on the environment. Leadership in Energy and Environmental Design (LEED), a widely used certification scheme, is an internationally recognized green building certification system, providing third-party verification of the environmental performance of buildings across important metrics including energy and water consumption, CO<sub>2</sub> emissions, indoor air quality, and resource use.

The LEED hotel program provides benchmarks for water and energy use, environmentally preferred products and practices for cleaning, sustainable purchasing policies, waste management, and

ongoing indoor environmental quality. In many countries, LEED certification is backed by tax incentives for both private and public projects, which help to defray some of the cost of LEED-certified construction and renovation. In that context, LEED has managed to provide financial incentives for developers to adopt green building practices. It is hoped that this model can also be followed in Arab countries, whereby such certification schemes can be tied to financial incentives.

Certification brings together government regulatory agencies, developers, financial institutions, architects, and other stakeholders in the tourism value chain, which often provides significant opportunities for exchanging knowledge and experience. Certification schemes should ideally make themselves attainable to the entire spectrum of tourism enterprises ranging from small hotels to large corporations. Governments should take an active role in promoting them; the Estidama initiative, developed and promoted by the Abu Dhabi Urban Planning Council (UPC), is a good role model to be followed and emulated in the Arab region.

## V. CONCLUSION AND RECOMMENDATIONS

Tourism is a fast-growth, leading industry in the economy of most Arab countries. It is an



important and significant contributor to economic diversification and job creation. The shift to a green tourism economy will become a reality once governments, tourists and tour operators realize the gains from adopting green practices and measures and become more committed to applying sound and sustainable environmental principles.

It is important to point out that almost all direct and indirect activities in the tourism sector can contribute to green tourism. This includes operation by both small-scale enterprises as well as integrated tourism centers (ITC). Arguably, large-scale tourism developers and ITCs are more capable of adopting more sustainable patterns of tourism due to the availability of funds, resources, and economies of scale, which may not be available to small-scale players. The transition to environmentally sustainable tourism for both large and small scale industry players will take place only if there is a compelling business case and a set of both regulations and incentive measures that encourages investments in energy and water efficiency, renewable and clean energy sources, waste reduction and recycling, green buildings, biodiversity protection, the conservation of cultural heritage, and community development.

Although tourism is dominated by private sector developers as well as small and medium-sized enterprises, the role of the government is crucial in creating a pro-green investment environment. Arab governments have the power to license, regulate, and penalize, while at the same time providing incentives that support investment in green infrastructure development projects. What is needed is commitment and the political will to do so.

In the short term, governments should be able to reform existing rules and regulations to accommodate green economy principles, linking quality assurance schemes such as hotel certification, to energy and water efficiency measures, renewable sources of energy, and waste reduction and recycling. Linking investment incentives in tourism to green performance standards is often crucial to winning investors over and creating a win-win scenario. To further support the greening of the tourism sector, Arab governments should bring all relevant stakeholders together in order to consolidate efforts, encourage

the sharing of experience, and to disseminate best practices.

According to UNEP (2011), global growth in tourism up to 2050 under a “business-as-usual” (BAU) scenario will result in increased energy consumption by 111%, GHG emissions by 105%, water consumption by 150%, and solid waste disposal by 252%. Alternatively, with investments in green tourism equal to 0.2% of current global GDP, the growth rate in the tourism market will exceed the BAU scenario by 7%, while expecting to “undercut the corresponding BAU scenario by 18% for water consumption, 44% for energy supply and demand, and 52% for CO<sub>2</sub> emissions” (UNEP, 2011). This highlights the necessity of allocating capital to enable a stable transition to a more environmentally sustainable tourism industry. While corporate voluntary programs and international donor agencies can provide some funding, there is no alternative to governments taking responsibility for providing finance in partnership with the private sector and with incentives offered by financial institutions in the form of green credit. Public-private partnership (PPP) schemes can provide an attractive vehicle to encourage investors and developers to adopt green tourism and provide the necessary finance. Green capital can be used to invest in green design and construction, solar thermal water heating units, waste recycling equipment, water efficiency fixtures, and energy efficiency appliances.

Effective implementation of green tourism strategies requires high levels of institutional cooperation and coordination. The government agency in charge of tourism should provide the institutional framework, while working with other government ministries that have responsibility in water, energy, waste management, and transport sectors, as well as with local government authorities and chambers of commerce, to coordinate implementation and compliance.

Effective implementation of green economy requires capacity building for both the public and private sectors. It is important to highlight the necessity of training for two target groups: environmental inspectors and frontline hospitality staff. Inspectors need to be able to inspire confidence and transfer knowledge when inspecting private sector projects for environmental compliance. Frontline staffs are



the ones directly in contact with the physical environment surrounding them, and their decisions can make a big difference.

Ecotourism as well as community-based cultural tourism should especially be promoted and supported by Arab governments. They are important sources of funding for conservation projects. To raise funding for biodiversity protection and cultural preservation of heritage sites, a small portion of the proceeds should be allocated for such activities. Because they tend to be located in environmentally sensitive areas or in remote sites, they contribute to poverty reduction, community development, and employment. It is key to ensure community involvement in all aspects of project development.

Research and innovation are crucial to enhancing green economy practices. Although research and innovation have targeted energy efficiency in the transport and construction sectors, more innovation is needed in the hospitality and leisure sectors and in services and products that cater for customers' tastes and needs. Research in artificial green golf courses, for example, would be highly relevant to reducing water consumption, together with a better understanding of high net worth individuals' needs and expectations.

## TOURISM FOR NATURE - THE JORDANIAN EXPERIENCE

### Royal Society for the Conservation of Nature (RSCN)

For most travelers, Jordan's image is still branded by the historical sites of Petra and Jerash, and to a lesser extent by the desert landscape of Wadi Rum. These have been the mainstay of its tourism industry for decades. But Jordan is now trying to diversify its tourism base within the framework of the National Tourism Strategy, and eco-tourism is beginning to play a significant role in creating new attractions for visitors.

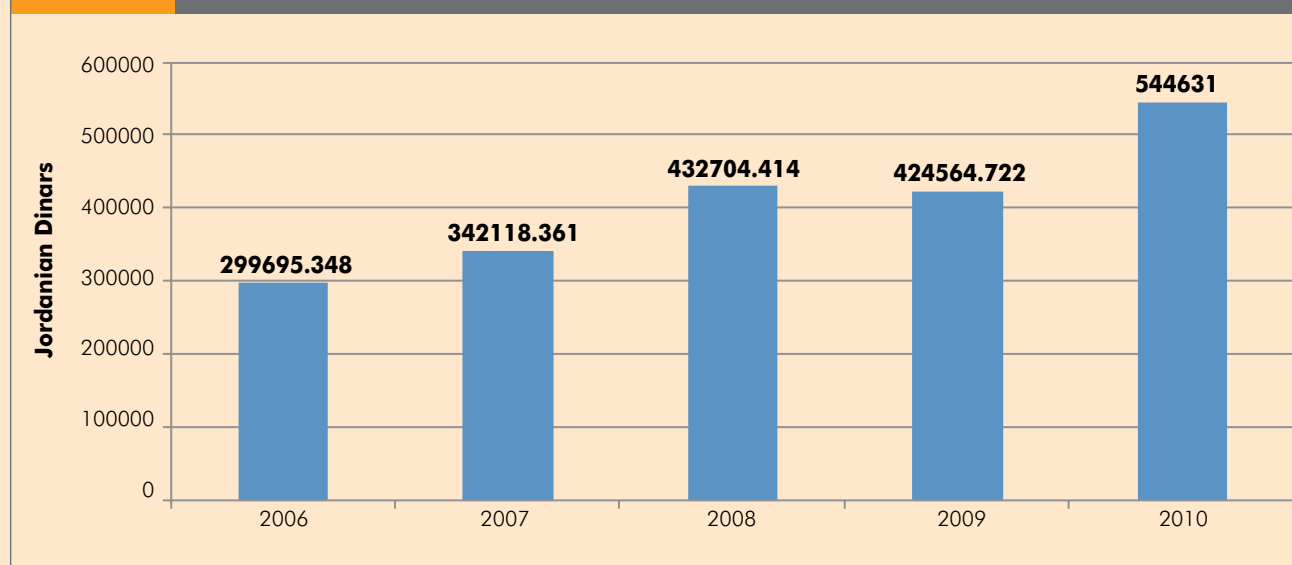
Remarkably, the development of the eco-tourism sector is being spearheaded by a long-established non-governmental organization (NGO), the Royal Society for the Conservation of Nature (RSCN), which has been developing eco-tourism ventures over the last 15 years as a tool to sustain its nature conservation areas. Through its separately branded business arm, 'Wild Jordan' - and in partnership with the government and private sector - it has developed tourism operations in six major protected areas, including several uniquely designed lodges and campsites. Its flagship site is the Dana Nature Reserve, which has won four international awards for sustainable tourism since it was established in 1994. The number of tourists to RSCN sites exceeded 137,000 in 2010, generating 1 million Jordanian Dinars (JD) in revenue. Over 16,000 people from poor rural communities have been supported by this tourism for nature conservation scheme in 2010. This revenue stream has also covered over 50% of annual conservation costs in the same year.

The graph for the Dana Nature Reserve in Figure B1 shows the amount of money that has gone to the Dana communities from tourism, employment, and handicraft initiatives over a period of 5 years.

### A new era in conservation thinking

The RSCN is entrusted by the government with the protection and management of Jordan's special ecosystems. It is one of the few non-governmental organizations in the world given such a national mandate. For several decades, RSCN managed its protected areas as isolated sanctuaries, fenced and guarded from the general public and with little involvement of local communities.<sup>1</sup> This all changed in 1992 with the Rio Summit and the Biodiversity Convention. As a signatory of the Convention, Jordan was the first country in the Middle East to be awarded a multi-million dollar pilot project under the Global Environment Facility (GEF) to develop a regional model of integrated conservation and development. The project was focused on the Dana Nature Reserve in southern Jordan, where for the first time in the Arab world, the creation of a protected area was linked to the socio-economic development for local community. This pioneering initiative ushered in a new era in conservation thinking, which the RSCN continues to spearhead today. In particular, it kick-started the development of eco-tourism as a principal tool for sustaining the management of protected areas and for

FIGURE B1 LOCAL BENEFITS IN JORDANIAN DINARS FOR THE DANA NATURE RESERVE 2006-2010





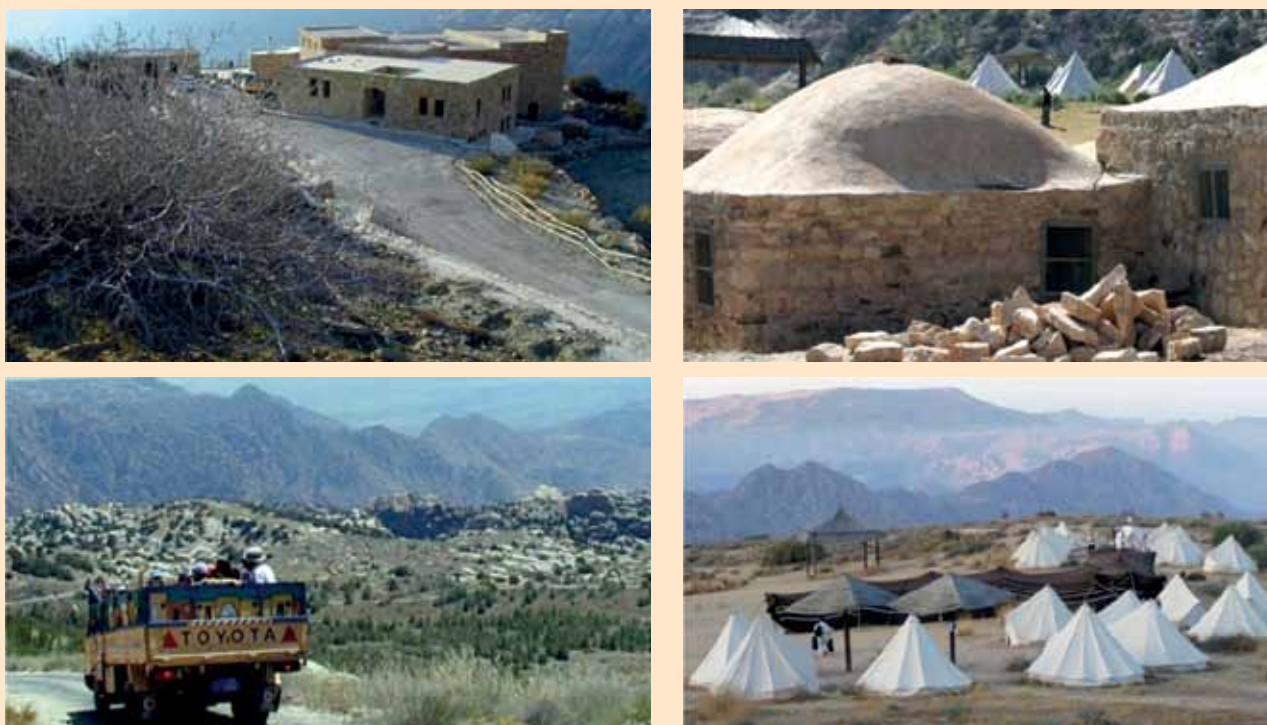


Figure B2: the Dana Reserve tourist facilities: top left, the Guesthouse; top right the campsite kitchen and store, bottom left the “Dana shuttle”, taking visitors to the camp and one of the access controls; bottom left, the campsite tents against the mountain backdrop.

engaging local communities in nature-based livelihoods. Figure B2 shows images of the Dana Nature Reserve.

Using the accumulated experience gained from the ‘Dana model,’ RSCN has developed eco-tourism facilities and operations in all the protected areas under its jurisdiction. It now operates five permanent lodges/guesthouses, three campsites, three visitor centres, and many hiking and activity trails, as shown in Figures B3 and B4. With this extensive portfolio of projects and experiences, RSCN has demonstrated that tourism is an effective vehicle for:

- Generating substantial income for biodiversity protection.
- Creating jobs and revenue for local communities and, thus, more positive attitudes and support from local people towards conservation.
- Helping Jordanians to appreciate and value their natural heritage.
- Ensuring that conservation is seen as part of the “real world,” with a clear economic value that government officials and other decision makers recognize and appreciate.

### ‘Wild Jordan’

While the benefits of tourism are clear to see, they have not been easily won. Jordan undoubtedly has some spectacular landscapes and a fascinating cultural history, but at the same time, it lies in one of the most politically unstable regions in the world and is at the ‘mercy’ of unpredictable and violent events on its borders (witness the huge drop in tourist numbers during the current wave of unrest sweeping the region). It therefore became apparent to RSCN early on that good marketing was the key to making its tourism ventures viable and sustainable, especially as Jordan was not known as an eco and nature tourism destination.

Initially, RSCN created a tourism unit, embedded in the conservation department, which devoted most of its time to working with established Jordanian tour operators. Initially, however, it was difficult to get local tour operators to support the new eco-tourism opportunities being opened up by RSCN. With their long history of conventional ‘archaeology tours,’ most Jordanian operators were not comfortable with the new product, having little understanding of the philosophy of eco-tourism and what it entails.



**Figure B3: Taking influences from ancient caravanserai and Yemeni architecture, the Feynan Eco-lodge provides 26 rooms, all organically shaped and different in layout. It incorporates several environment-friendly features, including solar power, high insulation and passive ventilation systems and, in the absence of mains electricity, it is lit at night by candle light, which gives a very special atmosphere to the building and creates an unusual attraction for tourists. Feynan Lodge is the first RSCN facility to be outsourced to private sector management**

Faced with this lethargy and conservatism in the industry, RSCN decided to become more up-front and entrepreneurial itself and developed the idea of 'Wild Jordan': a separately branded division devoted to the development and marketing of its eco-tourism (and other socio-economic) products. This division recruited a team of marketing and public relations staff from the private sector and introduced private sector thinking and performance related incentives. Under the slogan, "helping nature, helping people," the Wild Jordan division has become increasingly effective in putting RSCN's eco-tourism products 'on the map.' It has cultivated the local tour operators through constant interaction and has secured agreements with over 40 companies for bringing clients to RSCN facilities. It has also introduced several innovative marketing initiatives, of which the most pioneering is the Wild Jordan Centre in the heart of the capital city of Amman. This purpose-built centre, perched high above the old city, combines a tourist information focal point with a large nature shop and whole food restaurant to provide a popular city-center showcase for RSCN's tourism and handicraft products.

### Issues and lessons learned

Looking back over 15 years of experience, the main problems and issues affecting the development of desert tourism as a conservation tool in Jordan have largely been social and business-related, rather than ecological. Key ecological indicators in the protected areas developed for tourism have not shown (as yet) a negative relationship with increasing tourism activity. The one exception concerns local community livelihoods. It was envisaged that increasing job opportunities in tourism would reduce the dependency of local people on ecologically damaging land use practices, especially goat grazing. So far, however, this does not seem to be the case.

A study conducted in Dana in 2001<sup>2</sup>, five years after tourism began, concluded that RSCN's socio-economic strategy (including eco-tourism) had not significantly reduced the level of goat grazing in the reserve. The author notes, however, that RSCN [its socio-economic strategy] "has been very successful in improving the attitudes of the local population toward conservation and the presence of the reserve."

One of the very visible (and unexpected) impacts of RSCN's tourism ventures has been the response of local entrepreneurs to the influx of eco-tourists to protected areas. This is most evident in Dana Village, where resident cooperatives and business-oriented individuals have created small hotels from the old village houses to exploit the growing reputation of the Dana Biosphere Reserve as a tourist destination. This in itself is not a problem – indeed it would normally be welcomed and fostered by RSCN – but the proprietors have shown little regard for the architectural, historical, and visual quality of the village and the resulting hotels and guest houses have become a visual eye sore. Apart from unsympathetic restoration, they have added intrusive signing, strings of neon lighting, and a host of small 'kitsch' interventions that are seriously affecting the architectural integrity of this Ottoman village. The local hotels have also started employing foreign women for housekeeping and waitressing, undermining the benefits of tourism for local employment. Developments such as these, as well as attempts to compete for customers, have led to rivalries and disputes between owners and families, and to criticism of RSCN for restricting development inside the protected area.

Another issue has been pricing for Jordanians. RSCN has pitched its pricing policy for entrance, accommodation,



**Figure B4: The tourist facilities recently completed by RSCN, showing the wide range of ‘styles’ of architecture. Top left: wooden cabin in the Ajloun Forest Reserve; top right, silver-domed chalets at Mujib on the shores of the Dead Sea; below, Azraq Lodge in the Eastern Desert; a converted British military field hospital dating from the 1940’s.**

and activity fees according to the need to cover all tourism operational costs and raise revenue for supporting protected area management costs. While the fees are not high by international standards (average rate for a double room is \$70) they are expensive for a large proportion of the Jordanian population and RSCN is sometimes criticized for “pricing out” sections of society. This is an important philosophical issue for an NGO that has been given responsibility for managing natural heritage sites on behalf of the nation, since access to these sites is arguably the birthright of all Jordanian citizens. Indeed, the whole idea of RSCN becoming business-like and commercial in the interests of conservation is not always received favourably and this, ironically, includes a proportion RSCN’s own staff, who feel the Society is losing sight of its conservation and NGO roots. RSCN has tried to reduce the perceived inequalities in pricing by charging

lower fees for Jordanians and by developing more “economy level” facilities. In terms of the business-NGO dilemma, RSCN has started to outsource its Wild Jordan operations to the private sector and enable the Society to concentrate more on its core mandate. It does, however, see tourism as critical to its long term sustainability and it will continue to develop tourism ventures in protected areas through private sector partnerships.

#### **Royal Society for the Conservation of Nature (RSCN)**

<sup>1</sup> The exception was the Shaumari Nature Reserve, which had a small animal collection and was open to visitors and school groups.

<sup>2</sup> *Combining Conservation and Development: An Evaluation of the Socio-economic Strategies of the Royal Society for the Conservation of Nature in Dana, Jordan.* MA thesis, Amberley Knight, Brigham Young University, USA, July 2001.

## REFERENCES

AFED (2008). *Arab Environment: Future Challenges 2008*. Arab Forum for Environment and Development (AFED), Beirut.

Aziz, H. and Bontenbal, M. (2011). *Living together: A Critique of Corporate Social Responsibility Policies amongst Hospitality Corporations* (unpublished paper).

CMI (2011). *Second Annual Green Traveller Study 2010-2011*. CMI Green, Community Marketing, Inc., San Francisco.

KPMG (2008). "The Value of Golf to Europe, Middle East and Africa: A Study on the Golf Economy." Golf Advisory Practice in Europe, Middle East, and Africa (EMA), KPMG.

[http://www.bgia.org.uk/upload/documents/news/KPMG%20Golf%20Economy%20report\\_final.pdf](http://www.bgia.org.uk/upload/documents/news/KPMG%20Golf%20Economy%20report_final.pdf) [Accessed June 15, 2011].

TIES (1990). "What is Ecotourism?" The International Ecotourism Society (TIES). [http://www.ecotourism.org/site/c.orLQKXPCLmF/b.4835303/k.BEB9/What\\_is\\_Ecotourism\\_\\_The\\_International\\_Ecotourism\\_Society.htm](http://www.ecotourism.org/site/c.orLQKXPCLmF/b.4835303/k.BEB9/What_is_Ecotourism__The_International_Ecotourism_Society.htm) [Accessed June 15, 2011].

UNEP (2011). *Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication - A Synthesis for Policy Makers 2011*. United Nations Environment Program (UNEP), Paris.

UNWTO (2010). *Tourism Highlights 2010 Edition*. World Tourism Organization (UNWTO), Madrid.

UNWTO (2011). *World Tourism Barometer January 2011*. World Tourism Organization (UNWTO), Madrid.

UNWTO and UNEP (2008). *Climate Change and Tourism - Responding to Global Challenges 2008*. United Nations Environment Program (UNEP), Paris, and World Tourism Organization (UNWTO), Madrid.

USAID (2006). *Egypt: Red Sea Sustainable Tourism*. United States Agency for International Development (USAID), Washington, DC.

World Bank (2004). *Corporate social responsibility*. The World Bank.  
[www.worldbank.org/developmentcommunications/where1/environment/csr.htm](http://www.worldbank.org/developmentcommunications/where1/environment/csr.htm) [Accessed June 15, 2011].

WTTC (2011). *Travel & Tourism: Economic Impact 2011. Middle East*. World Travel and Tourism Council (WTTC), London.