Working Better with Indigenous Tourism Suppliers

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☻ Leah Shelly, 2017

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ABSTRACT

This project investigates the opportunity space of how Travel Companies can work better with Indigenous Tourism Suppliers - exploring the opportunity to engage in practices that generate shared value within tourism related business engagements. The perspectives and needs of each stakeholder group are explored through analytical frameworks as the project moves from literature review, to project design, data collection and analysis, towards final recommendations. The primary research method employed to support this exploration was a set of stakeholder surveys designed to elicit user-centered insights in support of the research question. The outputs from this project are new multi-stakeholder, primary-research driven insights on Indigenous Tourism Supplier engagement practices, a stakeholder matrix, and a series of recommendations designed to inform the development of a set of practical engagement guidelines to be adopted by Travel Companies when engaging with Indigenous Tourism Suppliers.

Keywords: Indigenous, travel company, supplier, traveller, tourism, sustainable development, shared value.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

LIST OF IMAGES

Dragan, Oana. "Tz'utujil Woman, San Juan La Laguna,Guatemala." 2012. PSD file.

PREFACE

As a travel industry professional I've had the privilege of exploring some of the world's most remote locations, interacting with Indigenous Communities, large and small at different stages throughout the development of their tourism offering. Whether trekking with the Wiwa people through Tayrona National park in Colombia, learning traditional back-strap weaving of the Tz'utujil in San Juan La Laguna, Guatemala, or preparing local food with the Lahu people in the northern hills of Thailand - at their most basic level, all of these experiences taught me something about the human experience. There is no denying that interacting with the people from these communities, learning and sharing experiences with them is a unique offering in itself. Human nature is driven by curiosity and what better way to fulfill that than by exploring a new culture; I believe it's why people travel.

By engaging in various aspects of tourism, and inviting travellers into their communities, one can see economic development, capacity building, and the preservation of cultural practices in action within these communities. Some of the benefits of sustainable Indigenous Tourism development I've witnessed first-hand include access to education, employment opportunities, and infrastructure development. Sadly, while I've personally seen and experienced the benefits of Indigenous Tourism development, I've also witnessed the negative effects on resources, traditional practices and behaviours. Examples can include children dropping out of school to set up systems of commissions, or competition within small communities. Both these sides of my experience have led me to this research space.

As a professional working at G Adventures, a small-group adventure travel company focused on sustainability, I'm drawing on my past five years of industry experience and expertise to support this project, while also expanding my own knowledge and understanding of the landscape. Knowing that tourism development is not going to slow down anytime soon, I choose to believe there is a way to harness the good and minimize the negative effects of its development. Throughout this paper I'll explore the concepts of Sustainable Tourism Development and Indigenous Tourism through the perspectives of multiple stakeholders, introducing Shared Value as a model for more sustainable development.

Ultimately, the findings from this research will conclude with recommendations designed to inform the creation of a set of practical engagement guidelines to be used by Travel Companies when working with Indigenous Tourism Suppliers.

This research is by no means exhaustive when confronted with the sheer mass of the Tourism landscape. Rather, it has been undertaken as an exploration into design methods that can support process innovation within multi-stakeholder engagement. It is my hope that by probing the role businesses, in this case Travel Companies, can play in helping shape the industry, I am taking a small step in the right direction towards a more sustainable future that is respectful of all people.

Dragan, Oana. "Quechua Man, Cusco, Peru." 2014. PSD file

Section 1:

Tourism

1.1 THE GLOBAL TOURISM ECOSYSTEM

Since 2010, international tourism has been increasing by 4% or more each year. In 2015, 50 million more tourists travelled internationally than in 2014, resulting in 1,184 million overnight visitors staying in international destinations. In addition, a multitude more people are also travelling domestically.The upward trend continues. (World Tourism Organisation (UNWTO), 2014, para 3)

As a worldwide export category, tourism continues to be one of the world's greatest drivers of economic growth, boosting exports and job creation. Tourism ranks third, behind fuel and chemicals and ahead of food and automotive products, representing 7% of total world exports and 30% of services exports (World Tourism Barometer Volume 14, May 2016).

Figure 1: World Inbound Tourism – International Tourist arrivals (million)
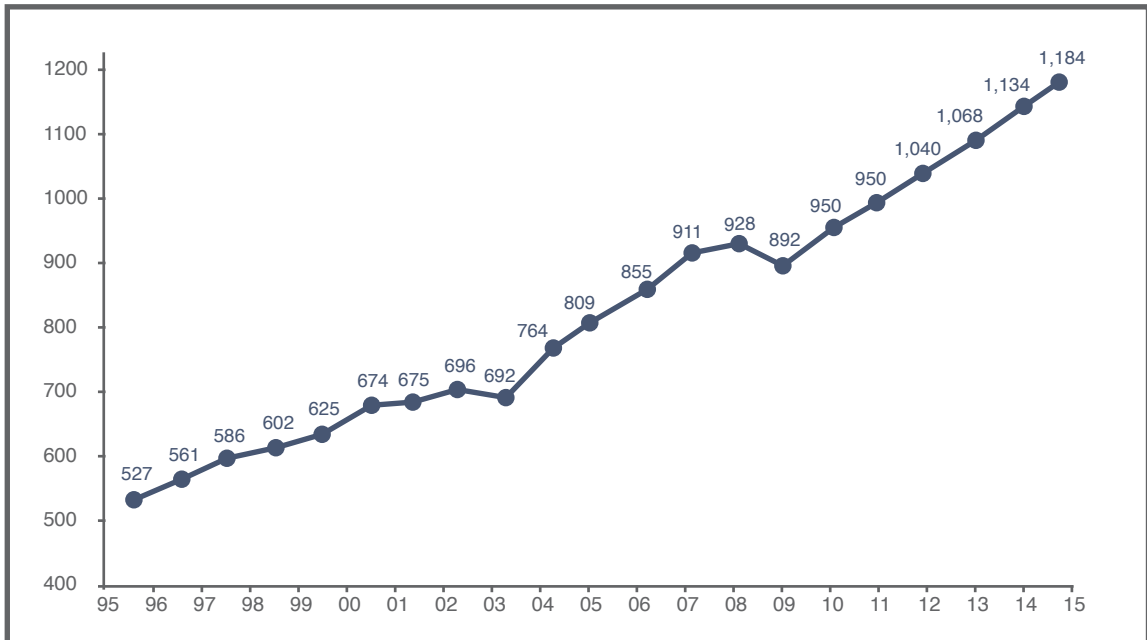
Source: World Tourism Organization (UNWTO) ©

Due to the importance and magnitude of tourism within the global development landscape, 2017 has been designated by the United Nations General Assembly as the International Year of Sustainable Tourism for Development recognizing,

"the importance of international tourism, and particularly of the designation of an international year of sustainable tourism for development, in fostering better understanding among peoples everywhere, in leading to a greater awareness of the rich heritage of various civilizations and in bringing about a better appreciation of the inherent values of different cultures, thereby contributing to the strengthening of peace in the world". – Taleb Rifai, UNWTO Secretary-General, 2015

The declaration of the International Year of Sustainable Tourism for Development aims to support a change in policies, business practices and consumer behavior towards a more sustainable tourism sector that can contribute to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

By 2030 the agenda aims, *"to end poverty and hunger everywhere to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources." The agenda further goes on to state, " We resolve also to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities."*

To support the 2030 Agenda, the International Year of Sustainable Tourism for Development is focused on five primary tenets:

1) Inclusive and sustainable economic growth
2) Social inclusiveness, employment and poverty reduction
3) Resource efficiency, environmental protection and climate change
4) Cultural values, diversity and heritage
5) Mutual understanding, peace and security.

(World Tourism Organization (UNWTO) n.d., para. 4)

There is no denying the influence and impact of the tourism industry on global economic, social, and environmental development and its ability to contribute towards the SDGs. Industry growth and global awareness are placing more focus than ever on sustainable approaches to development. As such, governing bodies and private sector are all searching for ways to stay relevant in an ever changing and expanding landscape to meet the needs of those being impacted most directly, positively and negatively, by the effects of tourism - calling upon all businesses to apply their creativity and innovation to solving sustainable development challenges. (2030 Agenda for Sustainable Development, 2015)

The need exists for these organizations, in the case of this research project, Travel Companies, to focus on the role they play within the complex tourism ecosystem. This research paper aims to look at one of the fastest emerging spaces in the tourism ecosystem, namely the Indigenous Tourism sector as a subsection of Cultural Tourism.

Mroueh, Shereen. "Wiwa Man, Tayrona National Park, Colombia." 2016. PSD file

1.2 TOURISM & INDIGENOUS PEOPLES

According to the World Tourism Organization, Indigenous tourism is an important submarket within cultural heritage tourism and represented 40% of all international trips in 2004.

"Cultural tourism…has recently become one of the fastest growing tourism trends…This dynamic has been clearly reflected in a rise in cultural activities in recent decades and social longing for culture and heritage. This has been called the democratization of culture." - UNWTO, Global Report on Cultural Routes and Itineraries (2015)

There are approximately 370 million Indigenous people living across 90 countries worldwide, making up 5% of the world's population and 15% of the world's extreme poor (World Bank, 2016). Indigenous people own, occupy or use a quarter of the world's surface area and safeguard 80 percent of the world's remaining biodiversity (World Bank, 2016). With the growth of international travel, Indigenous communities are increasingly economically, socio-culturally, and environmentally impacted by tourism.

According to the United Nations Development Programme (UNDP, 2004), Indigenous groups are typically seen to be distinct in terms of their cultural and social identities and institutions compared to dominant groups in society. Key characteristics include:

• Self-identification and identification by others as being part of a distinct Indigenous cultural group, and the display of desire to preserve that cultural identity

• Linguistic identity different from that of the dominant society

• Social, cultural, economic, and political traditions and institutions distinct from the dominant culture

• Economic systems oriented more toward traditional systems of production than mainstream systems

• Unique ties and attractions to traditional habitats and ancestral territories and natural resources in these habitats and territories

"Indigenous peoples contribute significantly to the enhancement of global diversity and sustainability through the maintenance of their traditional knowledge, cultural practices and irreplaceable natural resources. Indigenous peoples also seek and are entitled to all human rights established under international law to maintain their status as culturally distinct and self-determining peoples. When these two factors combine, they provide benefits not only for Indigenous peoples but for all peoples in all areas of society, and especially through tourism. These benefits will increase as the world becomes more homogeneous and Indigenous cultures provide differentiation, authenticity and the enrichment of visitor experiences."

–Mario Hardy, CEO, Pacific Asia Travel Association

Indigenous tourism is a distinct form of tourism that bridges several other forms such as ecotourism, cultural tourism, educational tourism, community-based tourism, or even events and entertainment. Indigenous tourism refers to tourism activities in which Indigenous people are directly involved either through control and/or by having their culture serve as the essence of the attraction. This distinction means that when Travel Companies engage with Indigenous Tourism Suppliers that unique consideration should be given that is respectful of their beliefs, values and desires.

As Travellers seek to explore many of the rural destinations Indigenous communities call home, and others seek out Indigenous communities to experience authentic culture, the opportunity exists for travel companies to work more closely with Indigenous Tourism Suppliers to answer the question:

How might Travel Companies work better with Indigenous Tourism Suppliers?
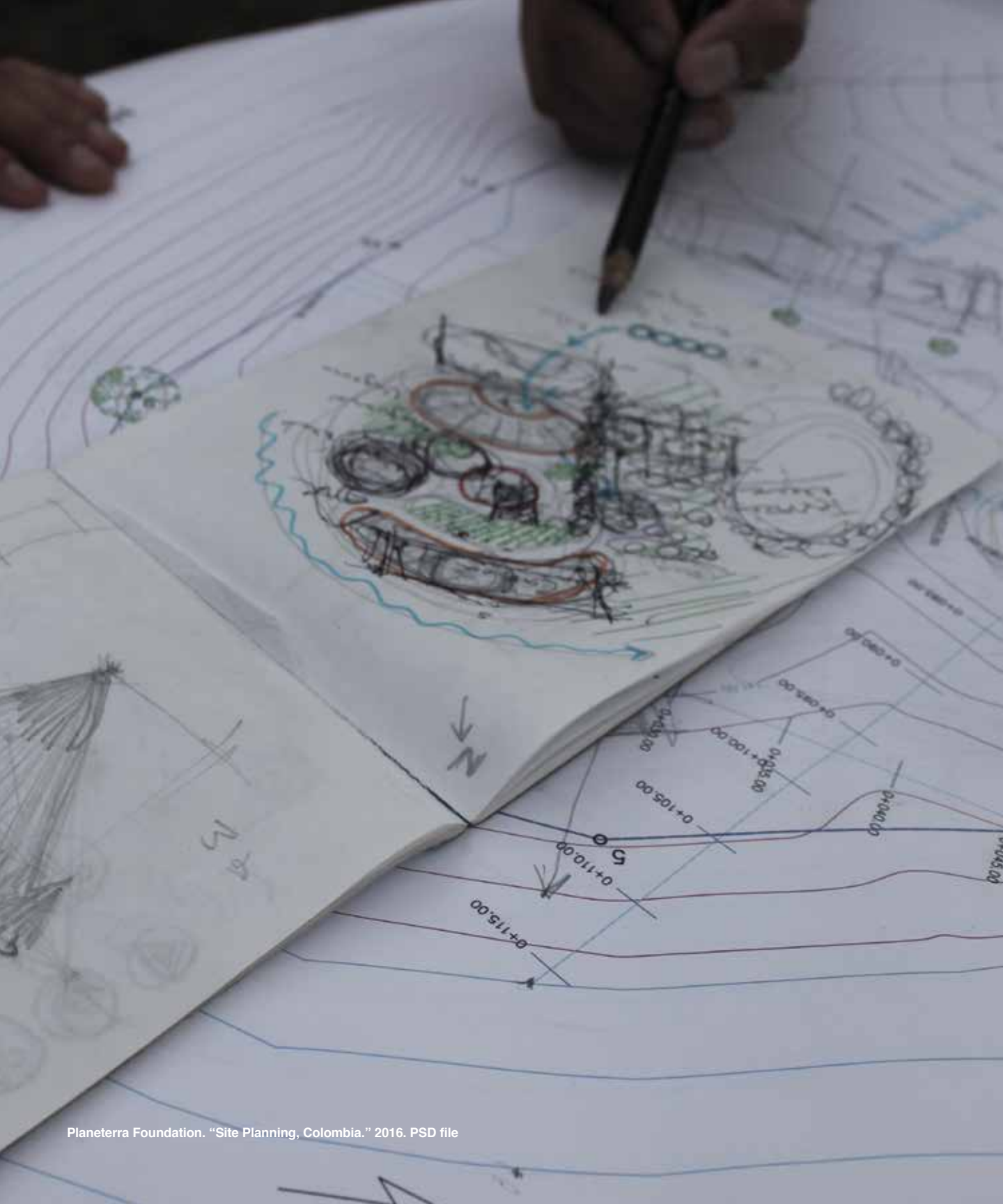
Section 2:

Shared Value

As previously cited, Tourism is one of the world's largest exports – like most industries today the Tourism industry faces major competition, political, societal and environmental challenges. As opportunity for growth and differentiation narrows in the face of these challenges there has been a rise in innovative business thinking; bringing with it the evolution of business design, away from corporate social responsibility and donations, towards a model of Shared Value.

Originally introduced in 2006, by Michael E. Porter and Mark R. Kramer in an article titled "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility" published in the December issue of Havard Business Review, the concept of Shared Value focuses on the link between economic and societal progress to expand the total pool of economic and social value. The concept looks at innovation through technologies, operating methods, and management approaches, that result in increasing productivity and expanding markets.

Shared Value leverages unique resources of the company through joint company/community value creation that generate economic and societal benefits relative to cost. (Porter & Kramer, 2011)

According to Porter and Kramer, Shared Value can be created in three distinct ways:

- Reconceiving products and markets
- Redefining productivity in the value chain
- Building supportive industry clusters at the company's location

When faced with the research question *"How might Travel Companies work better with Indigenous Tourism Suppliers?"* the opportunity exists for Travel Companies to look at Shared Value models as an innovative way of engaging with key stakeholders, in this case Indigenous Tourism Suppliers, to generate both economical and societal value for all involved.

"By increasing access to inputs, sharing technology, and providing financing, companies can improve supplier quality and productivity while ensuring access to growing volume." (Porter & Kramer, 2011)

This paper is being written from the Travel Company perspective, which is represented by the author throughout. As the project unfolds, linkages between Indigenous Tourism Suppliers and Travellers will be uncovered from the Travel Company perspective to inform the final recommendations – through the design lens of generating Shared Value within the Travel Company value proposition.

Shared Value, its concepts and its applicability to the Tourism industry at large are merely touched on in support of this project. It is the author's hope that further research, exploration and understanding on the potentially transformative impacts of Shared Value thinking within the tourism space is inspired by this work.

Guidelines

3.1 EXISTING GUIDELINES

Along with the growth of the tourism industry and more specifically Indigenous tourism in its many forms, has come a rapidly expanding body of knowledge including: declarations, conferences, codes, standards and guidelines promoting equitable engagement between the tourism industry and Indigenous communities. The sources of this material include Indigenous communities, travel industry associations, non-profit organisations, development institutions, and government agencies. Several of these publications exist; however, there is not a widely adopted set of internationally actionable guidelines for Travel Companies to follow to ensure responsible conduct and evaluate business practices within the framework of supporting the rights of Indigenous communities. (Center on Ecotourism and Sustainable Development, & The International Ecotourism Society, 2003) This project is being conducted as a source of primary research that will contribute to this body of knowledge. The intention is for these findings to inform the creation of a set of practical guidelines for Travel Companies to use when engaging with Indigenous Tourism Suppliers. Throughout this paper the term 'Travel Company' is inclusive of tour operators, hoteliers, and cruise companies.

Beatrice Blake, Indigenous community advocate and author of The Tourism Industry's Codes for Indigenous Peoples highlights that guidelines coming from the tourism industry, "are typically intended to outline the rule of behavior for when the private sector establishes tourism facilities on Indigenous lands and local communities."

In a list of principles synthesized (Appendix A) from an extensive code of conduct review done by Blake, it becomes apparent that the majority of existing guidelines focus on Traveller behaviour.

"While clearly it is important that the tour companies work to educate travelers about the realities and sensitivities of host communities, there must be a code of conduct for the industry's interaction with Indigenous and local communities." (Blake, 2003)

3.2 EXISTING TRAVEL COMPANY GUIDELINES

To better understand the landscape and existing resources available from Travel Companies, a review of current guidelines was undertaken. Listed are a sample of resources published by Travel Companies to illustrate some of the existing material that is available. (Partially retrieved from the Annotated Bibliography completed by The George Washington University).

- **Andean Trails:** Guidelines of this Scotland-based tour operator that offers expeditions to Central and South America. They're targeted towards tourists, and are aimed at educating them on how to be responsible travelers and improve the local economies.

- **Emerald Planet:** Ecotourism Principles of this Colorado-based tour operator with tours in six countries of Central and South America. Main topics include tourism's cultural and environmental impacts, participation of local people in decision-making processes, and distribution of profits.

- **G Adventures:** A Canadian-based, small group adventure travel company operating in over 100 countries offers, in partnership with Sustainable Travel International - *Travel Better*, an online, interactive learning module focused on educating Travellers on how to be responsible and respectful when travelling.

- **Intrepid Travel:** An Australian-based, small group adventure travel company hosts online, amongst a variety of other responsible travel resources, a Responsible Travel Code of Conduct, listing 18 'key principles' for responsible travel including 'respect local customs and culture'.

- **The Imaginative Traveller:** Environmental policy of this UK-based tour operator that offers low-budget travel to different regions. Main topics include local involvement, overseas partners, and guidelines for travelers.

- **Rivers Fiji:** Ecotourism policy of this California-based tour operator that provides rafting tours in Fiji. Main topics include protection of nature, mechanisms for local participation, and local capacity building.

- **Wildland Adventures:** Principles and practices of this Washington-based tour operator. Main topics include cross-cultural interactions, environmental impacts, and financial gains for local communities.

While the Tourism industry has come a long way since Blake's 2003 observations, the majority of the guidelines reviewed still support Blake's original findings; they are intended for Travellers and focus primarily on behaviour and environmental impact.

Supporting Frameworks

For the purpose of this research project multiple frameworks have been reviewed to create a fulsome understanding of the foundational elements and issues that have been identified within the space of Indigenous Tourism. To establish focus within the expansive body of knowledge available, key frameworks have been selected to inform and support the research design, analysis and synthesis of this project. Throughout, various guidelines, goals and declarations are referenced directly or in essence as the project converges towards recommendations in support of the research question. Noted here are the main frameworks that support this work.

4.1 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Published in 2015, the 2030 Agenda for Sustainable Development is the declaration of a 15-year action plan issued by the United Nations for "people, planet and prosperity". The Agenda builds on the unrealized Millennium Development Goal and outlines 17 Sustainable Development Goals (SDG) (Appendix B) and 169 targets to be achieved by 2030.

"They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental."

At its highest level, the concept of sustainable development is a central theme to this project. The 2030 agenda serves as a contemporary resource to assist in defining the investigatory focus.

4.2 INTERNATIONAL YEAR OF SUSTAINABLE TOURISM FOR DEVELOPMENT (UNWTO, 2017)

The five considerations defined by UNWTO for the Development of Sustainable Tourism served as a framework for inquiry in the field research portion of this project. The considerations were useful in establishing focus, and soliciting feedback on perceived priorities amongst key stakeholder groups. The five considerations are:

1. Inclusive and sustainable economic growth
2. Social inclusiveness, employment and poverty reduction
3. Resource efficiency, environmental protection and climate change
4. Cultural values, diversity and heritage
5. Mutual understanding, peace and security

4.3 THE INDIGENOUS TOURISM SYSTEM (BUTLER & HINCH, 2007)

Building on their 1997 framework, Butler and Hinch revised the Indigenous Tourism System for their 2007 publication, *Tourism and Indigenous Peoples: Issues and Implications*. The framework offers a look at the key components of Indigenous Tourism when culture is at the center of a dynamic system. Understanding the relationships between the components identified within this framework was essential to shifting from a cultural to an economic perspective represented in the Synthesized Stakeholder Matrix introduced later in this paper.

Figure 2: Indigenous Tourism System (Butler & Hinch, 2007)
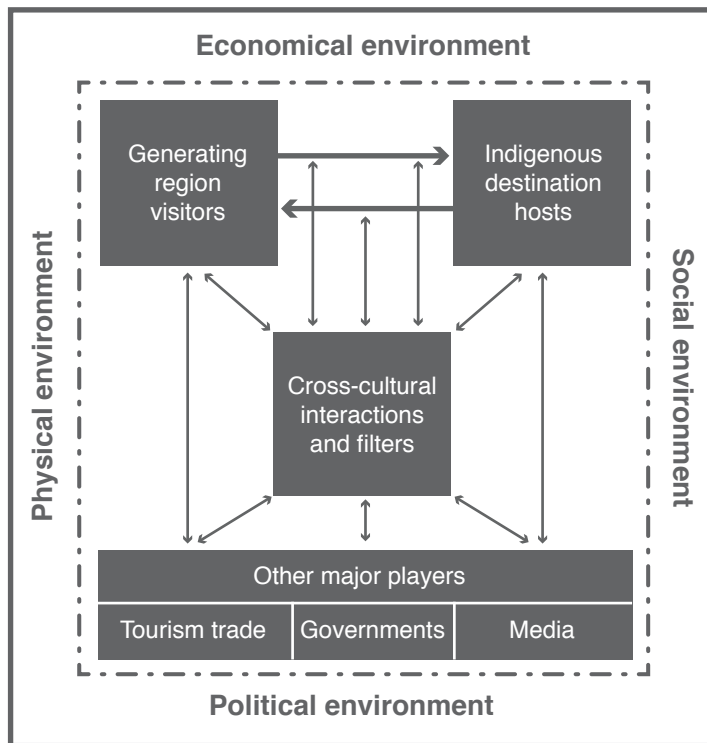
4.4 INDIGENOUS TOURISM GUIDELINES ANNOTATED BIBLIOGRAPHY (APPENDIX C)

Prepared by The International Institute of Tourism Studies, at The George Washington University – unpublished, in-progress.

The Indigenous Tourism Guidelines Annotated Bibliography, provided by The International Institute of Tourism Studies, at The George Washington University, served as a navigation tool throughout the discovery phase of this project. Summarizing current literature in the space of Indigenous Tourism, the bibliography is referenced throughout this work and was a foundation resource for building the author's understanding of the research landscape.

4.5 ISSUES MATRIX (APPENDIX D)

Prepared by The International Institute of Tourism Studies, at The George Washington University – unpublished, in-progress.

Informed by the bibliography, the Issues Matrix is a categorized view of the topics uncovered through the literature review. The matrix served as a springboard and investigatory lens for the overall design and execution of this project which will be explored in more depth throughout the rest of this paper. The categorization of the issues was also integral in defining the knowledge gap within the available resources and informed the design of both the Supplier and Traveller surveys.

4.6 THE LARRAKIA DECLARATIONS (APPENDIX E)

The Larrakia Declaration was the result of the Pacific Asia Indigenous Tourism Conference held in March 2012, in Darwin, Australia. The development of the declaration was an industry-led initiative, facilitated by Pacific Asia Travel Association. The declaration is a list of guidelines, agreed upon by delegates representing 16 countries, designed to support the development of Indigenous Tourism. While focused at a high-level, the guidelines are a seminal piece of work identifying aspirational objectives for multi-stakeholder engagement for the development of Indigenous Tourism.

4.7 THE PATA CHECKLIST (APPENDIX F)

Contained within the Indigenous Tourism & Human Rights In Asia & the Pacific Region Review, Analysis, & Checklists, published by the Pacific Asia Travel Association (PATA), is the PATA checklist. The checklist was developed using the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Articles as an analytical framework. Data was collected from an extensive global case study review and is structured around the principles of respect, protection, empowerment, consultation, business, and community development "to help practitioners in communities, business, government and non-government agencies systematically determine if they have met criteria and fulfilled obligations that result in tourism that protects the human rights of Indigenous people." (UNDRIP, 2012).

The checklist and key findings from the report are the most complete, practical, and Indigenous-focused, resources found to support the development of sustainable tourism practices with Indigenous Tourism Suppliers.

4.8 GLOBAL CODE OF ETHICS IN TOURISM (APPENDIX G)

In 2011 an international campaign was launched by the World Committee on Tourism Ethics. To date 499 hotel chains, tour operators, and professional travel and tourism associations from over 60 countries have signed the Private Sector Commitment to the Global Code of Ethics for Tourism. The code of ethics defines 10 key principles related to Corporate Social Responsibility, focused on human rights, social inclusion, gender equality, accessibility and the wellbeing of the host communities. The Private Sector Commitment is currently the most widely adopted universal set of principles subscribed to by industry for the ethical development of tourism.

Project Design

5.1 PROJECT DESIGN DIAGRAM

Figure 3: Project Design Diagram

→ Informs
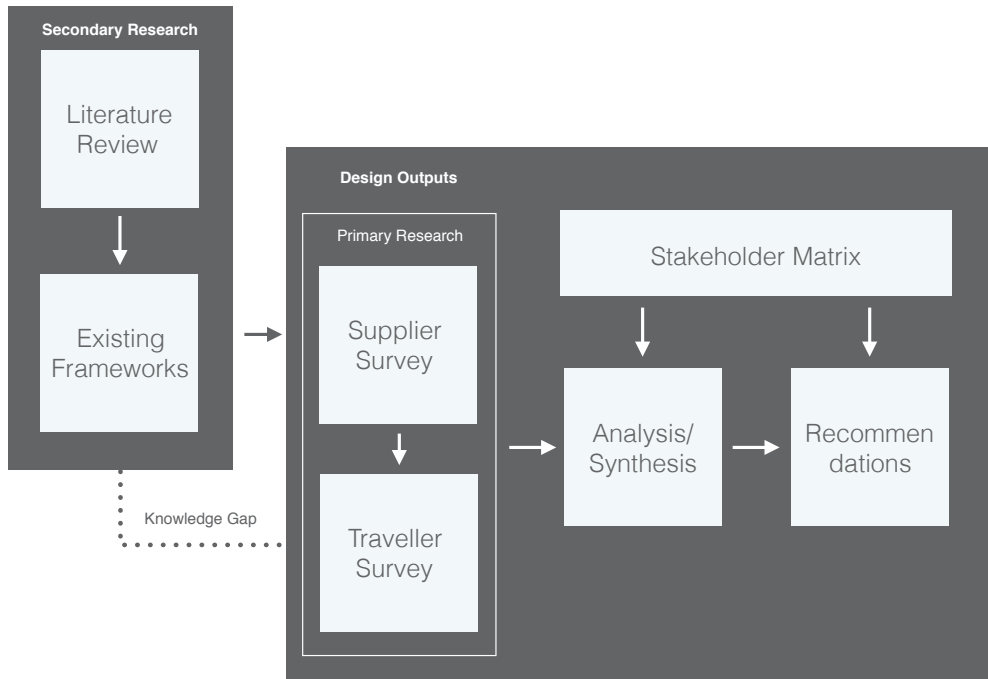
5.2 SECONDARY RESEARCH:

As noted in the previous section, and validated by the literature review undertaken to inform this project, there is no shortage of resources available to inform engagement with Indigenous communities. With so much information to choose from, the first step in designing this research project was to identify the most pertinent frameworks to support further inquiry. The Annotated Bibliography shared by the Institute of International Tourism Studies at The George Washington University, in addition to the other frameworks highlighted in Section 4, were the basis from which further exploration began.

Upon thorough review of the available material, it was identified that while a large number of resources exist to support both the Travel Company and Indigenous supplier perspectives, very limited data is available to support the Traveller perspective. A gap in the body of knowledge was identified and the original project design was re-envisioned to include the Traveller perspective as a counter-balance; introducing the Traveller as an integral stakeholder in the engagement equation.

5.3 ENGAGEMENT EQUATION

Figure 4: Engagement Equation

Opportunity for User-Centred Engagement

Advocacy Organisations   Local Government

Travel Company   Indigenous Supplier

Traveller
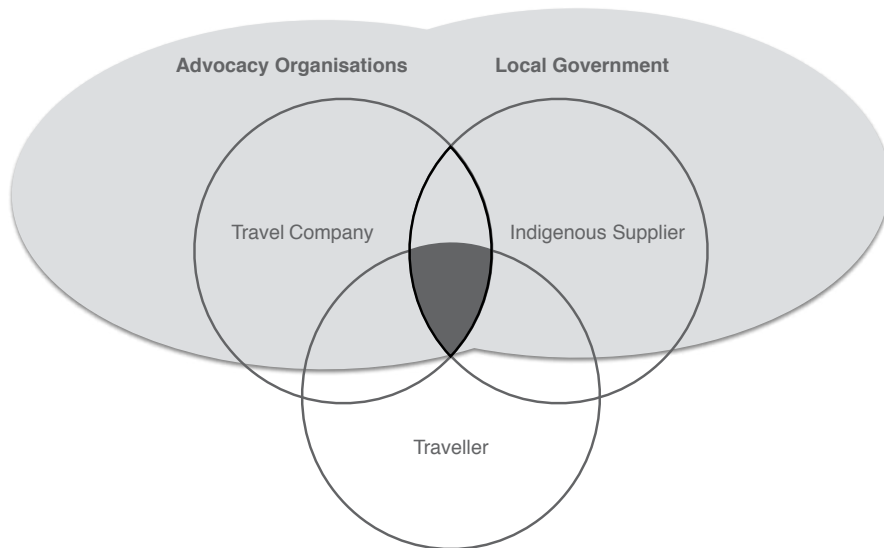
The primary design outputs of this project are recommendations informed by the analysis and synthesis of multi-stakeholder research findings for the development of a universal set of guidelines for how Travel Companies can work better with Indigenous Tourism Suppliers. The methods used as summaries are the engagement equation, stakeholder analysis and recommendations contained in this document.

Section 6:

Method

Intending to take a user-centered approach to investigating "how might Travel Companies work better with Indigenous Tourism Suppliers", a set of surveys were designed to solicit first person perspectives on the Indigenous tourism landscape from both Indigenous Tourism Suppliers and Travellers.

As the primary investigator on this research project, my natural bias as a tourism industry professional and furthermore insights, professional knowledge, and experience is represented throughout the project as the Travel Company perspective. Recognizing this bias, it is recommended that further research be conducted with the Travel Company stakeholder group to validate the findings captured in this project.

6.1 INDIGENOUS TOURISM SUPPLIER SURVEY

The Indigenous Suppliers Survey (Appendix H) was designed to develop an understanding of the current state, and desired future state of each of the participants by identifying key areas of positive and negative impact on the future of Indigenous tourism development based on their experience and perspective.

The survey was divided into three sections and consisted of 18 questions. Section one focused on demographic information, section two on the Supplier's current involvement in tourism, and section three on their desired state for tourism. The questions in section three asked participants to rank sets of defined considerations in order of perceived importance and impact. The considerations were derived from the SDGs and Issues Matrix as a way of linking back perceived importance amongst respondents, to existing categories of development activity.

A list of 60 Indigenous Tourism Suppliers was compiled through a combination of personal and professional network connections for solicitation. Individuals were then asked to voluntarily participate in the project, over email. Email solicitation was done personally by the researcher when possible, or by proxy when access to the internet or language presented a barrier to communication.

The survey was hosted online, using Lime Survey in English and Spanish between January 15 – 30, 2017. In some instances, when either language or technology were prohibitive to participation, the survey was conducted in-person or over the phone, by an associate, then translated and inputted online. A total of 24 surveys were completed, generating an overall response rate of 40%.

6.2 TRAVELLER SURVEY

The Traveller Survey (Appendix I) was constructed to ask a series of three crossover questions from section three of the Indigenous Tourism Supplier Survey – using the same sets of considerations for ranking to compare and contrast perspectives between the two stakeholder groups. The Traveller Survey was administered by G Adventures and was embedded within the context of a larger survey related to Travellers' perspectives on sustainable tourism practices. In total a group of 14,038 people, registered on the G Adventures Virtual Advisory Panel, received the survey. Of those solicited, 3,772 completed it, resulting in a response rate of 27%.

6.3 STAKEHOLDER MATRIX:

The three primary stakeholder groups identified at the outset of this research project included: Travel Companies, Indigenous Tourism Suppliers, and Travellers.

Additionally, two secondary stakeholder groups in the Indigenous tourism landscape (Advocacy Organizations, and Local Government) play an integral role in the overall ecosystem, and should not be excluded to present a holistic picture. However, the perspectives of the secondary stakeholders groups are not explored in-depth throughout the project.

Acknowledging that approaching the research question from any one perspective presents a natural bias; for the purposes of this project, to establish focus, and a lens of inquiry, the decision was made to consider tourism development as an economic driver and choice. In doing so, the 'Travel Company' was identified as the investigatory perspective through which the research was conducted.

Drawing on inspiration from the Indigenous Tourism System (Butler & Hinch, 2007), the synthesized stakeholder matrix illustrates the hierarchy of values-based needs within the Indigenous tourism ecosystem when Indigenous Tourism Development shifts from a culture-centered perspective to an economic proposition.

Mroueh, Shereen. "Wiwa Huts, Tayrona National Park, Colombia." 2016. PSD file

Figure 5: Synthesized Stakeholder Matrix

Hierarchy of values-based needs within the Indigenous tourism ecosystem when approaching tourism development as an economic driver and decision.

Local Government	Indigenous Supplier	Travel Company	Traveller	Advocacy Org.
Economic Development		Financial Success		
Policy		Market Share	Perceived Value	Funding
Social Welfare		Operational Effectiveness	Experience	Policy
	Economic Success	Shared Value	Social Agency	Influence
	Market Share	Reputation		Impact
	Cultural Preservation	Impact	Impact	

The stakeholder matrix further articulates that as the Indigenous Supplier needs enter the equation at the level of crossover (level 4) with Travel Company and Traveller needs, the opportunity for Travel Companies to generate shared value presents itself. It is at this crossover level that multi-stakeholder enquiry methods were designed to collect data in support of the primary research question, as well as the level at which the recommendations from this research are intended to support.

Limitations

7.1 RESEARCHER PERSPECTIVE

As previously mentioned, for the purpose of this project an economic lens was adopted to establish an investigatory boundary. In doing so an intended limitation to the scope of the research was established insofar as only representing a singular perspective. It was in no way the intention of the research to infer that an alternative lens is in any way less important or valuable a perspective for the equitable development of Indigenous Tourism. The desire is for the findings from this project to contribute to the collective body of knowledge in the space of Indigenous Tourism Development and to stimulate and support further inquiry into the space.

7.2 SURVEY DESIGN

When designing the Indigenous Tourism Supplier Survey, the researcher attempted to make a direct link to the secondary research frameworks informing this work. In doing so some very sophisticated concepts were introduced. Survey content drew from policy and academic research related to sustainable tourism development and may have presented barriers to understanding for some of the participants. Future research in this space should explore the opportunity to use concepts and language that is already familiar to the engagement group to avoid issues with understanding, interpretations and translation of information.

7.3 METHOD

The primary data collection method used was online surveying. This presented various limitations including access and understanding of technology for primary participants. While surveying it was determined early on that this method was not ideal for the Indigenous Tourism Supplier audience. It was then decided that because of the some of the aforementioned barriers that the survey was more effective when done through in-person or phone interviews. Future consideration should be given to data collection methods when working with Indigenous Tourism Suppliers that are more considerate of possible barriers to participation and understanding. In some instances, relationship building engagement practices, and in-person questionnaires may be more effective.

7.4 PARTICIPATION

One clear limitation of this project is the small sample size of Indigenous Tourism Suppliers that participated in the survey. Additionally, the singular perspective of the Travel Company represented by the author is not a complete representation of the industry at large. Quantitative verification of the finding in this research would validate the design outputs proposed in this paper. However for the purposes of this project, the researcher perspective and data collected from the Supplier survey were interpreted as fair and relevant representations.

Planeterra Foundation. "Cultural Knowledge Exchange, Quechua/Wiwa." 2016. PSD file

Section 8:

Analysis

8.1 INDIGENOUS TOURISM SUPPLIER SURVEY ANALYSIS

Responses were collected from 24 individuals who self-identified as Indigenous Tourism Suppliers. Participation spanned 11 unique Indigenous communities in the same number of countries, including: Australia, Colombia, Costa Rica, Ecuador, Kenya, Mexico, Morocco, Nepal, Peru, Tanzania, and Thailand.

Of the 24 responses, 10 were provided by individuals identifying as female and the remainder by individuals identifying as male. One respondent was between 18 – 29 years old, 19 respondents were between 30 – 49 years old, and four were between 60 – 64 years old.

While fairly evenly represented amongst males and females, the data is heavily skewed towards the 30 – 49-year-old demographic, possibly under-representing those views of the younger millennials, gen z, and the elderly populations.

During the survey design process, the data analysis framework was established to include segmenting data by the number of years involved in tourism operations, and the number of Travellers being served by the tourism offering. The identifiers were obtained by asking participants *'How long has your organisation been involved in Tourism activity?'* and *'On average, how many travellers does you organisation host each year?'* Responses were then segmented into nine subgroups for analysis.

Dragan, Oana. "Community Tourism Presentation, Muang Pam Village, Thailand." 2015. PSD file

Table 1: Categorized Respondent Sub-groups

		Average number of Travellers carried per year		
		Micro (1 - 500)	**Small (501 - 1500)**	**Medium (1501+)**
Number of years in operation	**Short (1 - 5)**	Group A (2)	Group B (4)	Group C (4)
	Medium (6 - 10)	Group D (0)	Group E (0)	Group F (3)
	Long (11+)	Group G (0)	Group H (5)	Group I (6)

Note: The number indicated in () equals the number of respondents in each group

Dividing the results into these sub-groups uncovered that not all defined groups were represented, with the majority of respondents (12) identifying as medium Suppliers, carrying over 1501 Travellers per year, followed by small sized Suppliers (9) carrying between 501 – 1500 Travellers per year. The views expressed in the data therefore may not fairly and accurately represent those of micro-scale Suppliers (2). This finding should be noted when carrying forward recommendations.

Figure 6: Breakdown of Indigenous Tourism Supplier Business Ownership Makeup

Combination Community/ Privately Owned — 12%
Privately Owned — 38%
Community Owned — 50%
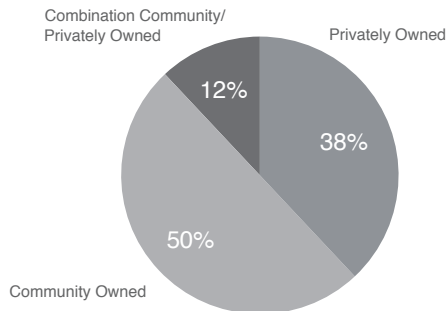
Where relevant the analysis looked at these groups individually, comparing one group to another, and in aggregate when the data presented no observable differentiation between group responses.

Of all respondents, 38% are Privately owned businesses, 50% are Community owned, and 12% are a combination of Private and Community ownership. When comparing the ownership model to the length of operation, there was no direct correlation.

Table 2: Percentage of Indigenous Tourism Suppliers Currently Working with 3rd Party Stakeholders
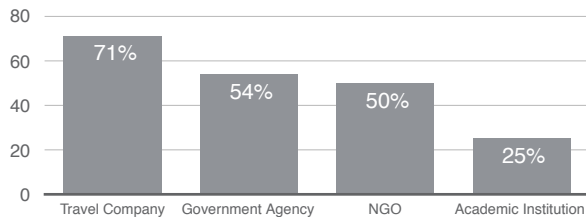
Of all respondents, 71% indicated that they are currently working with a Travel Company. That percentage comprises all who identified as being a combination of private and Community owned businesses, and 75% of Community owned organizations. Only 56% of privately owned businesses are doing the same.

Of those Suppliers currently carrying over 1,501 Travellers per year (Groups C, F, I), 69% are currently working with a Travel Company. Furthermore, 50% of participants are currently working with an NGO to support their Tourism business, 54% are working with a Government Agency, and 25% are working with an Academic Institution.

Table 3: Indigenous Tourism Supplier Preference for Developing Sustainable Toursim with a 3rd Party Stakeholder
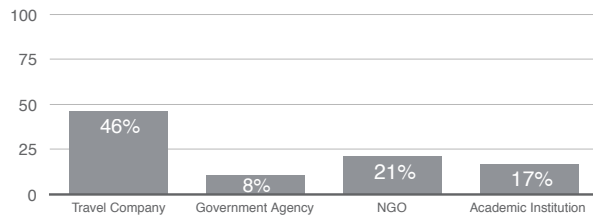
When asked *'Is your preference to develop tourism business practices with the following...'* 46% indicated working with a Travel Company as their first choice, followed by 21% preferring to work with an NGO, 17% with Academic Institution, and 8% with a Government Agency.

These figures highlight that Community, and combination Community/Privately owned organisations are more likely to work directly with a Travel company, vs. Privately owned organisations. Additionally, those working with a Travel Company are hosting larger volumes of Travellers year over year. The survey data does not however indicate whether the larger volume of Travellers is directly related to working with a Travel Company or vice versa.

The lower percentage of Indigenous Suppliers working with Government Agencies, Academic Institutions, and NGOs presents space for future considerations within the stakeholder landscape.

Dragan, Oana. "Northern Hill Tribe Homestay, Muang Pam Village, Thailand." 2015. PSD file

Dragan, Oana. "Bikes with Purpose, Caye Caulker, Belize." 2016. PSD file

All respondents were asked to identify the type of tourism-related services they provide. The most common services were Activities/Experiences (83%), followed by Accommodation (67%), Meals (67%), Handicraft or Souvenirs (54%), and Transportation (42%). All Suppliers who indicated they provide Accommodation, and / or Activities/ Experiences, also provide Meals. However, the reverse is not true, not all those providing meals have additional services. All respondents, except two, indicated that they provide two or more tourism-related services, highlighting a tendency toward multi-services operational models. The two organisations that indicated providing a single service fall into Group C (Short Time, Large Traveller #) – possibly a result of a singular focus while developing their business.

When exploring opportunities to generate shared value, Travel Companies can better work with Indigenous Suppliers to fully understand their services makeup to support and further develop a mutually beneficial services-mix in line with shared objectives.

Dragan, Oana. "Women's Pottery Co-Op, San Ignacio, Belize." 2016. PSD file

Planeterra Foundation. "Moroccan Women's Meal, Morocco." 2015. PSD file

CURRENT PRACTICES

In Section 2 of the Indigenous Tourism Supplier Survey participants were asked a series of free text questions about their current practices. Questions were designed to develop a better understanding from the Supplier perspective of their objectives, if they're measuring them, and to describe some of the positive and negative practices they've experienced while working with Travel Companies. Keyword analysis was used to synthesize the information, using the previously identified Issues Matrix as a framework for coding the data.

We asked respondents *'What is your vision for tourism in your business/community?'* The structure of this question was intentionally designed to elicit values-based responses from the participants. In synthesizing the responses, the most common themes related to growth, community improvement, and sustainable tourism development.

"Our vision for the future is to have a clearly identified strategic plan to create local employment and further economic opportunities. I believe that tourism fits perfectly for Indigenous people as it has a two-fold effect in my opinion - sustains culture which is important to aboriginal people, but creates employment opportunities which in turn provide a positive outcome to indigenous families that may be facing personal and social issues."

The vision statements of Groups A, B, and C (1 -5 years in operation) contained noticeably more references to growth and expansion when compared to those of Groups F, H, and I (6 -11+ years in operation) whose responses focused more on community building.

"Tourism should provide a window into the culture so that Indigenous ways are better understood and appreciated by wider community. It provides self-worth and a sense of belonging that is important to the community. It provides a pathway where indigenous people can see a way forward in providing a better life for themselves, their families and communities."

The different vision-focus of each of these groups may be attributed to length of time in operation, new-entrants to the market, and potentially more modern concepts of business geared towards expansion, compared to the more traditional community-based focus reported by the longer standing organisations.

Articulated by all respondents throughout their vision statements was a desire to develop and improve tourism initiatives in line with sustainable tourism practices – whether economic, environmental, or cultural.

When asked *'Have you identified what your business / community is seeking to gain working in the tourism sector?'* Responses were generalized and often touched on a variety of factors. Capacity Building for Communities was mentioned a total of 13 times across all responses. Within the category the most common theme was general employment opportunities, with some focus on opportunities for women and youth, followed by language development opportunities.

The second most mentioned theme was *Financial and Economic Matters*, noted a total of 10 times. When mentioned, it was in reference to the broader community, and most often linked to *Capacity Building for Communities* versus individual earning. *Culture* in the context of preservation was the third most cited potential gain, followed by *Environment Impact*, and *Visitor Experience*.

When compared to data in response to the question *'Based on your vision of "sustainable tourism," please rank the following issues in order of importance'*, 17% indicated *Capacity Building* as being the most important factor in sustainable tourism development, behind 25% indicating *Culture*, and 21% indicating *Financial and Economic Matters*. However, when looking at the average across the top three most important factors a different picture presents itself. *Financial and Economic matters* fall behind *Culture, Environmental Impacts, and Capacity Building for Communities. Environmental Impact* was cited only four times as a desired gain by Suppliers, however ranked 3rd amongst the top three most important influencers for sustainable tourism development.

Highlighted here is a potential discrepancy between when being asked to describe foreseeable gains vs. being presented with a list to choose from. The opportunity exists to very clearly define desired gains, align influencing factors, and understand their importance amongst stakeholder groups when establishing the engagement relationship.

When asked 'Have you identified good practices that you believe outside travel companies should employ when working with your business / community?' four main themes presented themselves:

Educating Travellers – Indigenous Suppliers are looking to Travel Companies to provide information and knowledge to Travellers prior to visiting their community or participating in their experiences. More specifically, they want conduct-guidelines to be communicated to Travellers about cultural appropriateness related to dress and traditional customs, and more generally to behavior (e.g. no smoking, no photos without permission.).

Supply Chain Integration – Suppliers are interested in working with Travel Companies towards immersive supply chain integration and the promotion of local experiences and products. This integration guarantees Traveller volume to sustain their businesses, and creates opportunity for business expansion.

Collaboration – When working with Travel Companies, Suppliers are interested in a collaborative approach, that is empathetic towards traditional ways of communicating, social structures, storytelling, and timelines.

Infrastructure Support – Respondents noted that bringing travellers into communities presents unique demands on their existing infrastructure. When working with Travel Companies, support in the development of water supply management and waste management systems are seen as having a very positive impact within the community as well as on the Traveller experience.

Conversely, when asked 'Have you identified bad practices that you believe should never be used by travel companies working with indigenous communities' the main issues that were identified were:

Over Exposing Communities – Respondents noted that at times Travel Companies want to bring more Travellers to their communities, than their resources can support. At the same time, this influx of activity is building dependency on Travellers within communities. This has a negative effect on the community and can lead to a poor Traveller experience.

Not Enough Information about Travellers – Suppliers noted at times feeling unprepared to serve the needs of Travellers. More information is required upfront from the Travel Company about the Travellers, and the expectations, to be able to decide if they want to adapt their way of working to accommodate Travellers.

Poor Translation of Information – Suppliers described having the terms of operations dictated to them without consultation; lacking understanding and respect for Indigenous protocols, and traditional ways of life. Also noted was the misuse of traditional languages by tour guides, as well as misinterpretation or misunderstanding of information due to translation issues.

Tipping and Commissions – With the rise of tourism in some Indigenous communities the practice of giving money to children has been introduced. Suppliers indicated that this is very poor practice and breeds negative behaviour amongst children, and the broader community. Suppliers noted that it is the responsibility of the Travel Companies to educate their Travellers against this negative practice.

"Over expose the village to tourism and thus there is no authentic experience anymore for the customer when there are too many tourists at the same place at the same time. Village become dependent on tourism, the village must still be able to function without tourism."

Additionally, tour leaders from some Travel Companies ask Suppliers for commissions or tips for bringing Travellers to their experiences. As a practice this is frowned upon because it is not aligned with their understanding of good business practice and generates negative competition within smaller communities.

Building on the understanding of good and bad engagement practices, Suppliers were asked, *'Do you currently measure the success of your tourism related activities?'* Just under half of the participants have formal measurement practices in place. Of that group the most common measurement is in Traveller numbers, followed by feedback forms, and financial reports. Informal measurements were noted as relating to community well-being, resurgences of traditional practices, and community development investment.

Aligning Supplier objectives, with good Travel Company engagement practices, and clear metrics for measuring success are key tactics that will inform the research question at hand.

8.2 TRAVELLER SURVEY ANALYSIS

During the project design it was recognized that the information being collected was very one-sided and neglected to consider the views of one of the primary stakeholder groups, the Traveller. To balance the research a Traveller survey was designed using three cross-over questions from the Indigenous Tourism Supplier Survey for comparative analysis.

The Traveller Survey was administered through the G Adventures Virtual Advisory Panel – a panel made of 14,038 people from around the world, 3,772 people responded.

The three crossover questions were embedded within the context of a larger survey designed to solicit responses from Travellers related to the influence of Sustainable Tourism development practices on their decisions-making and travel-purchasing habits. The results from the larger survey will be further analysed by G Adventures to better understand the Traveller perspective when developing shared value solutions for sustainable tourism development.

8.3 COMPARATIVE ANALYSIS

While it should be noted that the sample size of Travellers was significantly larger than that of Indigenous Tourism Suppliers, it remains interesting to compare the responses in order to identify differences in values and perspectives of these two key stakeholders.

Based on the UNWTO list of Considerations for Sustainable Tourism Development, both participant groups were asked, *"Based on your understanding of sustainable tourism, please rank the following development considerations."*

Table 4: Top Consideration for Sustainable Toursim Development

	Considerations for Sustainable Tourism Development				
	Inclusive and sustainable economic growth	Social inclusiveness, employment and poverty reduction	Resource efficiency, environmental protection and climate change	Cultural values, diversity and heritage	Mutual understanding, peace and security
Travellers	19%	26%	19%	18%	18%
Suppliers	29%	29%	8%	21%	13%

An equal number of Suppliers responded that *Inclusive and sustainable economic growth (29%)* and *Social inclusiveness, employment and poverty reduction (29%)* were most important. This was followed by 21% indicating *Cultural values, diversity and heritage* as the most importantconsiderations, and 13% selecting *Mutual understanding, peace and security* as their top choice.

When asked the same question, similarly, Travellers indicated *Social inclusiveness, employment and poverty reduction* at the top of their list (26%), followed by less than a 1% deviation across the remaining four factors: *Inclusive and sustainable economic growth* (18.76%) *Resource efficiency, environmental protection and climate change* (18.52%) *Mutual understanding, peace and security* (18.38%) *Cultural values, diversity and heritage* (18.15%).

Table 5: Average of Top 3 Considerations for Sustainable Tourism Development

	Considerations for Sustainable Tourism Development				
	Inclusive and sustainable economic growth	Social inclusiveness, employment and poverty reduction	Resource efficiency, environmental protection and climate change	Cultural values, diversity and heritage	Mutual understanding, peace and security
Travellers	57%	72%	61%	63%	48%
Suppliers	58%	79%	42%	79%	38%

When analyzed as the top three most important development considerations based on Supplier feedback, 79% of Suppliers included both *Social inclusiveness, employment and poverty reduction*, and *Cultural values, diversity and heritage*, followed by 58% including *Inclusive and sustainable economic growth*.

Looking at the top three most important development considerations from the Traveller perspective, 72% ranked *Social inclusiveness, employment and poverty reduction*, followed by 63% identifying *Cultural values, diversity and heritage* and 61% indicating *Resource efficiency, environmental protection and climate change*.

Figure 7: Average of Top 3 Considerations for Sustainable Tourism Development
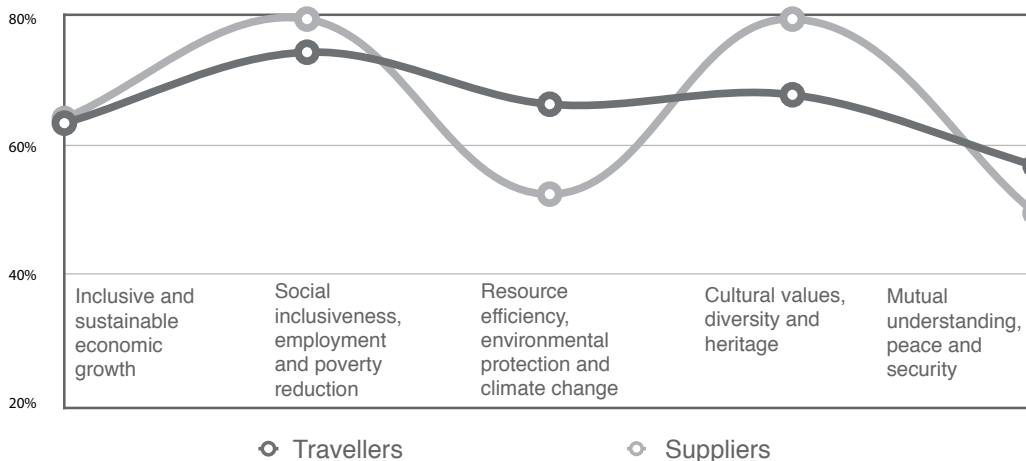
In comparing the Average Top 3 Considerations for Sustainable Tourism Development results from both groups, three main observations were made:

- While the percentage of both groups was similar in ranking (58% for Suppliers, and 57% for Travellers) *Inclusive and sustainable economic growth* did not rank among the top three considerations for Travellers – placing fourth behind *Social inclusiveness, employment and poverty reduction, Cultural values, diversity and heritage, Resource efficiency, environmental protection and climate change*.

- *Resource efficiency, environmental protection and climate change* ranked third amongst Travellers at 61%, versus ranking fourth amongst suppliers at 42%.

- While *Cultural values, diversity and heritage* ranked highly for both Suppliers and Travellers, 18% more Suppliers included it as one of their top 3 considerations.

Understood from these findings, when thinking of Considerations for Sustainable Tourism Development, Travellers placed slightly more importance on *Resource efficiency, environmental protection and climate change*, than Suppliers who place greater importance on *Inclusive and sustainable economic growth* ahead of the environment. And while both groups place high importance on *Cultural values, diversity and heritage* as a consideration, Indigenous Suppliers feel more strongly about it.

This may be a result of the lens through which the participants were each responding, drawing on their personal understanding, experience and stake within the sustainable tourism ecosystem. However, these findings support the perspective of sustainable tourism development as an economic proposition for the Indigenous Suppliers involved and highlights a distinction in the importance of these considerations to each of the stakeholder groups that should be considered by Travel Companies when exploring opportunities to generate shared value.

Looking even deeper into the possible benefits of Sustainable Tourism Development, participants were then asked *'Based on your understanding of "sustainable tourism," please rank the following issues (derived from the Issues Matrix) in order of importance, considering how tourism development can potentially benefit communities.'*

Table 6: Top Potential Benefits of Sustainable Tourism Development

	Potential Benefits of Sustainable Tourism Development						
	Financial and Economic Matters	Environmental Impact	Culture	Capacity Building for Communities	Visitor Experience and Behaviour	Tourism Operations	Policy Planning
Travellers	19%	23%	28%	17%	6%	7%	1%
Suppliers	21%	13%	25%	17%	8%	0%	17%

Twenty-nine percent of Travellers indicated *Culture* as their first choice, similarly to Suppliers at 25%. Ranked second by Travellers was *Environmental Impact* (23%), followed by *Financial and Economic Matters* at 19%. Compared to Suppliers who ranked *Financial and Economic Matters* second (21%) and *Capacity Building for Communities* and *Policy Planning* both in third (17%).

When looking at the average across the top three potential benefits of sustainable tourism development an interesting picture unfolds. While very closely aligned across higher ranking factors some divergence presents itself between the lower ranking ones:

Table 7: Average of Top 3 Potential Benefits of Sustainable Tourism Development

	Potential Benefits of Sustainable Tourism Development						
	Financial and Economic Matters	Environmental Impact	Culture	Capacity Building for Communities	Visitor Experience and Behaviour	Tourism Operations	Policy Planning
Travellers	57%	63%	71%	52%	27%	24%	6%
Suppliers	54%	67%	67%	58%	21%	4%	29%

Surprisingly, Travellers prioritized *Visitor Experience* and *Tourism Operations* over Suppliers, with 27% and 24% including them within their top 3 vs. 21% and 5% respectively for Suppliers.

This presents a very intriguing question for Travel Companies interested in working better with Indigenous Tourism Suppliers: *How can value be generated within the relationship so that Indigenous Suppliers realize the benefits of enhanced operations as an integral part of sustainable tourism development?*

Figure 8: Average of Top 3 Potential Benefits of Sustainable Tourism Development

○ Travellers   ○ Suppliers
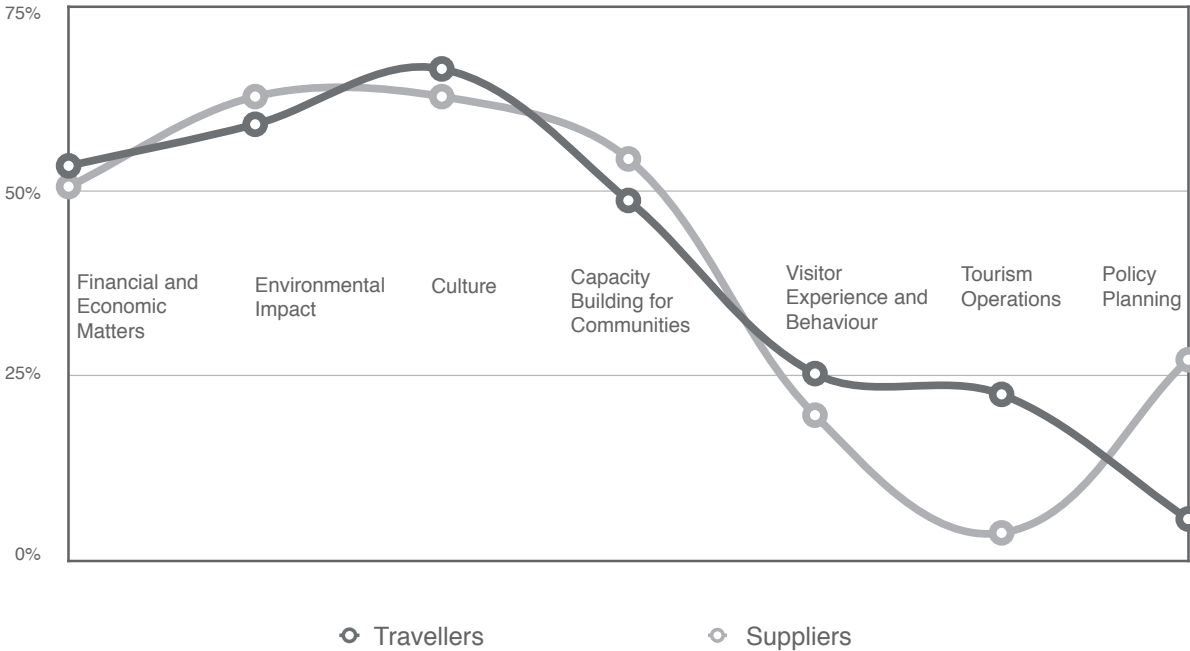
When asked to rank the potential Negative Effects of Sustainable Tourism Development, Supplier responses were relatively evenly spread across all factors, while Travellers had more extreme perspectives. Interestingly, the crossover point for both stakeholder groups was *Capacity Building for Communities* (E.g. responsible tourism practices and product development, social problems including drug use, alcohol consumption and prostitution) suggesting that while both groups feel strongly about the potential negative impacts of development on *Financial and Economic Matters, the Environment, and Culture*, of the seven factors listed, both groups indicated the impacts would be felt least in the area of *Capacity Building for Communities*.

Table 8: Top Negative Effects of Sustainable Tourism Development

	Negative Effects of Sustainable Tourism Development						
	Financial and Economic Matters	Environmental Impact	Culture	Capacity Building for Communities	Visitor Experience and Behaviour	Tourism Operations	Policy Planning
Travellers	26%	29%	21%	5%	6%	7%	7%
Suppliers	33%	8%	13%	8%	13%	4%	17%

Table 9: Average of Top 3 Negative Effects of Sustainable Tourism Development

	Negative Effects of Sustainable Tourism Development						
	Financial and Economic Matters	Environmental Impact	Culture	Capacity Building for Communities	Visitor Experience and Behaviour	Tourism Operations	Policy Planning
Travellers	64%	76%	67%	25%	23%	24%	22%
Suppliers	38%	46%	46%	29%	38%	33%	50%

Figure 9: Average of Top 3 Negative Effects of Sustaoinable Tourism Development
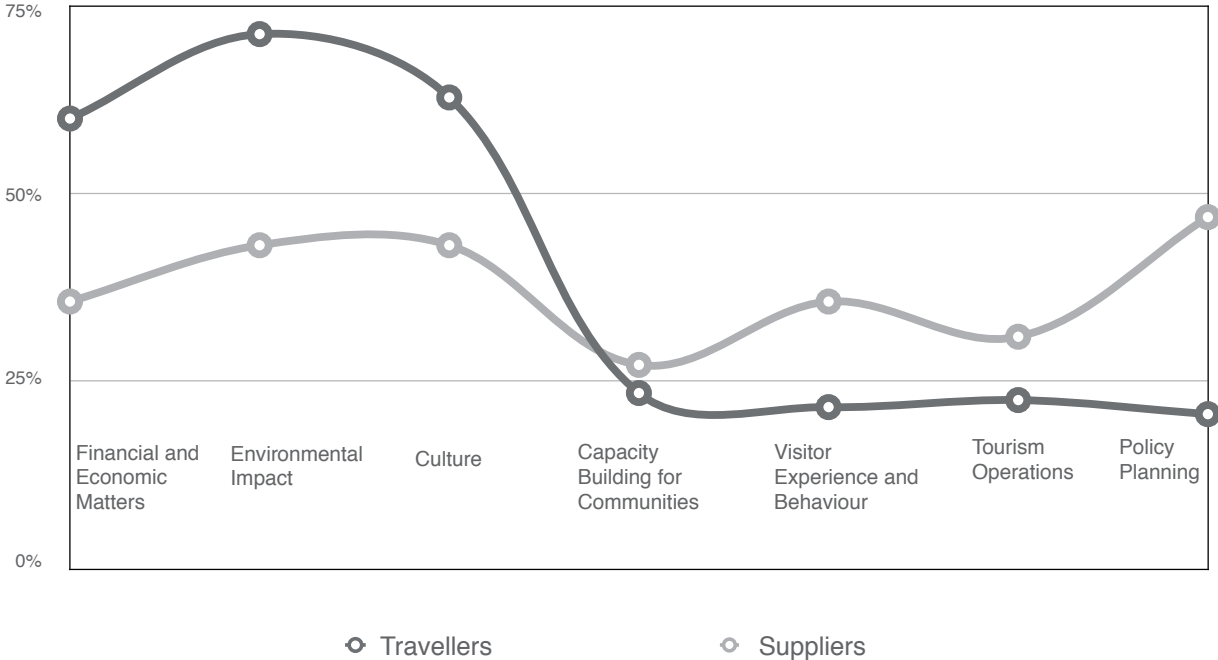
Consistently throughout all of the analysis the Supplier group placed a greater importance, both positive (29%) and negative (50%) on Policy Planning as an influencing factor for *Sustainable Tourism Development* compared to Travellers indicating positive (6%) and negative (22%).

8.4 SUMMARY OF KEY FINDINGS

The following section summarizes the key findings and interpretation of the analysis in preparation for bringing the findings forward into the recommendations section of the project. The key findings have been alphabetized for further synthesis.

A) Community, and combination Community/Privately owned organisations are more likely to work directly with a Travel company, vs. Privately owned organisations.

B) Those working with a Travel Company are hosting larger volumes of Travellers year over year. The survey data does not however indicate whether the larger volume of Travellers is directly related to working with a Travel Company or vice versa.

C) A lower percentage of Indigenous Suppliers are working with Government Agencies, Academic Institutions, and NGOs presenting a space for future considerations within the stakeholder landscape.

D) Opportunity exists for Travel Companies to work with Indigenous Suppliers to fully understand their services makeup to support and further develop a mutually beneficial services-mix in line with shared objectives.

E) The vision statements of Suppliers with 1-5 years of operational experience tended more towards growth statements. Compared to the more traditional community-based focus reported by the longer standing organisations.

F) All respondents stated a desire to develop and improve tourism initiatives in line with sustainable tourism practices – whether economic, environmental, or cultural.

G) Some discrepancy between when being asked to describe foreseeable gains vs. being presented with a list to choose from.

Dragan, Oana. "Parwa Restaurant Woman, Huchuy Qosqo, Peru." 2014. PSD file

Mroueh, Shereen. "Wiwa Man Back, Tayrona National Park, Colombia." 2016 PSD file

H) When asked *'Have you identified good practices that you believe outside travel companies should employ when working with your business / community?'* Four main themes presented themselves:

- Educating Travellers
- Supply Chain Integration
- Collaboration
- Infrastructure Support

I) Conversely, when asked *'Have you identified bad practices that you believe should never be used by travel companies working with indigenous communities'* the main issues that were identified were:

- Over Exposing Communities
- Not Enough Information about Travellers
- Poor Translation of Information
- Tipping and Commissions

J) Only half of respondents currently formally measure their success, predominantly through Travellers numbers, feedback forms and financial reports.

K) Travellers placed slightly more importance on *Resource efficiency, environmental protection and climate change*, than Suppliers who place greater importance on *Inclusive and sustainable economic growth* ahead of the environment. These findings support the perspective of sustainable tourism development as an economic proposition for the Indigenous Suppliers, highlighting a distinction in the importance of these considerations for each of the stakeholder groups.

L) Travellers prioritized the potential benefits of the *Visitor Experience* and *Tourism Operations* on sustainable tourism development over Suppliers, with 27% and 24% including them within their top 3 vs. 21% and 5% respectively for Suppliers. This presents a very intriguing question for Travel Companies interested in working better with Indigenous Tourism Suppliers – *how can value be generated within the relationship so that Indigenous Suppliers realize the benefits of enhanced operations as an integral part of sustainable tourism development?*

M) Consistently throughout all of the analysis the Supplier group placed a greater importance, both positive (29%) and negative (50%) on *Policy Planning* as an influencing factor for Sustainable Tourism Development compared to Travellers indicating positive (6%) and negative (22%).

8.5 SYNTHESIS OF KEY FINDINGS

To move towards answering the research question *"How might Travel Companies work better with Indigenous Tourism Suppliers?"*, key findings from the analysis were plotted against the Engagement Equation to see which stakeholder group they most directly related to. This was done at the discretion of the Researcher; the placement within the diagram does not represent any hierarchy or weighting.

Figure 10: Key Findings Plotted on the Engagement Equation

Opportunity for User-Centred Engagement

A	Working Together
B	More Travellers
C	3rd Party Collaboration
D	Service Mix
E	Vision for the Future
F	Looking to Improve or Grow
G	Objective Setting
H	Good Practices
I	Bad Practices
J	Measuring Success
K	Traveller Perception
L	Traveller Experience
M	Policy Planning
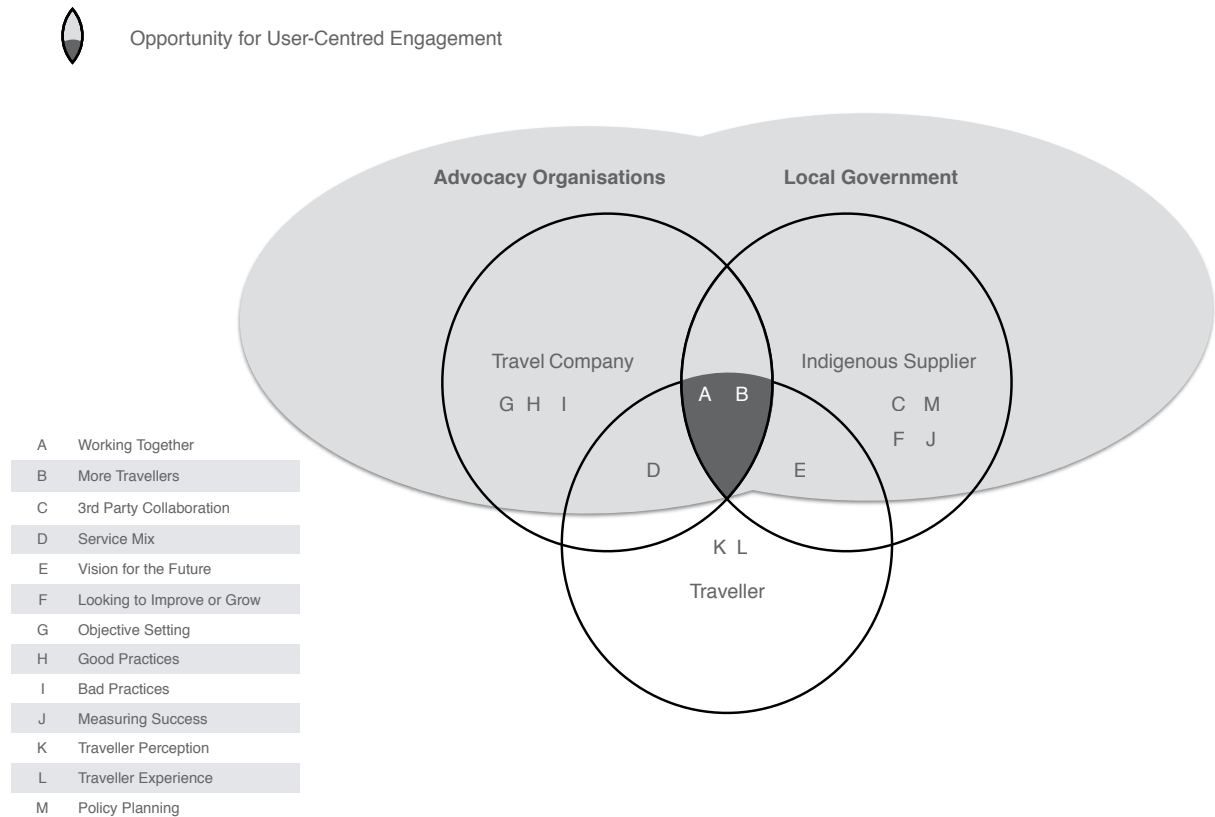
For the purposes of this project the intention is to move stakeholder practices closer to the equation intersection (the opportunity space), effectively closing the gap between current and desired practices. The intention is to offer recommendations to inform the creation of a set of universal engagement guidelines for Travel Companies to use when working with Indigenous Tourism Suppliers that are representative of all stakeholder perspectives. As mentioned previously, the perspective of the Travel Company is represented by the author and is not present in the primary data collected through surveying, rather, it is inferred throughout the preparation of this project. The lens through which the recommendations will be made are at level-four of the previously introduced Synthesized Stakeholder Matrix with the intention of generating shared value within future Travel Company and Indigenous Tourism Supplier engagements.

Figure 11: Level 4 – Sythesized Stakeholder Matrix

Hierarchy of values-based needs within the Indigenous tourism ecosystem when approaching tourism development as an economic driver and decision.

Local Government	Indigenous Supplier	Travel Company	Traveller	Advocacy Org.
Economic Development		Financial Success		
Policy		Market Share	Perceived Value	Funding
Social Welfare		Operational Effectiveness	Experience	Policy
	Economic Success	Shared Value	Social Agency	Influence
	Market Share	Reputation		Impact
	Cultural Preservation	Impact	Impact	

Dragan, Oana. "Backstrap Weaving Demo, San Juan La Laguna, Guatemala." 2012. PSD file

Planeterra Foundation. "Cafe Chloe Instructor, Australia." 2016. PSD file

Examining key findings through the lens of the Stakeholder Matrix – the following are a list of opportunity statements designed to shift behaviours towards the opportunity space.

INTERSECTION SPACE

Working Together: Community, and combination Community/Privately owned organisations are more likely to work directly with a Travel company, vs. Privately owned organisations. Opportunity exists for Travel Companies to better understand the value that is being generated within those working relationships to strengthen existing relationships and attract new engagements.

More Travellers: Those working with a Travel Company are hosting larger volumes of Travellers year over year. Opportunity exists for Indigenous Communities to expand their operations, if they so choose, by directly linking access to Traveller-volume to Travel Company reach.

INDIGENOUS SUPPLIERS: ECONOMIC SUCCESS

Third Party Collaboration: A lower percentage of Indigenous Suppliers are currently working with Government Agencies, Academic Institutions, and NGOs, than with Travel Companies. The multi-stakeholder ecosystem presents an opportunity for Travel Companies and Indigenous Tourism Suppliers to work more closely with third party Agencies and Institutions to leverage knowledge and resources. Traditional models see Agencies and Institutions working directly with Indigenous Tourism Suppliers; however, if Suppliers are more likely to work with Travel Companies to grow their business, perhaps opportunity exists for Agencies and Institutions to work more closely with Travel Companies.

Vision for the Future: Younger companies have more growth focused visions than longer established operations. Opportunity exists to establish sustainable strategic growth objectives, that consider the demand (Traveller) perspective, early-on within stakeholder engagement and business development. While this opportunity is particularly relevant when working with younger companies it should not preclude Travel Companies from working with more established Suppliers on developing objectives.

Looking to Improve or Grow: All Supplier respondents stated a desire to develop and improve tourism initiatives in line with sustainable tourism practices. This demonstrates a desire and openness to collaborate with stakeholders and should not be taken for granted or assumed. The opportunity exists to continue to engage all stakeholders in the development of sustainable tourism practices in order to improve or grow.

Measuring Success: Only half of respondents currently formally measure their success. Opportunity exists to align Supplier objectives, with good Travel Company engagement practices, and clear metrics for measuring success that involve the Traveller Experience in order improve the tourism offering.

Policy Planning: Consistently throughout all of the analysis the Supplier group placed a greater importance on Policy Planning as an influencing factor for Sustainable Tourism Development. Opportunity exists to leverage third party collaboration to fairly represent the significance of policy planning as a determinant of impact for the Indigenous Supplier group. Travel Companies and Travellers can recognize this determinant and advocate on behalf of Suppliers.

TRAVEL COMPANIES: SHARED VALUE

Service-mix: Opportunity exists for Travel Companies to work with Indigenous Suppliers to fully understand their services makeup to support further development of a mutually beneficial services-mix. Consultation should be respectful of community development objectives, and leverage Travel Company expertise to supports the Traveller experience.

Objective Setting: The opportunity exists for Travel Companies to very clearly, transparently and collaboratively define desired gains, align influencing factors, and understand their importance amongst all stakeholders

GOOD PRACTICES:

Educating Travellers – The opportunity exists for Travel Companies to provide information and knowledge to Travellers prior to visiting their community or participating in their experiences. Guidelines should focus on cultural appropriateness related to dress and traditional customs and more specifically to behavior (e.g. no smoking, no photos without permission.).

Supply Chain Integration - The opportunity exists for Travel Companies to further integrate Indigenous Suppliers into their supply chain and promote local experiences and products. This integration guarantees Traveller volume to create sustainable businesses, while creating opportunity for business expansion and maximizing benefits for Communities.

Collaboration – The opportunity exists for Travel Companies to take a collaborative approach to engagement that is empathetic towards traditional ways of communicating, social structures, storytelling, and timelines.

Infrastructure Support –The opportunity exists for Travel Companies to resource the development of infrastructure like water supply management and waste management systems in some Indigenous Communities to support the growth of tourism. This type of support is seen as having a very positive impact within the community, as well as on the Traveller experience.

BAD PRACTICES:

Over Exposing Communities – The opportunity exists for Travel Companies to be very cognizant of the volume of travellers they are bringing to communities. Aligning Traveller volume with agreed upon development objectives. Efforts should be made to mitigate overloading and over-exposing communities for the wellbeing of the Community as well as the Traveller Experience.

Not Enough Information about Travellers –The opportunity exists for Travel Companies to provide more information to Indigenous Suppliers about their Travellers and the expectations of the Traveller experience. With access to information Suppliers can then determine if they're able to, or want to, accommodate the Travel Company, and Traveller expectations in a way that is in line with their traditional values and way of life/work.

Poor Translation of Information – The opportunity exists for Travel Companies to communicate in a way that is consultative, collaborative, and respectful/understanding of Indigenous protocols, and traditional ways of life. Furthermore, every effort should be made by Travel Companies to avoid misinterpretation or misunderstanding of information due to translation issues.

Tipping and Commissions – The opportunity exists for Travel Companies to collaborate with Indigenous Suppliers to develop, establish and communicate behavioural guidelines around tipping and commissions to all stakeholders to avoid the negative effects (begging, competition) within Communities.

TRAVELLERS: SOCIAL AGENCY

Traveller Perception: The opportunity exists for Travel Companies to inform travellers about the positive effects of sustainable tourism development and supply chain integration in line with both their values and those of the Indigenous Tourism Suppliers – full transparency on the effects and impacts of sustainable tourism development will help build understanding amongst all stakeholder groups. Transparency will also inform decision making, to ensure that Travellers are engaging with Travel Companies and Indigenous Tourism Suppliers that share the same values as them.

Traveller Experience: The opportunity exists for Travel Companies to work better with Indigenous Tourism Suppliers to develop a stronger understanding of how important the Traveller Experience is to the sustainable tourism ecosystem. In developing Indigenous Tourism Experiences, Travel Companies can establish their experience and expertise in Tourism Operations as the infrastructure to support the Traveller Experience.

BROCOLI
(Brassica oleracea v. italica)

Dragan, Oana. "Tz'utujil Community Garden, San Juan La Laguna, Guatemala." 2012. PSD file

Section 9:

Recommendations

From the insights and opportunity statements generated in the previous sections, six recommendations have been constructed to address this project's research question. These recommendations are by no means exhaustive, but rather, are a foundational layer of insights synthesized from the various research methods employed throughout this project - intended to inform future design work within the enquiry space.

Dragan, Oana. "Women's Weaving Co-op, Ccaccaccollo, Peru." 2013. PSD file

9.1 GENERAL RECOMMENDATIONS

LEADERSHIP

Travel Companies can demonstrate more leadership in the development of Sustainable Tourism and Indigenous Supplier engagement. Larger, more established Travel Companies can better leverage their existing networks and infrastructure to generate value for all stakeholders. Findings from this research indicate that Indigenous Tourism Suppliers prefer to work with Travel Companies over Government, NGOs, and Academic Institutions. Travel Companies should leverage influence, bringing together stakeholders, to build mutual understanding of common tourism development objectives. Doing so presents opportunities to reconceive products and markets, redefine productivity in the value chain and build supportive industry clusters in line with Shared Value principles - enabling Travel Companies to role-model supplier engagement, operational and business practices that generate shared value.

It is recommended that more research go into existing shared value practices currently being implemented by Travel Companies. The limited scope of this project did not explore the landscape of existing Travel Company shared value practices from a primary perspective but it is hypothesized that doing so would build understanding of the current landscape and uncover multiple intervention spaces prime for future design innovation.

TRANSPARENCY

Travel Companies can do more to educate and inform Travellers through transparent communications and practices, while representing Indigenous Tourism Suppliers interests. Research findings uncovered that there are discrepancies between perceived benefits of sustainable tourism development from the Traveller and Supplier groups. Travel Companies can do more to build understanding of the real impacts of tourism development. Helping move away from historic perspectives associated with preservation, conservation and protection, to a more contemporary understanding of economic development, access to opportunity, and capacity building.

9.2. ENGAGEMENT GUIDELINE RECOMMENDATIONS

While all 13 opportunity statements defined in Section 8 are valuable, and should be considered in the development of a set of engagement guidelines, particularly the 'good and bad practices' identified by Indigenous Tourism Suppliers, the recommendations below are the keystone findings that should be used as a basis for development.

STAKEHOLDER CLUSTERS

No single group can accurately represent the perspectives of all stakeholders involved in the development of Indigenous Tourism. Also, the complexity of the tourism ecosystem presents challenges and barriers at various levels, whether geographical, political, or cultural, that cannot be ignored. By creating clusters of key stakeholders and inviting the traveller perspective, 'the consumer', into the equation, development can be representative of all perspectives, creating a truly sustainable solution.

This recommendation is two-fold – guidelines should be developed using this collaborative approach to ensure fair representation. In doing so, buy-in will already be embedded, enabling faster dissemination, adoption, and scaling of their use, ultimately shortening the development cycle.

Additionally, it is recommended that when using the guidelines for new engagements between Travel Companies and Indigenous Tourism Suppliers, this collaborative approach be adopted. Ongoing practices should reflect the perspectives of all stakeholders, reinforcing the relationship between each, in a multidirectional stakeholder collaboration model. These relationships should be considered and represented when establishing engagements, but also throughout the ongoing operations and measurements of each.

Figure 12: Multidirectional Stakeholder Collaboration Model

Traveller

Travel Company ⟷ Indigenous Supplier
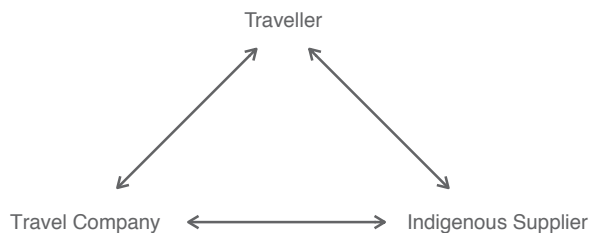
FOCUS

While it is important to ensure all stakeholder perspectives are represented in the development of the guidelines and ongoing engagement management, as summarized in the previous recommendation, it is also important to not attempt to create a set of 'one-size fits all' guidelines.

As explored throughout this paper, various guidelines already exist to support Traveller behavior when engaging with Indigenous Tourism Suppliers. As identified, the need exists to develop a distinct set of guidelines for Travel Companies and Indigenous Tourism Suppliers. Developing the guidelines through a singular focus, while considering all the ancillary influences, will ensure that the guidelines are practical and support their intended use – Travel Companies working better with Indigenous Tourism Suppliers, without diluting the potential impact.

Taking a singular focus may mean that complementary guidelines need to be developed to support additional purposes. By deliberately identifying the intervention space and focusing the development of the guidelines against it, the guidelines will have the greatest opportunity for potential influence and impact.

Additionally, it goes without saying, that not all Indigenous Tourism Suppliers are the same. Guidelines should be dynamic enough to accommodate the unique needs of individual Suppliers without compromising the integrity of their application. Considerations including type of service, size of operation, and years of experience should inform the instances in which the guidelines are being developed.

BUILD-ON, DON'T CREATE.

Look to build off, or improve, existing guidelines, frameworks and models. So many resources are currently available, maybe not specific to Travel Company and Indigenous Tourism Supplier engagement – but most certainly to sustainable tourism development and community engagement. Instead of looking to create something from scratch look to improve what's already available.

Use the existing frameworks identified throughout this project, specifically the The PATA Checklist as a starting point, to begin to prototype the guidelines and test with key stakeholders within existing networks of supporters. Then interpret, iterate and refine amongst the stakeholder cluster. Taking this agile approach to guideline development will shorten the time it takes to develop the guidelines while being responsive to multiple stakeholder needs, and generating buy-in throughout the process.

SIMPLIFY

Throughout this project some limitations were encountered, specifically around language, technology, and academic concepts.

The development of guidelines, and the guidelines themselves should be mindful of these very real barriers to participation and understanding. Where possible, simplify information and messaging. The first step being, have Indigenous Tourism Supplier representation within the stakeholder cluster to inform the process.

Where language and technology present barriers, maximize in-person communication in the Supplier's native language, when possible, to draw on non-verbal cues for reciprocal comprehension. Also, recognize that representation and simplification that are respectful of cultural norms, traditional practices and hierarchies may take more time than working within existing paradigms, possibly resulting in longer development timelines. This should be factored into the process design for guideline development and implementation.

At the end of the day, if the guidelines are not simple and practical enough to be thoroughly understood by both the Indigenous Tourism Suppliers and the Travel Companies, then they're not serving their intended purpose.

Dragan, Oana. "Cultural Exchange between Muang Pam and Pha Mon Villagers, Thailand." 2015. PSD file

Planeterra Foundation. " Lahu Couple, Muang Pam Village, Thailand." 2015. PSD file

Section 10:

Conclusion

Tourism is growing at an unprecedented rate, and the opportunity exists to factor in the needs of all those influencing its growth to ensure the development of sustainable business practices that are aligned within the multi-stakeholder ecosystem.

As presented throughout this paper, when approaching sustainable tourism development as an economic proposition for Indigenous Tourism Suppliers, Travel Companies can do more to understand the perspectives of the Suppliers they are working with, along with the drivers and values of Travellers purchasing their products - it is no longer sufficient to look at unilateral engagement practices, or assume that all stakeholders have the same perspectives.

As travellers become more informed and have access to more choice, it will be those companies that are able to demonstrate shared value, and best practices, and that are aligned with Traveller perspectives that will lead the industry. This is why this research is more important than ever. The opportunity exists for Travel Companies to leverage their influence within the Tourism space to look at Shared Value models of engagement that: reconceive products and markets, redefine productivity in the value chain, and build supportive industry clusters. As Travel Companies continue to expand their product offerings and look towards Indigenous Tourism Suppliers to offer the authentic, differentiated services that are represented throughout their cultures and traditional ways of life, I am optimistic that they do so with the principles of Shared Value in mind.

As a practical output of this work, the insights generated throughout this paper, and ultimately the recommendations presented in Section 9, are informing the development of an actionable set of Indigenous Tourism Supplier engagement guidelines being developed by G Adventures, Planeterra Foundation, and the International Institute of Tourism Studies at George Washington University, to be adopted by Travel Companies worldwide. Additionally, the findings from this work were in-part presented at the 2017 Sustainable Indigenous Tourism Symposium in Nanaimo, B.C. hosted by Ryerson University and the Ted Rogers School of Hospitality & Tourism Management in partnership with World Indigenous Tourism Association, for the purpose of soliciting individuals and groups interested in participating in further development and advocacy of this work.

G Adventures, Planeterra Foundation and the International Institute of Tourism Studies at George Washington University will continue to reference this work as a source of primary research, and insights, informing their on-going work in the space of Indigenous Tourism engagement. It is also my intention to continue to share this work across multi-disciplinary networks, through professional and scholastic channels, as an example of useful, contemporary inquiry methods.

As a final word, it is my desire for these recommendations to inspire further research into the space of Sustainable Tourism Development and Shared Value models, to help Travel Companies redefine tourism as the most sustainable industry on earth.

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Appendices

Appendix A

The Tourism Industry's Codes for Indigenous Peoples - Guidelines by Beatrice Blake

1. Educate yourself about the culture and history, learn a bit of the language if possible.

2. Respect the culture: remove shoes if customary in holy places, do not touch religious objects, dress appropriately, avoid public displays of affection.

3. Buy locally produced food, products and services, patronize local businesses.

4. Respect privacy, dignity and quality of village life: ask before taking photographs or before entering houses.

5. Don't pollute and minimize impact on local environment.

6. Patronize businesses that complement rather than overwhelm traditional practices.

7. Encourage local participation in decisions regarding how much tourism they want and regarding programs and activities that affect them.

8. Don't encourages begging by giving money or sweets to people; donate to organizations only.

9. Pay fair wages and prices; learn when to tip and when not to.

10. Value and promote Indigenous skills and knowledge.

11. Provide learning opportunities for local communities.

12. Provide a direct guest-host relationship.

13. Don't trespass, respect local laws, ask for permission to visit beaches or villages.

14. Encourage recognition of Indigenous land and human rights.

15. Keep groups to 12 or less.

Appendix B

United Nations Sustainable Development Goals

17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development were adopted world leaders in September 2015. Over the next fifteen years, the ask is that all countries mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, ensuring that no one is left behind. (UNWTO, 2017, para 1)

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure availability and sustainable management of water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Appendix C

Indigenous Tourism Guidelines Annotated Bibliography

Prepared by The International Institute of Tourism Studies, at The George Washington University – unpublished, in-progress.

Pacific Asia Travel Association (PATA); World Indigenous Tourism Alliance (WINTA); GIZ. (n.d.). *Indigenous Tourism & Human Rights in Asia & the Pacific Region: Review, Analysis, & Checklists.*

This publication explains some key themes impacting indigenous tourism in the Asia Pacific region through case studies from countries such as Australia, Myanmar, and Canada. Also, it analyzes the Larrakia Declaration, adopted in March 2012 at the first Pacific Asia Indigenous Tourism conference. Lastly, it provides useful checklists to better understand each dimension of the Larrakia Declaration.

Center on Ecotourism and Sustainable Development; The International Ecotourism Society. (n.d.). *Rights and Responsibilities: A Compilation of Codes of Conduct for Tourism and Indigenous & Local Communities.*

This publication by the Center on Ecotourism and Sustainable Development (now the Center for Responsible Travel) and The International Ecotourism Society is a collection of indigenous tourism codes of conduct. It includes documents written by multilateral organizations, governments, NGOs, tour operators, community groups, and tourism industry associations.

Although this report was written many years ago, it is useful for our research because its 80+ codes of conduct present different perspectives on issues that are still relevant for the indigenous tourism field.

- Declaration of Rumiñahui Quitus. (Ecuador, 2006): This document is the product of the 'Indigenous Perspectives on Ecotourism and Certification', celebrated in Quito, Ecuador, in 2006. It was organized by the Center on Ecotourism and Sustainable Development, and "brought together leaders of indigenous communities from across Latin America that have experience working with the tourism industries. Lessons-learned and best practices were shared, and (this) declaration was signed by all participants." (p. 11).

- Indigenous Peoples Earth Charter (Brazil, 1992): This document was the result of the Kari-Oca Conference in Kari-Oca, Brazil, 1992. It contains different sections relevant for this research, such as Human Rights and International Law, Lands and Territories, Biodiversity, and Culture, Science and Intellectual Property.

- The Bagio Declaration (Philippines, 1999): This document is "among the strongest reaffirmations made by the indigenous peoples of their right to self-determination and international human rights" (p. 21). It governments, communities, NGOs and other organizations to respect the rights of indigenous peoples, as well as their needs and aspirations.

- Letter to the UNEP Tourism Programme Coordinator (2000): This document was sent by some dozen NGOs expressing opposition to the UN's designation of 2002 as the International Year of Ecotourism (IYE). Its main concern is that the declaration was made without sufficient consultation with indigenous peoples in the global South, and that it does not account for the real problems they face and the consequences of ecotourism.

- Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism (Thailand, 2002): This document was the product of a conference organized by the World Council of Churches and the Hong Kong-based Ecumenical Coalition on Tourism. Its main topics are the effects of globalization in the tourism sector and the need to include indigenous peoples in the process of designing guidelines and policies. Also, it calls for "non-cooperation" with the IYE.

- The Oaxaca Declaration (Mexico, 2002): This document was prepared by the International Forum on Indigenous Tourism, a gathering of 180 indigenous leaders. It express strong disagreement with the IYE and highlights key issues such as self-determination, indigenous peoples' right to implement tourism and manage wildlife, and biopiracy.

- The Kimberley Declaration (South Africa, 2002): This document was the result of the International Indigenous Peoples Summit on Sustainable Development. It highlights consequences of climate change and globalization, as well as the need for self-determination and inclusion of the indigenous people in the planning processes.

- Indigenous Peoples' Plan of Implementation on Sustainable Development (South Africa, 2002): This document emerged from the 2002 World Summit on Sustainable Development. Its main topics are self-determination and land management, protection of indigenous knowledge and intellectual property rights, and tourism.

- The Maasai Environmental Resource Coalition: Based in Washington, DC, this organization "advocates for the protection of traditional land rights of the Maasai people, and for conservation, management and sustainable use of the great ecosystems of East Africa" (p. 46). This is not exactly a code of conduct, but a reference to the organization's guiding principles.

- CSD 7 (New York, 1999): Conclusions of the 7th session of the Commission on Sustainable Development within the UN, which focused in sustainable tourism. Though it is mainly targeted at governments, it also calls for the tourism industry to implement voluntary sustainable tourism guidelines and 'design with nature' to prevent environmental damage.

- Conclusions from the Mesoamerica Regional Meeting (Belize, 2001): This gathering was the first regional meeting sponsored by the UNEP as part of the IYE. It included over 70 organizations working on ecotourism from 8 Mesoamerican countries. Its key themes are ecotourism planning, regulation, and product development.

- South Asia Regional Meeting (India, 2002): This conference brought together NGOs, communities, private sector, governments, donors, and independent professionals to discuss ecotourism planning, product development, and regulation and monitoring; as well as create regional networks of stakeholders involved in the tourism industry.

- South Asia Regional Meeting (Thailand, 2002): The purpose of this meeting was to give community based ecotourism (CBET) a more prominent role in the Southeast Asia's tourism industry and to serve as a forum for exchange between communities, NGOs, and tour operators. Some of the main themes discussed in this meeting were sustainability challenges, CBET marketing, and monitoring and impact assessment.

- Andean South America Regional IYE Meeting (Peru, 2002): This document presents some of the conclusions of this meeting, with topics ranging from protected areas and local communities, to regulation of ecotourism and product development, and monitoring costs and benefits of ecotourism.

- Ecotourism In East Africa (Kenya, 2002): More than 200 participants came together in this conference to discuss community involvement, CBET, ecotourism as a business activity, and ecotourism policies, among many other topics related to communities, businesses, governments and tourists.

- Arctic Ecotourism Conference (Sweden, 2002): This conference was one of the six IYE preparatory conferences, endorsed by UNEP and TIES. The report discusses positive and negative impacts of tourism development in the Arctic region, focusing in conservation, communities, certification, and marketing.

- World Ecotourism Summit (Québec, 2002): This event marked the culmination of the IYE. The document contains recommendations for governments, private sector, NGOs, academia, development agencies, and local communities to move forward in the ecotourism path.

- Cairns Charter on Partnerships for Ecotourism (Australia, 2002): This Charter was drafted by Ecotourism Australia to address issues of ecotourism partnerships. It provides guidance for Indigenous Communities, governments, NGOs, businesses, and development agencies to develop partnerships. Also, it outlines a post-IYE partnership action plan.

- Aboriginal Tourism Australia: Key objectives of this tourism association established by indigenous tour operators to work towards a greater Aboriginal involvement in Australia's tourism industry.

- Andean Trails: Guidelines of this Scotland-based tour operator that offers expeditions to Central and South America. They're targeted towards tourists, and are aimed at educating them on how to be responsible travelers and improve the local economies.

- Emerald Planet: Ecotourism Principles of this Colorado-based tour operator with tours in six countries of Central and South America. Main topics include tourism's cultural and environmental impacts, participation of local people in decision-making processes, and distribution of profits.

- The Imaginative Traveller: Environmental policy of this UK-based tour operator that offers low-budget travel to different regions. Main topics include local involvement, overseas partners, and guidelines for travelers.

- Rivers Fiji: Ecotourism policy of this California-based tour operator that provides rafting tours in Fiji. Main topics include protection of nature, mechanisms for local participation, and local capacity building.

- Transitions Abroad Magazine: Ecotourism and responsible travel guidelines of this American magazine, founded to promote transforming experiences for travelers. Main topics include local ownership, corporate social responsibility, and authentic exchanges between locals and tourists.

- Wildland Adventures: Principles and practices of this Washington-based tour operator. Main topics include cross-cultural interactions, environmental impacts, and financial gains for local communities.

- Tourism Industry's Codes For Indigenous Peoples: Introduction of the 'Travel Industry' section of the 'Rights & Responsibilities' book. Written by Beatrice Blake, these pages explore the traveler's perspective on indigenous tourism. Main topics include locally owned businesses, self-determination, and support for indigenous areas.

"EcoDestinations - South America | The International Ecotourism Society" *The International Ecotourism Society*. n.d. Web. 07 Oct. 2016.

The International Ecotourism Society website discusses sustainability and the interaction of tour operators and trip attendees with indigenous populations in some of the most well-touristed areas of South America. When discussing Machu Picchu, the Galapagos, Atacama Desert, Iguacu Falls, and Patagonia, the following statement was made:

"Unfortunately, each of these remarkable sites suffers from human impact, unsustainable development, and climate change. In Machu Picchu, porter welfare is a sensitive issue because of the huge disparity between the trek operators and the conditions in which their employees work. More than 90% of the Galapagos' coral reefs were killed off during El Niño and continuously rising ocean temperatures threaten them with extinction. The Atacama Desert has seen increased pollution due to the nearby mining industry. Helicopter rides at Iguaçu

Falls contribute to pollution and the noise disturbs the breeding habits of the birds. Climate change is causing the glaciers in Patagonia to melt at a rapid rate, affecting a source of water for tens of millions of peoples."

Notzke, Claudia. "Indigenous Tourism Development in the Arctic." *Annals of Tourism Research* 26.1 (1999): 55-76. Web. 07 Oct. 2016.

The study discusses the interaction of tourists, tour guides, and the indigenous villages of northern Alaska. The premise of the article is that the Inuvialuit communities who use beluga whales for subsistence were concerned that tour operators and visitors coming to their communities during the harvest and having a negative outlook on their traditions in the wake of the anti-whaling movement in the 1980s. The result was a set of guidelines for tour operators and communities to follow during the harvest of beluga whales while tourists were in the communities to prevent physical interference of whaling activities and misrepresentations of the activities amongst the tourists. It also provided that subsistence activities would always take precedence over tourism.

Lemelin, Raynald H., Kyle P. Whyte, Kelsey Johansen, Freya H. Desbiolles, and Christopher Wilson. "International Journal of Culture, Tourism and Hospitality Research." Conflicts, *Battlefields, Indigenous Peoples and Tourism: Addressing Dissonant Heritage in Warfare Tourism in Australia and North America in the Twenty-first Century*: : Vol 7, No 3. N.p., 2013. Web. 10 Oct. 2016.

This article discusses the historic tendency of site managers and historians to examine the battlefield event from the viewpoint of the "winner" while simultaneously erasing or disregarding the interaction or involvement of the indigenous population. The result of this is visitors getting a one-sided colonial or imperial view of the event, referred to as dissonant heritage. This article discusses diversifying the narratives of these sites by utilizing new strategies such as collaborative management between parties. Indigenous communities are seeking to be more involved in the descriptive narrative of the event, site management, and site development.

Barbosa, Luiz C. "Save the Rainforest! NGOs and Grassroots Organisations in the Dialectics of Brazilian Amazonia." *International Social Science Journal* 55.178 (2003): 583-91. Web. 13 Oct. 2016.

NGOs and grassroots organizations can have a very positive effect on the fight to preserve the rainforest. When indigenous populations get involved in environmental conservation, they become protectors of the forest as a way to sustain their way of life and livelihood, sometimes through violent means. This article doesn't discuss tourism but I think it's noteworthy to mention the involvement of the indigenous population in conservation since that is such a big part of tourism in the Amazon.

LaFever, Marcella. "Empowering Native Americans: Communication, Planning, And Dialogue For Eco-Tourism In Gallup, New Mexico." *Journal Of International & Intercultural Communication* 4.2 (2011): 127-145. *Communication & Mass Media Complete*. Web. 18 Oct. 2016.

This project analysed the interaction of indigenous populations and government representatives while discussing an eco-tourism project that was going to use tribal land as a means of economic development and to encourage entrepreneurship for the aboriginal people living there. The issue of communication between tribal leaders and local government was imperative for public planning purposes of the trails. There was a communication impasse which was studied and the researcher discovered that the Navajo people were hesitant to participate in dialogue with city planners because they felt that their rights would be violated yet again after an issue with hot air balloons from a local event landing on their land previously. It was also determined that the Navajo people did not traditionally follow the typical "open mic" town hall style when having a community discussion where both sides of the issue can speak. It would have been more appropriate for there to be a meeting where only Navajo people could speak and everyone else, city planners, etc would just listen and a separate meeting where the local population could voice their concerns. This would have been more culturally appropriate and would have given the Navajo people the opportunity to feel that they were being heard and that their concerns and opinions were validated and appreciated.

Fletcher, C.; Pforr, C.; Brueckner, M. (2016). *Factors influencing Indigenous engagement in tourism development: an international perspective*. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9.

¨This paper reviews and discusses the factors influencing successful Indigenous tourism development and provides a global comparison of best practice to inform future decision-making processes in achieving sustainable Indigenous tourism development (...). It is argued that the effectiveness of governance structures and the level of involvement of Indigenous stakeholders as well as the selection of legislative and policy instruments are key to ensuring a more sustainable approach to Indigenous tourism development¨.

Pereiro, X. (2016). *A review of Indigenous tourism in Latin America: reflections on an anthropological study of Guna tourism (Panama)*. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9.

¨(...) this paper critically evaluates the effects of tourism on Indigenous communities in Latin America from a new theoretical perspective. It focuses on how some Latin American Indigenous groups are developing a new responsible way of producing tourism, exemplified by the Guna case (...). The author's research findings reveal that the success of this sustainable and responsible Indigenous tourism model is supported by (1) the local control of resource access; (2) Indigenous resistance to external sociocultural control and the resultant refusal to accept predatory tourism models; and (3) the resilience, adaptation and cultural capital of Indigenous groups".

Reggers, A.; Grabowski, S.; Wearing, S.; Chatterton, P.; & Schweinsberg, S. (2016). Exploring outcomes of community-based tourism on the Kokoda Track, Papua New Guinea: a longitudinal study of Participatory Rural Appraisal techniques. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9. 1139-1155.

"The development of eco-trekking on the Kokoda Track, Papua New Guinea has used a community-based planning approach, Participatory Rural Appraisal (PRA), in developing community-based tourism (CBT). (...) The paper also demonstrates the complexities, consequences and inevitable compromises in any outcome-based community approach which seeks to empower diverse stakeholder groups, and especially complex – and important – when working with indigenous peoples. The value of an effective, informed and relevant legal framework is noted, as is the need for the tapping into tour operators' experience as well as community experience".

Whitney-Squire, K. (2016). Sustaining local language relationships through indigenous community-based tourism initiatives. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9. 1156-1176.

"This research explores and explains the vital role of language relationships as foundational to supporting culturally appropriate, culturally relevant language use within indigenous community-based tourism settings. (...) The paper examines the centrality of language as the defining construct or relationship to which community-based tourism initiatives must be oriented – an expanded space wherein the connection to place, through language, provides the cultural basis for integrating language into tourism products and services".

Koot, S.P. (2016). *Contradictions of capitalism in the South African Kalahari: Indigenous Bushmen, their brand and baasskap in tourism*. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9.. (2016). 1211-1226

"It exposes two key contradictions in the capitalist tourist system. The first is that authenticity is opposed to becoming inauthentic; the Bushmen stay "authentic" for tourists who impose modernity as consumers, making the Bushmen merely an "Indigenous brand" that attracts tourists, creating revenue that trickles down into the area but hardly to those who are the brand. The second contradiction is that of poverty alleviation through a system that marginalises the Indigenous, and critically probes the concept of tourism "developing" (educating) Indigenous people".

Walker, K.; Moscardo, G. (2016). *Moving beyond sense of place to care of place: the role of Indigenous values and interpretation in promoting transformative change in tourists' place images and personal values*. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9. 1243-1261

"This paper reports on research conducted at Stanley Island, off the North-eastern coast of Australia, and examines the aspirations of the Traditional Indigenous Owners with regard to expedition cruises to this area and compared these to changes in place images and values of passengers from these cruises. The analysis focused on the nature of changes in tourist place perceptions and the development of a "care of place" associated with Indigenous interpretive practices. The results suggest positive outcomes from this form of Indigenous interpretation, showing its special qualities and identifying areas for further development".

Higgins-Desbiolles, F. (2016). *Sustaining spirit: a review and analysis of an urban Indigenous Australian cultural festival*. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9. 1280-1297

"This article reviews and analyses the Spirit Festival, a major annual urban Indigenous festival in Adelaide, Australia. It explores the issues in operationalizing and maintaining the Getz paradigm for responsible and sustainable events in an increasingly neo-liberal world. Based on in-depth quantitative and qualitative research, it highlights how the transformation of events from tools for community development to tools to attract tourists through event tourism may have serious repercussions for the sustainability of these events and undermine their social and cultural value, particularly for Indigenous stakeholders".

Mkono, M. (2016). *Sustainability and Indigenous tourism insights from social media: worldview differences, cultural friction and negotiation*. Journal Of Sustainable Tourism Vol. 24, Iss. 8-9. 1280-1297. 1315-1330

"This paper explores, from a social media perspective, the (online) engagement of Indigenous tour operators with tourists, the role of differences in tourist-Indigenous worldviews in the tour experience, and the sustainability implications. (...) Findings suggest that dissatisfied tourists expect tours to be run on Western management models, and in response, Indigenous tour operators have the opportunity to act as cultural negotiators online, explaining their own worldviews and cultural approaches".

Appendix D   Issues Matrix

Main Issue	Sub Issue	Host Community
Financial and economic matters	Fairness and transparency in wealth distribution	Indigenous Peoples are not receiving just and equitable benefits from tourism. - Declaration of Rumiñahui Quitus - Indigenous Peoples Earth Charter - Letter to the UNEP Tourism Programme Coordinator - South Asia Regional Meeting - Andean South America Regional IYE Meeting - Ecotourism In East Africa - Arctic Ecotourism Conference - World Ecotourism Summit - PATA Indigenous Tourism & Human Rights
	Vulnerability of tourism industry	Communities should be prepared to face the impact of global events on the tourism industry (e.g. Asian Financial Crisis, terrorist attacks, etc.). - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism
	Definition of indigenous communities as targets to be developed	Global economic frameworks, such as the declaration of 2002 as the International Year of Ecotourism, define Indigenous Peoples as 'objects' or 'targets' of tourism development. - The Oaxaca Declaration - The Kimberley Declaration
	Globalization as an obstacle for the recognition of rights of indigenous peoples	Multinational corporations and industrialized countries imposing their agendas on the negotiations and agreements of multilateral organizations, reducing the rights of indigenous peoples in national constitutions and international conventions. - The Kimberley Declaration
	Distance from markets and high costs of transportation	Indigenous tribes are disadvantaged by their distance from markets and high costs of transportation. - PATA Indigenous Tourism & Human Rights
	Intense competition from non-Native communitities difficults investment attraction	Difficulties for tribes persuade investors to locate in their territories because of intense competition from non-indigenous communities - PATA Indigenous Tourism & Human Rights
Environment	Globalization and tourism as drivers of ecological degradation	Globalization and tourism growth have resulted in environmental degradation and unsustainable use of resources. - The Oaxaca Declaration - Arctic Ecotourism Conference

Visitors	Tour Operators
	Small scale, community-based tourism as a way to ensure indigenous people receive fair economic benefits. Staff from local communities should be paid the same as foreigners doing the same job. - World Ecotourism Summit - Emerald Planet - The Imaginative Traveller - Wildland Adventures
	Economic gain from tourism should not be at the expense of the environment. Tourism should aim at minimizing its environmental impacts, specially on fragile ecosystems. - Emerald Planet - The Imaginative Traveller - Wildland Adventures

Main Issue	Sub Issue	Host Community
	Increasing number of protected areas and expropriations has played a role in the displacement of indigenous people	Declaration of parks and protected areas impacting cultural and territorial continuity of indigenous peoples. Controversy of compensating displaced tribes with tourism jobs. - Declaration of Rumiñahui Quitus - Indigenous Peoples Earth Charter - Letter to the UNEP Tourism Programme Coordinator - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism - PATA Indigenous Tourism & Human Rights
	Opportunities for locals to utilize natural areas that other come to see	
	Lack of regulation for tourism in protected areas	There is a general lack of successful models of tourism in protected areas, especially including local communities. - South Asia Regional Meeting
	Indigenous people in charge or at least taking part in managing protected areas, wildlife, and biodiversity	Indigenous Peoples must be the managers of their own ancestral territories. - The Oaxaca Declaration - The Kimberley Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development - The Maasai Environmental Resource Coalition - PATA Indigenous Tourism & Human Rights - Barbosa, Luiz C - Pereiro, X.
	Tourism infrastructure leading to negative environmental impacts	The more tourism infrastructure is established into remote areas, the more negative environmental impacts occur (illegal logging, mining, pollution, etc.). Development has meant the destruction of the indigenous peoples' lands. - Indigenous Peoples Earth Charter - Letter to the UNEP Tourism Programme Coordinator - Southeast Asia Regional Meeting - Arctic Ecotourism Conference

73

Visitors	Tour Operators
	Local people should also be given the opportunity to use natural areas and learn more about what others come to see. - Emerald Planet
	There are few regulatory mechanisms to guarantee that tourism meets environmental standards, and existing regulations change frequently. - Conclusions from the Mesoamerica Regional Meeting

Main Issue	Sub Issue	Host Community
	Climate change	Climate change has forced indigenous peoples to make difficult decisions as their traditional s way of life are threatened. - The Kimberley Declaration - PATA Indigenous Tourism & Human Rights
	Use of local construction materials to help the environment	
Culture	Globalization and tourism as drivers of cultural erosion	Safeguarding cultural integrity against tourism and other unsustainable industries that can degrade or misrepresent local cultures. - The Oaxaca Declaration - Ecotourism In East Africa - PATA Indigenous Tourism & Human Rights - Higgins-Desbiolles, F.
	Language	Language as the defining construct or relationship to which community-based tourism initiatives must be oriented. - Whitney-Squire, K.
	Self-determination	Self-determination as an an inherent and universal human right. Tourism is beneficial only when it is based on and enhances self-determination. - The Bagio Declaration - Declaration of Rumiñahui Quitus - Indigenous Peoples Earth Charter - The Oaxaca Declaration - The Kimberley Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development - Southeast Asia Regional Meeting - Conclusions from the Mesoamerica Regional Meeting - PATA Indigenous Tourism & Human Rights - Ecotourism In East Africa

Visitors	Tour Operators
	The tourism industry should use low impact designs and materials to minimize environmental damage. - CSD 7 - World Ecotourism Summit
	Economic gain from tourism should never be at the expense of a destination's culture - Emerald Planet - The Imaginative Traveller - Rivers Fiji
Local people should determine how much tourism they want and how they want to handle it. - Tourism Industry's Codes For Indigenous Peoples	

Main Issue	Sub Issue	Host Community
	Biopiracy	Unauthorized use of traditional knowledge and intellectual property of local cultures. - The Kimberley Declaration - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism - The Oaxaca Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development - Andean South America Regional IYE Meeting
	Negative legacies of colonialism	Remains of colonialism in the relationship between communities and tour operators - PATA Indigenous Tourism & Human Rights
	Authenticity	Communities should nurture their ability to maintain traditional skills which are relevant to tourism; but at the same time, indigenous people are forced to stay "authentic" for tourists. - World Ecotourism Summit - PATA Indigenous Tourism & Human Rights - Koot, S.P.
Capacity building for communities	Responsible tourism practices and product development	Communities do not possess skills to plan, develop, implement, and market responsible tourism. - South Asia Regional Meeting - Southeast Asia Regional Meeting - Andean South America Regional IYE Meeting - Arctic Ecotourism Conference - PATA Indigenous Tourism & Human Rights - Conclusions from the Mesoamerica Regional Meeting
	Entrepreneurship	Entrepreneurial skills and experience are scarce in indigenous communities. - PATA Indigenous Tourism & Human Rights
	Businesses training communities	

Visitors	Tour Operators
	Ensuring that the tourism industry is aware of the intellectual property rights of local communities. - Aboriginal Tourism Australia
Responsible travelers should support businesses that make and sell crafts with local resources and local labor. - Transitions Abroad Magazine	
	Tour operators working with DMOs to implement environmental campaigns and workshops. - Rivers Fiji
	Tour operators should invest in business mentoring and educational opportunities to increase skills of the local workforce - World Ecotourism Summit - Cairns Charter on Partnerships for Ecotourism - Aboriginal Tourism Australia - Rivers Fiji

Main Issue	Sub Issue	Host Community
Visitor experience & behavior	Conflicts between travelers and locals	Tourists viewing indigenous peoples as part of a zoo or a museum exhibit - Indigenous Peoples Earth Charter - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism - Southeast Asia Regional Meeting
	Cross-cultural exchange	Authentic and honest exchange between tourists and locals. - Ecotourism In East Africa
	Responsibility for the conservation of the destination	
	Voluntary contributions	
	Tipping	
	Haggling	
	Visitor expectations	
Tourism operations	Voluntary initiatives to support sustainable tourism	

Visitors	Tour Operators
Tourists inmersing in other cultures through direct guest-host relationships. - Transitions Abroad Magazine - Tourism Industry's Codes For Indigenous Peoples	Tourism businesses should provide inter-cultural understanding. - World Ecotourism Summit - Andean Trails - Wildland Adventures
Implementing activities to develop a "sense of place" and "care of place". - Walker, K.; Moscardo, G.	
	Tourism businesses should invite clients to make voluntary contributions to support local community or conservation initiatives. - World Ecotourism Summit
	Education for travellers to understand that some people in the tourism value chain rely on tips. - Andean Trails
	Education for travellers to pay a fair price for goods or services ("if you haggle for the lowest price your bargain may be at someone else's expense"). - Andean Trails
Some travellers make stronger demands for more responsible holidays, where they can experience cultural diversity and intact indigenous cultures. Other travellers expect tours to be run on Western management models. - PATA Indigenous Tourism & Human Rights - Mkono, M.	
	The tourism industry should develop voluntary sustainable tourism initiatives that meet, or preferably exceed, relevant standards - CSD 7 - The Imaginative Traveller

Main Issue	Sub Issue	Host Community
	Networking and information sharing among indigenous organizations and supporting groups	Networking between communities could strengthen community-based tourism and improved use of available resources. - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism - The Oaxaca Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development
	Product development	
	Communications & Marketing	
	Incongruence of luxuries at tourism facilities versus communities' lack of basic services	
	Responsible behavior and increased public awareness	Local tourism initiatives helping to raise awareness for Indigenous peoples' issues and involvement in tourism. - PATA Indigenous Tourism & Human Rights
	Staff training	
	Group sizes	Limited group sizes help preserve destinations' uniqueness. - PATA Indigenous Tourism & Human Rights

Visitors	Tour Operators
	Tour operators should plan and design products together with local communities. - Cairns Charter on Partnerships for Ecotourism
	Marketing should reflect science, create realistic expectations, and respect culture and protected areas - Arctic Ecotourism Conference
Tourists enjoying fancy luxuries while local needs, such as transportation, affordable food, and garbage disposal go unfulfilled. - Tourism Industry's Codes For Indigenous Peoples	
Tourism should give visitors a better understanding of cultures. - Tourism Industry's Codes For Indigenous Peoples - Ecotourism In East Africa	Tourism businesses increasing visitor awareness and understanding of natural and cultural systems. - World Ecotourism Summit - Emerald Planet - The Imaginative Traveller - Rivers Fiji
	Tourism businesses should work with indigenous leadership to ensure that their staff is accurately informed regarding local sites, customs and history; as well as environmental practices. - World Ecotourism Summit
	Limited group sizes minimize negative impact on local people, wildlife and the environment, and increase the quality time spent in contact with locals and nature. - Andean Trails

Main Issue	Sub Issue	Host Community
	Inclusion of local providers in the supply chain	- World Ecotourism Summit - PATA Indigenous Tourism & Human Rights
	Inclusion of indigenous people in tourism operations	Success in tourism projects comes from the involvement of local communities. - The Oaxaca Declaration - Declaration of Rumiñahui Quitus - Arctic Ecotourism Conference - World Ecotourism Summit - PATA Indigenous Tourism & Human Rights
	Locally owned and operated businesses	Locals are the experts and they should own and coordinate programs. - The Oaxaca Declaration - Arctic Ecotourism Conference
	Oversupply	Global initiatives, such as the International Year for Ecotourism, create a danger of oversupply of tourism facilities. "What happens, if thousands of communities around the world compete with each other for a share of the ecotourism market?" - Letter to the UNEP Tourism Programme Coordinator
	Exploitative tourism	Economic policies can promote exploitative tourism and other abuses and human rights violations. - The Bagio Declaration - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism - PATA Indigenous Tourism & Human Rights

Visitors	Tour Operators
	Tourism businesses should use local resource inputs in their operations to maintain authenticity and increase benefits for the destination. - World Ecotourism Summit - Andean Trails - The Imaginative Traveller - Rivers Fiji
	Tourism businesses should provide a broad range of employment opportunities for locals (guides, porterage, infrastructure building, etc.). - World Ecotourism Summit - The Imaginative Traveller - Rivers Fiji - Wildland Adventures
Responsible travellers seek to support businesses that are locally owned and operated so the money spent stays within the community. - Transitions Abroad Magazine - Tourism Industry's Codes For Indigenous Peoples	

Main Issue	Sub Issue	Host Community
Policy & planning	Lack of government support	Governments should develop policies and programs to give technical and financial support for local tourism enterprises. - Conclusions from the Mesoamerica Regional Meeting - South Asia Regional Meeting - Ecotourism In East Africa - World Ecotourism Summit - PATA Indigenous Tourism & Human Rights
	Lack of regulation	There is a general lack of successful models of tourism in protected areas, especially including local communities. Value of legal frameworks. - South Asia Regional Meeting - Reggers, A.; Grabowski, S.; Wearing, S.; Chatterton, P.; & Schweinsberg, S.
	Community's "right to say no", prior and informed consent	Consultation and free and prior informed consent should be fundamental processes before planning and executing projects in indigenous territories. At all times reserve the "Right to Say No". - Declaration of Rumiñahui Quitus - Indigenous Peoples Earth Charter - The Kimberley Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development - Southeast Asia Regional Meeting - Arctic Ecotourism Conference - Cairns Charter on Partnerships for Ecotourism
	Culturally inappropriate meetings between indigenous populations and other parties	No consideration to the traditional manner in which indigenous peoples hold their meetings and discussions - LaFever, Marcella - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism
	Guidelines, accreditations, and certifications	Planning guidelines should be developed for community tourism enterprises. - Indigenous Peoples' Plan of Implementation on Sustainable Development - Conclusions from the Mesoamerica Regional Meeting - Ecotourism In East Africa

Visitors	Tour Operators
Tourists' concern on how local communities do not have enough support to control tourism. - Tourism Industry's Codes For Indigenous Peoples	
	There are few regulatory mechanisms to guarantee that tourism meets environmental standards, and existing regulations change frequently. - Conclusions from the Mesoamerica Regional Meeting
	Tourism businesses and associations should develop indigenous tourism accreditation processes. - Conclusions from the Mesoamerica Regional Meeting - Aboriginal Tourism Australia

Main Issue	Sub Issue	Host Community
	Incentives to adopt sustainable tourism practices	
	Inclusion of indigenous people in the planning and decision-making process	Indigenous communities should be given the opportunity to participate in tourism planning. Right to full and effective participation in national and international decision-making arenas. - Declaration of Rumiñahui Quitus - Letter to the UNEP Tourism Programme Coordinator - Statement of the Indigenous Peoples Interfaith Dialogue on Globalisation and Tourism - The Oaxaca Declaration - The Kimberley Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development - Conclusions from the Mesoamerica Regional Meeting - South Asia Regional Meeting - Ecotourism In East Africa - Arctic Ecotourism Conference - World Ecotourism Summit - PATA Indigenous Tourism & Human Rights
	Recognition of customary law	Indigenous peoples demanding recognition of their land tenure systems and customary laws. - Indigenous Peoples' Plan of Implementation on Sustainable Development - PATA Indigenous Tourism & Human Rights
	Evolution of 'ecotourism' to mass tourism	Ecotourism as a springboard to develop mainstream mass tourism in less developed territories, without addressing the self-destructive processes inherent in tourism evolution - Letter to the UNEP Tourism Programme Coordinator

Visitors	Tour Operators
	Governments should provide incentives to tourism operators to make their operations more environmentally, socially and culturally responsible. - World Ecotourism Summit - Arctic Ecotourism Conference
	Tour operators maximizing participation of local communities in tourism decision-making processes. - Aboriginal Tourism Australia - Emerald Planet - Rivers Fiji

Main Issue	Sub Issue	Host Community
	Governance	Countries must transfer territorial control of protected areas to indigenous peoples, including jurisdiction, administration and management responsibilities. Indigenous peoples' right to genuine autonomy or self-government. - Indigenous Peoples Earth Charter - The Bagio Declaration - Indigenous Peoples' Plan of Implementation on Sustainable Development - Fletcher, C.; Pforr, C.; Brueckner, M.
	Monitoring and evaluation	Local communities should be involved in the monitoring and evaluation of tourism policies, programs and projects. Tourism policies should include monitoring and evaluation processes of tourism developments. - Letter to the UNEP Tourism Programme Coordinator - South Asia Regional Meeting - Andean South America Regional IYE Meeting - Arctic Ecotourism Conference - World Ecotourism Summit

Visitors	Tour Operators

Appendix E   The Larrakia Declarations

Annex. Larrakia Declaration on the Development of Indigenous Tourism

The first Pacific Asia Indigenous Tourism Conference was held in Darwin, on the traditional lands of the Larrakia people on the 28th - 30th March 2012. There were 191 delegates from 16 countries representing Indigenous communities, government agencies, the tourism industry and supporting bodies, resolved to adopt principles to guide the development of Indigenous tourism through the following declaration.

- Recognising that the United Nations Declaration on the Rights of Indigenous Peoples, adopted on the 13th September 2007, provides the foundation for this declaration.

- Recognising that whilst tourism provides the strongest driver to restore, protect and promote Indigenous cultures, it has the potential to diminish and destroy those cultures when improperly developed.

- Recognising that as the world becomes increasingly homogenous Indigenous cultures will become increasingly important for tourism to provide differentiation, authenticity and the enrichment of visitor experiences.

- Recognising that for Indigenous tourism to be successful and sustainable, Indigenous tourism needs to be based on traditional knowledge, cultures and practices and it must contribute to the well being of Indigenous communities and the environment.

- Recognising that Indigenous tourism provides a strong vehicle for cultural understanding, social interaction and peace.

- Recognising that universal Indigenous values underpin intergenerational stewardship of cultural resources and understanding, social interaction and peace.

It is hereby resolved to adopt the following principles; that…

- Respect for customary law and lore, land and water, traditional knowledge, traditional cultural expressions, cultural heritage that will underpin all tourism decisions.

- Indigenous culture and the land and waters on which it is based, will be protected and promoted through well managed tourism practices and appropriate interpretation.

- Indigenous peoples will determine the extent and nature and organizational arrangements for their participation in tourism and that governments and multilateral agencies will support the empowerment of Indigenous people.

- That governments have a duty to consult and accommodate Indigenous peoples before undertaking decisions on public policy and programs designed to foster the development of Indigenous tourism.

- The tourism industry will respect Indigenous intellectual property rights, cultures and traditional practices, the need for sustainable and equitable business partnerships and the proper care of the environment and communities that support them.

- That equitable partnerships between the tourism industry and Indigenous people will include the sharing of cultural awareness and skills development which support the well-being of communities and enable enhancement of individual livelihoods.

This conference calls on governments and all sections of the tourism industry to support the leadership shown by the Pacific Asia Travel Association, Tourism NT and the Australian Tourism Export Council in organising this conference, by building bridges of partnership and cooperation between Indigenous people and their tourism industry organisations.

This conference recognizes the launch of the World Indigenous Tourism Alliance to facilitate, advocate and network with each affiliated Indigenous tourism body and with industry, governments and multilateral agencies.

World Tourism Organization (UNWTO) - A Specialized Agency of the United Nations   **3**

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92

Lessons Learned From Case Studies

The case studies reviewed offer a variety of critical factors that have led to positive and negative outcomes, and produced a wide array of lessons. To build upon the Larrakia Declaration, key outcomes and lessons from these case studies are captured in core aspects of the Declaration principles as follows:

Respect

■ Respect for indigenous human rights in tourism contexts are demonstrated where treaties have been formed (New Zealand, Inuvik, Tulalip) and through respectful business partnerships (Gunya Titjikala, Osoyoos). Respect is also demonstrated where there is strong leadership and a clear desire to escape dependency (Osoyoos, Tulalip).

■ Disrespect of indigenous groups is evident when there is a lack of terrestrial identity and/or communities are displaced (Moken, Kayan, Black Hmong).

Protection

■ Indigenous culture is promoted where there is recognition of cultural value in economic terms (Gunya Titjikala, Tulalip, Kayan).

■ Indigenous culture is protected and promoted where it has greater intrinsic value to community and even nation building for both indigenous and non-indigenous people (New Zealand, Osoyoos).

■ Indigenous culture is not protected or promoted widely where there is limited perceived economic or intrinsic value (Moken).

Empowerment

■ Indigenous people have become empowered and created effective tourism outcomes through meaningful co-management structures for economic development (Gunya Titjikala, Osoyoos, Tulalip), plus resource management and conservation (Inuvik, New Zealand).

■ Where indigenous people lack capacity to create institutional structures they have struggled to create meaningful tourism, and human rights infractions continue (Moken, Kayan, Black Hmong).

■ Where power relations are re-evaluated between indigenous and non-indigenous people, and the skills and resources of each are recognized and utilized, positive mutual benefits have resulted (Gunya Titjikala, Osoyoos, New Zealand).

Consultation

■ Where meaningful consultation has occurred, meaningful tourism outcomes have resulted (Gunya Titjikala, Inuvik, New Zealand). These outcomes are manifest in pride, economic well-being, capacity development, and stewardship.

■ Consultation limited to selected stakeholders may not bring a wide array of benefits to all communities affected by tourism development (Tulalip).

■ Many Indigenous groups still strive for recognition despite a lack of meaningful consultation for economic well-being and to maintain cultural pride and identity (Black Hmong).

■ No or limited consultation results in on-going weak (Moken) and/or tainted tourism enterprises (Kayan).

■ Lack of territorial presence impacts the desire or commitment of governments to consult which negatively impacts tourism outcomes (Moken, Kayan).

Business Development

■ Sustainable and equitable tourism business partnerships have resulted from the combination of vision, dedication and leadership (Gunya Titjikala, Osoyoos, Tulalip).

■ The sustainability of business investments may be dependent on the economic prosperity of the non-indigenous market (Osoyoos, Tulalip, Gunya Titjikala). Location is often key.

■ Social enterprise models provide a foundation to fulfil human rights principles in business development (Gunya Titjikala, Black Hmong).

Community Development

■ Community prosperity and resilience is enhanced where capacity building is a key component of tourism development (Gunya Titjikala, Osoyoos, Tulalip, Black Hmong).

■ Equitable partnerships form where genuine desire to learn and share is a central motivation of the partnership (Gunya Titjikala).

■ A desire to regain lost or diminished pride or recognition can be motivation for successful community outcomes (Tulalip, Osoyoos).

60

11 Guidelines for the Development of Indigenous Tourism that Protects Human Rights

This report has provided the context for upholding human rights–as growing numbers of communities explore, develop or expand Indigenous cultural tourism offerings.

It has presented an historical overview of progress made in this area, introduced readers to instruments that have evolved over the last decade, and through a case study approach, prepared the set of goals and practical guidelines in this section. These are intended to provide equal value for Indigenous community leaders, business owners, governments, and NGO's with responsibilities in this area.

Indigenous Tourism Goals

There is an increasing awareness in the industry that to create culturally authentic experiences for travellers, protection of human rights is essential. Those involved in Indigenous tourism should consider these human-rights related goals:

- Recognition, respect, and appreciation for Indigenous cultures.
- Differentiation, authenticity and enrichment of visitor experiences.
- Appreciation and revitalization of traditional knowledge, cultures and practices.
- Catalyst for building Indigenous knowledge, and intergenerational stewardship of cultural & natural resources.
- Revitalization and/or strengthening of language, pride, identity, self determination.
- Contribution to community health, development and governance.
- Economic foundation for negotiations, partnership building, co-management, conventions & agreements.
- Economic context for human resource capacity, entrepreneurship and investment.
- Sharing, mutual learning, identity strengthening, societal gain, and economic tool for poverty alleviation.

61

Tourism Development and Indigenous Human Rights: The Checklists

✓ WINTA and PATA have a common goal of fostering tourism development consistent with the principles of the Larrakia Declaration. With the aforementioned goals of indigenous tourism in mind, PATA and WINTA therefore encourage use of the following checklists. These can serve as practical tools to:

☐ Guide initial discussions to build trust, awareness, and respect for Indigenous and human rights.

☐ Use as a planning framework tool for business development with increased cooperation amongst all stakeholders.

☐ Support Indigenous tourism activities to provide culturally authentic experiences and implementation.

The checklists are built upon core aspects of the Larrakia framework used to identify lessons learned from Case Studies (p 60). They also identify the relevance to four stakeholder groups: the indigenous communities, private sector tourism developers (working with or from indigenous communities), public sector authorities at a local or national level that govern tourism, and non-government agencies that advocate or support responsible tourism development with indigenous peoples. The checklists are not exhaustive but seek to establish a broad foundation upon which to review the engagement of indigenous peoples and tourism activities and initiatives in any relevant setting.

As demonstrated in the checklists that follow each stakeholder group have critical roles to play. Indigenous communities agreeing/seeking to engage with tourism must be prepared to share information and perspectives with other stakeholders for effective tourism business partnerships and related community benefits. Tourism operators have a responsibility to understand, respect and engage locals at a business development and operations level and a community level. The public sector has a responsibility to understand, consult, protect, and provide infrastructure and services to support responsible tourism. NGO's (depending on their function) have an important role to play in generating understanding, building capacity, raising awareness, and supporting appropriate development, notably at a community level. When each of the four stakeholder groups encourage adherence to the checklists, positive outcomes will result and human rights infractions on indigenous peoples will be avoided and hopefully mitigated.

62

1 Respect

Larrakia Declaration Principle

Respect for customary law and lore, land and water, traditional knowledge, traditional cultural expressions, cultural heritage that will underpin all tourism decisions.

UNDRIP Related Articles:
- Not to be subjected to forced assimilation or destruction of culture
- Full enjoyment, as a collective or as individual
- Free and equal to all other peoples and individuals
- Liberty and security of person

	Community	Operators	Public Sector	NGOs
Have all participants read the Larrakia Declaration principles and committed to supporting these as a guide to local Indigenous tourism development?	●	●	●	●
Has a written agreement been prepared and signed referencing the Larrakia principles, and stating what the community and partners expect from each other?	●	●	●	
Does the product, activity or experience represent local customs and culture accurately?		●		
Are community traditions and protocols made available to visitors before they arrive?	●	●		
Are there guidelines in place to control the real or perceived invasion of household and individual privacy created by community visitors (e.g. unwanted attention to daily routines from visitors etc.)?		●		
Have treaties or other protection of rights agreements been formed?	●		●	
Has the traditional territory of the indigenous group been clearly identified, mapped, or documented?	●		●	
Have parties seeking to partner with the indigenous community completed due diligence to understand the historical grievances that still require resolution/addressing from the community's viewpoint?	●	●	●	
Is there a prior, mutually agreeable process between the developer and the community to address grievances that arise during collaborative projects?	●	●	●	

63

Larrakia Declaration Principle

Indigenous culture and the land and waters on which it is based, will be protected and promoted through well-managed tourism practices and appropriate interpretation.

UNDRIP Related Articles:
- Practice and revitalize cultural traditions and customs
- Revitalize, use, develop and transmit to future generations histories, languages, oral traditions, philosophies, writing systems and literatures
- Maintain, control, protect and develop cultural heritage, traditional knowledge and traditional cultural expressions
- The right to lands and resources traditionally used
- The right to conserve and protect lands, territories and resources

	Community	Operators	Public Sector	NGOs
Have the appropriate steps been taken to ensure that culturally sensitive activities and places are protected from visitors and others?	●		●	
Is land title, ownership of resources and cultural capital understood and respected?	●	●	●	●
Is freedom of spiritual and religious practices and ceremonies protected?	●	●	●	●
Are sacred sites protected and their meaning presented appropriately to visitors?	●	●	●	●
Are cultural sites "off-limits" to visitors clearly understood and respected?	●	●		
Does the Indigenous tourism activity support the preservation of traditional medicines, animals and minerals?	●	●	●	●
How are historical events being portrayed, are they from a local perspective?	●	●	●	●
Does the Indigenous tourism development contribute to strengthening and revitalizing community culture and language?	●	●	●	●
Is there a clear policy structure to allow for the reporting of any human rights infractions?	●	●	●	●
Do all parties have reasonable access to legal counsel over issues related land access, resources, culture etc.?	●	●	●	●
Have intrinsic values of the culture to the region, nation, or other wider jurisdiction been articulated and acknowledged by residents and citizens?	●			●

64

3 Empowerment

Larrakia Declaration Principle

Indigenous peoples will determine the extent and nature and organizational arrangements for their participation in tourism and that governments and multilateral agencies will support the empowerment of Indigenous people.

UNDRIP Related Articles:	Community	Operators	Public Sector	NGOs
■ Autonomy or self-government in matters relating to their internal and local affairs, as well as ways and means for financing their autonomous functions ■ Maintain and develop political, economic and social systems or institutions ■ Self determination–freely determine their political status and economic, social and cultural development				
☐ Is there effective co-management of lands and resources that represents indigenous interests for related protection and/or use?			●	●
☐ Do relevant tourism organizations have clear representation of the indigenous community?	●	●		
☐ Do tourism organizations accurately and respectfully represent indigenous community interests in advocacy, promotion and other relevant forms of representation?	●	●	●	●
☐ Is the Indigenous community actively participating in community tourism planning and related management?	●	●	●	

photo by Terry Hood

65

4 Consultation

Larrakia Declaration Principle That governments' have a duty to consult and accommodate Indigenous peoples before undertaking decisions on public policy and programs designed to foster the development of Indigenous tourism. UNDRIP Related Articles: ■ Participation in decision-making in matters which would affect rights	Community	Operators	Public Sector	NGOs
☐ Has agreement been reached between government and community on how consultations would be undertaken?	●		●	
☐ Are the methods of information communication used in the consultation process appropriate for all parties?	●	●	●	
☐ Is the communication process between the community and the business and/or government partners clear and accepted by all?	●	●	●	
☐ Are interpreters and translators provided as and when needed in consultative processes?		●	●	
☐ Are community protocols understood and being followed by all parties throughout the consultative processes?	●	●	●	
☐ Has an accurate analysis of all relevant stakeholders been conducted?	●	●	●	
☐ Has consultation occurred through an agreed upon and transparent framework?	●	●	●	
☐ Has consultation meaningfully identified and considered relevant issues and concerns?	●	●	●	
☐ Has consultation led to common agreement on outcomes and actions?	●	●	●	
☐ Have all relevant public policies and programs been identified and considered in the consultative process?		●	●	
☐ Has informed consent been obtained for the use of land and resources related to Indigenous tourism where partnership is not appropriate and/or required?		●		
☐ Has informed consent been obtained for the utilization of cultural capital?		●		
☐ Do community members understand the benefits and challenges presented by Indigenous tourism development?	●	●	●	●
☐ Have community elders been involved in a significant way?		●		
☐ Is the community providing meaningful input into any specific business activities related to tourism and is this involvement acceptable to all?	●	●		

66

5 Business

Larrakia Declaration Principle The tourism industry will respect Indigenous intellectual property rights, cultures and traditional practices, the need for sustainable and equitable business partnerships and the proper care of the environment and communities that support them.	Community	Operators	Public Sector	NGOs
UNDRIP Related Articles: ■ Determine and develop priorities and strategies for the development or use of lands or territories and other resources				
☐ When a new product is being created is the community involved in concept to implementation of the venture?	●	●		
☐ Is the cultural product or service being provided acceptable to members and leaders of the community?	●	●		
☐ If you have a hotel and travel trade partners (tour operators and wholesalers) do they know what cultural information can be shared and are they encouraged to communicate these limitations accurately to their visitors before they visit?	●	●		
☐ Does the business or activity ensure that individual(s), with direct roots to the culture, own and/or participate meaningfully in the business?	●	●		
☐ Is it confirmed with the community and elders that cultural information is accurate and authentic?	●	●		
☐ Will they be, or are local people involved in the production of crafts and the preparation of traditional foods?	●	●		
☐ Has your business undertaken measures to protect, preserve and respect the sensitive cultural activities and places in and around the site?		●		
☐ Can operators demonstrate a clear understanding of why the activities and places are sensitive and are they able to describe the relative significance and reasons for sensitivity?		●		
☐ Are your tourism partners provided with information on the cultural differences of local people and sensitivities in dealing with and working with the local culture, community, and businesses?	●	●		
☐ Are social values as well as economic benefits of tourism business enterprise considered, articulated and implemented?	●	●		

67

6 Community

Larrakia Declaration Principle

That equitable partnerships between the tourism industry and Indigenous people will include the sharing of cultural awareness and skills development which support the well- being of communities and enable enhancement of individual livelihoods.

UDRIP Related Articles: ■ Establish and control their educational systems and institutions providing education in own languages ■ Improvement of economic and social conditions	Community	Operators	Public Sector	NGOs
☐ Are guests provided with an outline of what to expect from their cultural experience? Does this include an outline of acceptable behaviour and etiquette while at the facility or site?	●	●	●	●
☐ Will Indigenous people hold all or most management positions from the culture being shared?	●	●		
☐ Is there real and respectful opportunity for visitors to interact with local indigenous people during the cultural tourism experience?	●	●		●
☐ Does the Indigenous tourism activity or business reflect the values of the community?	●	●	●	●
☐ Does the Indigenous tourism activity create more community capacity, through opportunities for tourism training and/or related vocational training?	●			●
☐ Does the Indigenous tourism activity contribute to a general increase in community household income and living standards?	●		●	●
☐ Does the activity contribute to improved infrastructure that is of benefit to the community (eg sanitation, utilities, facilities etc.)?	●		●	●
☐ Does the activity contribute to community health improvement?			●	●
☐ Does the activity contribute to greater access to public education?			●	●
☐ Does the Indigenous tourism activity avoid the economic exploitation of children?		●	●	●
☐ Does it contribute to protecting the freedom of spirit and activity for children in the community?		●	●	●
☐ Does the activity contribute to levels of influence and authority of women and changes over time (related to emergence of tourism economy)?		●	●	●
☐ Do the employment opportunities contribute to community self-determination?	●	●	●	●
☐ Does the Indigenous tourism activity provide a range of meaningful job opportunities, with appropriate compensation and reward?		●		
☐ Is there appropriate employment protection where relevant in the community such as employment standards?		●	●	

68

APPENDIX G

Global Code of Ethics in Tourism

The Global Code of Ethics in Tourism defines 10 key principles related to Corporate Social Responsibility, focused on human rights, social inclusion, gender equality, accessibility and the wellbeing of the host communities

Article 1: Tourism's contribution to mutual understanding and respect between peoples and societies

Article 2: Tourism as a vehicle for individual and collective fulfilment

Article 3: Tourism, a factor of sustainable development

Article 4: Tourism, a user of the cultural heritage of mankind and contributor to its enhancement

Article 5: Tourism, a beneficial activity for host countries and communities

Article 6: Obligations of stakeholders in tourism development

Article 7: Right to tourism

Article 8: Liberty of tourist movements

Article 9: Rights of the workers and entrepreneurs in the tourism industry

Article 10: Implementation of the principles of the Global Code of Ethics for Tourism

Appendix H

Indigenous Tourism Supplier Survey

Online Survey Copy - English

Section 1: General Information

1. What is your gender?

Male/Female

2. What is your age?
18-29 years old
30-49 years old
50-64 years old
65 years and over

3. Please tell us the name of the organisation you're representing:

4. How long has your organisation been involved in Tourism activity?
1 - 5 years
5 - 10 years
11 + years

5. On average, how many travellers does you organisation host each year?
1 - 500
500 - 1500
1500 +

6. Is the indigenous organization you're representing privately-owned or a community-owned business?
Privately owned
Community owned
A combination of private and community owned

7. What type of tourism activity does your organisation participate in? Please check all boxes that apply: Accommodation
Transportation
Meal Service
Attraction/Activity
Souvenirs/Handicrafts
Other (please describe)

Section 2: Current State

11. Are you currently working with an outside organization to develop your tourism initiatives? Please check all boxes that apply:
Travel Company
Non-governmental Organization
Government Agency
Academic Institution
Other (please describe)

If yes, describe what role they play?

12. Have you identified what your business / community is seeking to gain working in the tourism sector? If so, please provide examples?

13. Have you identified good practices that you believe outside travel companies should employ when working with your business / community? If so, please provide examples?

14. Have you identified bad practices that you believe should never be used by travel companies working with indigenous communities? If so, please provide examples?

15. Do you currently measure the success of your tourism related activities? If so, please provide examples?

16. Is your preference to develop tourism business practices: (rank 1 – 3)
Independently
With a Travel Company
With a Non-governmental Organization
With a Government Agency
With an Academic Institution
Other (please describe)

Anything you'd like to add about your ranking?

Section 3: Future State

17. What is your vision for tourism in your business/community? (please describe)

18. Based on your vision for tourism please rank the importance of the following sustainable tourism development considerations in their order of importance to you (1 most important - 5 least important):
Inclusive and sustainable economic growth
Social inclusiveness, employment and poverty reduction
Resource efficiency, environmental protection and climate change
Cultural values, diversity and heritage
Mutual understanding, peace and security

19. Based on your vision for tourism, please rank the following issues, in order of importance, considering the potential benefit of tourism development on your business /community. Consider these the greatest opportunities for sustainable tourism development. (1 most important - 5 least important)

Financial and Economic Matters (E.g. wealth distribution, community development)

Environmental impacts (E.g. involvement in stewardship, management, and preservation of the natural environment)

Culture (E.g. cultural preservation, authenticity, self determination)

Capacity Building for Communities (E.g. access to education, language development, employment opportunity)

Visitor Experience and Behaviour (E.g. knowledge exchange, cross-cultural exchange)

Tourism Operations (E.g. local inclusion in supply chain management, networking and sharing best practices)

Policy Planning (E.g. inclusion, recognition of customary law, multi-stakeholder collaboration)

Other (please describe)

20. Based on your vision for tourism, please rank the following issues, in order of impact, considering the potential negative effects of tourism development on your business/ community. Consider these the greatest threats to sustainable tourism development. (1 greatest impact - 5 least impact):

Financial and Economic Matters (E.g. unfair wealth distribution, income instability, competition)

Environmental Impacts (E.g. overuse of resources, displacement as a result of expropriation and land protection, degradation by globalisation and tourism infrastructure development)

Culture (E.g. insensitivity, cultural erosion, exploitation, human rights violations)

Capacity Building for Communities (E.g responsible tourism practices and product development, social problems including drug use, alcohol consumption and prostitution)

Visitor Experience and Behaviour (E.g. cross-cultural exchange, visitor expectations, tipping and haggling)

Tourism Operations(E.g. oversupply, group size, local exclusion in supply chain management, business acumen

Policy Planning (E.g lack of regulation, lack of support, Inclusion of indigenous people in the planning and decision-making process)

Other (please describe)

21. Is there anything else you'd like to share with us about tourism and your community that wasn't captured in this survey?

Appendix I

Traveller Survey - 3 Crossover Questions.

Q 17. Based on your understanding of "sustainable tourism" please rank the importance of the following sustainable tourism development considerations in their order of importance to you (1 most important - 5 least important):
Inclusive and sustainable economic growth
Social inclusiveness, employment and poverty reduction
Resource efficiency, environmental protection and climate change
Cultural values, diversity and heritage
Mutual understanding, peace and security

Q 18. Based on your understanding of "sustainable tourism", please rank the following issues, in order of importance, considering the potential benefit of tourism development on your business /community. Consider these the greatest opportunities for sustainable tourism development. (1 most important - 5 least important)

Financial and Economic Matters (E.g. wealth distribution, community development)

Environmental impacts (E.g. involvement in stewardship, management, and preservation of the natural environment)

Culture (E.g. cultural preservation, authenticity, self determination)

Capacity Building for Communities (E.g. access to education, language development, employment opportunity)

Visitor Experience and Behaviour (E.g. knowledge exchange, cross-cultural exchange)

Tourism Operations (E.g. local inclusion in supply chain management, networking and sharing best practices)

Policy Planning (E.g. inclusion, recognition of customary law, multi-stakeholder collaboration)

Other (please describe)

Q 19. Based on your understanding of "sustainable tourism", please rank the following issues, in order of impact, considering the potential negative effects of tourism development on your business/ community. Consider these the greatest threats to sustainable tourism development. (1 greatest impact - 5 least impact):

Financial and Economic Matters (E.g. unfair wealth distribution, income instability, competition)

Environmental Impacts (E.g. overuse of resources, displacement as a result of expropriation and land protection, degradation by globalisation and tourism infrastructure development)

Culture (E.g. insensitivity, cultural erosion, exploitation, human rights violations)

Capacity Building for Communities (E.g responsible tourism practices and product development, social problems including drug use, alcohol consumption and prostitution)

Visitor Experience and Behaviour (E.g. cross-cultural exchange, visitor expectations, tipping and haggling)

Tourism Operations(E.g. oversupply, group size, local exclusion in supply chain management, business acumen

Policy Planning (E.g lack of regulation, lack of support, Inclusion of indigenous people in the planning and decision-making process)

Other (please describe)

Appendix J

Personal Solicitation Email Copy

Dear XXX,

I'm writing to request your participation in a research study exploring how travel companies can work best with Indigenous peoples. This project will explore the intersection between Indigenous communities and tourism by taking a multi-stakeholder approach; examining the values, beliefs and desires of each stakeholder group when engaging in tourism related activities.

The culmination of this research work will contribute to a larger, multi-phased, research project being conducted primarily through the International Institute of Tourism (IITS) at George Washington University in pursuit of developing a universal set of practical guidelines for the development of engagement best practices with Indigenous Community Tourism groups. Please find attached a document that outlines the background and scope of the broader project.

The first phase of this project, and my primary focus, is to survey Indigenous stakeholders within the world of community development and tourism. Are you able to participate and, or, provide the contact names of any individuals and organizations within Indigenous communities that you think would like to participate in this project and benefit significantly from this work?

We are looking to survey a broad network of individuals to compile a robust list of participants that spans various Indigenous groups around the world. As such any contacts you are willing to provide will be greatly appreciated. Our hope is to survey throughout January 2017.

If you wish to know more about the project, or speak further about participating, please contact me by email or phone.

In the meantime, many thanks for your consideration, and looking forward to your involvement.

Sincerely,

Leah Shelly (MDes Candidate)

Appendix K

Participant Thank you Letter Copy

Dear XXX,

Thank you for your participation in this survey, and for sharing your current perspectives, involvement and practices in indigenous tourism. Your involvement in this research is greatly appreciated. The findings from this survey will be used in conjunction with other research from the indigenous tourism space to inform the creation of a set of best practice guidelines for travel companies. Ultimately helping to answer the question, 'how can travel companies best work with Indigenous peoples?'

I can assure you that the responses you provided in this survey will remain confidential and only be reported in aggregate with those of other participants.

Upon completion of this project, I will be sending you an electronic version of the final report. The anticipated completion date of the project is May, 2017. If for any reason the completion date moves, I will be sure to update you.

As a reminder, your participation in this research study is completely voluntary and you may withdraw at any time. If you decide not to participate in this study or if you withdraw from participating at any time, there will be no penalty. I request that you inform me by phone or email if you wish to withdraw prior to by March 1st, 2017 so that your information can be removed from the study.

Once again, thank you for your participation and if you have any questions, please never hesitate to be in touch.

Sincerely,

Leah Shelly (MDes. Candidate)