

# Sustainable Tourism in Africa

## Focus on Ecotourism





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**Focus on Ecotourism**

**December 2020**





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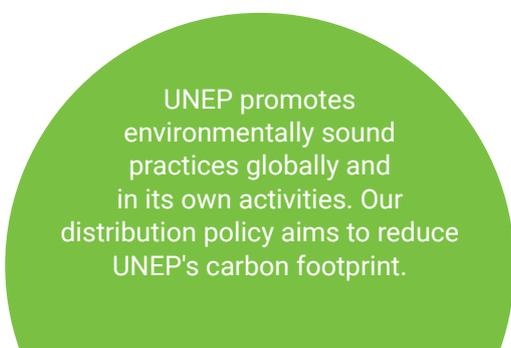
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# Acknowledgements

This report presents an analysis of the implementation and results of the SWITCH Africa Green programme in the tourism sector focusing on the participating countries Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda. It covers the strategic interventions on sustainable tourism such as sustainable consumption and production patterns in hotels, promoting community based tourism (CBT) practices and promoting inclusive business and eco entrepreneurship in the tourism industry (eco-tourism). It analyses the results realised, cross cutting issues, challenges, lessons learnt and presents a set of recommendations. The report is informed by a SWITCH Africa Green programme survey carried out in May 2018, grantee reports, case studies, peer reviews and regional stakeholder consultations including a regional sector meeting held 29-30 October 2019 in Kigali, Rwanda. The report is one of four sector reports, one for each of the priority sectors of the programme: agriculture, manufacturing, tourism and integrated waste management (IWM).

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## Foreword



The African economies, though highly diversified, are under constant pressure as the population increases and demand for the natural resources continues to escalate. African economies are highly dependent on natural resource sectors e.g. mining, tourism, agriculture, forestry and fishing, etc. and ensuring that these resources are sustainable is crucial for future generations.

On the other hand, there is increased growth in micro, small and medium enterprises (MSMEs). Today, these small enterprises create about 80 per cent of the region's employment creating the much-needed jobs for the youth as well as fuelling demand for goods and services.

Helping these MSMEs to flourish and grow in a sustainable way while protecting the environment is crucial not only for Africa but for the global environment. Not only will it ensure the sustainability of the environment but also it creates a growing middle class with disposable income, in tandem with market opportunities for new investors both from the region and globally.

According to the World Bank, the continent's vast natural resources, the young population and growing economies will sustain high levels of foreign investments that will make Africa's rise inevitable.

The SWITCH Africa Green programme is working with African countries to grow green businesses in the region. It supports African countries in their transition to inclusive green economy and in promoting Sustainable Consumption and Production (SCP) practises and patterns.

Seventy-six per cent of the MSMEs reported that they had implemented policy changes during the project, indicating positive uptake of SCP practices that include waste management policy, efficient energy-use, and water-use measures. In addition, 94 per cent of the enterprises reported that the capacity of personnel had been enhanced during the project implementation period suggesting improved awareness and capacity to implement SCP practices. The results also reveal that the community-based tourism organization (CBTO) has the potential to contribute to local development through community-based economic activities, including cultural and agro-tourism, while conserving the environment.

Some of the lessons learnt include the need to mobilize resources to finance and invest in the transition to sustainable tourism; capacity building on SCP and knowledge sharing for MSMEs should be enhanced; and improved partnerships and networking for strong branding on sustainable tourism is required.

**Dr. Juliette Biao-Koudenoukpo**

Director and Regional Representative for Africa, UN Environment Programme (UNEP)

## Acronyms and abbreviations

10YFP	10 Year Framework of Programmes
BDS	Business Development Services
CBO	Community Based Organization
CBT	Community Based Tourism
CBTOs	Community Based Tourism Organizations
CEO	Chief Executive Officer
CIW	Collaborative Innovation Workshop
DEVCO	EU International Cooperation and Development
DIY	Do It Yourself
EK	Ecotourism Kenya
EU	European Union
FECTO	Federation of Community Tourism Organizations
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GSTC	Global Sustainable Tourism Council
IGE	Inclusive Green Economy
IWM	Integrated Waste Management
KEEP	Kakamega Environmental Education Programme
KES	Kenya Shillings
KTB	Kenya Tourism Board
LED	Light Emitting Diode
MSMEs	Micro, Small and Medium Enterprises
MTCC	Makueni Tourism and Cultural Centre
MUR	Mauritius Rupee
NCEDP	Ndhiwa Community Empowerment Project
NDP II	The Second National Development Plan
NVR	National Voluntary Review
SCP	Sustainable Consumption and Production
SDGs	Sustainable development Goals
SIG	Sector Indicator Guidance
SSA	Sub-Saharan Africa
STP	Sustainable Tourism Program
TOs	Tour Operations
ToT	Training of Trainers
TTCI	Travel and Tourism Competitiveness Index
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNOPS	United Nations Office for Project Services
UNWTO	United Nation World Tourism Organization
USD	United States Dollar
VNR	Voluntary National Review
WEF	World Economic Forum
WTTC	World Travel and Tourism Council
WDI	World Development Indicators

## Executive summary

This report presents an analysis and review of the implementation and results of the SWITCH Africa Green programme in the sustainable tourism sector. It covers the strategic interventions, results realized, cross-cutting issues, challenges, and the lessons learnt. Tourism is one of the key sectors driving social-economic development in the continent accounting for 8.5 per cent of GDP and 6.7 per cent of total employment in 2018. Tourism activities impact the natural, cultural, and social-economic assets in destination areas and globally there is a growing awareness of the importance of sustainability. Sustainable tourism is one of the six programmes of the **10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) that was adopted in 2012**. While sustainable tourism presents opportunities that contribute to the realization of Sustainable Development Goals (SDGs), the main challenges on the continent include financing, mainstreaming of SCP practices in the policy process, environmental degradation and commodifying of cultural resources, and lack of sufficient data to monitor progress and support decision making on sustainable tourism.

The SWITCH Africa Green programme is funded by the EU to support African countries (Burkina Faso, Ghana, Kenya, Mauritius, South Africa, and Uganda) in the transition to an inclusive green economy (IGE). The programme is implemented by the United Nations Environment Program (UNEP) in collaboration with the United Nations Development Program (UNDP) and United Nations Office for Project Services (UNOPS). The overall objective of the SWITCH Africa Green programme is to support African countries to achieve sustainable development by engaging in the transition towards an inclusive green economy, based on SCP patterns, while generating growth, creating green jobs and reducing poverty.

The programme is being implemented in four priority sectors: IWM, sustainable tourism, sustainable agriculture, and green manufacturing. The sectors were identified through an inclusive and participatory process, based on the needs and priorities of national stakeholders in the respective countries during the inception phase of the programme. In the tourism sector, the projects were implemented in Kenya, Mauritius, and Uganda mainly supporting the application of SCP in community-based tourism (CBT), agro-tourism, and eco-entrepreneurship in hotels and lodges.

### Methodological Framework

Mixed methods of data collection have been employed in the preparation of this report. They include survey questionnaires targeting MSMEs and grantees, desk review, on-site observations, case studies, expert peer review, and stakeholders' consultations and validation of the report. The report draws heavily upon the results-based SWITCH Africa Green programme survey that was conducted, between 14 May - 22 June 2018, to collect relevant data from the project beneficiaries through questionnaires targeting at least 30 per cent of the more than 3,000 project beneficiaries and all the grantees. The survey team also conducted on-site visits to selected MSMEs to ascertain the accuracy of the data collected and to gain a better understanding of the programme implementation at the enterprise level.

In the sustainable tourism sector, the survey covered 17 enterprises or 52 per cent of the beneficiary enterprises in Kenya, Mauritius, and Uganda. The approach and reporting are informed by the EU's Green Economy Sector results chain, the Green Economy Sector Indicator Guidance (SIG) Framework, developed by the EU Commission's International Cooperation and Development (DEVCO).

### Experiences and lessons learnt

More than two thirds of the enterprises appreciate the importance of quality and adoption of SCPs for improved business performance. However, over a third of the enterprises surveyed identified finance as the most important challenge to implementing SCP in the tourism sector. The other challenges include the need to improve the policy environment, capacity building, and effective models of support to CBTOs.

## Main findings

The analysis of the interventions and results of the SWITCH Africa Green programme activities in the sustainable tourism sector suggests that the programme has triggered positive changes that contribute to the realization of the envisaged goals. These goals are to decouple tourism growth from environmental degradation and contribute to improved human well-being. There has been a positive contribution to the capacity, and business performance, and uptake of SCP practices. Sixty-five per cent of the beneficiary enterprises reported increased sales. However, there are challenges associated with seasonality in the sector. Seventy-six per cent of the MSMEs reported that they had implemented policy changes during the project indicating positive uptake of SCP practices that include waste management policy, efficient energy-use and water-use measures. Also, 94 per cent of the enterprises reported that the capacity of personnel had been enhanced during the project implementation period suggesting improved awareness and capacity to implement SCP practices. The results also reveal that the community-based Tourism Organizations (CBTOs) have the potential to contribute to local development through community-based economic activities, including cultural and agro-tourism while conserving the environment.

On the social front, positive gains have been reported in terms of job creation and potential inclusive community development. About 76 per cent of the enterprises reported that 267 new green jobs had been created during the period of the implementation of the SWITCH Africa Green programme. However, there is scope to increase women and youth participation in the sector. About one-half of the enterprises noted that the programme had contributed to improving community inclusiveness, which could be attributed to the CBT initiatives implemented mainly in Kenya and Uganda.

An analysis of the environmental benefits of the programme by assessing three 'SCP impact areas,' namely: energy-use efficiency, water-use efficiency, and waste reduction, shows positive outcomes. For instance, 65 per cent and 77 per cent of the enterprises implemented energy and water efficiency interventions, respectively.

## Conclusion and Recommendations

Taken together, the results suggest that sustainable tourism has the potential to foster inclusive growth through opportunities for income and employment generation, and the promotion of environmental sustainability through efficient use of resources. Based on the analysis and review, the following recommendations are provided:

- there is a need to mobilize resources to finance and invest in the transition to sustainable tourism including leveraging the private sector and other green financing mechanisms;
- capacity building and knowledge sharing for MSMEs should be enhanced in areas such as SCP practices, eco-innovations, workbooks and toolkits to support MSMEs, eco-tourism, standards, and certification, and community-based tourism;
- an integrated approach to policy is recommended because sustainable tourism is multi-sectoral, multi-stakeholder, and requires effective coordination of policy, including supporting community participation. Other important dimensions include mainstreaming SCP in the planning process, supporting women and youth participation, reducing seasonal variations, data collection on sustainable tourism to facilitate decision making and monitoring, and addressing external factors that impact the competitiveness of the tourism industry;
- partnerships and networking for strong branding and sustainable tourism development including certification, standards, and joint marketing strategies; and
- develop effective models of development of community-based tourism. Community-based tourism has the potential to contribute to local development, but various issues need to be addressed, including governance, benefits sharing, and participation in tourism value chains.





## 1. Introduction

Tourism is one of the key sectors driving social-economic development in the continent of Africa. The travel and tourism sector accounted for 8.5 per cent of GDP and 6.7 per cent of total employment in 2018 (World Travel and Tourism Council (WTTC), 2019). In 2017 international tourist arrivals in Africa grew by 9 per cent reaching 63 million or 5 per cent of the global international tourist arrivals. During the same year, tourism receipts stood at USD 37 billion or 3 per cent of the global receipts (United Nations World Tourism Organization).

(UNWTO, 2018). While Africa is not the world's largest tourist receiving region and there is great untapped potential, tourism impacts the natural, cultural, and social-economic assets in destination areas where tourism activities take place. At the local destination level, the impacts can be positive or negative, depending on how tourism is developed and managed. Concerns about environmental sustainability have led to the need to embrace principles of sustainability to ensure that there are increased economic and social benefits while decoupling tourism growth and development from environmental degradation.

Globally there is a growing awareness of the importance of sustainability, and among the key achievements was the adoption of the 10YFP in 2012. The 10YFP has six programmes of which the Sustainable Tourism Programme (STP) is one of them. The programme aims to ensure that the tourism sector contributes effectively to sustainable development. The United Nations 70th General Assembly designated the year 2017 as the International Year of Sustainable Tourism for Development in recognition of the potential role that tourism can play to advance the 2030 Agenda for Sustainable Development.

The EU designed and developed the SWITCH Africa Green programme to support governments and the private sector in African countries (Burkina Faso, Ghana, Kenya, Mauritius, South Africa, and Uganda), in the transition to an inclusive green economy (IGE).

**Table 1.1: Country priority sectors**

Country	IWM	Agriculture	Manufacturing	Tourism
Burkina Faso	✓		✓	✓
Ghana	✓		✓	✓
Kenya		✓	✓	✓
Mauritius		✓	✓	✓
South Africa	✓	✓	✓	
Uganda		✓	✓	✓

The programme is implemented by the UNEP in collaboration with the UNDP and UNOPS. The overall objective of the SWITCH Africa Green programme is to support African countries to achieve sustainable development by engaging in the transition towards an inclusive green economy, based on sustainable consumption and production patterns, while generating growth, creating decent jobs and reducing poverty.

The specific objective is to support the development of green businesses and eco-entrepreneurship and use of SCP practices by having in place (i) MSMEs and business service providers that are better equipped to seize opportunities for green business development, (ii) better-informed public and private consumers, and (iii) enabling conditions in form of clear policies, sound regulatory frameworks, incentives structures, tax, other fiscal and market-based instruments influencing key sectors. To realize this goal, the SWITCH Africa Green programme has three inter-connected components: policy support, green business development, and a network facility component. The policy support component aims to create an enabling environment for green business development that allows for private sector-led inclusive green growth; the green business development component aims to support MSMEs through grants to intermediary organizations to enable them to start and develop green businesses and apply or adopt SCP practices and patterns; and the networking facility aims to distil and share knowledge, lessons learnt and best practices on green business and SCP, creating broader awareness and a greater understanding of green business development in the region.

The programme is focusing on four priority sectors and a set of cross-cutting issues that were identified based on the needs and priorities of national stakeholders in the respective countries during the inception phase of the project. The four priority sectors are IWM, sustainable tourism, sustainable agriculture, and manufacturing. The cross-cutting issues include the promotion of energy efficiency, labelling and standards, promotion of water-saving initiatives, eco-innovation to develop and promote environmentally sustainable industrial growth and identifying and harnessing sustainable trade opportunities. Accordingly, the national priority sectors and cross-cutting issues were determined based on specific country context, including the potential for advancing green business development and SCP practices. Table 1.1 summarizes the priority sectors for each country.

Phase one of the SWITCH Africa Green programme that started in March 2014 benefited more than 3,000 MSMEs in the uptake of SCP practices across the four priority sectors and the five cross-cutting themes. The interventions on the ground have focused on capturing market opportunities for green products and services that consider resource efficiency across the life cycle and developing green business opportunities for local entrepreneurs in the priority sectors. Additionally, there has been awareness creation, networking, and capacity building for MSMEs to adopt, apply and scale-up SCP practices.







## 2. Sector context

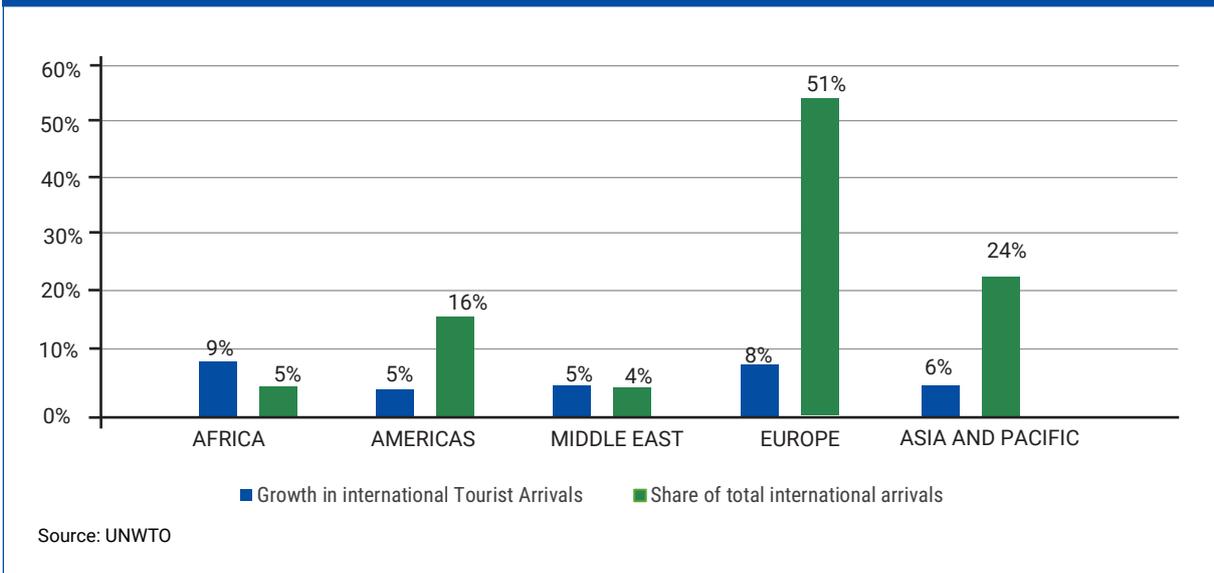
This section sets the scene for the analysis of the SWITCH Africa Green programme interventions in sustainable tourism. It highlights the significance of the sector and some of the underlying sustainability issues. An overview of the performance of the sector is provided, as well as the key challenges to growth and expansion.

Tourism is one of the fastest-growing sectors in Africa and plays a key role in economic activity, job creation, export receipts, and contribution to GDP. As noted above, the sector accounts for 6.7 per cent of employment and accounts for about 8.5 per cent of GDP. In 2018, global international tourist arrivals were 1,326 million, of which the arrivals to Africa were 63 million or about 5 per cent, but the continent had the highest growth in international tourist arrivals (Figure 2.1). According to the Travel and Tourism Competitiveness Report 2017, tourism in Sub-Saharan Africa (SSA) has untapped potential, and it is projected that by 2030, Africa will be among the key drivers of growth in international travel.

The social and economic significance of the tourism sector varies across the countries. According to WTTC estimates, in Mauritius, the sector contributes almost one-quarter of GDP through direct, indirect, and induced impacts. Only Burkina Faso and Ghana have contributions to GDP and employment that are below the average for the continent (Figure 2.2).

Embracing SCP practices is at the heart of transforming the tourism sector to support long-term sustainability and contribute to the fight against climate change. The key SCP impact areas include energy-use efficiency, water-use efficiency, waste reduction, biodiversity conservation, and sustainable land-use, and greenhouse gas (GHG) emission reduction (UNWTO 2019). While data on these aspects is not readily available, the Travel and Tourism Competitiveness Index (TTCI) provides useful information to evaluate the extent to which countries are leveraging environmental sustainability to promote the competitiveness of the sector.

**Figure 2.1: Growth and Share of total international tourist arrivals (2018)**



Among the measures of the sustainability of the tourism sector is the sub-index of the 9th Pillar of the TCI, which is based on the World Economic Forum (WEF), executive opinion survey regarding the effectiveness of the government’s efforts to ensure that the travel and tourism sector is being developed sustainably. The scores for 2017, as presented in figure 2.3, suggest that Kenya is a stronger performer on the sustainability of the tourism industry, ranked at 19 globally. Uganda and Ghana are ranked 72 and 97 globally, respectively.

The WEF TCI also publishes data on a more holistic measure of environment sustainability presented as Pillar 9 in the 2017 report. The measure is based on input measures such as quality of the environmental regulatory regime and ratification of environmental treaties and outputs such as baseline water stress, threatened species, forest cover change, and wastewater treatment. It is interesting to note that on the overall TCI, South Africa and Mauritius rank at 53 and 55 globally ahead of Kenya (80) and Uganda (106) but they lag behind Kenya and Uganda

**Figure 2.2: Tourism sector contribution to GDP and employment**

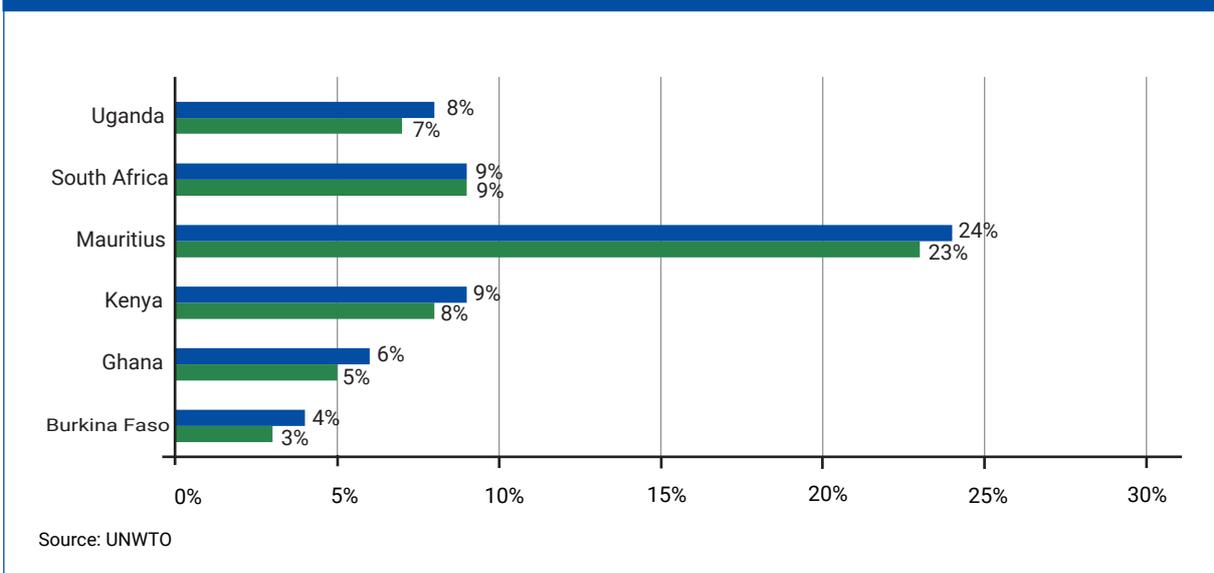
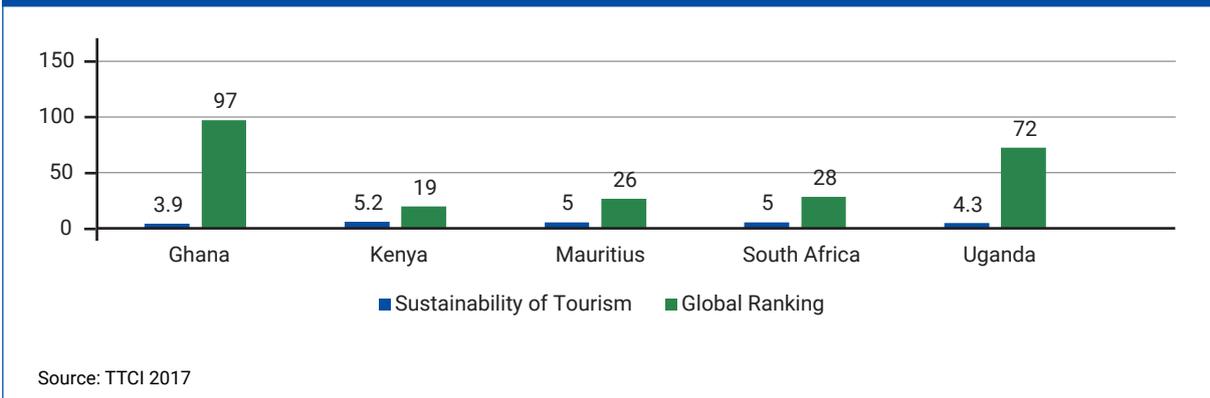




Figure 2.3: Sustainability of tourism industry



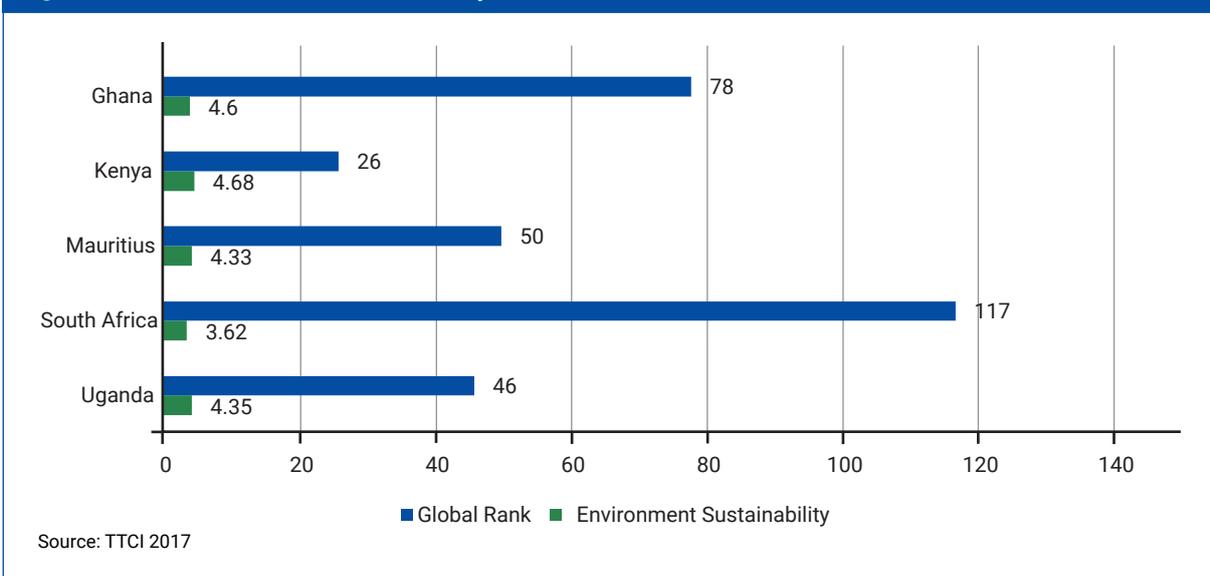
on environmental sustainability. South Africa and Mauritius rank 117 and 50, respectively, out of 136 (Figure 2.4). This is explained by South Africa's low ranking on threatened species as a percentage of total species, forest cover and coastal shelf fishing pressure. While Mauritius ranks high on coastal shelf fishing pressure at 2nd position out of 136, it ranks low on threatened species (132).

A global baseline survey on the integration of SCP patterns into tourism policies conducted between April 2016 and May 2018 by the UNWTO in collaboration with UNEP calls for the need to give more prominence to SCP practices in national tourism-related planning processes. According to the study, all the national policies that were reviewed outline an overall

commitment to sustainable development. However, the integration of the five SCP impact areas, namely, biodiversity conservation and sustainable land use; energy use efficiency; GHG emissions reduction; waste reduction; and water-use efficiency, varies significantly across member countries.

According to the Voluntary National Review (VNR) Reports, tourism is a top national policy agenda in Kenya, Mauritius, and Uganda. Mauritius's Vision 2030 identifies tourism as a key driver of growth and transformation. According to the Mauritius VNR Report, Mauritius is set to acquire the green destination status by 2030, and it is mandatory for hotel promoters to adopt eco-friendly practices such as energy-saving and rainwater harvesting. In the Mauritius Tourism Strategic

Figure 2.4: Environmental sustainability



Plan 2018-2021, one of the strategies is to foster sustainable tourism development with, among other objectives, promoting the green tourism industry, minimizing negative environmental impacts and realizing a target of 2 million tourists in 2030 up from 1.34 million in 2017.

Kenya's Vision 2030 identifies tourism as one of the key sectors to contribute to the targeted 10 per cent GDP growth per annum. Kenya's national tourism policy titled "Sessional Paper No.1 of 2010 on Enhancing Sustainable Tourism in Kenya" outlines the overall commitment to sustainable tourism. The Tourism Sector Plan (2013-2017) set the target to increase tourism arrivals from 1.7 million in 2012 to 3 million by 2017. Kenya is implementing various measures to promote sustainable tourism, including an eco-rating scheme that is consistent with the Global Sustainable Tourism Criteria (GSTC), an annual eco-warrior award, and has developed green destinations guidelines.

According to Uganda's Vision 2040 tourism is one of the fastest-growing service sectors and is expected to play a major role in the economy with earnings projected to increase from USD 662 million in 2011 to USD12 billion in 2040. The vision also envisages Uganda to be among the top 10 long haul destinations in the World by 2040. The second National Development Plan (NDP II) 2015/16-2019/20 prioritizes tourism together with agriculture and minerals, oil, and gas. The major tourism assets include diverse natural resources, cultural heritage, and eco-tourism. Kenya, Mauritius, and Uganda have taken measures to integrate tourism-related SDGs (Box 2.1) in their national planning

processes by mapping the targets and indicators to national policy and strategy documents. Among some of the challenges identified include lack of baseline data and the need to undertake surveys to collect relevant data to facilitate monitoring and reporting.

While sustainable tourism presents opportunities that contribute to the realization of SDGs, a review of country policy and strategy documents suggest that various challenges need to be addressed. These include:

1. financing of the transition to sustainable tourism: There are opportunities for investment in sustainable tourism, but financing is identified as a challenge. Investment resources are required in low carbon options including tourism infrastructure such as transport, and building and construction, conservation of natural resources, and adoption of more efficient practices in energy-use, water-use, and waste management;
2. mainstreaming of SCP practices in the policy process: while there is growing awareness that embracing SCP practices facilitates a transition to sustainable tourism, mainstreaming the SCP concept in the planning process including planning, implementation and monitoring, and aligning economic incentives remains a challenge. Also, there is increasing recognition for the need to enhance policy coordination with other sectors such as transport and environment;

#### Box 2.1: Tourism related SDG targets

SDG Target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products;

SDG Target 12.b. Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products; and

SDG Target 14.7: By 2030, increase the economic benefits to small island developing states and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.



3. impact of external factors on tourism: a range of external factors impact tourism, including safety and security, political instability, and macroeconomic stability. For example, terrorist attacks in Kenya coupled with international travel advisories have hurt the tourism industry;
4. natural and cultural resources: tourism is largely driven by natural and cultural assets, and protecting the environment and commodifying cultural resources presents both opportunities and challenges for the development of sustainable tourism; and
5. data on sustainable tourism: a review of the VNR reports indicates that there are data challenges, especially lack of a baseline and data for monitoring progress, and for a better understanding of the sector's contribution to sustainable development to inform decision making in the specific policy context.



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### 3. Methodological framework

This report presents an analysis, synthesis, and summary of the interventions and results of the SWITCH Africa Green programme in the sustainable tourism sector. Different methods of data collection were used in the preparation of this report and include survey questionnaires targeting MSMEs and grantees, a desk review of documents, on-site visits, case studies, expert peer reviews, and stakeholder consultations and validation of the report. The key stakeholders included national and local government representatives, Regional Economic Communities (RECs), development partners, UN agencies, private sector, financial institutions, research institutions, academia, and non-state actors (Annex II).

A results-based SWITCH Africa Green programme survey was conducted between 14- 22 June 2018, to collect relevant data from the project beneficiaries and grantees through questionnaires targeting at least 30 per cent of the project beneficiaries and all 34 grantees. The sample was selected ensuring that logistical and data collection costs and related activities are conducted within the project time frames and overall budget limits. The selected MSMEs are representative across all the business types. Six national workshops were held, one in each country, to brief and discuss the data collection instruments with grantees and MSMEs to ensure quality data gathering.

The enterprise questionnaire was designed to obtain data on different dimensions of the project including effectiveness, impact, and equity. Consequently, the data collection instruments cover a wide range of issues including data before and after SWITCH Africa Green interventions, and qualitative and quantitative data on achievements, data on employment by gender, challenges, and lessons learnt. The grantee questionnaires covered issues such as grantee interventions, challenges, and lessons learnt. Further, the survey data instrument covers project implementation and results consistent with EUs green economy SIG framework discussed below.

The SWITCH Africa Green supported projects in the sustainable tourism sector were implemented in Kenya, Mauritius, and Uganda. There were 17 out of 33 MSMEs and CBTOs that were surveyed as summarized in Figure 3.1. The types of businesses include community-based organizations, sole proprietorship, and limited companies.

During the survey period, there were on-site field visits to selected MSMEs to verify the data collected and to help gain first-hand information on the programme. The review of documents was undertaken at the global, regional, country and programme level to help understand the sector context. Data on programme actions, outputs, outcomes, and impacts are obtained from programme documents and information collected through the SWITCH Africa Green survey. Case study data collection methodology was adopted to complement the other methods and provides in-depth information on the activities and achievements at the enterprise level and how they relate to the programme.

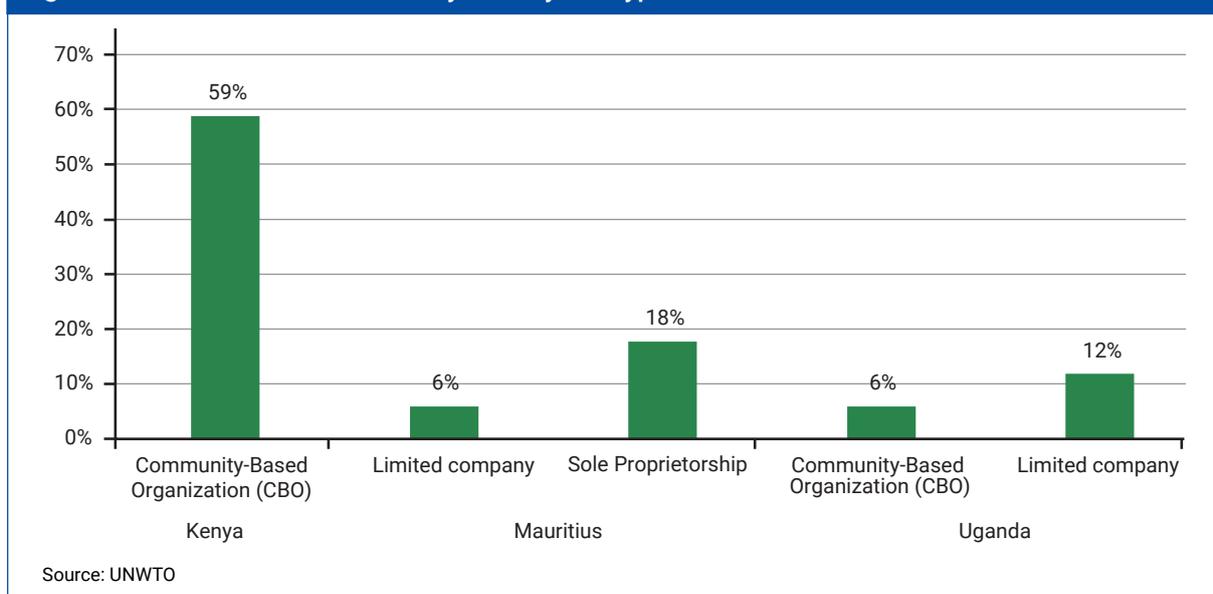
The reporting framework is based on the EU's Green Economy Sector results chain, the green economy SIG framework 1 developed by DEVCO. The SIG framework is the most relevant approach and reflects the underlying logic or causal chain

on how the project objectives are to be realized running through activities and interventions, outputs, outcomes, and the impact. The framework, therefore, helps to explain why and how the results are to be achieved.

Conceptually, the SIG framework reflects the underlying theory of change underpinning the actions undertaken under the SWITCH Africa Green programme. The drivers of change are sustainable consumption and production practices. The activities implemented under SWITCH Africa Green are expected to create an enabling environment and empower key stakeholders to adopt and implement SCP practices, which in turn contribute to sustainable development. Figure 3.2 below summarizes the framework.

Under the business development component, the actions mainly target MSMEs, consumers, households, and workers in the specific sectors and sub-sectors. The programme interventions or actions undertaken under the SWITCH Africa Green business development component broadly fall under five broad categories, namely: development and deployment of knowledge/information resources such as training materials and toolkits; capacity building including mentorship; incubation of green-enterprises;

**Figure 3.1: Distribution of MSMEs by country and type of business**



1 [https://www.switchtogreen.eu/wp-content/uploads/2018/07/SIG-sector-Green-R\\_final.pdf](https://www.switchtogreen.eu/wp-content/uploads/2018/07/SIG-sector-Green-R_final.pdf)



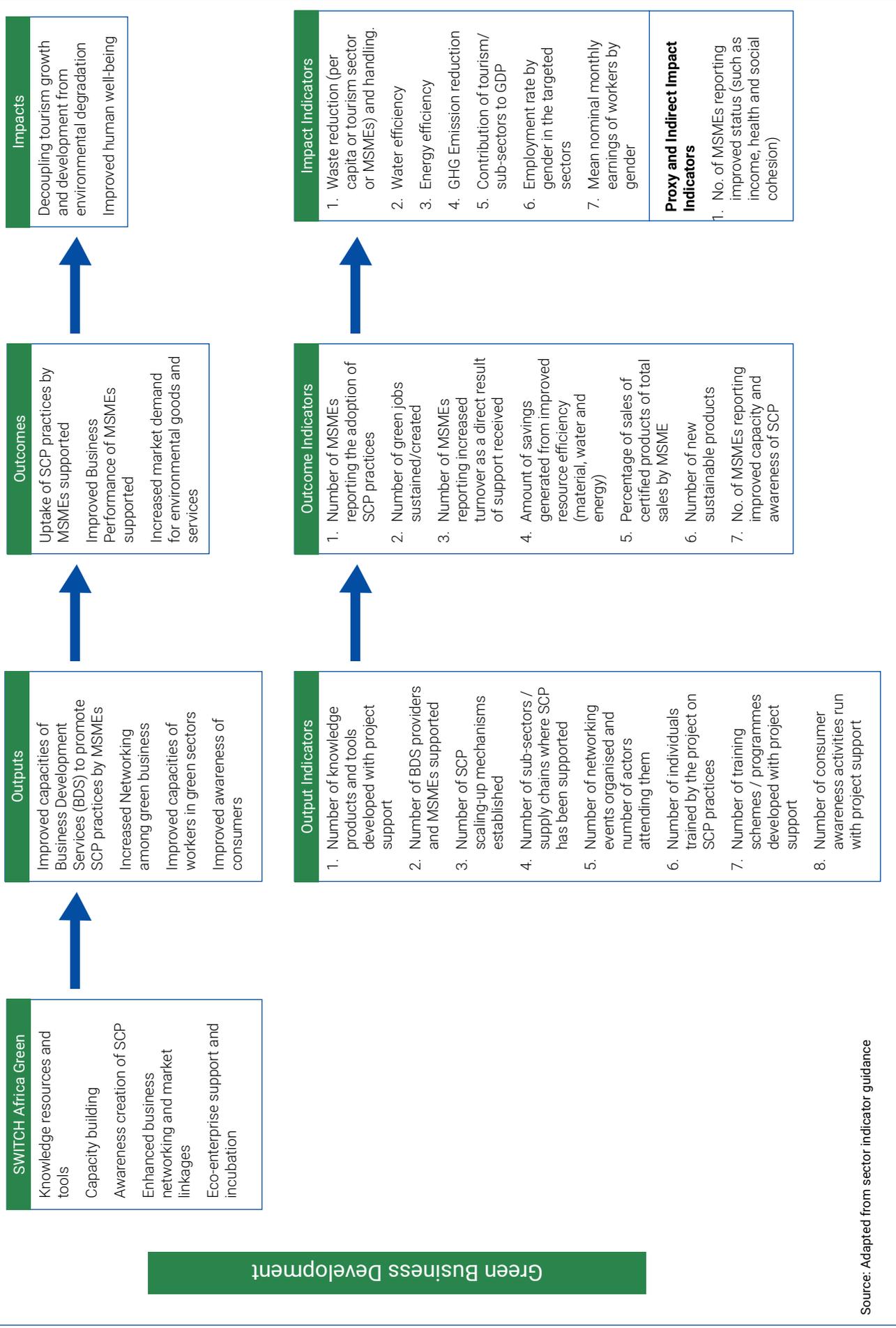
raising awareness; and enhancing collaboration between different actors in the value chain and the policy arena.

The results indicators in Figure 3.2 are presented at three levels: outputs, outcomes, and impact. The impact refers to the goal that the programme aims to achieve, namely, decouple tourism growth from environmental degradation, and increase human wellbeing. The outcomes measure the effectiveness of SWITCH Africa Green interventions in inducing a change in the application of sustainable consumption and production practices. These are captured through policy, institutional capacity changes, and performance induced by the programme outputs. The outputs provide information about the implementation of SWITCH Africa Green interventions in the specific sector towards influencing the adoption and implementation of SCP practices. While impact indicators measure broad medium-to long-term change due to various interventions, in the SIG context presented here, impact reflects an attempt to measure the contribution attributable to the project or programme.

The analysis and reporting faced several challenges. These include data availability and limitations; heterogeneity of enterprises and the business environment across the six countries; and development of the appropriate results indicators. While there was no baseline study at the beginning of the project, the survey questionnaire included several questions that

sought to establish the status of variables before (in 2014) and after (in 2017) SWITCH Africa Green interventions. The variables include annual production, unit and total cost of production, raw material use, energy- and water-use, and waste generated. However, many firms did not provide consistent solid data to facilitate the quantitative assessment of the change and development of quantitative indicators based on survey data. Data on similar variables were also presented in numerous units of measurements, perhaps reflecting the heterogeneity of the firms, thus rendering the data aggregation rather difficult and tedious. Also, the implementation of all programme activities did not start at the same time. Due to data limitations, especially lack of information on control groups and household characteristics before and after SWITCH Africa Green interventions, a rigorous statistical impact evaluation cannot be conducted (Khandker, S.R., Koolwal, G.B. and Samad, H.A. (2010)). The challenges related to data have been overcome by the use of mixed methods of data collection including review of project reports, case studies, expert review of reports, on-site visits, and stakeholder validation. Qualitative indicators that reflect the beneficiary's perception or sense of well-being have also been used in the report. SWITCH Africa Green programme survey collected data on employment for youth and non-youth. However, the reported data on youth employment does not distinguish gender. With the lack of such programme specific data, it is assumed that the existing gender orientation in the sector also applies to the SWITCH Africa Green programme.

Figure 3.2: Results chain diagram for tourism sector



Source: Adapted from sector indicator guidance







## 4. SWITCH Africa Green interventions

### 4.1 Interventions

The overall goal of the SWITCH Africa Green programme is to contribute to sustainable development and poverty reduction in Africa by promoting SCP practices. During the first phase of the SWITCH Africa Green programme which started in March 2014 and ended in February 2020, grants were awarded to 34 successful grantee applicants to support MSMEs in the uptake of SCP practices in the priority sectors in Burkina Faso, Ghana, Kenya, Mauritius, South Africa, and Uganda. The overall funding from the EU during the first phase was EUR19,000,000.

The programme was implemented through a call for proposals. Grantee applications were evaluated based on a selection and award criteria that included the financial and operational capacity of the applicant, the quality of the proposal regarding consistency with programme objectives and the feasibility of proposed actions and cost-effectiveness. The grantees selected the beneficiary MSMEs. Consequently, the distribution of the successful grantees and beneficiary MSMEs varies across countries and sectors.

The funding towards various projects in the sustainable tourism sector during phase one is estimated at USD699,979.65 and benefited 33 MSMEs during the project implementation period (Table 4.1). The support went towards enhancing the capacity of MSMEs in areas such as capacity building and coaching, development and deployment of knowledge and information resources, awareness creation, and fostering partnerships and market linkages.

As noted above, the tourism sector was implemented in three countries: Kenya, Mauritius, and Uganda. In Kenya, the main project under the sector was Enhancing Sustainable Tourism Innovation for Community Empowerment in Kenya (SUS-TOUR). The project focused on promoting community-based tourism activities.

**Table 4.1: SWITCH Africa Green supported projects in sustainable tourism**

Country	Project Title	No. of beneficiary MSMEs/CBTOs	Budget (USD)
Kenya	Enhancing Sustainable Tourism Innovation for Community Empowerment in Kenya (SUS-TOUR).	19	249,979.65
Uganda	Promoting green and inclusive business practices in the tourism industry in the Albertine Nile Region.	4	200,000.00
Mauritius	Greening the Mauritian tourism industry.	10	250,000.00
<b>Total</b>		<b>33</b>	<b>699,979.65</b>

The SWITCH Africa Green programme in the tourism sector in Uganda was implemented in Albertine Nile Region Uganda and benefited four tourists’ lodges and 270 farmers organized in nine farmer groups. The objective was to support sustainable tourism and eco-entrepreneurship in the lodges. The project in Mauritius aimed at supporting small and medium hotels in adopting SCP practices, particularly improving understanding of environmental issues, skills development, and supporting the development of the value chains. The details of the interventions and results are summarized in Annex I.

**4.2 Results**

This section explores how and whether the implementation of SWITCH Africa Green programme activities in the sustainable tourism sector has triggered changes in the development conditions and or behaviour of the beneficiaries towards the realization of the underlying goal

of the programme. The analysis is consistent with the EU’s SIG framework that reflects the underlying theory of change underpinning the actions undertaken under SWITCH Africa Green, as discussed above in the methodological framework.

At the broad sector level, several strategic interventions were implemented. These include:

- development and deployment of knowledge and information resources such as CBT sustainable business operations, do-it-yourself (DIY) toolkits, and marketing guidelines;
- capacity building events and MSMEs support including coaching activities training on green business solutions;
- awareness creation, sensitization and facilitating networking and learning; and
- support for improvement in the policy environment in the respective countries.



The short-term and medium-term effect of the interventions is to realize the change in behavior and institutional performance, especially in the uptake of SCP practices; improved business performance; and increased awareness of environmental goods and services. The results are discussed along three dimensions of sustainable development, namely: economic, social, and environmental. The selected economic indicators include SCP policy uptake, the capacity of MSMEs, new business opportunities, cost savings generated, and the turnover. On the social dimension, the key indicators include job creation, gender inclusion, and safety at work. The environmental indicators include the implementation of 3Rs and the three SCP impact areas, namely, waste reduction, energy efficiency, and water-use efficiency.

**4.1.1 Economic Results**

**4.1.1.1 Improved staff capacity**

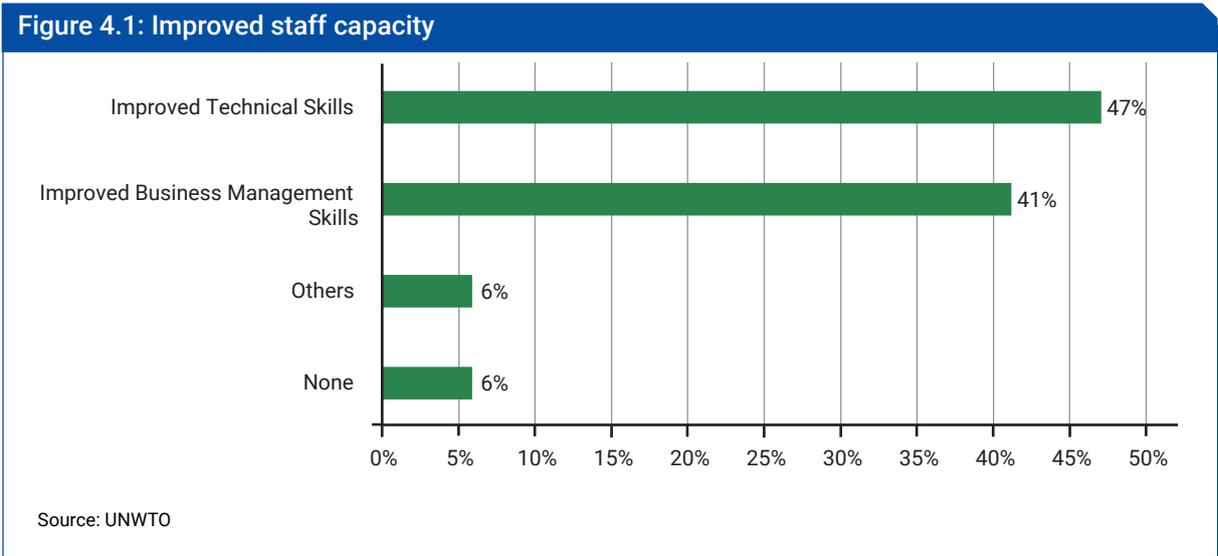
The SWITCH Africa Green programme developed and deployed various capacity building tools and events that focused on issues such as efficient resource management, waste management, business management skills, marketing challenges, and product development and quality. Based on the SWITCH Africa Green survey, 94 per

cent of the surveyed enterprises reported that the capacity of personnel had been enhanced during the project implementation period. About a half in improved technical skills and 41 per cent in improved business management.(Figure 4.1).

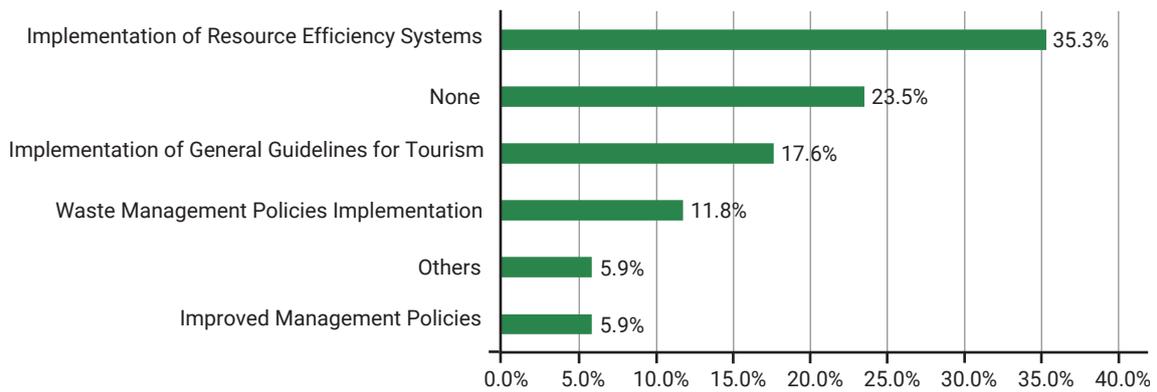
**4.1.1.2 Introduction of policy changes**

The strategic interventions, including capacity building, development, and deployment of knowledge resources and support to MSMEs, are expected to lead to increased uptake of SCP practices, and skills and capacity of MSMEs. The SWITCH Africa Green enterprise questionnaire sought to understand whether any new policies had been implemented at the enterprise level and the nature of the policy. The overall response to this question was very positive.

Seventy-six per cent of the MSMEs surveyed reported that they had implemented policy changes during the programme implementation period. This indicator gauges the extent of uptake of SCP practices (Figure 4.2). The key policy changes that were implemented include the introduction of waste management policy, efficient energy, and water-use policy. Eighteen per cent of the enterprises started to implement a code of conduct for communities and the tourists, and new business models.



**Figure 4.2: Policy up-take by MSMEs**



Source: UNWTO

#### 4.1.1.3 Emerging business opportunities

It was expected that the implementation of the SWITCH Africa Green programme would generate new opportunities for the beneficiary enterprises, and the survey sought to understand whether new business opportunities emerged following the implementation of the programme. The survey results reveal that 65 per cent of the beneficiary enterprises reported that new business opportunities emerged. These include community-based tours, the opening of curio

shops, tour guiding, organic farming, increased local tourism, development of homestay for visitors, camping facilities, and growth of cultural tourism (Figure 4.3).

Figure 4.4 shows examples of the CBT products that were developed. These include handicrafts, agro-products, mats, and baskets from reeds and energy-saving jikos.

**Figure 4.3: New business opportunities**

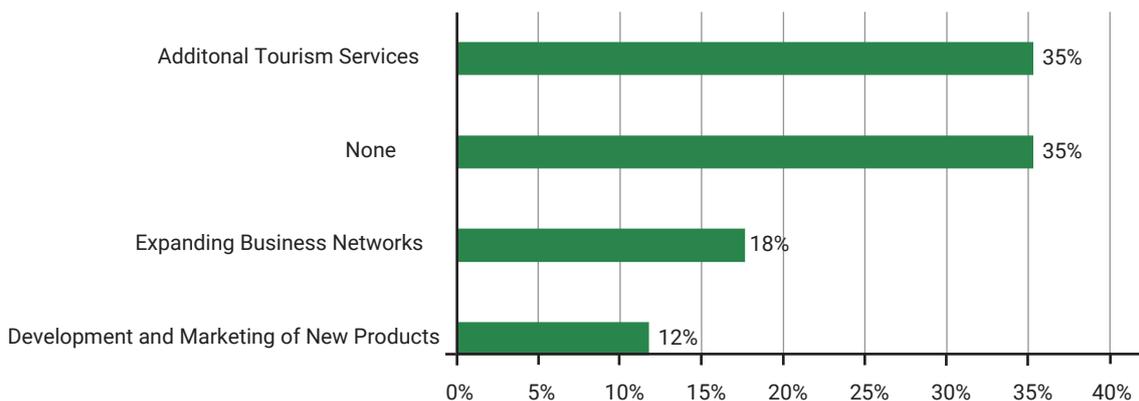


Figure 4.4: Examples of CBT products

**Handicrafts**



Jewelries from bamboo JATONET



Handicrafts using recycled materials, MADCA



Improving branding of handicrafts, Makueni(in progress)

**Other Items**



Mats and baskets from reeds, Saricodo

**Agro products**



Organic fertilizer from rabbit urine



Organic farming



Makueni agro tourism



Energy saving jiko, JATONET

***“Partnership with other tourism enterprises within Makueni to enable a regional tourism circuit.”***

- Makueni Tourism and Cultural Centre, Kenya

Figure 4.5: Factors explaining increased sales

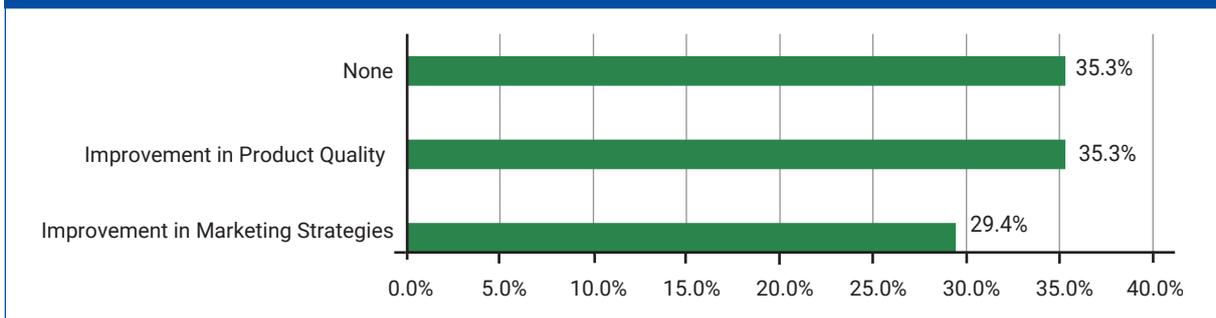


Table 4.2: Cross tab between change in sales and new business opportunities

Change in Sales	Additional Tourism Services	Development of New Products	Expanding Business Networks	None	Total
Improvement in Marketing Strategies	18%	0%	6%	6%	<b>29%</b>
Improvement in Product Quality	18%	12%	0%	6%	<b>35%</b>
None	0%	0%	12%	24%	<b>35%</b>
<b>Total</b>	<b>35%</b>	<b>12%</b>	<b>18%</b>	<b>35%</b>	<b>100%</b>



#### Box 4.1: Improving livelihoods and community empowerment through community-based tourism - Makueni Tourism and Cultural Centre

**Makueni Tourism and Cultural Centre (MTCC) is a community-based organization (CBO) in Kenya.**

The CBO engages in animal husbandry, agro-tourism, fruit farming, basket-weaving, artifacts, youth empowerment programmes, and accommodation – home stays.

Before the SWITCH Africa Green intervention, the MSME had seasonal demand for its goods and services. However, after the project intervention on innovative product development mainly on woven baskets, the MSME has had increased demand for the baskets. The aesthetic beauty of the woven baskets improved and attracted more interest for its products and accounts for the increase in production of 1200 baskets in 2018 compared to 600 baskets produced in 2014. Besides this, it diversified its products by establishing an animal's sanctuary, thereby improving its revenue stream.

Another area it has ventured into is homestays. The community now provides accommodation facilities at a cost. Through this, the livelihood of many community members has been improved.



#### 4.1.1.4 Change in sales

The implementation of the SWITCH Africa Green programme is expected to lead to positive enterprise performance to effectively contribute to sustainable development. Change in sales is thus used to assess enterprise performance. Based on the survey data, 65 per cent of the surveyed MSMEs reported increased sales during the period of implementation of the SWITCH Africa Green programme. The increase in sales is largely attributed to an improvement in product quality and marketing strategies (Figure 4.5).

A cross tabulation of the relationship between change in sales and new business opportunities is presented in Table 4.2. The results reveal that roughly 35 per cent of the enterprises reported a positive change in sales and emerging new tourism services. The results in Table 4.2 thus suggest that the positive change in sales could be attributed to the new business opportunities: additional tourism services (35 per cent), new products (12 per cent) and expanding business networks (18 per cent).

#### 4.1.2 Social results

##### 4.1.2.1 Employment

At the time of the survey, about 946 persons were employed in the sampled enterprises. The percentage of youth employment ranges from 23 per cent in Kenya to 45 per cent in Uganda. As indicated above, the gender dimension of youth employment was not reported, but assuming that the overall gender orientation in the sector applies, the data reveals that women's participation is relatively low. Uganda had the highest amount of females employed at 45 per cent, Mauritius (32 per cent) and Kenya at 15 per cent (Table 4.3).

Slightly more than three-quarters of the surveyed enterprises reported that new jobs had been created during the period of the implementation of the SWITCH Africa Green programme, which could be attributed to the programme (Figure 4.6). Based on the surveyed data a total of 267 new green jobs were created during the implementation of the programme.

**Table 4.3: Employment in sustainable tourism**

Country	Female Employees	Male Employees	Employees Youth
Kenya	58	317	<b>114</b>
Mauritius	68	145	<b>159</b>
Uganda	23	24	<b>38</b>
<b>Total</b>	<b>149</b>	<b>486</b>	<b>311</b>

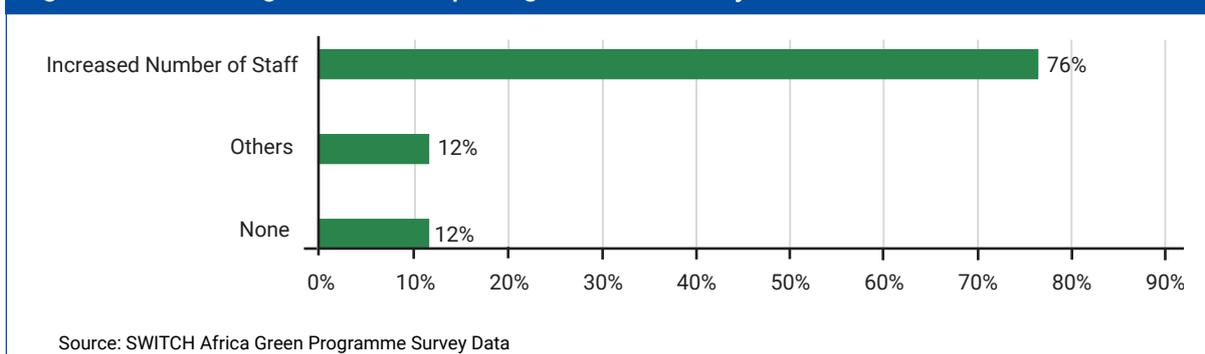
Gender and youth composition of employees (% total country)

Country	Female Employees	Male Employees	Employees Youth
Kenya	15%	85%	<b>23%</b>
Mauritius	32%	68%	<b>43%</b>
Uganda	49%	51%	<b>45%</b>
<b>Total</b>	<b>23%</b>	<b>77%</b>	<b>33%</b>

Gender and youth composition of employees (% total female, %total male, % total youth )

Country	Female Employees	Male Employees	Employees Youth
Kenya	39%	65%	<b>37%</b>
Mauritius	46%	30%	<b>51%</b>
Uganda	15%	5%	<b>12%</b>
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Figure 4.6: Percentage of MSMEs reporting creation of new jobs**



**Figure 4.7: Social Impact of MSMEs**

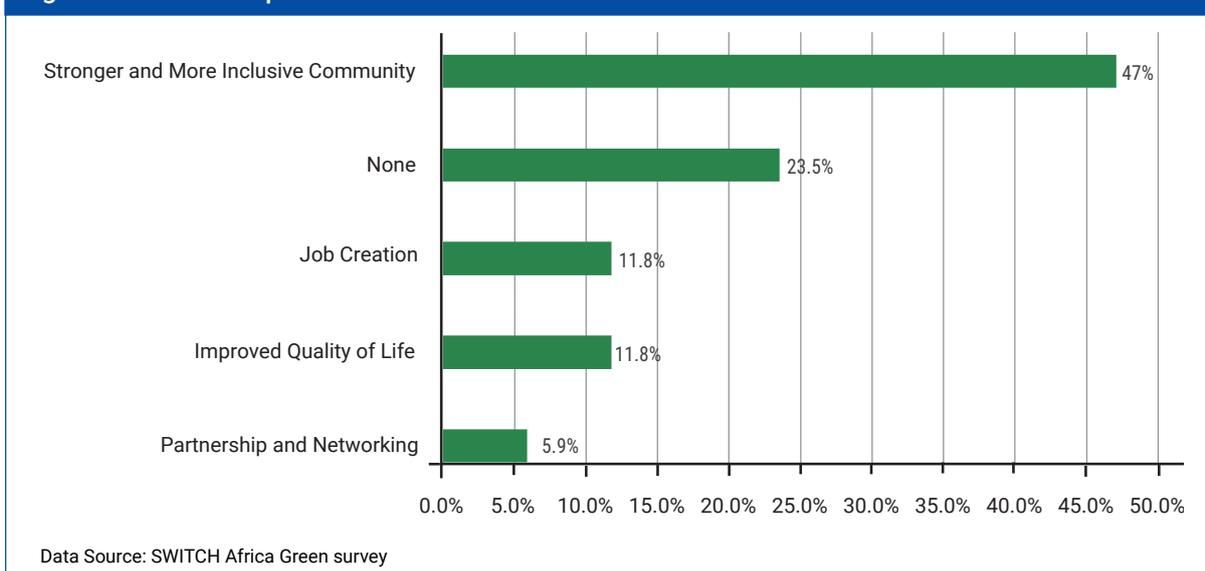


Figure 4.8: Cultural Products

**Cultural experience**



Cultural food as new product from Kakapel



Cultural dances incorporated as Kakapel product

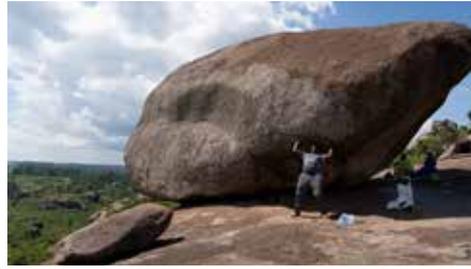


JATONET organizing cultural event Feb 2018

**Homestay**



**Activities**



Hiking from Kakapel



Campsite JATONET



Campsite JATONET



***“The community has greatly benefited from the project through Bamboo jewellery innovations, Improvement of homestays and generation of a source of income to some of the community members.”***

-JATONET KENYA, Kenya

The SWITCH Africa Green enterprise questionnaire had questions regarding the social impact of the programme. Only 24 per cent of the enterprises surveyed reported that the programme had had no additional social impact. Seventy-six per cent reported a positive change that they characterized as a strong and more inclusive community (47 per cent), job creation

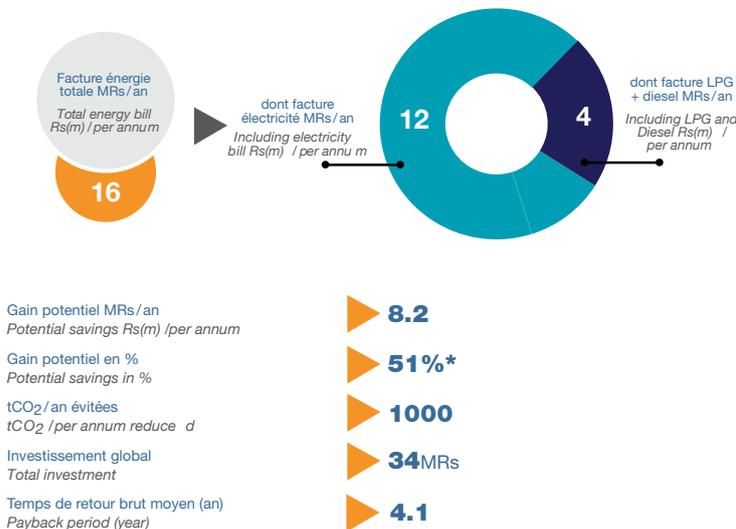
(12 per cent) and improved quality of life (12 per cent) (Figure 4.7).

The SUS-TOUR project in Kenya developed various sustainable tourism products, including cultural products such as storytelling, cultural events, dances, and food (Figure 4.8). Other community-based tourism products include

#### Box 4.2: Programme National d'Efficacité Énergétique - Hôtelier

##### Enterprise (MSME): LUX Resorts

The National Energy Efficiency Program in Mauritius (PNEE) is based on an original partnership between the Ministry of Energy and Public Services, Business Mauritius, the French Development Agency, SWITCH Africa Green and the EU.



The project aims to enable companies to achieve substantial savings on energy costs and improve their competitiveness thereof. The cornerstone of the PNEE is the audit performed by experts in specific energy uses. The implementation phase of the action plan was done with the financial support of SWITCH Africa Green, a programme of the United Nations and the European Union.

The PNEE has a specific project for hotels because the tourism industry remains a major consumer of energy including electricity.

In each hotel, the audits establish a detailed report on energy consumption. These reports have often revealed the enormous amounts of energy used. The audit has revealed that 80 per cent

of energy bills are from electricity use and only 20 per cent from fuel. Therefore, the intervention entails looking at long-term energy solutions such as energy accounting, customer and staff awareness and integration of an energy management system.

LUX Resorts used the results of energy audits and studies to obtain the necessary information for the Global Reporting Index - GRI - on the Sustainability Index of the Mauritius stock exchange for all hotels.

3 <https://www.e-unwto.org/doi/book/10.18111/9789284420605>

campsites, fishing activities, homestays, handicrafts, jewelry from bamboo, and agro-products from organic farming.

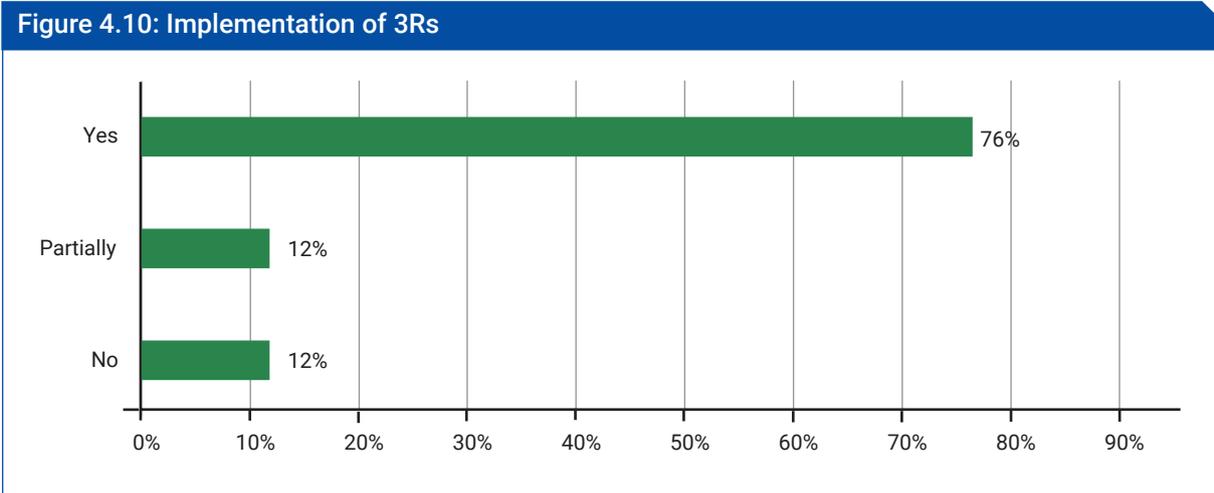
### 4.1.3 Environmental results

The environmental dimension of the SWITCH Africa Green in the tourism sector is assessed based on three 'SCP impact areas'<sup>3</sup> on which data was collected, namely water efficiency, energy efficiency, and waste reduction.

The One Planet – Sustainable Tourism programme provides a breakdown of the concept of SCP into "SCP impact areas" such as energy efficiency, water-use efficiency, waste reduction, biodiversity protection and sustainable land use, and greenhouse gas emissions reduction.

#### 4.1.3.1 Energy and water efficiency

There were more enterprises implementing water efficiency interventions than those implementing energy efficiency interventions. Sixty-five per cent of the surveyed enterprises implemented energy efficiency interventions. The main interventions included using energy-efficient jikos, switching to LED bulbs, and the use of briquettes. On the other hand, 77 enterprises implemented water efficiency measures that include rainwater harvesting, metering to monitor water use, installation of new water faucets, water reuse for watering of plants and kitchen gardening, reduced water overflow, the introduction of signages in rooms to sensitize visitors, and the introduction of ceramic water filters.



### Box 4.3: Luxurious and green: sustainable tourism in Mauritian hotels

SWITCH Africa Green partnered with a hotel association, the Association des Hotels de Charme, to foster resource-efficient running of hotels in the association.

#### Manisa Hotel: Hotel Resort & Spa

The hotel invested in the following green interventions

Reducing plastic bottles by using glass refillable water bottles MUR 105,996

Reducing garden water consumption by using rainwater harvesting system MUR 3,960

Reducing water consumption by installing faucet aerators. MUR 106.92 per tap

Reducing electricity consumption by retrofitting CFL to LED bulbs, installing solar powered lamps in garden, 1,547.28 MUR 773.64,



The impact has been a reduction in plastic pollution through the use of glass water bottles. A reduction in greenhouse gas emissions by using clean energy sources and low electricity consumption bulbs.

#### Coral Azur Beach Resort



Coral Azur Beach Resort adopted a policy to retrofit all the existing lights with LED Lights in a phase-wise approach. Theoretically, this measure is expected to reduce monthly electricity bills by 53,414 MUR.

Eco-signages were displayed in rooms at no cost, to encourage guests to make sustainable use of resources such as water and energy (electricity).

Figure 4.9 shows the 'Spouts of Water' ceramic filter, one of the eco-innovative solutions that were piloted in Uganda. The others are an improved charcoal stove, sustainable water pump, and biogas sanitation solution.

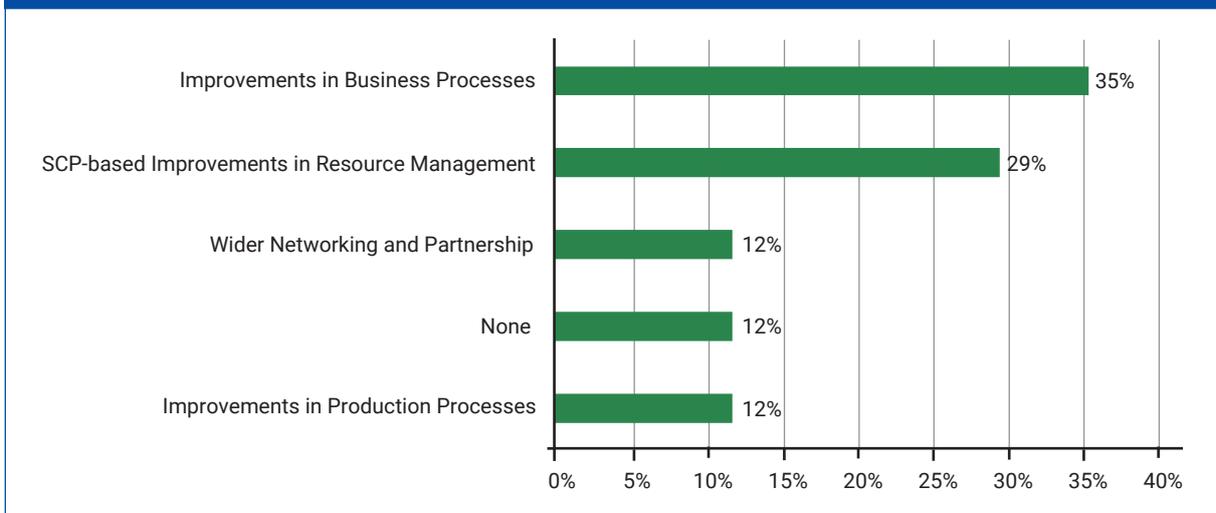
The survey data also reveals that overall, 88 per cent of the surveyed enterprises implemented 3R interventions that include water and energy efficiency and waste reduction measures (Figure 4.10), and some of the waste management measures, including composting, and segregation.

#### 4.1.4 MSME achievements

In response to the question of MSME achievements, 35 per cent indicated that they had improvements in business processes, which included acquiring marketing skills, financial skills, and energy conservation skills. Twenty-nine of the surveyed enterprises indicated that they had had SCP-based improvements in resource management, particularly in areas such as energy efficiency, water-use efficiency, composting, and labeling and certification. Twelve per cent indicated that they had increased networking and partnership. (Figure 4.11).



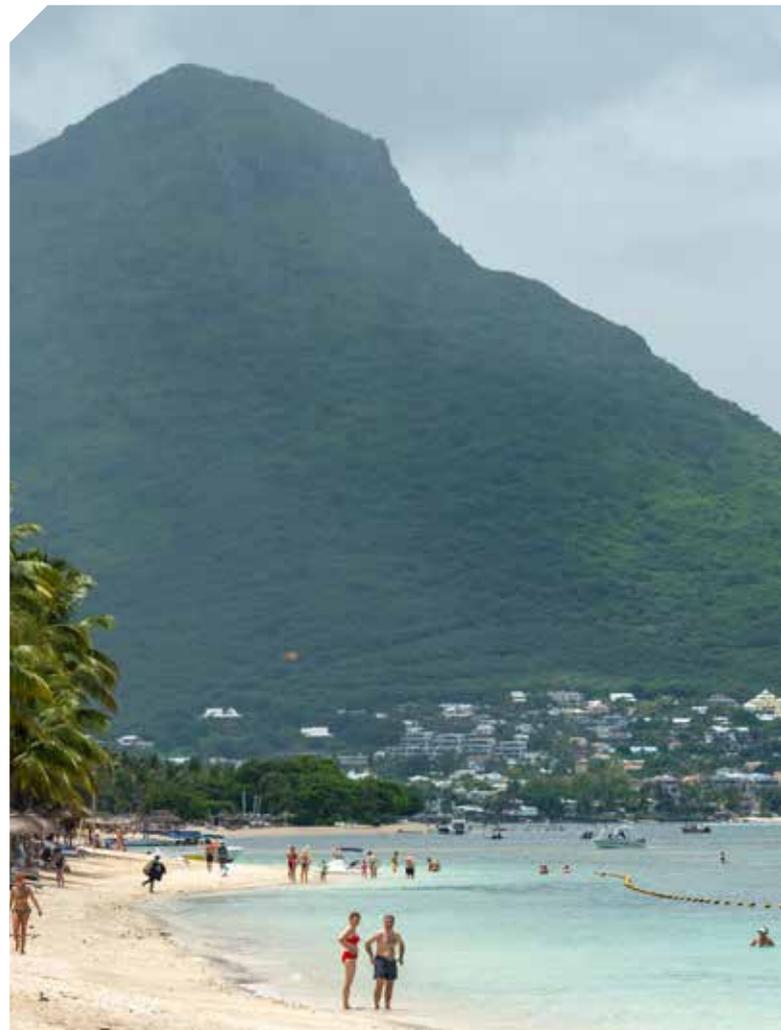
Figure 4.11: MSMEs achievements



*“The enterprise has learnt how to process medicinal plant into tisane and medicinal tea infusion.”*

-La Villa Mont Tresor Chambre et able dhotes, Mauritius

This section has discussed the results of the SWITCH Africa Green programme interventions in the sustainable tourism sector. The findings reveal that sustainable tourism offers opportunities for economic and social improvement while safeguarding the environment through improved resource efficiency in the sector, especially in energy-and water-use. The sector can contribute to inclusive growth by providing opportunities for women, youth, and community participation. There is scope to increase labor participation of women and youth in the sector as well as community-based tourism initiatives.



**Box 4.4: Eco-cottages- recognizing the importance of environmentally friendly accommodation to Kenya's tourism**

**Karibuni Eco Cottages.**

Karibuni Eco Cottages is a sustainability initiative of NCEDP (Ndiwa Community Empowerment Project) that was established in 2008. The project sort to infuse environmentally friendly practices in the eco-cottages.



**Please turn off  
the light when  
not in use**



The MSME introduced an energy-saving policy whereby the employees, as well as guests, were required to switch off power when not in use. Guidelines were provided to guests to ensure this energy conservation measure was implemented and executed effectively. This greatly improved energy efficiency, considering they also utilized solar energy and made efforts to minimize on use of electricity.

Sustainable agriculture served as a best practice for the enterprise as they efficiently utilized the compost manure made from crop and food waste to serve the purpose of organic fertilizer in their farms and kitchen gardens. The practice was equally extended to the community around them through public awareness and

sensitization.

The MSME ensured they conserved water through the recycling of wastewater and faulty leaking taps repaired to avoid wastage.

Economically, the MSME has projected a reduction of approximately 12 per cent on energy use and approx. 7 per cent reduction in water use. This has translated into cost savings for the MSME. The MSME also reported in 2017 total sales of KES396,000 while the total cost of production in the same period was KES156,000, this indicates a profit of about KES40,000 for the period.

The enterprise has established new revenue streams with the sale of organically produced crops and locally prepared detergents. The MSME has also contributed to improving the livelihoods of people living in the surrounding community by engaging them as their suppliers. The community supplies agricultural products and services and also engages in corporate social responsibilities like community tree-planting activities.



**SWITCH Africa Green  
interventions**

- The Promotion of eco-tourism e.g. establishment of cottages in Luo traditional huts design
- Promotion of sustainable energy usage through solar power.
- Engaging the youth in income generating activities like sale of solar lamps, soap making etc.
- Supporting NCEDP in its endeavors in agriculture and gender-based violence mitigation and girls' sponsorship project.
- Supporting community projects that are environment friendly like beekeeping





**WILLOW HOTEL**  
CELEBRATIONS  
RESTAURANT  
CONFERENCE  
SPA  
FITNESS

Cocktail BAR

LOUNGE

202



## 5. Opportunities, challenges, and lessons learnt

The implementation of the SWITCH Africa Green programme in the sustainable tourism sector, while presenting multiple opportunities such as job creation, income generation, and environmental benefits, needs to address various challenges to support the transition. In the SWITCH Africa Green survey, beneficiary enterprises were asked to identify the challenges they faced during the implementation of SCP measures. The responses to this question are summarized in Figure 5.1.

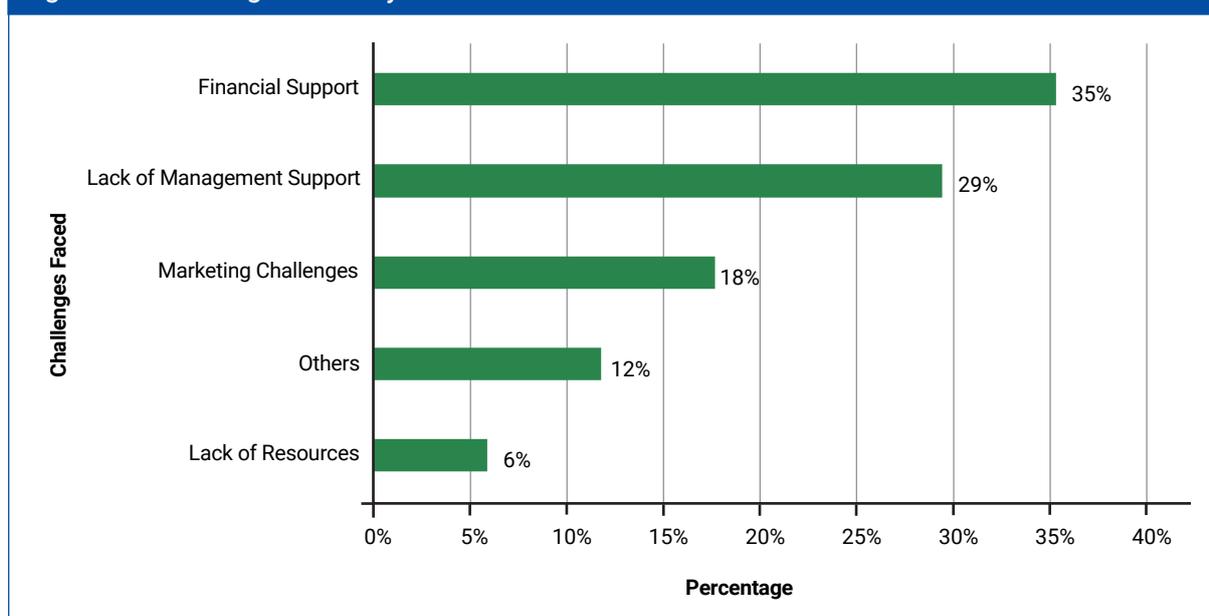
During the regional sector meeting on sustainable tourism held on 29-30 October 2019, stakeholders<sup>4</sup> discussed and validated the report, thereby providing additional information on the challenges, lessons, and opportunities. The key challenges include the need for financial support, broad resource constraints, governance of community-based tourism initiatives, policy environment, trade and marketing, and behavioral change (Figure 5.1). They are discussed below.

### 1. Financial support

About 35 per cent of the surveyed MSMEs indicated that they faced challenges in the financing of sustainable tourism initiatives. It was noted that enterprises require financial resources to implement some of the recommended eco-innovations and technologies. CBTOs face financial challenges related to raising capital to develop and sustainably market tourism products, including cultural products and entering the tourism value chain. Some of the MSMEs also expressed concerns about difficulties in accessing funding from financial institutions due to the high cost of borrowing.

<sup>4</sup> List of participants is provided in Annex II

Figure 5.1: Challenges faced by MSMEs



## 2. Lack of management support

The second major challenge noted is the lack of management support. However, a closer examination of the issues raised indicates a diverse range of challenges. The recurrent issues include the need to encourage owners and managers to invest in green technologies, lack of support by some staff in implementing changes, governance, and lack of policy implementation.

## 3. Models for support to CBTOs

An essential component of sustainable tourism is to ensure that the communities in tourist destination locations also benefit from tourist activity and participate in preserving the local environment. However, CBTOs face various capacity challenges, including developing and marketing sustainable CBT products and services, leadership, and governance of CBTOs or community level enterprises in sustainable tourism.

## 4. Sustainable standards and markets

The seasonality factor was identified as a challenge that affects the demand for CBT products and services. During the low seasons, there is a need for alternative sources of income. The need for capacity building and awareness creation on relevant standards and certification is also noted as a challenge.

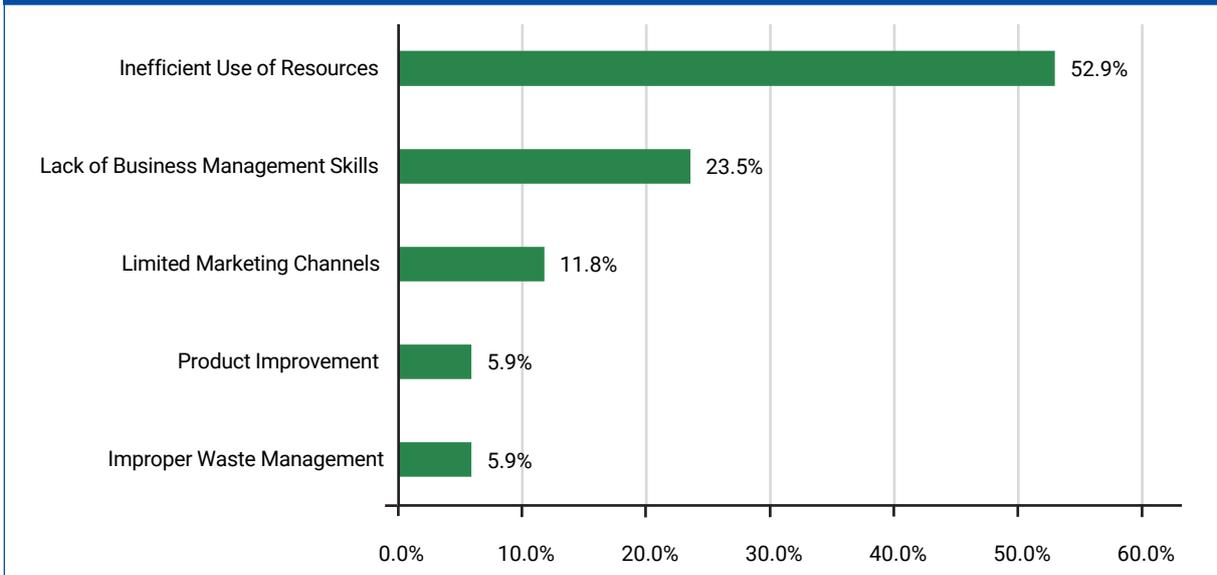
## 5. Capacity building

During the implementation of the programme, various toolkits were developed and used for capacity building on sustainable tourism. The toolkits include business administration, green business toolkits, eco-innovation, and sustainable resource utilization. According to the survey data, 53 per cent of the enterprises consider that the issues addressed relate to inefficient resource use, and 24 per cent relate to the lack of business management skills (Figure 5.2).

The lessons learnt from the implementation of the SWITCH Africa Green programme are summarized in figure 5.3. Eighty-eight per cent of the surveyed enterprises reported different lessons which include the importance of product quality for marketing, adoption of SCP practices improves business processes, the usefulness of partnerships and networking, and the need to explore more funding options as briefly discussed below.



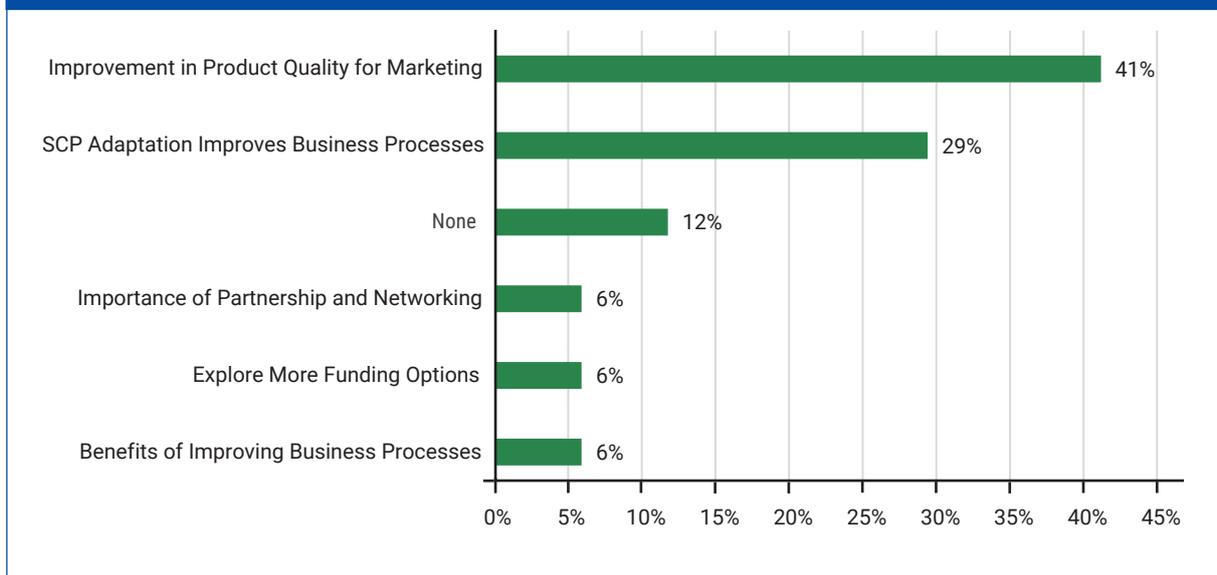
**Figure 5.2: Priority issues addressed**



*“There is need to explore tourism opportunities in our communities to promote the local economic development.”*

-Kakamega Environmental Education Programme (KEEP), Kenya

**Figure 5.3: Lessons learnt from the implementation of the project**





NATION PROGRAM  
Maisha maisha ya wazee,  
kushika na ulemavu



## 6. Conclusion and recommendations

The findings suggest that sustainable tourism can foster inclusive growth by offering opportunities for income and employment generation while embracing practices that promote environmental sustainability. The employment structure in the sector shows that there is scope for increasing the labour participation of women and youth in the sector and support local economic development through community participation in tourism development. The results also indicate that the interventions of the SWITCH Africa Green programme have the potential to support the transition to sustainable tourism development. This is reflected in the reported improved capacity and awareness of the beneficiaries in SCP practices. The findings in this report provide a basis for the following set of recommendations.

### 1. Finance and investment

Financing the transition to sustainable tourism is a significant challenge. At the enterprise level, MSMEs and CBTOs face challenges in accessing finance to upscale and implement innovative technologies. Consequently, developing green financing mechanisms for sustainable tourism products and services is crucial. At the government level, there is a need to finance the protection and management of natural and cultural resources as well as invest in relevant infrastructure such as connectivity. There is a need to leverage and support private sector participation in financing and investment in sustainable tourism.

### 2. Capacity building and knowledge sharing

The SWITCH Africa Green programme developed various knowledge and information resources and delivered training on various aspects of SCP practices in the tourism sector. The interventions have contributed to improved capacity and performance and planted the seed for long-term and sustainable change. MSMEs require partners on the ground to continuously work with them.

Some of the relevant areas for capacity building and knowledge sharing include eco-innovations and solutions, standards and certification, and community-based tourism.

### 3. Integrated policy approach

Sustainable tourism is multi-sectoral, multi-stakeholder, and requires effective policy coordination across different levels of government to enhance local development by supporting community participation. The policy dimensions include the following:

- mainstreaming SCP in national policies;
- development of community-based tourism;
- enhancing women and youth participation in the sector;
- data on sustainable tourism to facilitate planning and monitoring consistent with SDGs;
- addressing seasonal variations; and
- external factors that impact tourism, including infrastructure, travel requirements, security, and environmental protection.

### 4. Models of development of CBT initiatives

Encouraging community participation in tourism has the potential to contribute to local development and thus enhance social inclusion and environmental protection. There is a need therefore to address issues related to benefit-sharing, governance and capacity building for CBTOs, and developing value chains while supporting local development.



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## 8. ANNEX I: Selected SWITCH Africa Green interventions

SWITCH Africa Green Strategic Interventions	Outputs	Outcomes
<p>Knowledge and information resources</p>	<ul style="list-style-type: none"> <li>• Community-Based Tourism (CBT) Workbook</li> <li>• 3 CBT DIY toolkits on sustainable business operations, sustainable product innovation, and responsible marketing and communication</li> <li>• A technical assistance guidebook developed to support individual hotel implementation, data collection, and evidence-based improvement</li> <li>• Eco-signage developed and displayed in hotel rooms to inform and educate both guests and staff</li> <li>• Articles on the project that were promoting eco and sustainable tourism were promoted on the online platform</li> </ul>	<ul style="list-style-type: none"> <li>• 267 new jobs created</li> <li>• 76% of the MSMEs reported an increase in job creation</li> <li>• 65% of the MSMEs reported an increased sales turnover</li> <li>• 88% of the MSMEs reported improved business skills</li> </ul>
<p>Capacity Building</p>	<ul style="list-style-type: none"> <li>• 200+ community members from 24 CBTOs were coached and/or provided consultancy on how to use the SUS-TOUR tools.</li> <li>• 19 CBTOs Leaders trained as sustainable CBT trainers.</li> <li>• 25 CBTOs and 17 TOs trained on the CBT support package</li> <li>• 10 county representatives received consultancy services on how to market the destination, incorporating CBT as a sustainable component</li> <li>• Ecotourism Kenya (EK) and Federation of Community Tourism Organizations (FECTO) have conducted 4 training programmes with the CBT DIY toolkit</li> <li>• 19 MSMEs trained in training of trainers (ToTs)</li> <li>• 275 people trained in workshops by experts from national productivity and competitiveness</li> <li>• 175 hotel staff trained on the job by experts and TAs under supervision.</li> <li>• 3 workshops conducted in Mauritius and Rodrigues</li> </ul>	<ul style="list-style-type: none"> <li>• 76% of the MSMEs reported the programme had a positive social impact</li> <li>• 59% of the MSMEs reported improved health and safety at work</li> <li>• 65% of the MSMEs reported newly emerged business</li> <li>• 88% of the MSMEs reported undertaking 3R interventions•267 new jobs created</li> <li>• 94% of the MSMEs reported improvement in staff capacity</li> <li>• 47% of the MSMEs recorded improvements in production cost reduction</li> </ul>



SWITCH Africa Green Strategic Interventions	Outputs	Outcomes
Awareness creation	<ul style="list-style-type: none"> <li>• Visibility materials have been developed and being disseminated through the web and to hotels regularly</li> <li>• 21 county officers capacitated on the CBT workbook, with raised awareness and know-how on promoting CBT for sustainable destination development.</li> <li>• 11 CBTOs formed a communication channel (e.g., WhatsApp Group) to communicate and exchange on SCP actions.</li> <li>• Project banners were produced and presented in the major project events</li> <li>• Project flyers were produced and distributed via emails, websites, and handouts at events</li> <li>• Videos of the ToTs and Collaborative Innovation Workshop (CIW) were developed and shared with trainers and MSMEs</li> <li>• 10 mentored CBTOs banners were developed, showcasing the SUS-TOUR intervention and results</li> <li>• Three high profile public awareness forums on SCP and information on the findings of the gap analysis conducted               <ul style="list-style-type: none"> <li>• 4th of May 2016 to launch the video on SCP</li> <li>• 29 of August 2016 to disseminate the findings of the Gap Analysis</li> <li>• 15 October 2018 at the Meridien to close the project, disseminate the EMS best practices manual and create linkages among the tourism value chain</li> </ul> </li> <li>• The counter at the arrival lounge of the SSR international airport to create awareness, presence, and visibility for tourists arriving in Mauritius</li> <li>• Publicity banners for the project were produced under the guidance of the SWITCH Africa Green national coordinator.</li> <li>• Development of an online eco-innovation platform for 90 users</li> </ul>	<ul style="list-style-type: none"> <li>• 41% of the MSMEs reported that they learnt about basic business operations, 29% indicated that they had learnt about product development, 18% indicated that they had learnt about marketing strategies and 12% on resource management</li> <li>• 88% of the MSMEs indicated achievements in improved business processes, improvement in production processes, SCP based improvements in resource management and networking and partnership</li> <li>• 53% of the MSMEs indicated that they had issues on inefficient use of resources, 6% reported improper waste management, 24% reported lack of business management skills, 12 % indicate d limited marketing channels and 6 % showed the need of product improvement.</li> <li>• 76 per cent of the MSMEs reported implementation of policy changes</li> </ul>
Networking	<ul style="list-style-type: none"> <li>• CBTOs have engaged in direct dialogue with TOs in learning about the market demands and expectation on partnerships</li> <li>• A symposium attended by 45 actors in Uganda's eco-tourism sector was hosted in which the CEO of Ecotourism Kenya shared Kenya's experience and success in ecotourism and sustainable tourism</li> <li>• A partnership was formed between BSpace, Uganda Tourism Association, and Eco-Tourism Kenya to support at least 20 ecotourism MSMEs and 120 employees and eco-tourism entrepreneurs leading to international eco certification</li> </ul>	



Annex II: List of participants				
SWITCH Africa Green Regional Sector Meeting on Sustainable Tourism				
29-30 October 2019,				
Kigali, Rwanda				
No.	NAME	COUNTRY	DESIGNATION	ORGANIZATION
1	Thibaut Portevin	Belgium	Policy Officer	European Commission
2	Jens Norgard	Belgium	SWITCH to Green Facility	European Commission
3	Albert Compaore	Burkina Faso	National Coordinator	SWITCH Africa Green Programme
4	Aboubacar Coulibaly	Burkina Faso	Consultant	United Nations Environment Programme (UNEP)
5	Becquet Polycarpe Bationo	Burkina Faso	Director of the Promotion of Entrepreneurship and Green Investments	Ministry of the Environment, Green Economy and Climate Change
6	Antoine Bambara	Burkina Faso	Director General	Ministry of the Environment, Green Economy and Climate Change
7	Souleymane Nelson Congo	Burkina Faso	General Manager	Office National Du Tourisme Burkinabe (ONTB)
9	Luc Ouedraogo	Burkina Faso	General Manager	Direction Générale du Tourisme
10	Luis-Francisco Rodrigues-Mendizabal	Democratic Republic of Congo	Programme manager – Forestry/Environment/Energy	European Union Delegation to the Democratic Republic of Congo
11	Yousra Mounir	Egypt	Founder/Director	Amaken Trips
12	Dembi Antoine Duval	Equatorial Guinea	Director of Industrial Development, Mining and Tourism	Economic and Monetary Community of Central Africa (CEMAC)
13	Simon Pierre Nguema Mvondo	Equatorial Guinea	Head of Department in Charge of Tourism	Economic and Monetary Community of Central Africa (CEMAC)
14	Misgana Elias Kallore	Ethiopia	National Coordinator, SWITCH Africa Green Programme	UNEP Liaison office in Addis Ababa, Ethiopia
15	Mustapha Ouabbas	Ethiopia	Senior Policy Officer	African Union Commission (AUC)
16	Shiferaw Negash Bira	Ethiopia	Director General for Environment and Social Impact Assessment	Environment, Forest and Climate Change Commission
17	Yisfalign Habte Ansa	Ethiopia	Team Leader	Tourism Destination Development
18	Zalalem Mulatu Dereje	Ethiopia	Director, Planning & General Service Directorate	Environment, Forest and Climate Change Commission
19	Muhammad Ebrahim Mohammad	Ethiopia	Public Relation Expert	Environment, Forest and Climate Change Commission
20	Mekoya Mamo Gabretsadic	Ethiopia	Expert at National Parks	Ethiopia Wildlife Conservation Authority
21	Desto Bedaso Genemo	Ethiopia	Expert at National Parks	Ethiopia Wildlife Conservation Authority

No.	NAME	COUNTRY	DESIGNATION	ORGANIZATION
22	Svitlana Mikhalyeva	France	Consumption and Production Analyst	UNEP - Economy Division
23	Honoré Tabuna	Gabon	Biodiversity and Green Economy Expert, Regional Coordinator Anti-Poaching Unit	Economic Community of Central African States (ECCAS)
24	Kingsley Bekoe Anisah	Ghana	National Coordinator, SWITCH Africa Green & PAGE Programmes	United Nations Development Programme (UNDP)
25	Daniel Digber	Ghana	Programme Officer	Ghana National Cleaner Production Centre (GNPCPC)
26	Reuben Kwadzofio Kwasi	Ghana	Deputy Director, PPME Directorate	Ministry of Tourism, Culture and Creative Arts (MOTCCA)
27	Lambert Faabeluon	Ghana	Director	Ghana National Cleaner Production Centre
28	Dickson Khainga	Kenya	Consultant	United Nations Environment Programme (UNEP)
29	Angela Njehia	Kenya	Leisure Travel Manager	Let's Go Travel, UNIGLOBE
30	Carolyne Cheron Kilel	Kenya	Programme Management Assistant	United Nations Environment Programme (UNEP)
31	Celia Marquez	Kenya	Project Manager	United Nations Office for Project Services (UNOPS)
32	David Marenya	Kenya	Entrepreneur	GEM Sauri Ecotourism
33	Dr.Rose Kisia	Kenya	Tourism Lecturer	Jaramogi Oginga Odinga University of Science and Technology
34	Edward Ngari Muriuki	Kenya	Director	Agro-Tourism Community Initiatives - Kirinyaga County
35	Frank Turyatunga	Kenya	Deputy Director, Africa Office	United Nations Environment Programme (UNEP)
36	Grace Nderitu	Kenya	Chief Executive Officer	Ecotourism Kenya
37	Jane Nyakan'go	Kenya	Director	Kenya National Cleaner Production Center (KNPCPC)
38	Judy Kepha-Gona	Kenya	Founder/Director	Sustainable Travel & Tourism Agenda (STTA)
39	Kamala Ernest	Kenya	Programme Management Officer	United Nations Environment Programme (UNEP)
40	Keziah Odemba	Kenya	Director of Tourism	Ministry of Tourism and Wildlife
41	Mercy Gatobu	Kenya	Project Support Associate	United Nations Office for Project Services (UNOPS)
42	Nelly Palmeris	Kenya	Assistant Director	Kenya Wildlife Service (KWS)
43	Norah Mugita	Kenya	Legal Associate	United Nations Environment Programme (UNEP)
44	Patrick Mwesigye	Kenya	Regional Coordinator, Resource Efficiency and SCP	United Nations Environment Programme (UNEP)
45	Rhoda Wachira	Kenya	Programme Management Officer	United Nations Environment Programme (UNEP)
46	Robert Wabunoha	Kenya	Regional Coordinator, Environmental Governance	United Nations Environment Programme (UNEP)
47	Rosemary Nenini Lekirany	Kenya	Entrepreneur	Twala Tenebo Women Association

No.	NAME	COUNTRY	DESIGNATION	ORGANIZATION
48	Virginia Ngugi	Kenya	Director of Tourism	Department of Tourism
49	Vivian Njogu	Kenya	Project Support	United Nations Environment Programme (UNEP)
50	Willis Ondiek	Kenya	Manager- Research, Strategy and Planning	Tourism Fund
51	Tokiaritefy Rabeson	Madagascar	Technical Advisor	Tourism and Transportation Ministry
52	Dr Dookhun Vimi	Mauritius	Senior Lecturer	University of Mauritius
53	Venkama Avinash	Mauritius	Grantee	Association des Hotels de Charme
54	Noormamode Malick	Mauritius	Manager, Manisa Hotel	Manisa Hotel
55	Ali Abdool	Mauritius	Sustainability Specialist	SUN Resorts Hotel Management Ltd
56	Daren Moodely	Mauritius	Project Coordinator	Sus-Island Mauritius Project
57	Yann Lazare	Mauritius	Product Executive	Mautourco Ltd
58	Marie Lourdes Raphael-Robertson	Mauritius	Grantee	Commission for Environment
59	Casimir Kisna	Mauritius	Tourism Administrative Officer	Rodrigues Tourism office
60	Limock Marie Anne Elvita	Mauritius	Manager	Rodrigues Coco Villa
61	Naut Kusters	Netherlands	Director	ECEAT – European Centre for Eco and Agro Tourism
62	Ambassador Nicola Bellomo	Rwanda	Head of Delegation	European Union Delegation to Rwanda
63	Faustin Munyazikwiye	Rwanda	Deputy Director	Rwanda Environmental Management Authority
64	Dr Callixte Gatali	Rwanda	Lecturer and Research associate to CoEB	Center of Excellence in Biodiversity & Natural Resource Management (CoEB), University of Rwanda
65	Steven Niyonzima	Rwanda	National Coordinator	Cleaner Production and Climate Innovation Centre
66	Fidele Ruzigandekwe	Rwanda	Deputy Executive Secretary for Programs	Greater Virunga Transboundary Collaboration
67	Belise Kariza	Rwanda	Chief Tourism Officer	Rwanda Development Board (RDB)
68	Emmanuel Nsabimana	Rwanda	Head, Tourism Regulation Department	Tourism Regulation Department
69	Gatete Benefique	Rwanda	Environmental Research and Development Officer.	Rwanda Environment Management Authority (REMA)
70	Douglas Mugerwa	Rwanda	Project Officer	Red Rocks Initiatives For Sustainable Development
71	Laine Munir	Rwanda	Senior Research Fellow	University of Rwanda
72	Nopoleon Mugenzi	Rwanda	Journalist	Hobe Rwanda Magazine
73	Dismas Karuranga	Rwanda	Pollution Control Specialist	Ministry of Environment

No.	NAME	COUNTRY	DESIGNATION	ORGANIZATION
74	Nsengi Barakabuye	Rwanda	Chairman	Rwanda Hospitality Association
75	Amdy Sene	Senegal	Technical Advisor to the Minister of Tourism and Air Transport	Ministry of Tourism and Air Transportation
76	Wilna Botha	South Africa	Chief Executive Officer	Africa Ignite
77	Jenitha Badul	South Africa	Senior Policy Advisor	Department of Environmental Affairs
78	Elizabeth Mamonyama Ntoyi	South Africa	Programme Officer	Department of Environmental Affairs
79	Yoganathan Pillay	South Africa	Senior Manager, Monitoring and Evaluation	Ezemvelo KZN Wildlife
80	Kgomotso Matthews	South Africa	Green Economy Director	Conservation South Africa
81	Agnes Rapau Modjadji	South Africa	Enterprise Development Coordinator	Conservation South Africa
82	Caroline McCann	South Africa	Market Specialist	Conservation South Africa
83	Jaime Mayaki	Spain	Deputy Director, Regional Department for Africa	World Tourism Organization (UNWTO)
84	Malick Kane	Switzerland	Programme Management Officer	United Nations Conference on Trade and Development (UNCTAD)
85	Raphael Manirabarusha	Tanzania	Tourism and Wildlife Management Program Officer	East Africa Community (EAC)
86	Teddy Twine Nsubuga	Uganda	National Coordinator, SWITCH Africa Green Programme	UNDP Uganda
87	Richard Mugambwa	Uganda	Project Manager	National Environment Management Authority (NEMA)
88	Vivian Lyazi	Uganda	Principal Tourism Officer	Ministry of Tourism, Wildlife and Antiquities
89	George Owoyesigire	Uganda	Deputy Director Community Conservation	Uganda Wildlife Authority
90	Lilly Ajarova	Uganda	Chief Executive Officer	Uganda Tourism Board
91	Jean Byamugisha	Uganda	Executive Director	Uganda Hotel Owners' Association (UHOA)



**Sustainable Agriculture**



**Integrated Waste Management**



**Green Manufacturing**

**United Nations Environment Programme (UNEP)**

Africa Office,  
NOF Block 2, Level 1, South Wing  
P.O. Box 30552- 00100  
Nairobi, Kenya

**SWITCH Africa Green**

Website: <https://www.unep.org/switchafricagreen>  
Facebook: [switchafricagreen](#)  
Twitter: [@switchafrica](#)  
Email: [info.switchafricagreen@un.org](mailto:info.switchafricagreen@un.org)



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