

WORKSHOP to review the
CORPORATE SOCIAL
RESPONSIBILITY STRATEGY for
the NEGRIL ENVIRONMENTAL
PROTECTION AREA

SKYLARK HOTEL, NEGRIL
THURSDAY, AUGUST 12, 2021



Agenda

- I. INTRODUCTIONS (13:00-13:30)
- II. SESSION 1: ESTABLISHING THE NEED AND OPPORTUNITY (PRESENTATION) (13:30-14:00)
 - I. The case for a destination-level, community-based CSR initiative for the Negril EPA
 - II. Defining concepts: “Impact Tourism” and “Travelers’ Philanthropy”
 - III. Group discussion (14:00-14:30)
- III. COFFEE/TEA BREAK (14:30-14:45)
- IV. SESSION 2: APPLYING THESE CONCEPTS IN NEGRIL (14:45-15:50)
 - I. What kind of projects/activities would this initiative support? (Presentation) (14:45-15:00)
 - II. Breakout Groups to identify potential projects/activities (15:00-15:30)
 - III. Review and discuss group findings (15:00 – 15:50)
- V. COFFEE/TEA/STRETCH BREAK (15:50-16:00)
- VI. SESSION 3: ORGANIZATIONAL STRUCTURE, FUNDING MODALITIES FOR THE PROPOSED INITIATIVE
 - I. Organizational structure, legal status, staffing, project vetting/monitoring, funding (presentation) (16:00-16:15)
 - II. Breakout groups to identify potential revenue streams (16:15-16:35)
 - III. Review and discuss group findings (16:35-16:45)
- VII. WRAP-UP AND NEXT STEPS (16:45-17:00)
- VIII. HAPPY HOUR (17:00+)

Goals for today's workshop

- Gather stakeholder input on the proposed CSR strategy
- Establish a set of projects or activities which a CSR initiative would support
- Brainstorm the organizational framework and funding opportunities for the proposed CSR initiative
- Identify potential challenges and pitfalls
- Agree on concrete next steps toward implementation

SESSION I: Establishing the Need and Opportunity

Why a Landscape-level, Destination-wide strategy is appropriate for Negril

IWEco Project



- The *Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States* (GEF-IWEco) Project is a multi-focal, regional project in 10 Caribbean countries.
- The project is funded by the Global Environment Facility (GEF) and UN Environment (UNEP) is the lead Implementing Agency for national and regional sub-projects. The UN Development Programme also implements some activities aimed at supporting community-based livelihood opportunities through the GEF-Small Grants Programme.

Jamaica National Sub-Project:

Biodiversity Mainstreaming in Coastal Landscapes within the Negri Environmental Protection Area of Jamaica

Lead Partner Organization:

National Environment and Planning Agency (NEPA)



**National Environment
and Planning Agency**

Where this activity fits within the project?

Project Components:

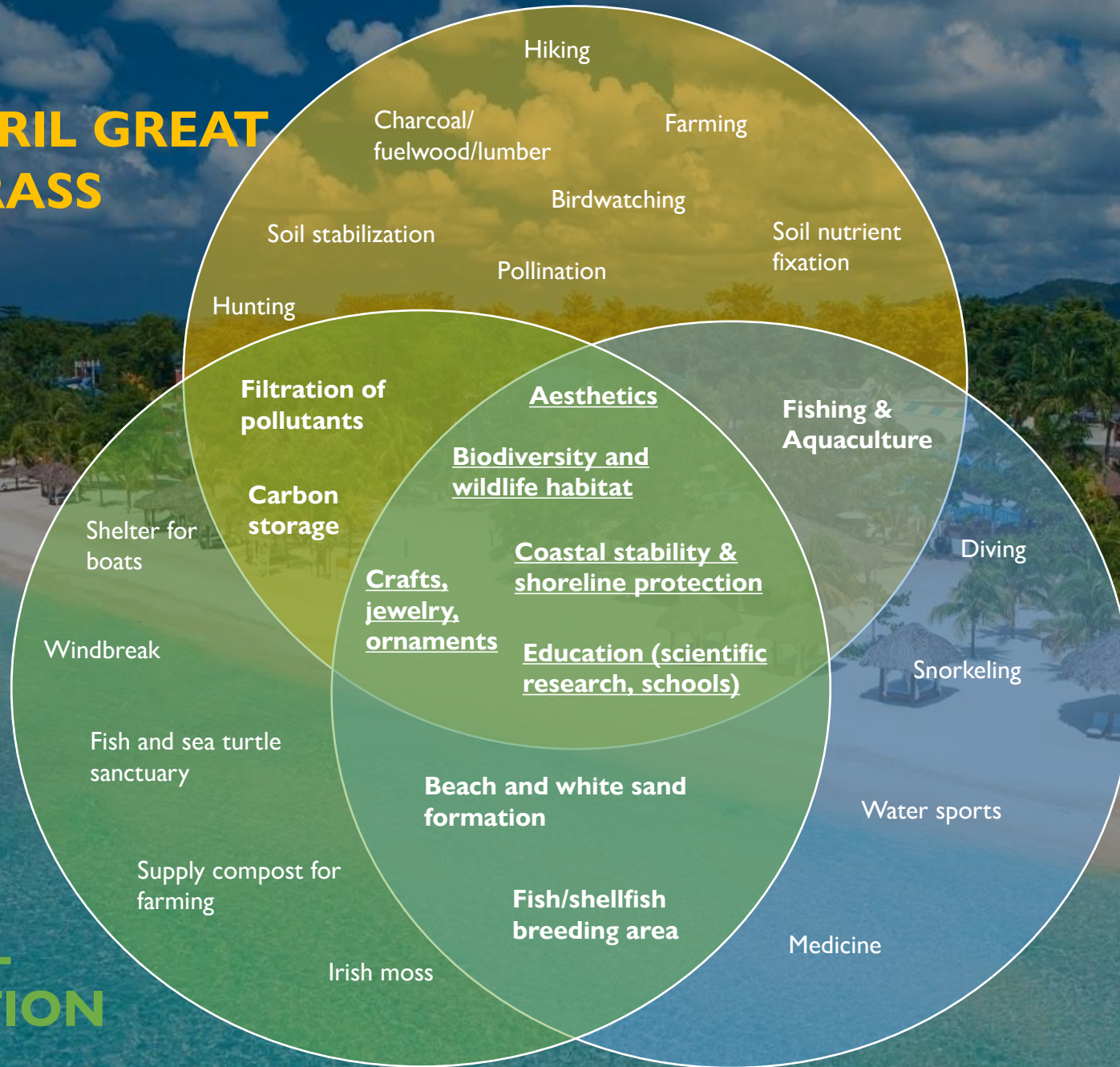
1. Integrated approaches to land management, land use, pollution management and management of the hydrodynamics of the Negril Environmental Protection Area (EPA);
2. Improvement of water, land, ecosystems and biodiversity resources of the Negril Morass, taking into account climate change, sensitive ecosystems and ecosystem services;
3. Strengthening of policies and legal and institutional frameworks and capacity building for sustainable land management, integrated management of water resources and the management of ecosystem services, taking into account climate change;
4. Project management, sharing of project information, lessons learned and good practices, project scaling up and replication

ECOSYSTEM SERVICES IN NEGRIL

NEGRIL GREAT MORASS

CORAL REEFS

COASTAL VEGETATION

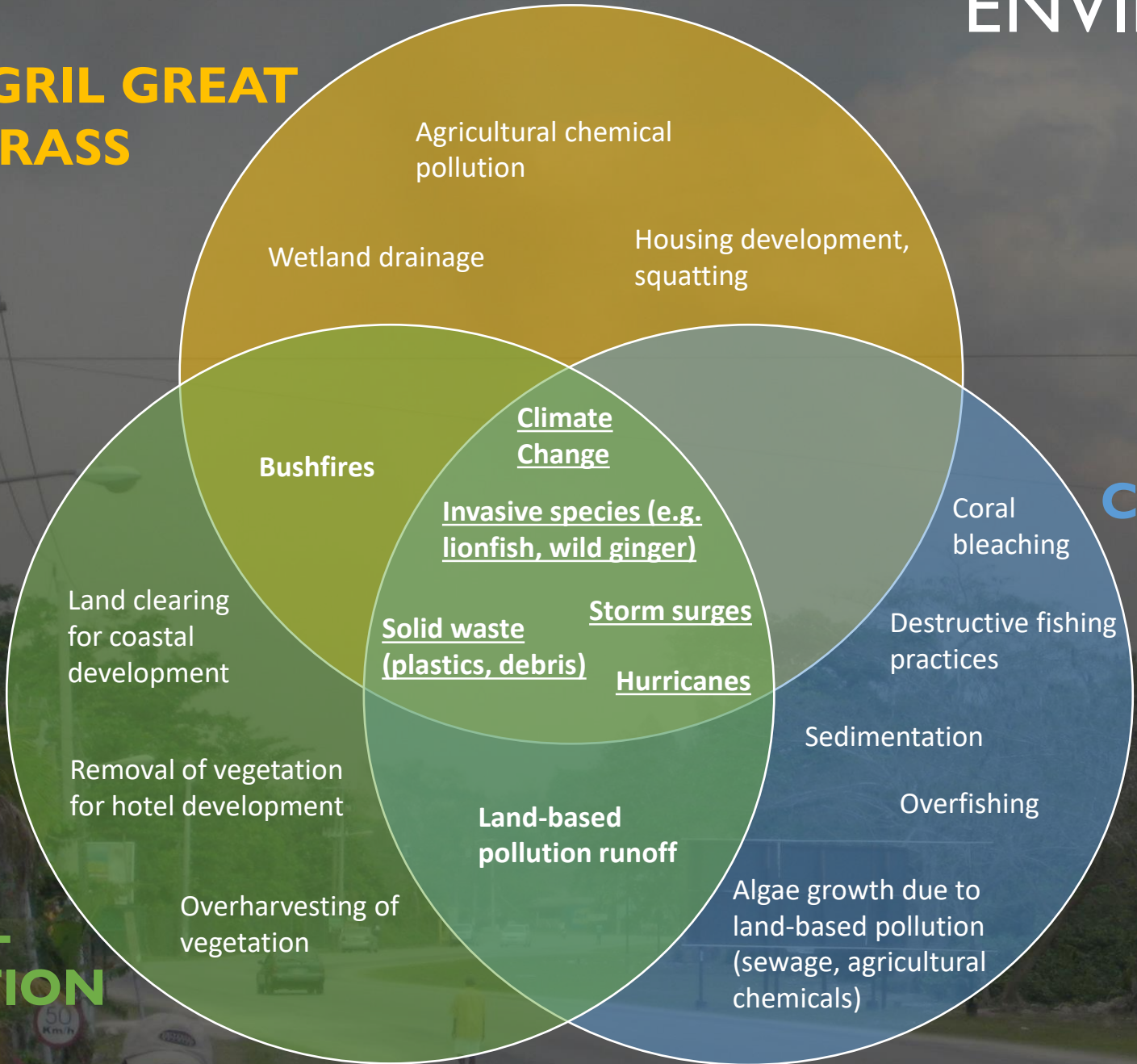


ENVIRONMENTAL THREATS IN NEGRIL

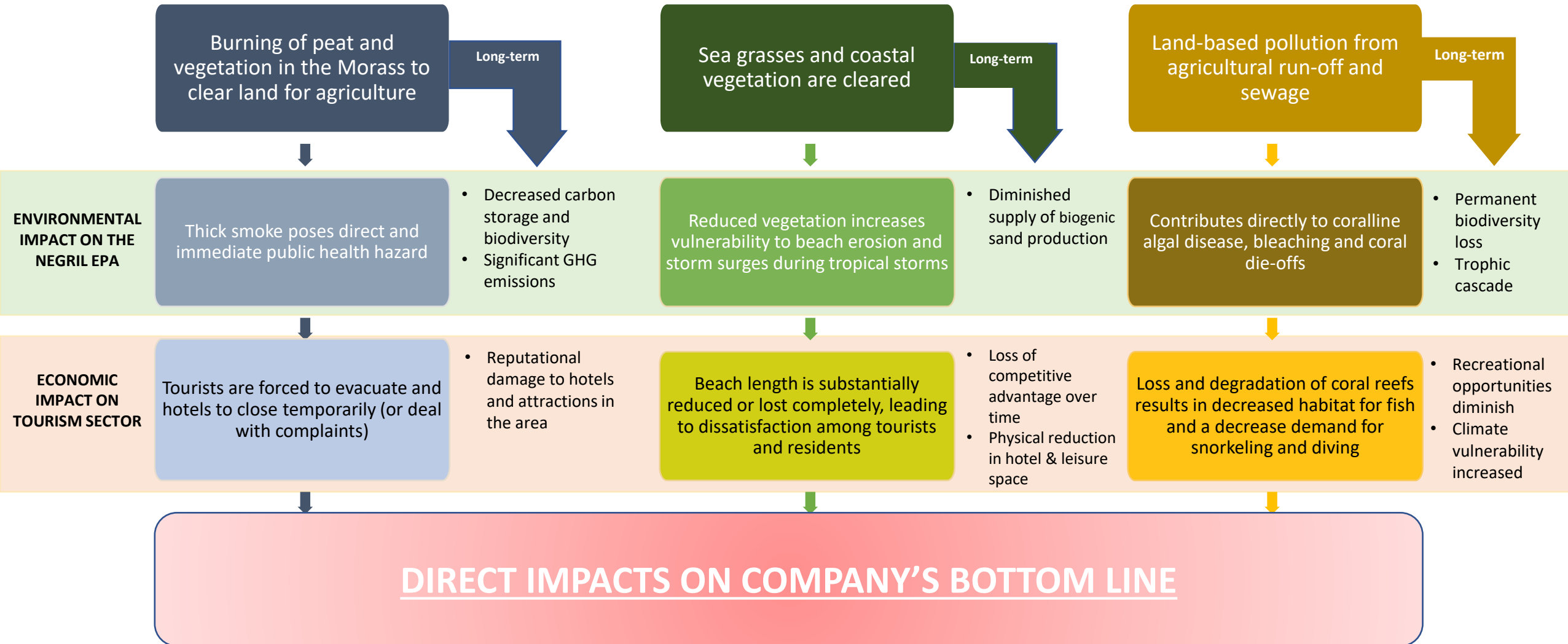
NEGRIL GREAT MORASS

CORAL REEFS

COASTAL VEGETATION



Business Case for Sustainability: Example of Hotels in the Negril EPA



Strategic Focus on Tourism

- Tourism is the economic engine of Negril.
 - > US\$500 million in revenue annually
 - > 12,000 persons employed directly
- Significant revenue generating opportunities for a destination-wide CSR initiative through ecotourism, adventure tourism, “voluntourism” and donations from travelers
- The Tourism sector is also highly vulnerable to environmental threats as well as a major contributor to environmental impacts, providing both incentive and responsibility to act
- While tourism is the focus of this strategy, other businesses in the Negril EPA should also be included in the development of an initiative

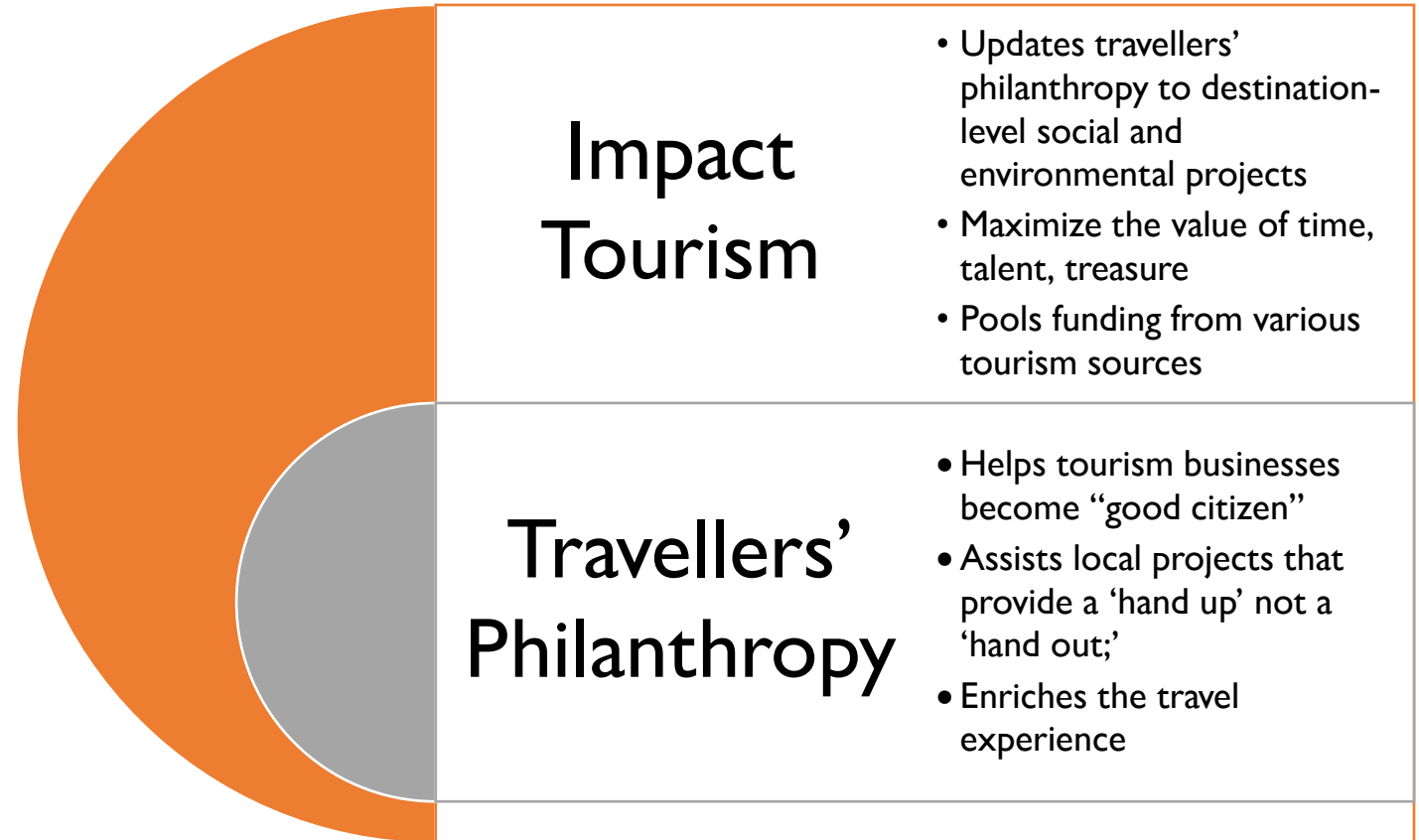
Travellers' Philanthropy and Impact Tourism

Travellers' Philanthropy: *tourism businesses and travellers making concrete contributions of time, talent and treasure to local projects beyond what is generated through the normal tourism business*

Developed as a formalized concept by the Center for Responsible Travel (CREST) in the early-mid 2000s



Center for Responsible Travel





The Spanish-Jamaican
Foundation

ROCKHOUSE
FOUNDATION



Tourism-related environmental
and community philanthropy by
individual businesses in Negril
and Jamaica



Advantages of a Destination-wide Initiative

1. Larger-scale initiatives
2. Multiple revenue streams
3. Shared costs
4. Marketing and brand differentiation
5. Competitive destination advantage

To capitalize on such benefits, the ideal destination-wide impact tourism program should:

1. Support a diverse array of organizations or projects;
2. Establish equitable and transparent distribution of funding resources, and;
3. holistically support community needs through addressing the three main pillars of sustainable development—the local environment, community, and economy.

Case study of a destination-wide impact tourism, travellers' philanthropy initiative



MONTEVERDE,
COSTA RICA

Monteverde Community Fund

- Idea for the fund started in 2010 and it was officially chartered in 2012
- Has supported 18 community projects ranging in scope from small organic gardens in schools to solar panels at public library and women's soap-making initiative
- The fund's Small Grants Program has leverage >US\$160,000 in direct and in-kind contributions



Monteverde Community Fund: Why a Destination- wide Fund?

A need to channel the economic wealth of tourism for the benefit of the community

- Rapid development of tourism industry in relatively short time
- Small local population with large influx of annual visitors
- Tourism has brought benefits to the community, but not an equitable form of development nor effectively channeled economic wealth of tourism into local community development

An opportunity for corporate community investment and collaboration

- Monteverde had 133 registered businesses, most tourism-related, but corporate community investment underdeveloped
- Few tourism enterprises soliciting philanthropic donations from tourists in a concerted, organized manner
- For those that did, little transparency into how donation funds spent

A need for private sector financial resources to assist democratically prioritized public needs

- As with most tourism destinations in developing countries, Monteverde's public institutions lack the economic resources to fulfill community development needs
- Inadequate government funding for basic infrastructure and service requirements

Monteverde Community Fund: Implementation Process

1. Community Consultation

- Travellers' Philanthropy Short Course in partnership with CREST
- Monteverde Institute agreed to be the local institution overseeing the initiative, with international expertise provided by CREST

2. Advisory Committee

- 5 community members chosen based on personal involvement in community affairs and importance of representative organizations
- Two local organizations – the Monteverde Chamber of Commerce and local Integrated Development Association – spearheaded

3. Pilot Project

- Raise money via tourism donations for the benefit of a pre-identified community development project
- Test fund collection mechanisms and on-the-ground practicality of travellers' philanthropy

4. The Community Project

- Implementation of the pre-identified community project chosen by the advisory committee

5. An Independent Association

- Short evaluation period to assess the pilot project implementation and fundraising mechanisms used
- Based on this evaluation, a long-term strategic plan for the creation of an independent fund program was developed



Challenges of a Destination-level Initiative

- How to motivate and unite a number of disparate tourism enterprises in pursuit of identified goals and objectives;
- How to select fund collection mechanisms that can work across a number of different businesses with varying business and accounting models (e.g. hotels vs. tour operators);
- How to practically identify community development projects that should benefit from tourism donations, given the number of actors and institutions involved in a destination-level initiative;
- How to build an effective campaign to educate visitors about community needs and generate contributions to assist designated local projects.

SESSION 2: Applying the concepts of Travellers' Philanthropy and Impact Tourism in Negril context

Ideas for projects and activities which a destination-wide initiative could support



ACTIVITY 1: Breakout Groups to discuss ideas for projects or activities which a Destination-level Initiative would support

Project/Activity ideas should articulate the following:

- What is the environmental, social and/or community problem being addressed?
- Who would be the implementing partners?
- How does it contribute to the long-term sustainability of Negril?
- How can the project/activity be supported through the “time, talent or treasure” of tourists and visitors?



Example 1: Scuba Diving Tours + Coral Gardening

- Tourists can assist in the planting of corals in coral gardening programs under guidance of experts
- Provides a unique and enriching experience for tourists while helping restore Negril's coral reefs
- Jamaica has significant experience in coral gardening already
- Programs like this already exist in the Caribbean in Bonaire, Curacao, Honduras, Cayman
- Expertise already exists in Negril through NEPT and NCRPS; additional partnership opportunities include Sandals Foundation, Coral Restoration Foundation, CARIBSAVE
- Future opportunities to collaborate with universities for scientific research and educational field trips



Example 2: Royal Palm Reserve Nature Tours

- Through the IWEco Project, rehabilitate the Royal Palm Reserve into a nature park that offers self-guided tours, nature walks, educational centre
- Birdwatching. “Birding” is big business – US Fish and Wildlife estimates it to be a US\$41 billion industry. Endemic species of birds in the Reserve offer exciting opportunities for “birders”
- Revenue from these activities – proceeds from which can help support a Negril Community Fund – also help sustain the Reserve and drive tourism demand
- Potential partnerships: NEPA, N.E.E.T. (educational opportunities for schoolchildren), Birdlife International, Audubon Society

Additional ideas and categories of projects and activities

Food and Farming

- Agritourism (farm tours), Culinary activities with travellers (farm to table program?), community gardens, beekeeping

Adventure tours

- Jamwest or Chukka style tours which contribute to the Community Fund; could build out an environmental focus in future

Waste management

- Recycling center; Community composting; Beach cleanups; Awareness campaigns

Wildlife and Conservation

- Fish sanctuary management (Little Bay Country Club?); Sea turtle release programs (relevant in Negril?); support to scientific research of the NGM

Education

- School trips and curriculum for kids; University research collaborations; educational programs through hotels

Arts and Crafts

- Support to local artisans and crafts-makers (small grants program? Business incubation?); awareness-raising campaigns through musicians and entertainers?

Resilience and Disaster Relief

- Emergency funds to support hurricane relief efforts, Covid-19 pandemic; create a system where private monies can be mobilized quickly

SESSION 3: How to Implement a Destination-Wide Impact Tourism Initiative

Organizational Structure, Funding Modalities for the Proposed Initiative



Evaluate the Potential for Success

1. Is there a broad enough network of stakeholders (hotels, tour operators, and other businesses) that have a mutual interest in supporting the local environment, community, and economy?
2. Are these stakeholders within close enough physical distance to share a similar vested interest within the local community?
3. What is the anticipated time, money, and effort required to effectively organize stakeholders into a unified network?
4. Is there possible grant support to launch the program?

Establish Organizational Structures and Governance

- Finding an existing organization to permanently house or temporarily launch the initiative
- At least one dedicated staff member
- Fundraising and marketing expertise either through volunteers or part-time staff

Options for Negril:

- Negril Chamber of Commerce
- JHTA?
- New organization?
- Others?

Establish Administrative and Fundraising Processes

1. Sound accounting principles
2. Transparency:
 1. Where is the money coming from?
 2. What is the money going toward?
 3. Who is using it?
3. Determine channels for raising funds

Project Vetting and Monitoring

- Democratic processes and criteria for selecting projects/activities
- Regular monitoring, reporting and evaluation of projects/activities
- Flexibility for reallocating funds should need arise

Launching the Destination- wide Impact Tourism Initiative

1. Soft launch or pilot phase
2. Official launch of the initiative upon successful pilot
3. If merited, launch initiative under a new legally constituted, independent organization

Activity 2: Breakout Groups to discuss revenue generating options for the proposed initiative

- Tours and participatory activities
- Merchandise sales – “adopt-an-animal” plush animals – West Indian Whistling Duck!
- “Opt-Out” – tourists automatically contribute unless they opt out
- “Opt-In – tourists must decide to opt in to contribute
- Round-Up – money raised by rounding up to nearest whole dollar
- Collection boxes
- Annual donations from travellers
- Grant funding through foundations, calls for proposals, etc.
- Linkages with government-sponsored tourism programs
- Other ideas? Be creative!

Next Steps

- Continued engagement with the IWEco Project and support to project activities
- Surveys
 - Sensitization survey for Negril businesses and stakeholders to gauge level of interest in participating, including willingness to contribute financially
 - The survey conducted by UWI Mona Business School students as part of the Coral Conservation Club project sponsored by NCC should also be utilized and built upon
 - Survey tourists to gauge their level of interest in supporting environmental and community causes in Negril as well as what types of issues they are most concerned with and ways they would be interested in supporting and participating
- Legal Status
 - Take steps to begin the registration of the legal entity that would spearhead this initiative – likely a “Charitable Organization” in Jamaica
 - Determine whether or not it would be beneficial to register as a non-profit elsewhere (e.g. 501c3 for the US)
- Capacity Building
 - Consider bringing in outside expertise in sustainable tourism for training and capacity development
 - E.g. Center for Responsible Travel (CREST), Sustainable Travel International, Solimar International
 - Explore funding and partnership opportunities to support the launch of an initiative
 - E.g. Calls for proposals, multilateral donors, private foundations, individuals, etc.

THANK YOU!
