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**Development of Sustainable Tourism Destinations as a
way to Promote Local Development.**

Case Study: Bali, Indonesia and São Sebastião, Brazil.

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Extended Abstract

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ABSTRACT

Tourism growth is constant and global. As more people are able and willing to travel, tourism has become more and more relevant. Its impact on the socioeconomic development is visible in countries in which tourism represents its main drive. As it is a complex and dynamic phenomenon which generates multiple kinds of impacts and creates social and environmental pressure, thriving for sustainability becomes urgent and should be considered in all areas of the sector. Thus, touristic services should be managed in a way that enables them to have an increasing sustainable development.

As this concern with sustainable development grows more present and far-reaching to all business areas, including tourism, *LiderA Destinations* has developed an environmental performance evaluation system for touristic destinations that is intended to measure its levels of sustainability. So far, this system has only been applied in Portugal, and in this dissertation, it is for the first time applied in two international destinations: Bali, in Indonesia and São Sebastião, in Brasil.

Firstly, resorting to the *LiderA Destinations* system criteria and based on information mainly retrieved in loco, the evaluation of both touristic destinations was done. We checked the performance on the seeking of sustainability of each of them and checked whether any measures were taken which can suggest environmental concern. Subsequently, based on the global evaluation of said destinations, it was possible to identify improvement opportunities that allowed the creation of a program proposal which includes measures adapted for each of the destinations in study. The proposed programs take into account their main vulnerabilities and attempt to prioritize the measures on a temporal scale, based on its relevance, urgency and necessity frequency and serve the goal of supporting a plan of action. The proposed measures extend to all active parties of the touristic destinations, reinforcing the importance of an integrative approach.

Ultimately, it is important to note that future developments are essential for the evolution of the strategic management of touristic destinations. In order to achieve the concept of a sustainable touristic destination, it is essential that a network of partnerships among business, services and sustainable touristic activities is created.

Keywords: Tourism, sustainable touristic destinations, Bali, São Sebastião, environmental assessment systems for destinations, *LiderA Destinations*

1. INTRODUCTION

1.1 Challenges for sustainable tourism

Tourism is one of the fastest growing industry, being a strong driver of the socio-economic component, at a global level. This sector is one of the main generators of revenues and employment worldwide. However, besides the positive aspects of tourism growth, significant impacts are also generated in terms of degradation of socio-cultural, economic and environmental destinations assets. Being the tourism sector confronted with the challenge of developing in a sustainable way. (UNESCO, 2009; UNWTO, 2014a).

According to UNWTO, sustainable tourism can be defined as: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities." To achieve long-term sustainability it is crucial to reconcile the three economic, social and environmental dimensions (UNEP & WTO, 2005).

The search for sustainability is a constant and ongoing journey. The management and operation of a tourism destination, in order to be sustainable, requires the commitment and collaboration of all stakeholders involved (GSTC, 2016).

1.2 Sustainable Touristic Destinations

A sustainable touristic destination is defined by a destination (or zone) that emphasizes the concern for the achievement of a good environmental, social and economic performance within the relevant aspects that support tourism activities and the stakeholders involved. For a destination to be sustainable, it is necessary to have an integrated network of services such as accommodation, restoration, tour operators, among others, that assume and apply the demand for sustainability (LiderA_Destinations, 2017b).

There are different types of sustainable tourism destinations with different concerns: social, ecological, environmental, or local economic development. A wide range of tourism destinations characterized by activities related to natural resources may be considered such as ecotourism, nature tourism, rural tourism, agrotourism, cultural tourism, landscape tourism, trekking tourism, adventure tourism, tourism with social concern, tourism that values trade and local products, sports tourism, among others. Some sustainable tourism destinations may include more than one of the tourism models mentioned above.

However, it is often argued that tourism may never be completely sustainable. Sustainable development of tourism is a continuous process of improvement (UNEP & WTO, 2005). All tourism destinations must constantly update their approach to the pursuit of sustainability, always striving to improve environmental performance.

1.3 Purpose and Objectives

The issue that this thesis proposes to clarify is whether it is possible to assess touristic destinations by themselves. As well as whether this evaluation can contribute and support the development of sustainability and destination management, in order to be oriented to reconcile the demand for sustainability.

The thesis has two major objectives. The primary objective is to assess the environmental performance and sustainability of selected tourism destinations - Bali and San Sebastian. The second is to create a program with proposed improvement measures for each destination, in order to ensure a strategic management planning with continuous development, which aims at practices that guide to a better classification and the reach of the sustainability of the tourist destinations study cases.

1.4 Methodology

As a first approach, the methodology includes the state of the art review regarding development, management and assessment of sustainable tourist destinations, through the application of systems with specific criteria based on sustainability pursuit.

Following, the environmental assessment system applied to the case studies LiderA Destinations is presented, its main tools and criteria, as well as its mode of operation, mission and objectives are highlighted.

Subsequently, the case studies - Bali and São Sebastião – are framed, described and analyzed. The destinations assessment process is carried out based on the LiderA Destinations criteria.

Successively, management programs adapted to each one of the destinations are developed, according to their needs, which were identified after the evaluation process. The proposed programs include measures to be implemented in tourism activities and in the destination itself, in order to adjust the sustainability performance for the case studies. The recommendations were made taking into account current examples of success.

Lastly, it is held a discussion of the thesis approach. It is described the limitations and potentialities, as well as if the approach meets the expected. A set of proposals and recommendations for the sustainable development of tourism in Bali and São Sebastião is presented.

2. DEVELOPMENT OF SUSTAINABLE TOURISTIC DESTINATIONS – STATE OF THE ART

According to Brundtland report - Our Common Future - humanity has the capacity to make development sustainable and defines the concept as "**development capable of ensuring that it meets the needs of the present without compromising the ability of future generations to meet their own needs.**" (WCED, 1987). In 2002 the World Summit on Sustainable Development held in Johannesburg, highlights the importance of the demand for sustainable development addressing the issue of globalization (Pinheiro, 2006). Thus, the search for sustainability is beginning to be a transversal trend in all areas, including in tourism.

Tourism is a social, cultural and economic complex phenomenon which entails the temporary interaction between guests and a hosting destination outside their usual environment for personal or business/professional purposes (UNWTO, 2014b; Van der Zee & Vanneste, 2015).

Tourism is made up of an amalgam of stakeholders, either partially or fully, and directly or indirectly involved in tourism (Van der Zee & Vanneste, 2015). So there is a range of impacts associated to tourism sector that should be taken into account along its sustainable development. The most concerning ones are related with the climate change and environmental pressure that travellers growth implies.

The development and implementation of policies for sustainable tourism should be based on the following guiding principles: taking a holistic view; pursuing multi-stakeholder engagement; planning for the long term; addressing global and local impacts; promoting sustainable consumption; taking a life cycle perspective; respecting limits; adapting to changing conditions; undertaking continuous monitoring and an ongoing perspective (UNEP & WTO, 2005).

Concluding, to be sustainable, the tourism sector must be economically viable, to satisfy social needs, preserve the environment and cultural heritage, exploit natural resources responsibly and satisfy the tourist (EC-ECSRT, 2012).

According to UNWTO, **sustainable tourism** can be simply expressed as the "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO, 2016).

Sustainable tourism is not a special form of tourism. Rather, all forms of tourism should strive to be more sustainable (UNEP & WTO, 2005).

Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary (UNEP & WTO, 2005). Strategic planning is essential for sustainable tourism to reach its potential (Murphy & Murphy, 2004), in particular to ensure the competitiveness necessary. Tourism sustainable development management practices should be applied to all forms of tourism in all types of destinations. Sustainable development should address the **environmental, economic, and socio-cultural** components, establishing a suitable balance between these three dimensions to guarantee its long-term sustainability (UNEP & WTO, 2005).

The emerging concept of **sustainable tourism destination** promotes a true partnership between all the actors involved (WCTE-UNWTO, 1991). Only in this integrated way is it possible to develop, monitor and manage a sustainable tourism destination (Amore, 1992). This destination concept adopts an alternative tourism form to the mainstream mass tourism that has been becoming environmentally, socially, ethically and politically intolerable (Mihalic, 2013).

The **Global Sustainable Tourism Council** emerges as the internationally most recognized entity responsible for establishing the management and certification of sustainable tourist destinations. The GSTC leading focus is to promote the global adoption of sustainable tourism standards, in a way of ensuring the tourism industry continuance within a sustainable development. To achieve this, the GSTC has created a set of international standards criteria, facilitating the creation and adoption of universal principles for sustainability, known the Global Sustainable Tourism Council Criteria (**GSTC-Criteria**) (GSTC, 2016a). The GSTC criteria have been consulted and applied numerous times in all continents in developed and developing countries, always taking into account the standard guidelines for sustainable tourism. This reflects the main goal of GSTC, which is based on reaching a global consensus on sustainable tourism (GSTC, 2016c).

In Portugal, the correspondent project in this area is **LiderA Destinations system**, founded by Professor Manuel Pinheiro (Instituto Superior Técnico). The project has as main focus the promotion and raise of awareness for sustainability in tourism.

Concluding, there are qualifying criteria for the management and evaluation of sustainability adapted to tourist destinations and it is in this ambit that the approach of LiderA Destinations has been developed and inserted.

3. LIDERA DESTINATIONS SYSTEM

LiderA Destinations project emerged at the beginning of the year 2013, as a result of research and work carried out by Professor Manuel Pinheiro, Phd, professor at the Instituto Superior Técnico (IST) and promotes an approach that supports the concept of sustainable tourism destinations (LiderA_Destinations, 2017d).

LiderA Destinations is an auxiliary and voluntary system that aims to develop partnerships and trains to improve performance and the seek for sustainability of the tourist destinations and network services that belong to it. A program to optimize sound environmental practices in the tourist activities of destinations based on LiderA standards was created. The program foresees the involvement of several tourist entities, such as tour operators, accommodation, restaurants, transport, etc. (LiderA_Destinations, 2017d).

The **objectives** that LiderA Destinations intends to achieve are the following (LiderA_Destinations, 2017c):

- (1) Development of a sustainable, responsible and quality tourism;
- (2) Enhance a network of services and sites with optimized and proven performance;
- (3) Improve environmental performance and reduce costs;
- (4) Consolidate the image and visibility of Portugal as a set of quality sustainable destinations;
- (5) Contribute to attract and retain customers with environmental concerns.

The **mission** for which the project is guided is: "Sustainable Tourist Destination: a destination (zone) where there is a demand for good environmental, social and economic performance, especially in aspects that are relevant and support tourism activities. To create a destination of this kind is necessary that some services such as accommodation, restaurants, tour operators, among others, assume and implement the search for sustainability." (LiderA_Destinations, 2017b).

LiderA Destinations **operating mode** is based on two stages:

- (1st) When the area involved and tourist services adhere to the sustainable tourist destination, they take on a contribution to the search for sustainability (through an environmental policy), demonstrating the practices they adopt and being receptive to implement improvements;
- (2nd) Depending on the implementation and performance status of each service it will be performed an analysis, assessment and classification according to LiderA classes (from G to A++). In order to integrate the network of sustainable destination the services need to obtain at least a class C, which represents a 25% improvement from the common practice of reference (class E).

The correct environmental performance **principles** assumed by LiderA are the following:

Principle 1 – To improve local dynamics and promoting appropriate integration;

Principle 2 – To promote the efficient use of resources;

Principle 3 – To reduce the impact of environmental loads (both in value and in toxicity);

Principle 4 – To ensure the environments quality, by focusing on environmental comfort;

Principle 5 – To promote sustainable socio-economic experiences;

Principle 6 – To ensure the sustainable use of the built environment, through environmental management and innovation.

The classes available to assign to the criteria vary between G and A++, the least and most efficient respectively. The class E is related to the practice of reference (the usual level), and high environmental performance classes aside the A++ are the A and A+. Also note that classes D, C, B, A, A+ and A++ represent improvements on the usual practice of at least 12.5%; 25%; 37.5%; 50%; 75% and 90%, respectively (LiderA_Destinations, 2017a).

In the current year of 2017, the application of the LiderA Destinations system will debut in destinations outside Portugal for the first time. Being the cases of study of the thesis the analyzed destinations.

4. CASE STUDY OF BALI, INDONESIA

4.1 Bali Description

Indonesia is a dream destination for many people, especially Bali, that stands out for its natural, spiritual, religious and cultural heritage components. The economy of Bali rely mostly on the tourism sector, being the southern part of the island the one most exploited by the sector - corresponding to 60 thousand jobs. Bali is a destination of choice for different tourism kinds: mass tourism, relaxation and beach tourism, alternative tourism such as backpackers, adventure tourism, spiritual retreat experience tourism and volunteer tourism, among others.

The information used in the destination assessment process was mostly gathered in loco, since the author had the opportunity to visit the destination (july 2016).

In the map presented below are located the visited places in Bali:

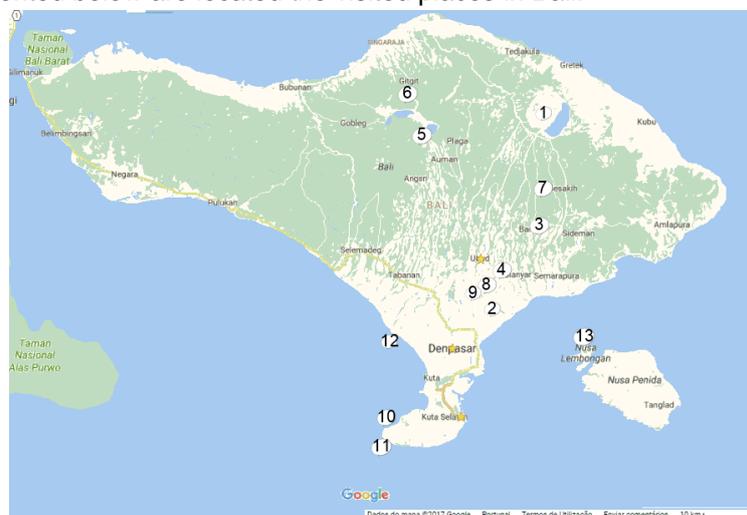


Figure 1 - Bali map. Locals visited: (1) Batur vulcon; (2) Celuk; (3) Tampak Siring; (4) Rice fields; (5) Ulun Danu; (6) Gitgit waterfalls; (7) Biologic production *Satria Agrowisata*; (8) Sweet Orange Warung; (9) Monkey Forest; (10) Jimbaran; (11) Uluwatu; (12) Tanah Lot; (13) Nusa Lembangan.

4.2 Bali Assessment

In this subchapter takes place the presentation of detailed assessment process results of Bali destination, in Indonesia. The evaluation was argued criterion by criterion. It should be noted that this evaluation results from direct observation and for a short period (10 days) visit to Bali and subsequent research. In this way, it is a limited evaluation in a certain perspective and may not be completely faithful to reality.

Bali was rated **2 out of 4**, either by the evaluation resulting from all criteria as well as by the evaluation resulting from the minimum criteria to be considered by the system applied.

The Bali classification indicates that this destination has some weaknesses to work on, with some room for improvement. To better understand how Bali management destination can improve, in order to improve the value of the overall evaluation, it was verified which the criteria with worse classification for later to identify and to develop opportunities of upgrading the destination.

The criteria which obtained the worst classification - between 0 and 1 out of 4 - were the criteria C4, C5, C8, C13, C17 and C20. These criteria are related to consumption efficiency and energy management (C4), with the water consumption and management efficiency (C5), with the carbon emissions flow (8), with the quality/price relation and environmental investment (C13), with public transport access, mobility with low impact and inclusive solutions (C17) and environmental awareness and education (C20).

On the other hand, it also indicates that it already adopts appropriate measures in certain areas.

Bali was well-ranked - 3 to 4 out of 4 - in criteria C3, C6, C10, C14, C15 and C16, which are related to landscape integration and heritage protection and valorisation (C3), with use of local materials with good durability and low impact (C6), with the use and trade of local products (C10), with local employment and job creation (C14), with the availability and offer of environmental experiences (C15) and with safety conditions and control (C16).

The development of an integrated approach to major stakeholders, include implementation of more capacity level assessment of natural areas, sustainable measures, training to sustainable and working together the different services, could create a dynamic to improve and search sustainability.

5. CASE STUDY OF SÃO SEBASTIÃO, BRAZIL

5.1 São Sebastião Description

São Sebastião is a municipality - and the oldest city - of the northern coast of the state of São Paulo, in Brazil. It is a relevant destination to evaluate, as it is the main seaside zones where paulistas spend their holidays and weekends. The municipality of São Sebastião covers a homonymous main town and several beaches, some with summer houses, others completely wild and with access only on foot or by boat. São Sebastião municipality covers a homonymous main town and several beaches (36), some with summer houses, others completely wild and with access only on foot or by boat, all of them keepers of high natural beauty.

The information used in the destination assessment process was mostly gathered in loco, since the author had the opportunity to visit the destination (december 2016 to january 2017).

In the map presented below are presented the visited places in São Sebastião:

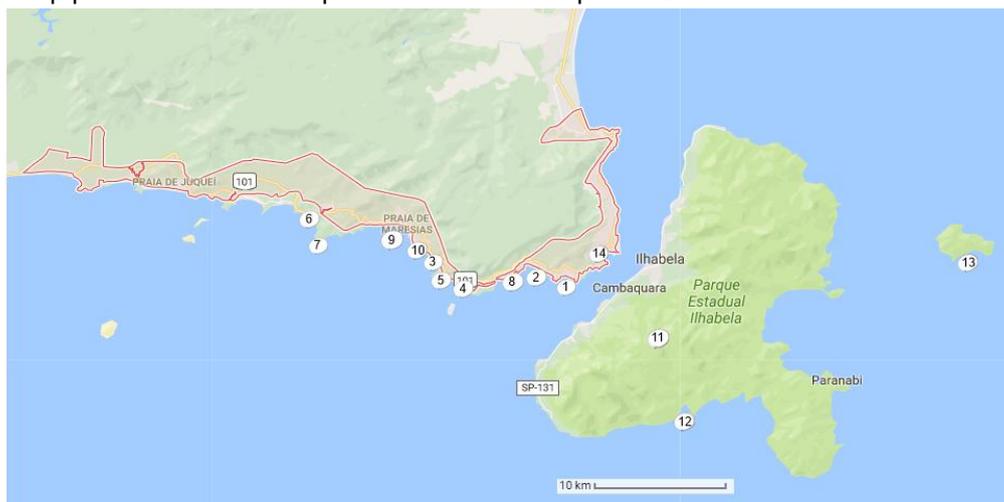


Figure 2 - São Sebastião map. Locals visited: (1) Barequeçaba; (2) Guaecá; (3) Toque Toque Pequeno; (4) Toque Toque Grande; (5) Calhetas; (6) Boiçucanga; (7) P. Brava de Boiçucanga; (8) P. Brava de Guaecá; (9) Maresias; (10) Santiago; (11) Ilhabela; (12) Bonete; (13) Ilha Búzios; (14) São Sebastião.

5.2 São Sebastião Assessment

In this part the evaluation of the destination of the municipality of São Sebastião, in São Paulo, Brazil was carry out. Similary with the previously assessed destination, it should be noted that Bali assessment may be limited by the fact that it results mostly from the destination direct observation and the assessment outcome may not fully correspond to the reality, although the visit was longer lasting, during two months.

São Sebastião destination was rated **1 out of 4**, either by the evaluation resulting from all criteria as weel as by the evaluation resulting from the minimum criteria to be considered by the system applied.

The final classification of São Sebastião indicates that this destination has not yet been thought of as a sustainable destination, resulting in a destination with many fragilities that should be

taken into account in the next chapter proposal program. Following, it is clarified in which criteria have been obtained the worst and the best classifications for São Sebastião destination.

As in the previous case, in order to better understand the way in which it is possible to act in the destination under analysis, in order to improve the value obtained by the overall evaluation, the lowest ranked criteria were verified.

The criteria that obtained the worst classification - between 0 and 1 out of 4 - were C4, C5, C7, C8, C13, C17, C20 and C21 and are related to energy efficiency and management (C4), with water consumption and management efficiency (C5), with wastewater reuse flow and treatment (C7), with the carbon emissions flow (C8), with the quality/price relation and environmental investment (C13), with access to low impact mobility and inclusive solutions for public transport (C17), with environmental awareness and education (C20) and with environmental marketing and destination and tourist services network dissemination (C21).

São Sebastião ranked well in the C3, C10, C14 and C16 criteria, - ranging from 2.5 to 4 out of 4 - related to landscape integration and heritage protection and valorisation (C3), with the use and trade of local products (C10), with local employment and job creation (C14) and with safety and control conditions (C16).

6. PROPOSAL OF PROGRAMS FOR THE SEARCH OF SUSTAINABILITY FOR THE CASE STUDY DESTINATIONS

It is relevant and urgent that all parties involved in tourist destinations consider sustainable development in their practice. LiderA Destinations project evaluation system criteria - which are based on the globally recognized GSTC criteria - are a relevant support tool both for assessing the destination sustainability status and for identifying potential improvements to implement to ensure the sustainability search optimization.

Considering the results obtained by the global assessment, was developed adapted programs with specific measures for each destination. The proposed programs function as a support for a plan of action, take into account the destinations main weaknesses and try to prioritize the measures on a temporal scale, according to their relevance, urgency of implementation and need for frequency.

6.1 Program of sustainable measures proposed for Bali destination

On the table below it is presented the program of measures adapted to Bali. The urgency of implementation for each measure was considered.

Table 1- Proposal of a program for Bali, Indonesia.

	DETAILED MEASURES	Year 1	Year 2	Year 3
Water consumption reduction and management	Efficient equipment installation (p.e. ecological washing machines and dishwashers, flushing cisterns with double system of discharges and / or with reuse of used water for washing hands, pressure reducing valves, aerating devices, reducing devices, automatic taps, among others).	X		
	Use of water from precipitation events to recharge flushing cisterns.	X		
Energy resources consumption reduction and management	Use of energy generated by renewable natural resources as an alternative to resources with a carbon source	X	X	X
	Acquisition of equipment with more efficient energy performance (eg ecological appliances, LED lamps).	X		
	Equipment that produces renewable energy installation (eg photovoltaic and solar panels).	X		

Table 1- Proposal of a program for Bali, Indonesia.

	DETAILED MEASURES	Year 1	Year 2	Year 3
Carbon emissions caudal reduction	Carbon offsetting actions (planting trees, investment in environmental protection projects, support climate protection projects).	X	X	X
	Association with programs such as Carbonfree / Ecoprogresso, Sustainable Carbon or Myclimate to compensate for carbon emissions.	X	X	X
	Use of natural and / or recycled materials and local materials (until 100Km away).			X
	Implementation of a public transport service with electric vehicles	X		
	Introduction of strict limits for the traffic circulation speed in cities.	X		
	Accommodation and creation of favorable conditions for pedestrians and cyclists.		X	
	Development of transport networks (electric cars, electric scooters, bicycles) for public use.			X
Environmental marketing and destination propagation	Development of campaigns to divulges the sustainable goals to be achieved.	X	X	X
	Report progress and share successes in order to mobilize support (employees, customers, sites, government) and the interest of travellers/tourists.	X	X	X
	Exposure, marketing and communication sustainability practices (maximizing competitiveness and return on investments).	X	X	X
Environmental awareness and education	Development of environmental awareness campaigns (voluntary actions such as garbage collection on beaches, advertising campaigns).	X	X	X
	Development of environmental education programs in schools (training from an early age).	X	X	X
	Development of an environmental training program specializing in jobs.	X	X	X
Access to public transport with fair conditions (and low impact)	Acquisition of a low environmental impact vehicles fleet.	X		
	Development of a public transport service with quality (regular, continuous, punctual, safe, comfortable and with good hygiene conditions).	X		
	System and transport network adequate and flexible to the needs, including ponctual situations that involve extension and reinforcement.	X		
	Creation of an electronic monthly pass, alternatively to paper tickets.	X		
Fair price/quality ratio	Encourage local and competitive trade.	X	X	X
Tourist load reduction	Dispersing people, jobs and activities (decreasing population density in a given region).	X	X	X
	Tourists entering number control in the main airport of the island of Bali.	X	X	X
	Number of tourists in the various tourist attractions control, including the smaller islands (eg Nusa Lembongan).	X	X	X

The adoption of the suggested measures in the program presented in the table above would allow the destination of Bali to be significantly improvement, which will result in a better classification - although it has not been determined in concrete terms.

6.2 Program of sustainable measures proposed for São Sebastião destination

On the table below it is presented the program of measures adapted to São Sebastião. The urgency of implementation for each measure was considered.

Table 2 - Proposal of a program for São Sebastião, Brazil.

	DETAILED MEASURES	Year 1	Year 2	Year 3
Water consumption reduction and management	Efficient equipment installation (p.e. ecological washing machines and dishwashers, flushing cisterns with double system of discharges and / or with reuse of used water for washing hands, pressure reducing valves, aerating devices, reducing devices, automatic taps, among others).	X		
	Use of water from precipitation events to recharge flushing cisterns.	X		
	Ensure a reliable plumbing that does not unfeasible the water direct consumption	X	X	X
Strategic plan for the reduction of water losses in the supply network	Creation of independent pressure stages when topographical quotas allow it.		X	
	Definition of measurement and control zones in the network with separation of the adduct component and the distribution component.		X	
	Punctual and planned interventions for network equipment maintenance and repair.	X	X	X
	Management of pressures throughout the day, adjust according to the needs (day / night, population density).	X		
	Water leaks detection and placement in the supply network (with own equipment such as acoustic probes (geophones) or by direct observation) and subsequent repair.	X	X	X
Energy resources consumption reduction and management	Use of energy generated by renewable natural resources as an alternative to resources with a carbon source	X	X	X
	Acquisition of equipment with more efficient energy performance (eg ecological appliances, LED lamps).	X		
	Equipment that produces renewable energy installation (eg photovoltaic and solar panels).		X	
Carbon emissions caudal reduction	Carbon offsetting actions (planting trees, investment in environmental protection projects, support climate protection projects).	X	X	X
	Association with programs such as Carbonfree / Ecoprogresso, Sustainable Carbon or Myclimate to compensate for carbon emissions.	X	X	X
	Use of natural and / or recycled materials and local materials (until 100Km away).		X	
	Implementation of a public transport service with electric vehicles	X		
	Introduction of strict limits for the traffic circulation speed in cities.	X		
	Accommodation and creation of favorable conditions for pedestrians and cyclists.	X		
	Development of transport networks (electric cars, electric scooters, bicycles) for public use.		X	
Environmental marketing and	Development of campaigns to divulges the sustainable goals to be achieved.	X	X	X

Table 2 - Proposal of a program for São Sebastião, Brazil.

	DETAILED MEASURES	Year 1	Year 2	Year 3
destination propagation	Report progress and share successes in order to mobilize support (employees, customers, sites, government) and the interest of travellers/tourists.	X		
	Exposure, marketing and communication sustainability practices (maximizing competitiveness and return on investments).		X	
Environmental awareness and education	Development of environmental awareness campaigns (voluntary actions such as garbage collection on beaches, advertising campaigns).	X	X	X
	Development of environmental education programs in schools (training from an early age).	X	X	X
	Development of an environmental training program specializing in jobs.	X	X	X
Access to public transport with fair conditions (and low impact)	Acquisition of a low environmental impact vehicles fleet.	X		
	Creation of an electronic monthly pass, alternatively to paper tickets.	X		
	Implementation of a schedule with a reasonable frequency of vehicles.	X		
Fair price/quality ratio	Encourage local and competitive trade.		X	

The adoption of the suggested measures in the program presented in the table above would allow the destination of São Sebastião to be significantly improvement, which will result in a better classification - although it has not been determined in concrete terms.

7. DISCUSSION OF THE RESULTS

7.1 Approach

- Bali and São Sebastião share particularities - good climate, natural beauty, beaches, mountains, forest, waterfalls and cultural heritage richness (and religious, in the specific case of Bali) that empower them as interesting tourist destinations to evaluate and to understand their circumstance as sustainable tourist destinations.
- In the thesis, LiderA Destinations system was tested for the first time in the assessment of destinations outside Portugal.
- The evaluation of case studies environmental performance was mainly provided by information collected in loco, adjusted with subsequent research.
- In the following table (3), the environmental performance levels considered in the destination evaluation process can be consulted.

Table 3 - Environmental performance levels of criteria LiderA Destinations classification.

Classification Levels	Real poor practices	0
	Ponctual practices	1
	Generalized practices	2
	Excellente practices	4

- Bali and São Sebastião obtained a classification of 2 (generalized practices) and 1 (ponctual practices), respectively, being in different stages of development. São Sebastião is in a very

incipient phase, in the other hand, Bali already has a number of notorious measures, although there are improvement opportunities for both destinations.

- In the assessment process of Bali and São Sebastião, the destinations were evaluated in two ways: (1) integrating all the criteria; (2) considering a set of minimum criteria to be evaluated. The classification resultant.
- The proposal programs were developed to meet each destination needs - which were previously identified through the criteria that obtained worst classification.
- The objective of the programs was to support a plan of action to guide the various tourism sectors and the destination itself to achieve a better environmental performance and to be able to develop in a more sustainable mold than the current one.
- In summary, the approach used allowed to reach the defined objectives of the dissertation, allowing the destinations evaluation and propose measures that assure a better management for the case studies sustainability.

7.2 Limitations

- The majority of the information collected to assess the criteria was based on the destinations visit, so it was difficult to obtain reliable detailed information, in particular for the criteria related to environmental policies. Thus, the classification obtained may not correspond relentlessly to reality for all criterions.
- The difference between the two destinations visit duration may interfere with the evaluation rigor. The author stay ten days in Bali destinations, while the duration of the visit to São Sebastião destination was approximately two months.
- The lack of surveys to local people and tourists is a disadvantage of the approach used. Only for Bali assessment was conducted an interview to a person who lived there for six months in a volunteer experience.
- LiderA Destinations evaluation system does not integrate any criterion that considers the destination population density and adjacent impact load. It would be appropriate to include this in order to better assess the tourist load at destination.
- The proposed programs for each destination consider only the most affected areas, corresponding to the criteria that obtained worse classification (from 0 to 1). Although all criteria rated with of less than 4 (maximum appreciation) could be improved. The Attention was focused on the most urgent criteria to begin the destinations sustainable development process to each case studies.

8. CONCLUSIONS AND FURTHER DEVELOPMENTS

8.1 Conclusion

Tourism sector has great socio-economic relevance at a global level, with a high capacity to generate growth and employment among its stakeholders – as accommodation, restaurants, transportation, tourist tours agencies, among other services – on destinations. However, due to the diversity of the areas that involves, it generates significant environmental impacts, being faced with the constant challenge of developing in a sustainable manner without compromising the quality progress of the associated activities and services.

In this way, the tourism strategic planning becomes necessary, in order to optimize its management performance, that should combine and consider the environmental, social and economic components. In order to achieve the sustainable development of a tourist destination, it is necessary to think it as a whole.

Nowadays, besides the long way to go, the adhesion to the search for sustainability by the tourism sector is already visible.

The methodology adopted addressed the LiderA Destinations criteria system in the destination evaluation process and it was considered the same criteria for the elaboration of the proposed programs for the destinations to evolve and achieve a more sustainable performance, with the suggestion of improvement measures inspired by success cases.

The author's opportunity to visit the selected tourist destinations made it possible to collect information for the criteria evaluation process.

The environmental assessment system of the LiderA Destinations project allowed to satisfy the primary objective of this dissertation: to comprehend and evaluate the environmental performance and the sustainability demand state for destinations outside of Portugal - Bali, in Indonesia and São Sebastião, SP, in Brazil.

The tool used in addition to the overall assessment of the tourist destination, stands out by the detailed criterion by criterion analysis, giving the opportunity to consistently understand in which areas the destination should reforme, adopting changes more urgently and in which dimension. This, according to the objectives outlined and the desired goals.

It was possible to notice that there are already environmental concerns in the two destinations analyzed, although they may not be well integrated in the tourism industry decision making process, as can be concluded by the case studies global evaluation outcome.

Bali scored **2** out of 4 on its environmental performance. This classification indicates that currently the destination already presents generalized practices, accusing some environmental concerns. One of the problems considered to be the most serious of this destination is the population density, people (locals and tourists) are too concentrated in certain areas. Especially in the Ubud region and in the south of the island, there is an overload of impacts in these areas, namely related to the consumption of energy resources and the amount of CO2 emissions generated. On the other hand, it is important to emphasize the good measures already practiced by the destiny of Bali. Bali stood out in areas related to security conditions, landscape integration, heritage protection and enhancement. It also has exemplary practices regarding the employment of the local population and the preference for local products and trade. In addition to the above, it is also a destination that offers a wide variety of environmental experiences.

São Sebastião was rated with **1** out of 4 on its environmental performance. The overall classification obtained corresponds to ponctual practices, indicating a fairly high improvement margin for the destination. Although some environmental concerns are already addressed in theory, they are not always considered in practice. This destination presents difficulties mainly in the management of water and energy resources. Another challenge is the population lack of environmental education. São Sebastião, very similarly to the Bali destination, stood out positively in the criteria related to the constructions landscape integration, with the preference for the local commerce and the occupation of the jobs by the local population and it is a tourist destination that has high availability of nature contact experiences. In addition, it is a destination that presents a sense of security, which is sometimes difficult in Brazil.

Both tourism destinations Bali and São Sebastião have promising and easily reachable prospects for improvement if they integrate the measures suggested in the proposed programs in chapter 6 into their action plan for the destination sustainable development.

8.2 Future developments

- The sustainable policies and practices divulgation, as well as the goals and objectives in the pursuit for sustainability divulgation, on digital platforms. Nowadays, websites, social media networks and apps dedicated to sharing information, photos, opinions, suggestions and evaluations of destinations and tourist servies are increasingly influencing the travelers and tourists choices. If all tourism agents contribute to the dissemination of destinations sustainable good management measures, the necessary competitiveness increases and exemplary practices increase with it. Additionally, tourists and travelers can be motivated to visit the destination, and, secondarily, refer it positively and return.
- A quite interesting opportunity would be to develop a sustainable tourism services and activities network. All network stakeholders would be required to adopt and apply the same well defined sustainability policy, as well as to demonstrate the application of good practices implemented and to make the respective dissemination, monitoring, innovation and management of improvement opportunities to be implemented in the future. Ideally, the

service network should be certified in terms of environmental performance and the search for sustainability.

- In the previous case, it would be pertinent to incorporate, in the LiderA Destinations system, criteria that include life cycle assessment (LCA). Considering all stages (extraction of raw materials, production processes, transportation and distribution, final consumption and recycling and/or reuse and/or repair and/or rehabilitation) involved in the life cycle, it is possible to measure the environmental impacts generated and those that can be mitigated. The application of LCA in the environmental assessment process contributes to process efficiency, cost reduction, can be promoted in marketing and environmental policies. Despite this, it has the lack of availability of information in quantity and in rigor associated limitation. In this sense, the LCA should be carried out if the tourism activities and services network were developed from scratch, with requirements for the sustainable processes for all parties involved. It should be noted that the LCA must be consistent with the marking used in the dissertation.

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