

TO DO! 2009
Contest Socially Responsible Tourism



Award Winner

GULUDO BEACH LODGE
(Guludo Blueprint)

represented by:

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Guludo

Mozambique

Rationale for the Award

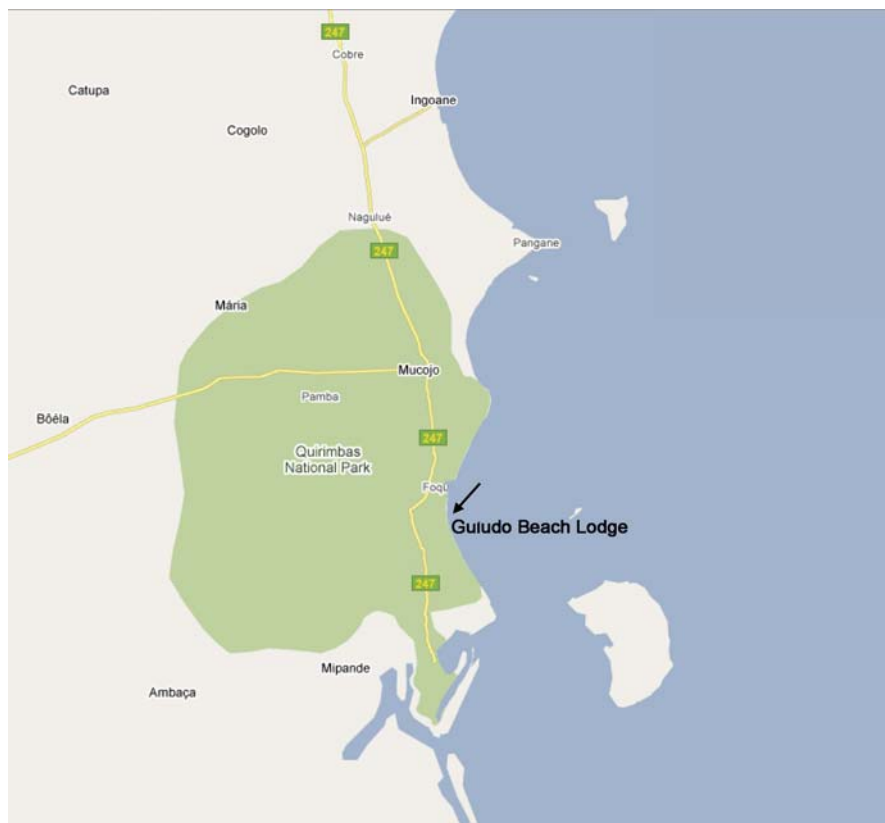
by

Angela Giraldo

Map of Mozambique



Source: www.guludo.com



Source: <http://maps.google.de>

1 INTRODUCTION

The research related to the application sent in by GULUDO BEACH LODGE (GBL) was conducted from 13th to 20th December, 2009, in the Quirimbas National Park in Cabo Delgado Province, Mozambique. On behalf of the Studienkreis für Tourismus und Entwicklung e.V. (Institute for Tourism and Development), the information regarding the concept and objectives of the project as provided in the application could be checked without any problems. The author recommends awarding GULUDO BEACH LODGE the TO DO! 2009.

2 BACKGROUND

More than 22 million people live in Mozambique today. There are about 78 ethnic groups, speaking more than 40 languages. The official language is Portuguese, but as a mother tongue it is spoken by only about 2.5 percent of the population (mainly in the cities). Another 20 percent speak Portuguese as a "foreign" language. Most Mozambicans speak more than one language.

The average life expectancy of women is 44 years, the life expectancy of men as low as 42 years. 56 percent of the population are below 20 years of age, and only 10.4 percent above 50.

Arabs lived in the region before the Europeans conducted their major discovery expeditions. They traded in gold, ivory and slaves between Africa and India. In 1507, the Portuguese founded a permanent settlement on the Island of Mozambique (Ilha de Moçambique). At the beginning of the 20th century, Portugal had colonised Mozambique according to its ideas, focussing on economic exploitation with minimal effort. After several years of struggle for independence, Mozambique held the first free elections in her history in 1975. Having led the struggle for independence, the Liberation Front of Mozambique (FRELIMO) won the elections. As a consequence, 90 percent of the Portuguese living in Mozambique at that time left the country. In an unparalleled surge of sabotage they destroyed several institutions and left the country devastated and without qualified workers or academic elite. FRELIMO established a socialist state. The Apartheid regimes of Rhodesia and South Africa financed and promoted the destabilising war in Mozambique by supporting the National Resistance of Mozambique (RENAMO). 17 years of the cruellest kind of civil war followed, ending in 1992. In 1994, after a peace agreement between both parties, elections were held and FRELIMO was re-elected. The horror of the civil war had taken one million people's lives and turned one third of the population into refugees.

Guludo Beach Lodge is situated in the province of Cabo Delgado, the northernmost province of the country which has the lowest population density and which is also the poorest province of Mozambique. There lies the Quirimbas National Park ("Parque Nacional das Quirimbas"), which was declared World Natural Heritage in October 2003. The National Park extends along 110 kilometres of coast line and encompasses 32 mangrove islands of different sizes. It protects 1,500 km² of marine park and 6,000 km² of land area. Most of the islands are uninhabited and form a refuge for various species of birds. Other islands have wonderful sandy beaches and coral reefs. The Arab, Portuguese and African influences to this day are reflected in the rich history and culture. The provincial capital of Pemba is the most important place to go in the North.

Guludo Beach Lodge is situated on the mainland of the Quirimbas National Park. To reach Guludo, there are flights from Maputo, the capital of Mozambique, to Pemba, which take about three hours. From there it takes another 3.5 hours by jeep, or one can take a small aircraft to Matemo Island and continue the journey from Matemo by boat.

In Guludo, there are two ethnic groups, the Macua and the Mwani. Most of the people belong to the Mwani, a group which shows strong Arab influence and has a language resembling East African Swahili. At Guludo, both Ki-Mwani and Portuguese are spoken. Most of the people are practicing Muslims. Their traditional livelihood is fishing.

Tourism Development

In the 1970s, Mozambique recorded about 300,000 tourist arrivals. During the civil war, visitors stayed away. As a holiday destination, Mozambique sank into oblivion. With its 2,700 km long coastline, spectacular beaches and islands off the coast, small coastal towns and magnificent national parks, Mozambique is trying to reinvent herself as a tourist destination. Efforts to develop a tourism infrastructure can be noticed everywhere. New hotels and resorts are emerging on the endless beaches. National parks are being restocked with wildlife; a newly founded Ministry of Tourism is trying to present the country in modern style. Furthermore, the Quirimbas National Park is a paradise for divers.

3 The Holistic Concept of Guludo: "Social Business"

3.1 History and Objectives

When she was still a student at the end of the nineties, Amy Carter once worked at a primary school in Kenya for eight months. The confrontation with the situation there and the encounters with the local population gave her the first impetus to make a contribution and to do something meaningful for people living in extreme poverty. After completing her studies in Great Britain, Amy and her boyfriend Neal decided to settle in one of the poorest regions of the world – where they could work and contribute to the alleviation of poverty. In order to realise this, they dreamt of a tourism enterprise. This idea prompted them to participate in the World Summit on Sustainable Development in Johannesburg in 2002. WWF (World Wide Fund for Nature) – active in more than 100 countries for the protection of nature – motivated them to go to the Quirimbas National Park region in the North of Mozambique.

The couple, at that time 22 and 24 years of age, set off for Mozambique and fell in love with Guludo. It was the very last place they visited in the region. "This is where we are going to stay", they decided. From the first moment they knew that this was the right place to develop all their plans. Ready for action, they visited the community in the village of Guludo. After a process of consultation with the population and the local authorities, they got the permission to build a lodge. Their positive attitude and serious intentions were rewarded with trust. This is not a matter of course as the people here had often been disappointed.

Following the motto "The power of a dream... sustainable development through tourism", they founded the company "Bespoke Experience Ltd." and the "NEMA Foundation" in 2002. These two organisations together form the holistic entrepreneurial concept, a business model that takes into account fair trade criteria and the support of social projects in local communities in Northern Mozambique.

The objective is to alleviate poverty in rural communities while protecting the environment. In this context, tourism serves to reactivate dying village economies and to finance charitable social projects with the aim to improve health care, agriculture, education, enterprises, and the environment.

3.2 Guludo Beach Lodge

The lodge is located at one of the most beautiful beaches in the region, within the national park. The beach is two kilometres long. Architecturally, the lodge fits very well into the landscape. Architects from London, well known and award-winning for ecological building designs, developed the plans. They managed to realise a combination of aesthetics, sufficiency (i.e. the attempt to use resources and energy in a reasonable way and to minimize the carbon footprint), comfort and local style. For its construction only materials from the region were used: bamboo, wood, palm leaves for the roofs, stone, clay bricks, burnt clay tiles. The bungalows have been conceptualised in such a way that natural ventilation and shadowing have been optimised and there is no need for air conditioning or fans.

The resort has nine bungalows (*bandas*), offering accommodation for up to 24 persons. Two bungalows provide space for four to five persons each and are mainly being used by families; seven bungalows accommodate two persons each.

The *bandas* are lined up along a path, just like in a traditional village. In the centre, there is a "community house" with a covered dining area and sea view. All *bandas* are just a few steps from the sea. The bungalows are decorated in a simple and caring manner – whether it is woven baskets as "drawers" or clothes rails and hand-made hangers from bamboo. All of these are original and have been produced in style by local craftspeople. They help to create a warm and romantic atmosphere. All the bungalows have roofed terraces with a sea view.

The bungalows do not have electricity, but at sunset kerosene lamps are provided by the housekeeping team. Behind the sleeping area there is an outdoor area with bathroom, shower and toilet. The bungalows do not have running water. For brushing teeth and washing hands bottles with water are provided every day. The about 4 m² shower area has a big 100 litre tank which is filled with water twice a day. This tank is connected to a system of bamboo pipes, leading to a shower head made from clay. When lifting a weight, the shower head raises and causes the water to flow.

The rooms and the adjacent outdoor areas are protected by bamboo walls so that privacy is ensured. Wooden steps lead to the toilets, elevated by about 1.5 metres. The latrines serve composting purposes.

A day at Guludo Beach Lodge begins very early in the morning. At as early as 5:30 a.m. the sun shines through the palm-thatched airy "windows." The warmth invites you to get up early. By 9:00 a.m. the heat of the sun increases dramatically and it gets very hot.

Prices per person per day range from 255 US\$ to 395 US\$ (between 170 € and 270 €), depending on the type of bungalow and the season. Included are accommodation, all meals, and laundry services. Drinks, entrance fees to the national park, transfer to/from the airport, and motorised activities are not included. Most of the travellers stay for three to six nights. There are special offers for "honeymooners."

The lodge offers various activities that need to be paid extra, such as diving, snorkelling, humpback-whale watching, visits to islands in Quirimbas National Park or excursions to the bush and activities free of charge, such as visits to Guludo village, archery on the beach, soccer games in Guludo village, and sailing tours with traditional fishing boats (*dhow*s).

3.3 NEMA Foundation

The core business of NEMA is the implementation of social projects to help them to relieve poverty. The name says it all: NEMA stands for "the joy when the suffering is over."

GBL plays a decisive role in financing NEMA. In the first years, 5 percent of the turnover went to NEMA to finance social projects. Thanks to the positive development of the business, the percentage was increased to 12 percent. NEMA also gets funding from donations made by guests and through "Global Angels," an international foundation working in the interests of children worldwide.

The administration of NEMA is based in the Lodge and has five local employees and some experts who work with the local village committees (see further down). All NEMA projects are overseen by NEMA's operational manager, who reports directly to NEMA's international Board of Trustees (among them Amy Carter-James).

NEMA works with twelve rural communities (with a population of approximate 15,000 people) in projects in the fields of health, water, education, environmental protection, and enterprise (employment), addressing and fighting poverty. Most of the villages are located within the Quirimbas National Park.

NEMA's objective is to support communities up to a point when the people no longer need the help and can implement the projects by themselves.

NEMA works with local governments in the villages. All the projects belong to the communities. 100 percent of the donations go directly to the projects.

NEMA does not speak of "beneficiaries," but of "partners". Communities requiring support are invited by NEMA to become partners. There is a written agreement that the communities need to agree to. The "village council" establishes a partnership committee to manage the projects and as a contact for NEMA. The committee is elected by the community and includes:

- a president, a secretary (recognised by the community as a good and diplomatic leader);
- a treasurer (a person trusted by both the community and NEMA);
- one representative each for the different areas of work: education, health, water, fisheries, and agriculture (depending on the projects).

All agreements must be made known to the people in the village and to NEMA. At regular meetings, the state of development of a measure and the financial aspects are discussed. There is zero tolerance for any type of misuse or misappropriation of funds or materials. Communities lose their partner status if they are not able to manage the projects and the funds provided by NEMA.

4 ASSESSMENT

The comparison of the activities conducted by GULUDO BEACH LODGE with the six TO DO! contest criteria and three additional questions leads to the following assessment:

Evaluation against the TO DO! contest criteria

4.1 Taking into account the different interests and needs of the local people through participation

At Guludo Beach Lodge (GBL) and NEMA, participation is taken seriously – the keyword is **partnership**. It is the philosophy of both organisations. The tourism project has from the start been conceptualized with the consent of the people in the village of Guludo. The village council of Guludo held a village community meeting at which they discussed the tourism project its intentions. They voted and unanimously agreed on the construction of the lodge.

Furthermore, people from the surrounding communities directly participate, thanks to the job opportunities created. When the lodge was built, local experts were consulted. The lodge absolutely had to be built in the way local houses are built. Only local people knew how to produce mud bricks in such a way that they are durable. In the construction of the lodge, men and women were employed for various tasks (as bricklayers, carpenters, gardeners, tailors, craftspeople, etc.). Once the lodge was opened, many of them continued to be employed. They were trained in the various fields of work such as service, housekeeping, bar, or kitchen.

Through the development of social projects by NEMA it is ensured that the interests and needs of the population not involved in the tourism activities are addressed: on the one hand, in a participatory decision-making processes, on the other hand, thanks to the effects of the actual projects. The decision-making processes in the villages guarantee that the projects to be implemented have been approved by the majority of the villagers. The people are thus participating in the creation of their own development.

The village council calls for a village community meeting in order to decide whether they would like to cooperate with NEMA. If the decision is positive, it is expressed in a document carrying 100 signatures. The number of either male or female signatories must not exceed 60 percent. Thus, the criterion of gender equality is taken into account.

The decision on the projects or measures to be implemented in a village begins with an inquiry addressed to the partnership committee. This committee, democratically elected by the village community (see 3.3), calls for a community meeting in order to assess the needs and to come to an agreement on the scope of the project and the contributions proposed by the individual partners (NEMA and village community). This will be stated in more concrete terms in a written agreement, signed by the president, the secretary, the treasurer, and the representatives of the respective areas of work – depending on the project. This agreement must be approved and signed by another 50 villagers. Again, the number of either male or female signatories must not exceed 60 percent. An evaluation process by NEMA follows, leading to the approval or rejection of the project.

The implementation of the project is being accompanied by NEMA and if there is a need for assistance, the respective support will be given. After completing the project, it will be evaluated at a village community meeting. The partnership committee is responsible for the routine maintenance of technical projects (e.g. wells).

4.2 Enhancing the awareness of the local people with regard to the chances and risks of tourism development in their everyday economic, social and cultural lives

Guludo Beach Lodge is practicing a philosophy of tourism which benefits local communities; tourism that respects the culture, history, land and natural resources, creates employment for local people and pays fair wages. The tourism activities of GBL are "best tourism practice," respecting the local identity and culture and benefiting local people. The main concern is to promote and strengthen people's identity and self-esteem.

Mutual respect is rated very highly. From day to day, the management of the lodge is a living example of it, and the best model for the community. The employees pass this example on to their families in the village.

4.3 Participation of broad local population strata in the positive economic, social and cultural effects of tourism

It was thanks to the lodge's operations and the respective tourism activities that jobs were created in the first place. The region, which is one of the poorest in the country, mainly relies on subsistence agriculture (for people's own consumption).

Employment and Business:

Apart from directly employing a total of 69 women and men in the lodge itself (45 of them on a permanent basis, 24 of them on a temporary basis, depending on the work load and the season), the tourism activities of the GBL guests have created other jobs. For example, GBL is offering sailing trips on traditional *dhow* fishing boats. For this activity, the services of fishermen are being used. Furthermore, additional sources of income were created for women by founding a handicraft sales centre in the village of Guludo (see additional question B).

Health and Hygiene:

Over the past three years, the most significant progress was made in improving the health and education of children. Malaria is one of the main causes of child mortality in Mozambique. 125 children die of malaria every day. Malaria workshops were conducted by health committees and mosquito nets were distributed. They talk about the disease as well as about people's possibilities of protecting themselves. The committee pays visits to the families now and then, checking whether, for example, the mosquito nets are being used properly or whether people have problems using them. This measure helped – together with other measures – to reduce child mortality by an overall 20 percent. 10,000 women and children benefited from these activities.

Water:

Contaminated water is another prevalent cause of child mortality. More than 50 percent of the people in the region do not have access to drinking water. With the support of NEMA, a total of 30 wells were built by the partner communities, providing about 12,000 people with access to clean water. Every village has a water committee. NEMA conducts four to five days' training programmes in the villages. In these workshops, examples are given as to how to improve the ways in which water is handled. The water committee is also responsible for the latrines and the waste.

Education:

Most of the schools in the region teach up to 5th grade, only two schools up to 7th grade. Students who want to continue their education at a school located 50 to 100 kilometres away have to move. There are costs associated with moving, so for the majority of the children it is not possible. NEMA introduced a scholarship system to support these students – the *bolsa escolar*. A total of 79 students are being supported, seven of them girls. Apart from the uniform, school materials, toiletries and cutlery, the scholarship also includes transport once in three months for the children to visit their families in the villages.

In Guludo village, NEMA also supported the construction of a school. The building materials were supplied by NEMA, labour by the villagers.

The school offers a meal which is called *matafome* (hunger killer) in colloquial Portuguese. Since the introduction of this meal, more children have been going to school. While there were only 80 children enrolled in 2006, by 2009 their number had increased to 550.

"The children enjoy going to school, also because of the meal. As they are better fed, they are also stronger and of course motivated to learn," says, for example, Idrise whose elder children, two girls, also attend school in Guludo. Idrise (33) has worked for GBL for six years and is the supervisor of both the restaurant and the bar. He works in the service department and is also in charge of supervising his five colleagues and of checking whether things are running smoothly.

Awareness Raising:

Every single measure has got an educational and awareness raising component. Workshops are conducted on health and hygiene. A major problem in the region is diarrhoea. "It is not enough to just have a well," says Asani who works full time with NEMA. He is the "right hand" of Eve, the director of NEMA Foundation. "The people also have to learn how to handle water. Children should learn to wash their hands and not to drink polluted or insipid water." Asani is a Mwani and lives in Guludo. He coordinates the workshops, does awareness raising work, but has also become an expert in the maintenance of wells. He is distinctly tactful, very popular among the people in the villages and widely respected. In Asani NEMA has got a responsible and versatile employee.

The awareness raising work is conducted in such a way that small groups of "facilitators" are trained in the respective villages. In their communities, they are to pass on what they have learned. The children are happy when Asani visits their village and prepares *papa* with them, a simple but rich, nutritious food, the ingredients of which are available to all the villagers. The dish consists of sugar, coconut, cassava or corn flower, beans, and *matapa* (cassava leaves).

4.4 Guarantee of the attractiveness of jobs in tourism for the local people by improving working conditions relative to payment, social security, working hours as well as education and training

Before the lodge was built, there were hardly any jobs in the Mucojo region. Many people had to leave their families and go to other cities in search of jobs.

The lodge employs 45 women and men. In addition, up to 24 persons are employed on a temporary basis, depending on the workload and season. With a family size of about ten persons per household, this means ensuring the livelihoods of 600 people. The indirect employment in tourist activities is not included.

On average, the employees of GBL (excluding the management) earn 3,600 meticaïs (about 90 €) per month. The minimum wage in Mozambique is 1,950 meticaïs (roughly 48 €).

The labour laws in Mozambique are strictly monitored. All employees have social insurance. With a work rhythm of six days of work and one day off, the employees are entitled to one month leave. The daily working hours are eight hours. All employees get free food in the "staff canteen."

New employees go through a probationary period of three months, and then get a one year contract, then an unlimited contract.

As in any hotel business, GBL also runs shifts. Evening transport to the homes is paid by GBL.

Furthermore, GBL offers English language classes for all employees free of charge. The management regards it as important that their staff speak English. Most of the guests are from English speaking countries.

The employees who work as drivers got their drivers licences only after they started to work for GBL.

Amy Carter-James received the award "Young Social Entrepreneur of the Year 2006" in the UK.

4.5 Strengthening the local culture and the cultural identity of people living in tourism destination areas

The tourist activities of Guludo Beach Lodge and all the projects of the NEMA Foundation in the villages contribute to strengthening the local culture and cultural identity. This is even visible in the architecture of the lodge, the decoration, the appreciation of local artistic representations, and the production of items from natural local materials (e.g. palm trees).

The lodge offers a selection of both international and regional dishes. A diversity of fish and sea food as well as regional fruit will be served. The waiters and waitresses are delighted when *matapa* is being served. They proudly explain how this dish is being prepared. The spicy beans or cassava leaves with fish or chicken in a coconut shell are a feast.

As all the employees in the lodge are from local communities in the vicinity, the local culture is very present. Among themselves, the employees usually speak Ki-Mwani, their own language.

The chains, baskets, bracelets, etc., produced by the craftswomen are exhibited and sold in the lodge. When guests visit the village of Guludo, they also visit the handicraft shop. Here, they have opportunity to purchase gifts.

4.6 Avoiding and minimising social and cultural damage caused by tourism in tourism destination areas

The concept of Guludo Beach Lodge addresses a special target group: These tourists are guests who are rather interested in social and cultural aspects. Guludo is very remote. Nobody will pass by purely by chance. There is no other tourist accommodation in the whole area. The number of rooms alone does not allow for large numbers of visitors and it will remain that way. There are no plans for expansion.

GBL actively communicates with the guests, providing them with tips and recommendations on conduct with regard to the environment and socio-cultural aspects. They make it clear that they do not want to create a culture of begging and request guests not to distribute gifts to individuals, not even to young children. The GBL leadership can receive the gifts and guarantees that they will be distributed through NEMA in a responsible manner. When the guests visit the villages and find children asking for money or other things they are being asked to draw the children's attention to NEMA and the community projects.

The people working in the lodge experience a culture of respect.

Evaluation against the TODO! additional questions

A) Could you give examples which document that your project/measure is in line with environmental compatibility?

The lodge was planned in line with the principle of minimal negative environmental impact. The building was to be of high quality, meeting the highest environmental standards. It was to blend in with the environment.

The construction methods and building materials were selected in such a way that they would largely be available locally, and that repairs and maintenance would be easy to handle. All the materials used are natural materials taken from within a range of not more than eight kilometres from the lodge, so that in transport, too, CO₂ emissions were minimised.

Energy consumption is also very low. The bungalows do not have electricity. The way in which the bungalows were constructed ensures a comfortable room temperature, making air condition and fans redundant. The fridge and the stoves run on propane gas. There is a small generator that works for only a few hours per day. It was selected on account of its high efficiency and therefore low emissions.

Water for washing and bathing is drawn from a well, using a hand pump. The water is taken to the bungalows. The toilets do not have water flush. Each toilet has two latrines which are being used alternately every six months. The compost, enriched with wood shavings, is used as fertilizer for the plants.

The waste water from the showers is being collected in large containers and is being used for gardening. In the kitchen and for the laundry only biodegradable soaps are used, which are imported from South Africa. The waste water goes to a sink pit which has sand filters.

The lodge produces very little waste. Hardly any packaged food items are bought. Every day, the lodge buys fresh fish and sea food from the fishermen on the beach, and fruit and vegetables from other producers. Jam is made in the lodge, bread rolls and cakes are prepared every morning. The waste generated is separated: Plastic and metal waste is taken to Pemba, three hours drive from Guludo, for recycling. The remaining kitchen and paper waste is composted.

Activities in the sea, such as diving and snorkelling, are conducted with the help of specially trained personnel with many years of experience. They point out to the guests that no souvenirs are to be taken from the sea. They even discourage guests from collecting shells on the beach in order to prevent its being turned into a business.

B) Are there any examples in the framework of the project/measure which make clear that a just participation of women and men has been taken into account during the planning/implementation phase of your project/measure? Considering gender relation, can be found any improvement of the status/situation of women within your project/measure?

African society has a clear gender specific division of labour. Men will do the seasonal hard work, while the women handle the daily chores. Due to the colonisation and later the civil war, the division of labour, as it was customary in African society, underwent a change. While this change also led to women's emancipation, they were now solely responsible for the household as the men had to do paid work in other places. Still, to this day being sent to school is less common for girls than boys, and they are married off at a very young age. In the Northern Muslim-dominated region, polygamy is still common. The men, however, have to ensure that each wife gets a house.

At Guludo Beach Lodge, 14 women work full time. In the kitchen, three out of seven employees are women, in housekeeping five out of seven, in service one and in the technical and maintenance department five out of nine employees.

In 2009, the handicraft centre was officially opened by Mozambique's First Lady. The centre brings together 60 women who produce and sell their handicraft products. Most of the GBL visitors are happy to buy these original pieces. The visit by the First Lady was a special recognition of the women's work, status and self-esteem.

Due to the meals provided at the school and the scholarship programme, more and more girls are sent to school.

In the health sector, 36 women have been trained by NEMA. For conducting the workshops, they get their expenses refunded.

In the communities, the projects are managed by committees. All in all, almost 50 committed people work in these committees; half of them are women.

C) Through which measures/mechanisms is the economic and institutional sustainability of the project guaranteed?

The tourist activities of Guludo Beach Lodge are aimed at being economically sustainable. The company is managed professionally by experienced tourism experts. GBL is a young, successful

enterprise. It started in 2004 with 36 guest-nights. One year later, the number had increased six-fold. In 2009, the lodge had about 2,000 guest-nights, with an upward tendency.

The lodge is marketed by tour operators mainly in the UK, but also in South Africa, France and Portugal, as well as through the company's own website. Over the past few years, media attention has increased, thanks to various awards for the lodge. In an English google search for "Mozambique" and "lodge", Guludo Beach Lodge comes fifth.

The lodge, in combination with the social projects, has become a model for success. This image is communicated as such to the world.

5. CONCLUSION

The young entrepreneurial couple's vision which emerged in the context of the UN Summit for Sustainable Development in Johannesburg 2002 has been: "The power of a dream... sustainable development through tourism."

With the company founded in the same year, they uncompromisingly and effectively implemented their vision. Seven years later, the company Guludo Beach Lodge is economically successful und combines its economic success with exemplary social and ecological responsible conduct.

English translation: Christina Kamp

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